


We respectfully acknowledge that the Scale Collaborative's office is located on the unceded, ancestral, and traditional territories of the ləkʷəŋən-speaking peoples, also known as the Songhees and Xʷsepsem Nations, who have historical relationships with the land that continue to this day.




Impact Highlights

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



Scale Collaborative brings together the people, programs, and support that non-profit and social enterprise leaders need to move from learning and planning into taking action. This includes hands-on support to implement their work, and for some organizations, support to become investment-ready and access funding.

As the umbrella organization, Scale Collaborative leads the Thriving Non-Profits Journey and connects the different programs and teams involved. It also supports the shared systems and coordination that make it possible to deliver this work across all of our initiatives.



The Thriving Non-Profits Journey

An integrated pathway from strategy to implementation to investment

Traditional non-profit funding models are one of diminishing returns, while community demand for services and costs continue to rise. Without the ability to build financial resilience, the non-profit sector faces significant challenges that affect all Canadians.

To transform, Canada's non-profits must find new ways to deliver programs and services that support not only impact, but also financial resilience and growth. This resilience ensures non-profits can retain and develop valuable staff, respond to growing community needs, and increase community-owned assets.

Since 2016, Thriving Non-Profits has supported hundreds of organizations to transform their approach to fundraising and revenue development through a unique capacity-building approach that includes learning, expert support, and access to investment.

Organizations that are part of the Thriving Non-Profits Journey use tools like revenue diversification, entrepreneurial thinking, and social finance. Together, these tools create financially strong organizations that are able to meet the demands of today.

Plan: Facilitated learning and expert coaching gives organizations the mindset and skills needed to create revenue diversification action plans designed to support long-term growth and increased impact.

Activate: Custom consulting and ongoing coaching turns action plans into strategic, launchable, investment-ready projects.

Invest: Walk beside support ensures organizations are ready to receive investment and connected into our deep network of values-aligned capital providers across Canada.

1. Plan

Building strategy, mindset, and pathways to financial resilience

The Thriving Non-Profits Journey begins with Plan, where organizations explore new ways of thinking about revenue, risk, and sustainability. Through structured learning, peer exchange, and practical tools, nonprofit leaders develop the strategies needed to move beyond the limitations of traditional funding and build a more resilient future.

The Thriving Non-Profits Program is the primary entry point into this journey, supporting leaders to move from ideas to actionable plans grounded in their mission and capacity.

2025 highlights



Through this stage, organizations gain clarity, confidence, and a roadmap to guide their next steps toward implementation and impact.

“The Thriving Non-Profit program was instrumental in elevating our team’s capacity to explore new revenue-generating strategies. By participating in this program, we were able to carve out dedicated time to focus on learning and growing together. This opportunity allowed us to step back from our daily routine and delve into innovative approaches that could secure a brighter financial future for our organization.”

— Amanda Penney, Director of Operations, Eastern Edge

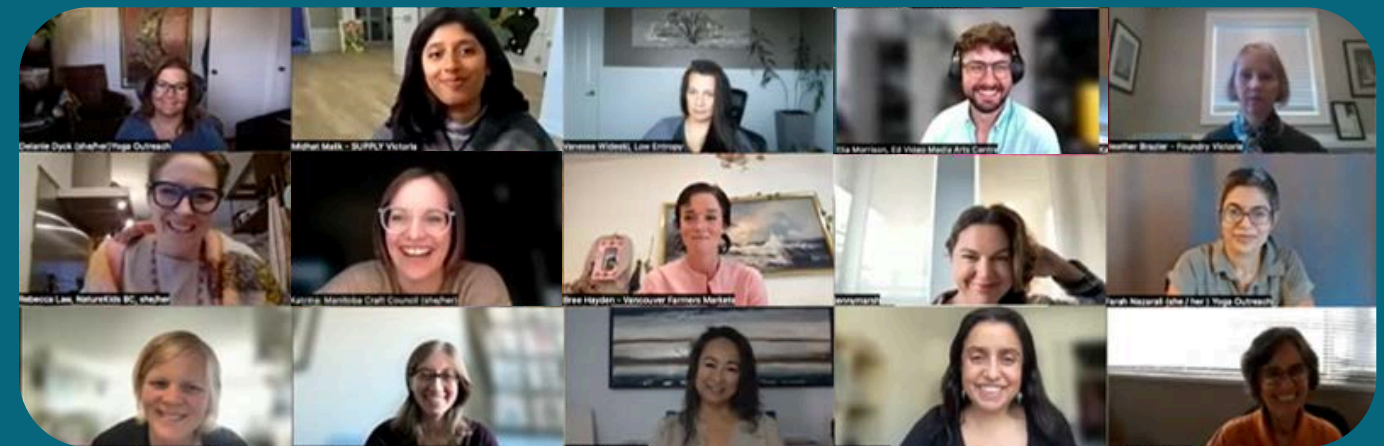
Thriving Non-Profit Cohort Participants

Felt confident about their financial future. **19%** beginning of the program **94%** after the program

95% Felt their competencies had grown on the different revenue streams their nonprofit could attract because of the program.

92% Felt that because of the program, their nonprofit would be more resilient.

94% Believe their organization will be able to generate more revenue as a result of taking the program.



2. Activate

Turning strategy into action through coaching and consulting

Activate is where plans come to life. Through customized consulting and ongoing coaching, organizations are supported to implement their revenue diversification strategies, strengthen operations, and build internal capacity.

Scale's walk-beside approach provides practical, tailored support that meets organizations where they are, helping leaders navigate complexity, test new ideas, and move forward with confidence.

2025 highlights

54

Organizations Served

22

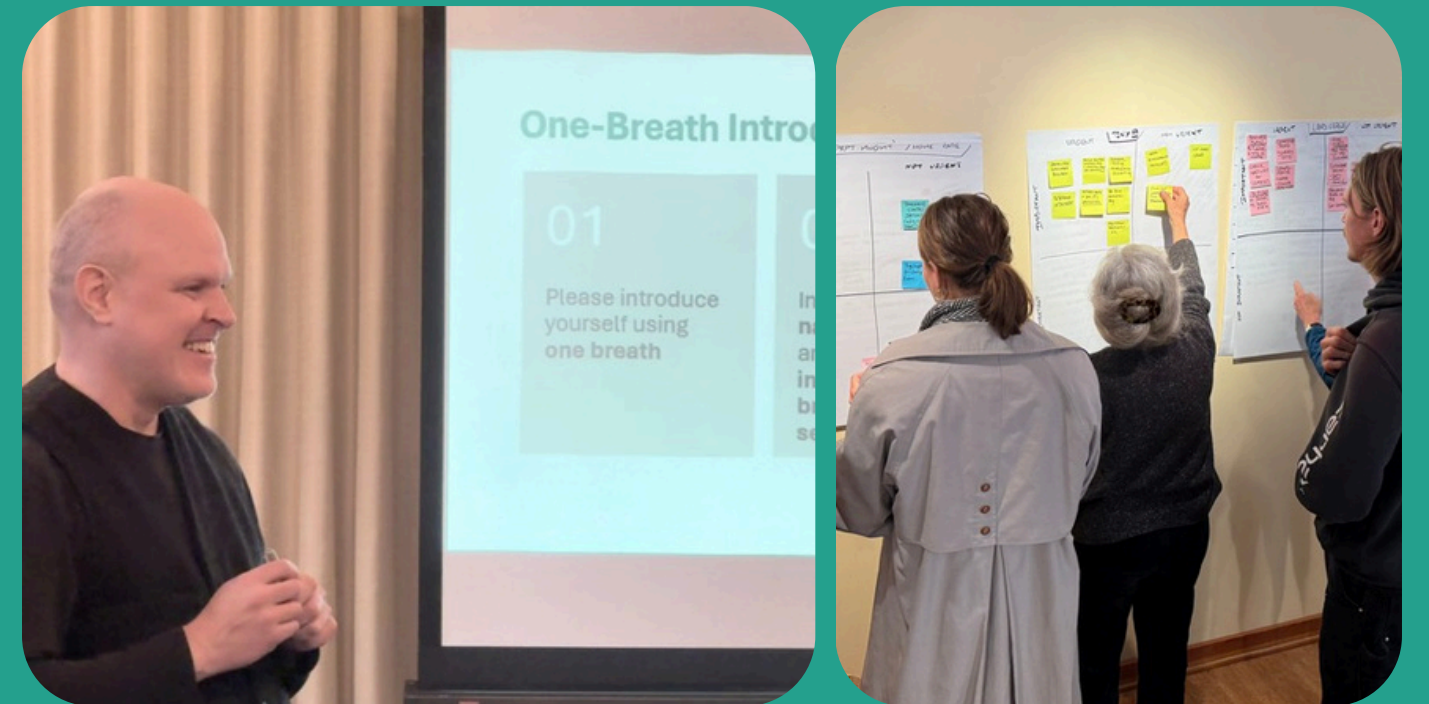
Coaching Engagements

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Consulting Engagements

Organizations supported through Activate represent a wide range of sectors and priorities, reflecting the diversity and strength of the social change sector. From strategic planning and financial modelling to social enterprise development and organizational design, this work helps turn vision into measurable progress.

Through Activate, organizations build the systems, structures, and momentum needed to sustain and grow their impact.



“Scale’s professionalism, flexibility and investment in our team gave us confidence in the feasibility of our project. Their insight gave us the tools necessary to proceed with a bold vision for enhancing our mission.”

— Jonathan Hopkins, Executive Director, The Salvation Army, Victoria ARC

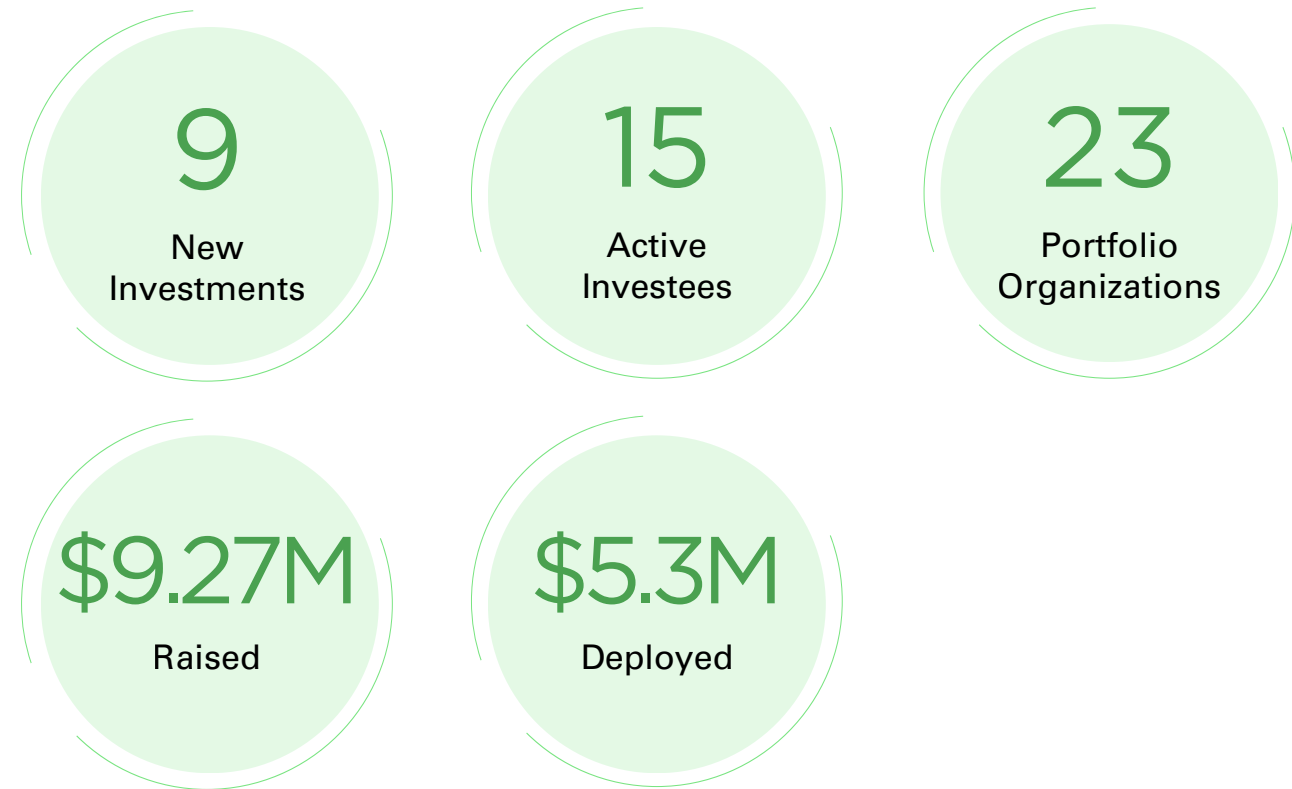
3. Investment

Accessing capital to bring projects to life

The Investment stage supports organizations that are ready to access capital to grow their impact. Through the Thrive Impact Fund in BC and other funds across the country, organizations and enterprises receive the financing and support needed to implement large-scale initiatives.

Thrive Impact Fund provides flexible, values-aligned capital designed to meet the realities of nonprofit and social enterprise models. This approach helps bridge critical funding gaps and enables organizations to move forward with projects that might not otherwise be possible.

2025 highlights



Investments supported impact in areas such as affordable housing, waste prevention, clean tech, digital media, food security, Indigenous eco-tourism, and more. The goal is to strengthen and resource organizations addressing some of today's most pressing social and environmental challenges.



“It is incredibly helpful to be in a “room” with other enterprise leaders, whether they are in similar or very different sectors, and hear that they are experiencing the same start-up challenges. Sometimes we can brainstorm and problem-solve together, sometimes it is more about the emotional support, but we know we’re in it together.”

— Laura Gair, Director, Victoria Community Food Hub Society

Scale Institute Society

Research, innovation, and sector-building

Scale Institute is Scale Collaborative’s sister organization dedicated to advancing research, innovation, and systems change across the social impact sector. Through its work, the Institute develops tools, approaches, and insights that strengthen organizations and expand what is possible across the Thriving Non-Profits Journey.

Program Snapshot



Access to Capital

The Institute continues to deepen understanding of how nonprofits and charities can access and use capital effectively. Through research, program design, and knowledge sharing, this work supports organizations to navigate financing options and build long-term sustainability.



Connect Money Impact

Through the Connect Money initiative, the Institute brings together organizations, funders, and partners to explore new approaches to financing and resource flows. This work strengthens relationships across the ecosystem and supports more equitable and effective access to capital.



Impact Guarantee

Impact Guarantee is a national loan guarantee pool designed to strengthen and grow Canada’s social finance sector. It provides financial backing to social impact funds, helping increase the flow of capital to underserved entrepreneurs, regions and organizations while sharing risk across the whole sector.

Through these initiatives and others, Scale Institute plays a critical role in shaping the systems, tools, and knowledge that support a thriving and resilient sector.



Board of Directors:



JOANNA BUCZKOWSKA-MCCUMBER



JOLYNN GREEN



KARIANN AARUP



MICHELLE CHO-BLACK



LAUREL SABUR



“Scale Institute is at the leading edge of social economy innovation. It is a privilege to be involved with such a pioneering and vibrant organization”

— Kariann Aarup, Scale Institute Board Member

theDock: Centre for Social Impact

Victoria's hub for connection, collaboration, and community

theDock is a vibrant coworking and community space that brings together nonprofits, social enterprises, and changemakers in downtown Victoria. As a key part of Scale Collaborative's ecosystem, theDock provides the physical and relational infrastructure that supports connection, learning, and collaboration.

theDock is more than just a workspace, it is a place where ideas are shared, partnerships are formed, and community is built.

2025 highlights



“I have always found that one of the most unique aspects of Victoria is its inclusive and diverse community, and I feel like these are both qualities that theDock holds very dear. I love the idea of not only having access to a beautiful office space if I should need it, but also being a part of a network of so many creative and innovative thinkers.”

— theDock Member



Throughout the year, theDock hosted lots of gatherings, including Community Connect events, Lunch & Learns, artist showcases, and conversations on topics such as community wealth, social enterprise, and financial mindset. These events create opportunities for learning, dialogue, and collective action across the social impact sector.

By fostering a strong, connected community, theDock strengthens the relationships and networks essential to long-term impact.

The Scale Collaborative Team



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Thank you to our Thriving Non-Profits facilitator and coaches for sharing their expertise and guidance to help participating organizations build confidence and take meaningful steps toward financial sustainability: Alexia Riche, Anastasia Gaisenok, Farah Nazarali, Janice Iverson, Josée Payant, Julia Grady, Kurt Archer, Leslie Dunning, Lisa Caton, Michelle Cho-Black, Sarah Downey, Sidi Ba, Stephanie Jacobs, Susan Climie, and Yash Mehta.

Strength in Partnerships and Collaboration

Partnerships are at the heart of Scale Collaborative's work. We believe that transforming the social change sector cannot be done alone. It requires deep collaboration across other organizations, funders, community foundations, governments, and financial institutions. Our partners bring critical resources, expertise, and regional insights that allow us to expand the reach of the Thriving Non-Profits Journey and ensure it remains responsive to the diverse needs of organizations across Canada.

Through these partnerships, we co-create programs, mobilize capital, and strengthen the broader ecosystem supporting nonprofit leaders.





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