



Q&A



Glennon Doyle on the Power of Connecting with Other People

Glennon Doyle, best-selling author of *Untamed* and founder of the charitable organization Together Rising, shares her insights on what it takes to make a meaningful difference in the world.

What inspired you to create Together Rising?

The collective power of angry, broken-hearted women can be phenomenal. I knew that if my team could harness that power, it could change the world.

What's been Together Rising's biggest milestone so far?

We've had huge milestones this year, from becoming one of the leading organizations to help reunite families separated by the American administration at the border, to passing the milestone of raising \$26 million for

people in crisis — all with a most-frequent donation of just \$25. But our most important accomplishment continues to be helping people avoid despair by consistently providing simple and meaningful ways to make a real difference.

What advice do you have for someone who wants to make a meaningful difference in society?

Figure out what breaks your heart and then run toward the people addressing that issue in the world. Heartbreak is the greatest clue of our lives — what breaks your heart points you toward your purpose and your people.

What can the leader of an organization do to help and inspire the people they work with?

When you start an organization like

ours, the focus is on serving the world and the people who join in to help are others-minded too. They're the sort who give and give until they're spent. I'm convinced that one of the most important roles of the leader of service groups is ensuring that the people who work for the organization are taken care of financially and emotionally. The leader needs to make sure that the givers are getting what they need at all times, so they can care for themselves and their families while they're caring for the world.

Why is it important to invest in our local and global communities?

We belong to each other — so disconnection from each other leads to despair. A life of service is a life of purpose, passion, and ultimately peace. ■



To read the full interview, visit innovatingcanada.ca.



New Approaches to Corporate-Community Partnerships Are Essential During COVID-19

Elizabeth Dove

Canadian non-profits are threatened by the cumulative effects of decreased revenue, physical distancing, job losses, and operational pressure from fluctuating demand. Volunteer Canada's recent research on the impacts of COVID-19 shows that while funds are the top need for non-profits, in-kind support and skilled and other voluntary support are also required. More volunteer roles are going virtual or remote, but many can only be done in person.

Volunteer Canada's August poll of Canadian businesses indicates that senior leadership direction on employee

community engagement has been to take activities virtual, including volunteering (particularly skills-based), fundraising, and learning activities that help employees expand their understanding of causes. In the absence of in-person activities, companies are nurturing a giving back culture by celebrating the efforts of employees in communications. The highest business concerns for community engagement activities are doing them safely (especially as there are limited virtual volunteering roles available), in ways that truly support non-profits but are also engaging for employees.

Inspiring volunteers from within

The implications are that companies need a new approach to community partnerships. Move away from a funding focus on frontline COVID-19 efforts — non-profits' ongoing activities must also be funded. Listen closely to what non-profits need and get creative with in-kind or skilled support. Develop the giving back culture in your company: ground your employees in understanding issues and the non-profits working on them through activities like lunch and learns and amplify employee good work in communications, letting others know how to get

involved. At the same time, non-profits need to become crystal clear on what they need, using limited resources only on corporate partnerships that drive change and increase organizational stability.

Volunteer Canada provides national leadership and expertise on volunteerism to increase the participation, quality, and diversity of volunteer experiences. Find full results of the Volunteering Lens of COVID-19 survey at volunteer.ca. Results of the August poll of Canadian and Irish companies will be available in early October. ■



Elizabeth Dove
Director of Corporate Citizenship, Volunteer Canada

Together, We Can Finance a Sustainable Tomorrow

Jay-Ann Gilfoy, CEO of Vancity Community Investment Bank (VCIB), shares her insights on the importance of values-based banking for organizations and the communities they serve.



PHOTO COURTESY OF ADOBE STOCK



Jay-Ann Gilfoy
CEO,
Vancity
Community
Investment Bank

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Learn more about VCIB's values-driven approach at [vcib.ca](https://www.vcib.ca).

This article was **sponsored by the Vancity Community Investment Bank.**
Vancity Community Investment Bank

What is values-based banking and what does it mean to VCIB?

Values-based banking is a way for banks to link investments, lending, and other services to social and environmental change. Values-based banks offer the same products and services as traditional banks, but what sets us apart is how we operate, who our clients are, and what we finance. All banks, whether traditional or values-based, use their clients' deposits to fund loans. At VCIB, our clients have full confidence that their deposits are used exclusively to support more resilient and sustainable communities and to address needs around affordability, climate, and social inclusion.

Why is values-based banking so important right now?

It starts with the idea that money needs to be available to help solve some of the major challenges the world's grappling with, like the climate crisis and the economic inequality exacerbated by the COVID-19 pandemic. We focus on banking for the businesses and organizations addressing those challenges. Their work isn't business as usual and they need a financial partner who understands that. Values-based banking allows us to reimagine how we can use the tools of finance to create lasting change in our communities. This spring, for example, our clients came together to invest in VCIB's Unity GIC and their deposits will now provide vital loans and financial relief to businesses and non-profits affected by the pandemic.

How is VCIB using the tools of finance to make a difference in the community?

Right now, VCIB exclusively partners with organizations that drive social, environmental, and economic change. You can see the difference we make by looking at our lending

portfolios. Our real estate lending team has partnered with affordable housing developers like Options for Homes, providing financing that supports its model of offering down-payment assistance to moderate income families. Our clean energy finance team helps get more low-carbon projects off the ground by focusing on small- and mid-size projects underserved by traditional lenders.

What kind of organizations do you work with, and why do they come to you instead of a traditional bank?

At VCIB, we work with organizations that are looking to make a positive difference in their communities. We get to know our clients, we work through challenges together, and we connect them with other supports. Something we often hear our borrowers say is that they feel like they're getting a partner, not just a lender.

One example of an organization VCIB recently supported is the Parkdale Neighbourhood Land Trust. We helped finance its acquisition and preservation of affordable rental housing in a gentrifying area and are now working together to build out the land trust model, which enables land to be used as a community asset for generations to come. Organizations that opt to bank with a values-driven institution can be confident their banking choices are making a difference in places like this, where and when it really matters.

What's next for VCIB and its customers?

The events of 2020 have emphasized why organizations — especially financial institutions — need to employ a values-centric approach to business, and now more than ever, our mission is clear. In order to respond to the challenges of the pandemic, we made a decision earlier this year to accelerate our launch of new business banking and lending services — like pivot loans to help businesses and organizations adapt — while continuing to finance clean energy solutions and affordable housing. Our focus going forward is going to be all about banking a green and inclusive recovery. ■

“Values-based banks offer the same products and services as traditional banks, but what sets us apart is how we operate, who our clients are, and what we finance.”



PHOTO COURTESY OF OPTIONS FOR HOMES

Values-Based Banking in Action: VCIB and Options for Homes

Over the past 30 years, the cost of home ownership has increased dramatically in the Toronto region. First, it was low-income earners who struggled to own. Now, it's moderate-income earners too. Options for Homes, an affordable housing developer and mission-driven social enterprise, has been working to reverse this trend for 25 years. Options develops high-quality condos and offers buyers up to 15 percent in down payment assistance, helping to make home ownership possible for individuals and families who have just a 5 percent down payment saved.

To support Options, the Vancity Community Investment Bank (VCIB) extended a syndicated construction loan of more than \$80 million for the organization's latest development. Once built, The Humber will provide housing for 232 families in Toronto's Weston Village neighbourhood.

“The VCIB staff really get what we're trying to do. They understand social impact and they understand the financing of these projects, and it makes them a great partner for our team.”

— Heather Tremain, CEO, Options for Homes

How Are VCIB and Its Clients Making a Difference?

VCIB is Canada's first values-driven bank, a subsidiary of Vancity, Canada's largest community credit union, a certified B Corporation, and a member of the Global Alliance for Banking on Values.

Social purpose real estate

VCIB finances affordable housing and social purpose real estate projects like arts, culture, and community spaces.



1,350

units of new or preserved affordable housing

Clean energy financing

VCIB connects clean energy developers and building owners with financing to accelerate the low-carbon transition.



1,650

clean energy and energy efficiency projects financed through VCIB's subsidiary CoPower

Impact investing

VCIB's impact investment products generate positive change alongside competitive financial returns for your organization.



\$100 million

in impact investments made through VCIB and CoPower

Business banking

VCIB offers a full suite of banking products for purpose-driven businesses, helping them to grow, prosper, and foster change.



100%

of deposits with VCIB contribute to affordable and sustainable communities in Canada

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PHOTO COURTESY OF ALAN LISSNER/COIC



How Indigenous Communities Are Ensuring Food Security

Canadian Feed The Children’s partnerships with Indigenous communities across Canada are building sustainable, self-sufficient food systems to end food insecurity for good.

Anne Papmehl

For many Indigenous communities, the COVID-19 pandemic has made the need for local food systems based on traditional food practices more urgent than ever. Eleven-year-old Zoe in Chipewas of Nawash Unceded First Nation (Neyaashiinigmiing) agrees.

“Do I think we need to get back to more of those food practices? Absolutely!” she says. “Is it going to be easy? No, it’s not. But we need to start somewhere, and we need to start now.”

Zoe’s community is one of 26 who have partnered with national charity Canadian Feed The Children (CFTC) to re-establish local food systems and boost sustainable food security. Indigenous peoples have higher rates of food insecurity than any other population group in Canada. Cultural disruption, loss of viable land, industrial activity, and climate change have all had a devastating effect on Indigenous communities’ ability to grow and harvest the traditional foods that are critical to their nutrition and good health. These challenges were exacerbated during the COVID-19 pandemic.

With supply chain disruptions, job losses, and lockdown measures making it hard to obtain fresh, nutritious food, community-led partnerships with charities such as CFTC have had a positive impact in feeding those most vulnerable and hardest hit by the pandemic.

Partnerships are critical to COVID-19 urgent food response
CFTC’s partnerships with Indigenous communities have led to tailored, local responses to long-standing food insecurity challenges, as well as those created by the pandemic.

Local chiefs, band councils, families, and community leaders, such as Dorothy Ahenakew, Food Security Coordinator with Ahtahkakoop Cree Nation, have been critical to the COVID-19 urgent food response. “To try to alleviate the urgent need for food, I helped organize 300 grocery hampers to be sent to families in the Nation with fresh and nutritious food to supplement their supply,” she says. In addition, the Nation’s band bought non-perishable foods, harvested meat, and purchased fish to distribute to community members.

Going forward, partner communities will work with CFTC to ensure self-sufficient food security through community gardens, food forests, land-based education, and traditional food harvesting, processing, and distribution.

This change is being led by everyone, including the youngest community

members. Zoe is one of them. Having learned from her elders, she now leads her peers in foraging and in tending the school orchard. “It’s really great to see everybody come together and make something that we can all benefit from,” she says. “Sometimes, we’re able to give some of the food that we’ve gathered to other people in the community. This makes me feel good about myself.”



A global campaign for long-term food security

CTFC is launching the Together for Children campaign this fall to support long-term food security for children in Canada and around the world. The campaign seeks to educate the public on the factors that lead to hunger and food insecurity, and how they can be part of positive change. ■

This article was **supported by Canadian Feed The Children.**



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To learn more and test your knowledge on COVID-19 and Indigenous food security, take CFTC’s quiz at togetherforchildren.ca/quiz.

Community Impact

General



310,000+

Over 310,000 healthy meals and snacks were served to children in Indigenous communities over the past year.



2,975

2,975 children in Canada received in-school feeding, with support shifting to family food boxes in many communities.



3,161

3,161 community members including parents and caregivers attended nutrition training over the past year.



45

45 school and community gardens have been planted across 26 Indigenous communities to support local food production.



100s

100s of land-based learning workshops have taken place across Canada to teach youth about sustainable traditional food practices.

COVID Response



3,000+

CFTC supported the distribution of over 3,000 urgent family food boxes to families in Indigenous communities across Canada.



2,208

At Birch Narrows Dene Nation, CFTC supported the distribution of 231 packs of seeds, 280 whole rabbits (about 300 meals), 4 caribous (about 108 meals), 2 large moose (700 meals), 10 large tubs full of fish (1,000 meals), and wild game and fish equivalent to a total of 2,208 meals.



251

215 planter bags with soil and seeds were distributed in Chippewas of Nawash Unceded First Nation to support home gardens for families.



120

120 households received food vouchers in Red Rock Indian Band.

Canadians Can Make a Positive Impact with DAFs

Donor-advised funds (DAFs) are a great option for philanthropic Canadians who want to make a difference.

Tania Amardeil

As we achieve success, giving back can become a natural impulse. “In today’s world of heightened social awareness, the desire to make a difference is gaining momentum,” says Nicola Elkins, CEO and Founder of Benefaction Foundation. “More and more, individuals see their personal wealth not only as a means to live well but as a way to contribute to today’s social needs or create a meaningful legacy for future generations.”

High-net-worth, charitably-minded Canadians are increasingly seeking advice on the most appropriate vehicle for philanthropic giving.

Donor-advised funds (DAFs) — in which donors make an irrevocable gift administered through a public charity, immediately receive full tax benefits, and recommend grants to their preferred charities over time — are an excellent option. The fastest-growing vehicle for philanthropic giving

in Canada, they’re popular with individuals and families who value a planned approach to their philanthropic and financial affairs.

Strategic philanthropy made easy

“DAFs allow you to make grants to the charities you hold most dear while providing a flexible and cost-effective method of leaving a lasting legacy — similar to establishing your own foundation, but without the time and expense required to manage one,” says Elkins.

Benefaction, a national charitable public foundation, partners with financial service firms — like Assante Wealth Management and CIBC Private Wealth Management — to help them assist their affluent clients to harness the advantages of strategic giving. Its primary objective is to increase donations to Canadian charities by providing a planning-focused, tax-conscious philanthropic vehicle. ■



Nicola Elkins
CEO & Founder,
Benefaction
Foundation

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For more information, speak to your financial advisor or visit benefaction.ca.

This article was **supported by Benefaction Foundation.**

BENEFACTION

Black Opportunity Fund: Grassroots Funding with Long-Term Impact

Colin Lynch, Co-Founder of Black Opportunity Fund, shares his insights on how partnerships with organizations will make a meaningful difference for Black Canadians across the country.

How is Black Opportunity Fund (BOF) different than other initiatives that have emerged recently?

Our group is looking to establish a fund that’s long term and multi-year. The collective goal is to invest in Black communities across Canada at all levels, building from the grassroots and moving and empowering upwards to the top. We want to fundamentally change how philanthropy and investment interact with the Black community.

We’re proposing a long-term structural solution to combat racism — not a one-off remedy. We are establishing a fund that’s long-term and uses multi-year strategies to address the complex problems underlying issues, and will work in concert with organizations and businesses in the Black community to break down systemic barriers. This is meant to address the discounting that happens to marginalized communities when it comes to existing funding structures.

When you say the funds will be accessed by Black communities across Canada, what kind of organizations do you want to reach?

We’ve been consulting with Black community organizations and economic development organizations across Canada to further understand their priorities. We anticipate a focus on a number of areas including health, education, and social justice.

How are you partnering with others in the Black community and elsewhere?

We want to make their priorities our priorities and to help elevate and amplify their messages. At BOF, we have the expertise to provide the support that’s needed. Ensuring that financial resources are in place and accessible is also key.

We’ve been meeting with various organizations across the country as we build a national coalition of Black Leaders. These Leaders will ensure that the organizations and priorities that matter in their regions are the recipients of our collective financial and social capital. ■



Colin Lynch
Co-Founder,
Black Opportunity
Fund

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To learn more about how you can get involved and make a difference for Canada’s Black community, visit blackopportunityfund.ca.



Blending Philanthropy and Investment Leads to Create More Targeted Impact

Donors and foundations are seeking new ways to increase the impact their funds have on pressing social and environmental issues, leading to innovative and integrated solutions.

MakeWay

Climate change, the COVID-19 pandemic, and inequality are accelerating and causing destructive effects on communities and our environment. Charities, investors, and philanthropists recognize the need to deploy as many resources as possible to develop solutions to these pressing issues. Although philanthropy and impact investing have roles to play here, it used to be difficult to blend these two vehicles toward a united goal.

A new take on ROI

Impact investing has grown exponentially in the past decade, indicating that people want to do more with their money by integrating economic, social, and environmental returns. The global impact investing market is currently worth an estimated \$715 billion, having effectively tripled in size since 2018. Many high-net-worth individuals are taking an increasingly integrated approach to the full spectrum of their wealth.

“Although we’ve embraced responsible investing practices for 20 years, we sought a new way to maximize philanthropy for social and environmental good by bringing charitable giving and impact investing together in a single fund,”

says Joanna Kerr, CEO of MakeWay. Formerly known as Tides Canada, the organization builds partnerships and solutions that enable nature and communities to thrive together. In 2019, MakeWay launched a new initiative with the support of the Genus-SVX Impact Investment Counsel, the MakeWay ImpactDAF, to advance integrated approaches to addressing our most pressing issues.

Investing to make the change you want to see

ImpactDAF at MakeWay is the first customizable donor-advised fund (DAF) in Canada to be invested entirely for impact. “Typically with a DAF, impact is limited to grant-making dollars while the underlying investments often have neutral or negative impacts. With this new impact-invested fund, positive impacts are created through both grants out and invested funds,” says Kerr. Individuals and institutions can both open funds, which are then invested with a customized strategy that ensures individual mission and values fit, and provides impact measurement using a methodology aligned with the UN’s Sustainable Development Goals. ■



Joanna Kerr
CEO,
MakeWay

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To learn more about impact philanthropy and the ImpactDAF, visit makeway.org/impactdaf or contact partnerships@makeway.org.

This article was sponsored by **MakeWay.**



Food Banks Canada: Partnerships for Purpose

Tania Little

Food Banks Canada has always been a purpose-driven organization. Our purpose: relieve hunger today and prevent hunger tomorrow. In times like these, when need is high but many cannot afford to contribute to charitable causes, a clear purpose and track record of relieving food insecurity is what sets Food Banks Canada apart.

Our work this year has focused on designing fund-raising campaigns, food acquisition, and delivery programs that have immediate, real-life impact for those who are most in need. Some examples of this are our Step up to the Plate partnership with the federal government, Rogers, the Toronto Blue Jays, and the Slaight Family Foundation to deliver emergency food hampers throughout the country and the Stronger Together concert, which raised approximately \$9 million during the most-viewed concert in Canadian history.

A Canada where no one goes hungry

We’ve been targeted and focused in our approach. We’ve adapted quickly with the understanding that we must plan for the unknown and be ready for the unpredictable. But none of our work is possible without the generosity of Canadians and our valued corporate and foundation partners.

Prioritizing the need of those experiencing food insecurity and aligning with partner organizations are critically important for us as a charity. Food Banks Canada and the network of food banks are adapting to our changing world, and we’re doing it with the help of our donors and sponsors. The partnerships we’ve forged are built on a joint purpose to improve the collective good of our country. Many Canadians now truly know that being in need of a food bank could happen to anyone at any time and we’re grateful to those who are helping us move closer to our vision: a Canada where no one goes hungry. ■



Tania Little
Chief
Development
& Partnerships
Officer,
Food Banks
Canada

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To learn more about Food Banks Canada’s partnerships for a food-secure Canada, visit foodbanksCanada.ca.



Why Investing in Community Housing Is a Good Idea

Supporting affordable housing helps to create healthy, economically-stable communities — and contributes to post-COVID-19 economic recovery.

Tania Amardeil

The pandemic has caused waves of unemployment and the very real risk for Canadians of having their income and housing threatened.

Amidst this struggle, affordable housing is an important topic.

“Half of renters in Ontario are at a threshold where they can’t afford a place to rent,” says Marlene Coffey, CEO of the Ontario Non-Profit Housing Association (ONPHA), “and 30 percent are paying half of their income in rent.”

Since the pandemic, this scenario has become even more profound, and as Coffey notes, “Crisis or disruption becomes the condition for change.”

Connecting the dots

“Housing, health, and employment are all connected, as are transportation, environmental sustainability, and community resilience,” says Coffey. “For

every \$10 spent on community housing, there’s \$20 saved in health care, and justice and social service systems.”

Coffey also notes that a popular principle for economic and financial recovery from a recession is infrastructure stimulus funding, which gets money flowing through the economy, gets people back to work, and makes sure people are housed — especially if the infrastructure is in the housing sector.

ONPHA is an independent association funded and directed by its members — over 700 community housing providers. It believes that secure, decent, and affordable housing is a human right and fundamental social determinant of health.

“Our vision is that we open doors through housing,” says Coffey. “Many good things happen when one opens doors, for tenants, families, and the community.” ■



Marlene Coffey
CEO,
Ontario Non-
Profit Housing
Association

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Join the conversation and be part of the affordable housing solution. Sign up for the 2020 ONPHA Conference at onpha.on.ca.

This article was sponsored by **ONPHA.**



Supporting Youth and Economic Recovery: A Win-Win

Wage-funding programs make building a strong workforce of young environmental professionals easier than ever.

Tania Amardeil

Canada is a global leader in environmental innovation — and post-pandemic, our economic recovery can be green. Building an environmental workforce is a key part of that, and employers can now proceed with environmental projects with fewer staffing costs.

Employing youth helps overcome barriers to employment post-graduation. Armed with cutting-edge knowledge and the ability to adapt, youth are valuable assets. Today’s youth are the most highly-educated generation the world has ever seen, and hiring them builds capacity within your business.

The added incentive of wage funding

Wage funding provides incentives to hire people into entry-level or junior careers. ECO Canada (Environmental Careers Organization) provides programs for employers hiring for roles with an environmental focus. Its Digital Skills for Youth (DS4Y) program is designed for small- to medium-sized companies and is funded by Innovation, Science and Eco-

nomics Development Canada. **DS4Y covers 100 percent of a candidate’s salary up to a maximum of \$25,000** for environmental jobs that require digital abilities. Youth must be 30 or under and must possess digital skills. The program’s a win-win for employers, candidates, and job seekers.

ECO Canada focuses on diversity and inclusion, and encourages employment in underrepresented groups like women in STEM and Indigenous youth. Its programs also include Youth in Natural Resources and Science Horizons Internship.

“By encouraging employers to hire youth, we’re helping build a diverse, qualified labour pool and create a green economy that benefits all Canadians,” says the Honourable Seamus O’Regan, Canada’s Minister of Natural Resources. ■

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Funding is available for employers seeking to hire. Visit eco.ca to see if your business is eligible.

This article was sponsored by **ECO Canada.**



We Can Build Back Better If We Put People and the Planet First

The COVID-19 pandemic is far more than a health emergency — it has also led to massive economic disruption, exposing striking inequities in our society. This means that a strong recovery will require much more than a vaccine: it will demand measures that restore health to our society, our economy, and our planet.

The federal government has a once-in-a-generation opportunity to rebuild better as it tries to drive an economic recovery with billions of dollars of new spending. However, the first step in planning for this recovery should be to acknowledge that not all was well before COVID-19 hit. We must get serious about responding to the combined climate and biodiversity crisis that was already hitting us hard before the virus struck.

A Green and Just Recovery

Adopting the principles of a Green and Just Recovery will help build the foundation for a healthier relationship with our planet and a much healthier future for all of us. This should include enhanced efforts to shift to renewable energy, protect nature’s capacity for resilience, and strengthen social safety nets for those most vulnerable.

The call for a Green and Just Recovery resonates with Canadians in every province. Many Canadians say they want to see a federal recovery plan built around a cleaner, smarter future. And many have expressed deep concern about environmental challenges that are already here: massive storms and wildfires, disappearing nature and wildlife, and extreme heat. These problems could, in short order, pose just as much of a threat as a novel virus. Canadians are also increasingly concerned about how we’re collectively drowning in plastic and other waste and increasingly inundated with toxic chemicals.

Working together for positive change

That’s why we created the One Earth One Voice initiative — to help Canadians call for the change we need. One Earth One Voice is calling for federal action that sets us on the path to:

- A just transition to a sustainable low-carbon economy
- The protection and restoration of land, freshwater, and ocean ecosystems, along with the wildlife that call these places home
- The growth of a circular economy and an end to single-use plastics
- The replacement of toxic chemicals used in agriculture, consumer goods, and manufacturing with safer alternatives
- The development of accessible, affordable, and healthy communities and transportation networks
- A future that prioritizes social and racial justice, economic equity, and well-being, built in partnership with Indigenous peoples and the communities most exposed to environmental harm

Many of the organizations involved in One Earth One Voice have outlined concrete steps that can be taken right now to achieve these goals — steps that will not only help our environment, but that will also generate new jobs and business opportunities.

But we need to get moving. Already, the EU has made plans to use billions of dollars of recovery spending to drive action on climate change and other environmental challenges — what the EU Commissioner has called “our man on the moon moment.” Canada needs a similar mission focus to ensure we don’t miss out on the multiple economic and social benefits of building a recovery that’s good for us — and the planet. ■



To learn more, visit oneearthonevoice.ca.

Dear Mr. O'Toole,

Congratulations on becoming the new Leader of the Official Opposition and the Conservative Party of Canada.

We’re members of the Small Change Fund, a group of leaders and experts whose experience, knowledge, and connections help communities reach their full potential. We help community advocates accomplish innovative solutions to important environmental and Indigenous issues. We use the powers of storytelling, com-



munity engagement, and crowdfunding to achieve real, tangible impacts.

As you know, Canadians are ready to help each other, especially when we face something challenging ahead. In that spirit, we offer you some perspective and guidance that will help you navigate these tough times.

First, the problem: we’re simultaneously facing two challenges. The COVID-19 crisis has shown the need to rebuild Canada: to make it more resilient and to overcome the barriers that have impeded too many from living decent lives — fitting with your recent comment on “solidarity.” In addition, the climate crisis is forcing us to reimagine our country to dramatically reduce our carbon emissions.

Inaction isn’t an option. We must work together to find solutions that work for everyone. We know that any recovery plan can and should be green and just for all parts of the country.

But we’re not writing to convince you of this.

Rather, we’re writing to urge you to tap into the wisdom, ideas, and enthusiasm of local groups and people from across Canada. The solutions and energy required to tackle these challenges lie with local experts and

advocates, starting with locally-based environmental groups.

Here’s why:

They care about their community, understand it, and reflect its values. Successfully transforming your community requires passionate community advocates. Much like a small business, you can’t attract people to “buy” your solutions if you don’t understand them or meet their needs. Such groups know their community and are its biggest ally.

They’re entrepreneurial and have a history of innovation. This may seem counterintuitive since local groups are not-for-profit organizations. But successful groups stretch a dollar much further than even the best business. And they know the value of money, volunteers, and sweat equity. Add to this innovation — historically, locally-based groups find solutions to difficult problems and then throw their limited resources at them, making the impossible happen over and over again.

They’re tapped into global networks and knowledge. Like a good business, locally-based groups rely on networks and outside knowledge to succeed. They excel at determining how best to adapt innovation to local circumstances and values.

So, this is our advice: just as you meet with small local businesses to develop a business recovery plan, please consult local environmental groups as you deliberate on creating a COVID-19 recovery plan. We guarantee you that their knowledge, passion, and insights will help you find a future that is green and just for all Canadians.

Mr. O’Toole, congratulations again and we are here to offer any assistance you require. ■

Sincerely,

Burkhard Mausberg, CEO
Franz Hartmann, Chief Engagement Officer

This article was sponsored by Small Change Fund.



See the Value in Your Values with Responsible Investments

Mary Robinson is the Director of Research, Policy and Collaboration at the Responsible Investment Association. Mediaplanet spoke with her about what it means to invest with purpose and why it's not a one-size-fits-all approach.

What common misconceptions do people often have about responsible investing?

The most common misconception is that responsible investments (RI) underperform. Research has shown that RIs perform just as well as, if not better than, traditional investments. It makes sense when you think about it: if a company is well-governed and managing its exposure to environmental and social risks and opportunities, it's more likely to be a better-performing company overall.

How has the perception surrounding responsible investing changed in recent years?

Perceptions have changed significantly in recent years and the numbers show that investors are more interested in RIs than ever. Environmental, social, and governance (ESG) factors are increasingly viewed as financially material. The evidence shows that incorporating ESG issues into investment decisions can strengthen risk management and lead to financial outperformance. As a result, we've seen considerable growth in responsible investment, which represents 51 percent* of all professionally-managed assets

in Canada and \$30.7 trillion** globally.

What's one thing people should know before getting into responsible investing?

Responsible investing isn't one size fits all and it can be done in different ways. The good news is that you don't need to be an expert on ESG issues, RI strategies, or products. Discuss RI with your investment advisor and share your values and preferences so they can recommend a suitable RI strategy for you.

The RI Marketplace, our directory of advisor members and RI funds, can be helpful for those who are new to responsible investing.

Why is it important to put your money where your mouth is?

ESG issues are some of the biggest drivers of change in the world economy today. Ignoring these issues means ignoring major trends that are affecting businesses and in turn your investments.

Investing responsibly provides the opportunity to align your investments with your values while improving risk management and enhancing long-term returns. It's a win-win for investors and society. ■



Mary Robinson
Director of Research, Policy & Collaboration, Responsible Investment Association

*riacanada.ca/research/2018-canadian-ri-trends-report/
**gsi-alliance.org/trends-report-2018/

Outcomes Funding Can Help Non-Profits Unlock New Capital

Employment and social support programs delivered by non-profit organizations are more vital than ever as communities deal with the fallout from the COVID-19 pandemic. But now the non-profit sector itself is facing tough times, too.

With countless fundraising events cancelled, the sector has been kept afloat by \$350 million in emergency federal aid. But a slow recovery and record federal deficit will weigh on donations and public-sector support. There's an urgent need to help non-profits unlock new funding to pay for the social programs they deliver.

How outcomes funding encourages change

One promising solution is outcomes funding. This new model links payments from a government or philanthropy directly to a service organization's performance against pre-agreed targets. These targets reflect measurable improvements in quality of life. For instance, an employment organization might be paid based on the number of people it finds secure, stable jobs for.

The model, which has been tested in projects in more than 30 countries including Canada, offers confidence that funds given to charities are creating genuine change. That's an

attractive proposition for governments or managers of large family or corporate foundations charged with spending money most effectively.

The National Outcomes Fund

To scale this approach, MaRS is creating a National Outcomes Fund, which aims to attract \$200 million in new philanthropic donations and matched government funds. It will work with local partners across Canada to select projects suitable for outcomes-based funding. It will then sign contracts with non-profits to deliver against target outcomes and will provide expert advice and financial support to help these organizations build their performance management capabilities.

In the short term, outcomes funding can help pay for social programs to tackle urgent needs like the unemployment crisis. Longer term, it could open the door to even more innovative funding models that help non-profits attract investment from Canada's fast-growing social finance market. This will be new for most as a recent survey found that two thirds of Canadian non-profits have little awareness of social finance. For these organizations, outcomes funding could act as a vital steppingstone on the way to building their capacity to unlock new revenue streams. ■



Adam Jagelewski
Executive Lead, Centre for Impact Investing at MaRS Discovery District



Impact Investing and the Business Case for Sustainability

Chad Park



Chad Park
Vice President of Sustainability & Citizenship, The Co-operators

2020 has shown us that complex challenges require ambitious and collaborative solutions. And while the COVID-19 pandemic is top of mind, issues like climate change, mental health, and social inequity continue to demand attention. These challenges call on all of us to take a long-term view of success — not only for our organizations, but for people, communities, and the planet.

At The Co-operators, our efforts to integrate and embed sustainability into our business are informed by our long-term vision. This includes our commitment to champion sustainability in the world around us. One of the ways we do this is through our invested assets, all of which are assessed through a sustainability lens. An important part of this is our embrace of impact investing, which generates a strong return while addressing the world's most pressing environmental and social issues.

Our impact investing journey

Our efforts began in 2015, with a commitment to invest between 6 and 10 percent of our invested assets for positive impact. At the time, this goal was the most ambitious in the industry, with most companies investing no more than half a percent. Since then, we've surpassed 20 percent — representing over \$2 billion for projects and initiatives that support environmental and social benefits. We plan to continue expanding our impact investing efforts in the years to come.

At the end of 2019, the projects and initiatives in which we've invested have resulted in strong positive impacts — for example, generating 258 million MWh in renewable energy — enough to power 10 million homes for one year. At the same time, we've consistently seen these investments generate above-benchmark financial returns.

Good for the planet, good for people, and good for business

Investing in a sustainable, low-emissions economy is simply good business. By investing in solutions to the challenges threatening financial security in Canada and globally, we strengthen an economy that will enable us to adapt to a rapidly-changing world. This protects our collective strength and stability over the long term.

For the sustainable economy to flourish, we need a critical mass of investors to put their financial weight behind this movement. As other companies and investors participate, we can build the momentum

and capital needed to fund solutions for the challenges we face, from a changing climate to social inequity, volatile markets, and more. To this end, Addenda Capital, our institutional asset management company,

launched Canada's first Impact Fixed Income Pooled Fund to catalyze impact investing across the country. This fund now has more than \$85 million in assets and growing.

Through impact investing and other types of sustainable investing, we can de-risk our economy and communities by building more resilient infrastructure, stronger housing, better food security, mental health supports, and more.

Our experience shows that none of this comes at the expense of the bottom line. It makes all of us stronger, more stable, and better equipped to navigate challenges in our midst. It enables us to support the needs of our clients and communities today, and to protect their prosperity and well-being long into the future. ■

Investing in a sustainable, low-emissions economy is simply good business. By investing in solutions to the challenges threatening financial security in Canada and globally, we strengthen an economy that will enable us to adapt to a rapidly-changing world.

i To discover how The Co-operators are investing in a more sustainable, resilient future, visit cooperators.ca/impact.

This article was sponsored by **The Co-operators.**





On the Quest for Cleaner Energy with Carbon Capture Technology

Melissa Vekil

As Canada looks to rebound from the COVID-19 pandemic, there’s much discussion about the concept of a green recovery — a widely-used term for the environmental, regulatory, and fiscal reforms needed to recover prosperity after the pandemic.

The Intergovernmental Panel on Climate Change (IPCC), in its special report on the impacts of global warming of 1.5°C, emphasized that many clean energy technologies will be needed to mitigate climate change. The world needs clean technologies, and it needs them now.

In Canada, there is one technology that’s been successful for many years whose moment may have finally arrived: carbon capture and storage (CCS), which traps carbon dioxide (CO₂) and transports it to a storage location, usually deep underground.

Shell’s Quest facility lowers carbon emissions and costs

This year, the Shell-operated Quest carbon capture and storage (CCS) facility in Alberta reached a major milestone: over five years, Quest officially captured five million tonnes of CO₂ from oil sands operations and safely

stored the CO₂ underground. That amount of CO₂ is equal to the annual emissions from about 1.25 million cars.

Innovative partnerships like the Quest CCS facility can help Canada balance its economic and environmental aspirations. Quest, which was constructed by Shell and started



up in 2015, is a joint venture between Canadian Natural Resources, Shell, and Chevron, and received partial funding from the governments of Canada and Alberta to build and run the facility.

“With Quest, together with joint venture partners and government, we’ve shown the world that Canadians have the know-how and technologies to lower carbon

emissions and that CCS is working,” says Michael Crothers, President and Country Chair at Shell Canada.

Not only is Quest showing the world that CCS works, it’s also showing that this technology can run at a lower cost than anticipated. If it were to be built again today, the Quest facility would cost about 30 percent less thanks to capital efficiency improvements.

“Our Scotford complex, where Quest is located, is synonymous with innovation,” says Crothers. “Not only is it among the

most energy-efficient operations of its kind in the world, it’s also a platform for future opportunities — an energy hub for the next generation. We see it as providing Canadians and global customers with lower-carbon energy solutions.”

Global leaders in CCS

While the Quest CCS facility has proven to be a great success, for Canada to meet the 2050 net-zero emissions target set as part of its plan to fight climate change, CCS will need to continue to grow both in Alberta and in Canada at large. The good news is that the technology currently used to capture CO₂ in facilities like Quest can be applied to existing industrial sources and growing sectors to lower CO₂ emissions, such as hydrogen production and clean power generation.

“Widespread adoption of CCS is one of the key solutions the world needs right now to help solve the climate challenge,” says Crothers.

In Norway, together with Equinor and Total, Shell is looking to develop the Northern Lights project, a transport and storage solution for CO₂ from industrial sites in Europe. A decision is expected later this year on whether Norway will move ahead with the project. The Northern Lights project has incorporated lessons from the Quest facility, which has been sharing knowledge learned over the last five years to encourage greater adoption of CCS. ■



Michael Crothers
President & Country Chair, Shell Canada

i Learn more about Shell’s involvement in CCS at shell.ca/quest

This article was sponsored by **Shell Canada.**



Venture for Canada Is Building a Better, More Innovative Canada

Venture for Canada is playing a critical role in developing the entrepreneurial generation that Canada needs.

Tania Amardeil

While 83 percent of educators feel that youth are ready for work, only 34 percent of employers and 44 percent of youth agree. There’s an increasing disconnect between the skills young people have and the skills they need. To navigate work post-COVID-19 and in the future, young people need to master soft skills and entrepreneurial skills — like creativity, adaptability, and nimbleness. These skills are critical for future generations to succeed in the knowledge and digital economy.

The innovation and startup ecosystem

must collaborate with government, post-secondary institutions, and the private sector to build a thriving, youth-led Canada. Post-secondary institutions, the public sector, and the private sector are all integral players in building a more workforce-ready society.

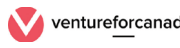
Venture for Canada (VFC) is a connector that brings these sectors together. The charity fosters the entrepreneurial skills today’s students and graduates need to play a constructive role in growing tomorrow’s rapidly-evolving economy. Its programs give participants a line on jobs in burgeon-

ing startups and small- and medium-sized enterprises (SMEs), providing them with customized training, coaching, and peer networking. VFC also supports the SMEs who employ its program participants, post-secondaries, and industry organizations to develop the entrepreneurial ecosystem. Cross-sector collaboration, support, and partnerships are essential for Canada’s thriving communities.

VFC is empowering youth to pursue entrepreneurial careers and to create positive social, economic, and environmental impact. ■

i Want to be a part of the Venture for Canada ecosystem? Visit ventureforcanada.ca to learn how you can get involved.

This article was sponsored by **Venture for Canada.**



Aydin Mirzaee
Founder & CEO, Fellow.app, VFC 2018–2019 Fellowship Partner Startup

What value does VFC bring to startups?

It takes a very special type of person to thrive at a startup and, believe it or not, the pool of candidates that fit into this category isn’t very big, especially for early-stage startups. VFC identifies the top talent — those who already have a startup mindset. When we hire VFC Fellows, we know that all of the candidates are startup-ready and that makes a huge difference. All we have to do from that point is interview them for specific job skill-sets and not for their ability to thrive at a startup. I wish we’d known about VFC at my last company, which was acquired by SurveyMonkey — but we’re definitely making great use of it where I am now, at Fellow.app.



Carolann Harding
Executive Director, SmartICE Sea-Ice Monitoring & Information Inc., VFC Internship Employer

Why does entrepreneurial education need a social progression component?

Entrepreneurial education is fundamental to the economy. When entrepreneurs are brainstorming ideas for new businesses, those who take social progression into account are more likely to ultimately solve an everyday problem. Education can help aspiring entrepreneurs approach problems through the lens of enabling everyone to reach their full potential and increasing their quality of life.



Daniela Pico
Director of External Relations, Riipen, VFC 2019–2020 Fellowship Partner Startup

Why is it important for the startup and entrepreneurial ecosystem to collaborate with both governments and private partners?

The startup ecosystem is where a lot of Canadian innovation happens. Startups — especially social ventures — are often solving some of the biggest challenges our society faces. However, they lack capital and sometimes the connections to make change effectively. Governments and private partners can outsource innovation and take advantage of the agility of this sector while funding and mentoring younger startups. This strengthens the economy and ensures that as a country our public-private partnerships are strong, and that we allow room for agile innovation.



Samuel Daviau
Vice President of Operations, Statflo, Chair, VFC Alumni Council (2019–2021)

How does VFC empower youth to pursue their careers and create a positive impact?

VFC empowers university students and alumni to learn entrepreneurial skills. These include the ability to satisfice and be scrappy, to have grit, to be able to evolve and pivot without worrying about sunk costs, and to explore a multitude of strategies. These aren’t necessarily skills learned in classes or corporate internships — they’re learned through experiential learning and thoughtful sharing with like-minded peers.