MAKING IT HAPPEN FOR CANADA

BCG’S PARTNERSHIPS AND PROJECTS FOR SOCIAL IMPACT
The Boston Consulting Group (BCG) is a global management consulting firm and the world's leading advisor on business strategy. We partner with clients from the private, public, and not-for-profit sectors in all regions to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. Our customized approach combines deep insight into the dynamics of companies and markets with close collaboration at all levels of the client organization. This ensures that our clients achieve sustainable competitive advantage, build more capable organizations, and secure lasting results. Founded in 1963, BCG is a private company with 81 offices in 45 countries. For more information, please visit bcg.com.
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Dear friends of BCG Canada,

On the heels of celebrating our 20 years in Canada, we reflect on our aspiration – one that is shared with many of our clients and business partners – to continuously create meaningful impact for Canada, a country of vast opportunities. Our aspiration leaves no space for complacency. It must be fuelled by the spirit of change, a willingness to be daring, and continued partnerships with both our cutting-edge private-sector clients and the not-for-profit organizations we have the privilege to support.

**Impact in the Private Sector**

We are proud of our collaboration with private-sector enterprises. In the past ten years these collaborations have added more than $3 billion annually to our national GDP. Our clients’ share price, measured from the start of our relationship with them, significantly outperforms the TSX 60 each year. Although our client relationships are confidential, we can say that our commitment to creating impact is the common thread running through each partnership. Our model is simple: we focus on unique insights, collaborate to create sustained outcomes, and enable the development of lasting capabilities.

**Impact in the Not-for-Profit and Social Enterprise Sectors**

We are proud of our commitment to social impact and to changing the lives of people, contributing to communities where we do business, and addressing hard-to-solve global challenges. Here in Canada, we work closely with not-for-profit and social enterprises, often on a pro bono basis. We focus on partners with inspiring missions that offer real social return on investment. Through clear strategy and efficient operation, our partners generate for every dollar invested a large multiple of that in benefit to Canadian society. This staggering impact explains why so many are moved to join us in supporting these organizations in casting the net of their benefits even further.

This publication shares the stories of how these organizations are making it happen for Canada. We hope you will be inspired by what follows and will let us know if you wish to contribute to their efforts.

Warm regards,

Kilian Berz
MAKING IT HAPPEN FOR CANADA
INCREASING IMPACT IN THE CANADIAN NOT-FOR-PROFIT AND SOCIAL ENTERPRISE SECTORS

CANADA’S NOT-FOR-PROFIT SECTOR IS robust and inspiring and represents a large, growing part of our economy, in terms of both labour — mainly volunteer hours — and financial support from donors.

Focus on Social Impact
Although most activities conducted in the sector are motivated by the desire to ‘do good’ with the resources at hand, challenges do exist. Significant fragmentation results in organizations with less-than-optimal scale and competing mandates. The typical private-sector market forces are not at work to push for greater effectiveness through operational improvement, or structural changes like mergers.

The lack of market forces is real, but three clear trends also influence this sector. First, donors are engaging more deeply with their chosen causes and expect more rigour in the articulation of the impact of their contributions. Second, driven by a demographic shift, contributions to the education and environment sectors have increased disproportionally, creating even greater competition for funding in other areas. Third, a growing number of organizations are developing capabilities to generate direct revenues. The enhanced focus on revenues and returns is leading to higher productivity in the sector — a healthy development for Canada.

In a recent publication1 we identified three essential tenets for the successful development of the not-for-profit sector:

- Creating charitable scale, an intense focus on raising management standards, enlarging delivery models, sharing best practices, accessing professional talent, and eliminating redundancy

- Concentrating on impact and return on investment through the building of capabilities to measure and manage the full set of outcomes (see the section “Systemic Measurements”)

- Promoting sector enablers, encouraging government and other leaders to invest selectively in the infrastructure required because the enabling activities (crucial for sector efficiency) are neglected

Government, funders, and not-for-profit organizations have a role in improving the ecosystem and effectiveness of their combined contributions. This is Canada’s big opportunity.

NOTE
1. Unlocking Additional Value in the Charitable Sector, BCG, 2012
Measuring the total social return on investment (SROI) for a charitable organization is often more complex than measuring the profits of a business. The latter requires diligent tracking of revenues and costs, whereas the former requires careful longitudinal tracking of life outcomes that were improved by the organization’s interventions. The individuals tracked are then compared against a control group that faced similar life circumstances but did not have the organization’s help.

We have undertaken many of these measurements, and some truths about the foundational drivers of social return have consistently emerged:

- Helping young Canadians attain educational degrees significantly reduces downstream costs and improves revenues.

- Assisting a child early in life to maximize learning abilities and minimize detracting factors goes even further.

- Anticipating and addressing the negative impact of poor health as early as possible drives additional strong returns.

- Mentoring is a powerful tool for unlocking the potential of young Canadians.

The impact comes from these individuals who, as a result of the interventions, require less social support and in many cases make positive net contributions back to society.

We at BCG Canada aspire, for every dollar and volunteer hour contributed to this sector, to create even more tangible impact for our nation. Our approach to systematically measuring outcomes will, we believe, create fundamental shifts to the structure of the sector. It will enable donors and policy makers to make wiser decisions about how to better allocate resources to these important causes.

We can learn most when we share experiences of interventions that have made significant impact, and differences to society at large. Over the following pages, we will describe a number of organizations BCG has worked with in recent years. In each case, the sources of impact are different, but the common element is the aspiration to create massive social impact for Canada.
FOR THE PAST TEN years, CivicAction has brought together senior executives and rising leaders from all sectors to identify and tackle some of our region’s toughest social, economic, and environmental challenges, including immigration, affordable housing, diversity, transportation, environment, and income security.

BCG has worked with CivicAction since 2002 when we presented a social and economic diagnostic of the Toronto region at a summit of leaders from the not-for-profit, private, and public sectors. From there, we formed and led a 40-leader Steering Committee to look closely at the challenges facing the region. Our efforts resulted in the 2003 report, *Enough Talk: An Action Plan for the Toronto Region*, as well as the creation of this unique and enduring civic leadership organization.

We at BCG feel privileged to have partnered with CivicAction on many occasions. Our current support includes accelerating investment in a regional transportation network for one of North America’s most congested urban regions, strengthening regional collaboration on economic development, and identifying and championing ways to increase private-sector employment opportunities for youth facing multiple barriers. CivicAction’s simple yet highly potent formula for tackling such issues is based on four actions:

- **Convene.** Bring together committed city-builders from the not-for-profit, corporate, labour, academic, and public sectors.

- **Create a Shared Fact Base.** Establish common ground to define underlying problems and barriers.

- **Co-create Solutions.** Through quadrennial summits and continuous partnership building, engage leaders and their organizations in developing innovative solutions.

- **Catalyze.** Launch campaigns, programs, and organizations that move from insights to action.

Through the Emerging Leaders Network (ELN), CivicAction engages the region’s top rising leaders, including more than 100
DiverseCity Fellows selected through a highly competitive process for a one-year leadership program. CivicAction helps convene these rising leaders, informs and facilitates dialogue among them, and assists them in working collaboratively on challenges that face the region.

CivicAction has a simple yet highly potent formula for tackling issues.

With support from CivicAction’s ELN and DiverseCity Fellows programs, these civic leaders have successfully incubated projects such as Friends of the Pan Am Path, the Aboriginal Professional Association of Canada, Toronto Homecoming, Project Neutral, and Better Ballots.

“BCG has been an invaluable partner to CivicAction from the very beginning. BCG brings enormous rigour through its fact-based methods and fuels our creativity to develop innovative solutions.”

— John Tory, Board Chair, CivicAction

“Civic leadership requires collaboration by a diverse set of individuals and organizations. Through my involvement with CivicAction, I’ve seen firsthand how BCG has actively supported the work of the organization. They have a rigorous approach to the analysis of issues, the ability to convene diverse groups and help drive toward constructive and innovative solutions.”

— Zabeen Hirji, Board Member, CivicAction

Chief Human Resources Officer,
Royal Bank of Canada
PATHWAYS TO EDUCATION
MAKING CANADA A GRADUATION NATION

Pathways to Education aims to raise high school completion and postsecondary admission rates in low-income communities. It delivers a comprehensive set of academic, financial, and social supports through its 13 sites nationwide. The results have been groundbreaking: in Pathways communities, high school dropout rates have declined by as much as 70 percent, and the rate of youth going to college or university has more than tripled.

High school dropout rates have declined by as much as 70 percent, and the rate of youth going to college or university has more than tripled.

BCG has had the privilege of working with Pathways on a range of strategic issues, from expansion plans (with an associated funding model) to program priorities required for the future. Most significantly, BCG has worked with the organization since 2006 to define the SROI of the Pathways program. The initial work quantified the program’s return to society – approximately $24 for every dollar invested in it. The analysis was refreshed in 2011 and 2012 and both confirmed the underlying outcomes and further refined the return estimates. The work also illustrated that sites beyond the original Regent Park community were following a similar trajectory of improvement.

BCG and Pathways also codeveloped a mentorship program for students in grades 10 through 12 that is now in its fourth year. Over the academic year, young professionals from BCG and other organizations coach and guide motivated mentees in the fields of business, law and policy, health care, and the sciences. The structured mentorship sessions held in BCG’s corporate offices also focus on developing essential skills, including networking, resume writing, and team building. Most important are the informal bonds, the mentees...
forge with their mentors, whom they enlist as advisors who become personally committed to the mentees’ success. Advice covers many topics – careers, universities, scholarships, overcoming obstacles, and much more.

Five elements are at the core of the mentorship program’s success:

- **Committed Senior Leadership.** Pathways’ founders and a senior BCG partner are personally and publicly committed to making the program work.

- **The Right Motivations.** All involved—the founders, core team, mentors, and Pathways staff—are motivated to help the youth, drawing energy from their interactions with them.

- **Broad-Based Ownership.** Far from being prescriptive, the program is the work of every individual involved, giving all participants a true sense of ownership, direct contribution, and impact.

- **Clear Accountabilities.** Although program creation is a shared responsibility, accountability and responsibility for execution lies with a core team of two to four people, a team that changes each year.

- **Celebrating Success Stories.** Mentees benefit immensely from the program, and we constantly find ways to celebrate their successes by having them share their stories informally at fun gatherings and official events.

The mentorship program will expand to all Pathways sites. BCG will continue to help manage and continuously improve the program’s delivery and results across the sites, working with additional private- and public-sector local partners.

“BCG’s investment of time, resources, and expertise has been invaluable to the success of Pathways and our vision of building a Graduation Nation. Beyond the strategic planning, social innovation, and organizational growth, the true beneficiaries of this partnership are the youth in low-income communities who now have the support and resources to help them graduate from high school and break the cycle of poverty.”

— Sam L. Duboc, Board Chair, Pathways to Education Chairman, Founder and Partner, EdgeStone Capital Partners

The Pathways model has increased the rate of students going on to college and university by 300 percent.

“Pathways has made a big difference to many communities. It is an impressive model for social impact, creating scale across Canada.”

— Erik J. Ryan, Board Member, Pathways to Education Executive Vice President, SNC-Lavalin Group Inc.
SINCE ITS ESTABLISHMENT IN 2007 by Tony Gagliano, CEO of St. Joseph Communications, and the late David Pecaut, a community builder and one of the founders of BCG Canada, Luminato has brought the best of Canadian and international music, dance, theatre, literature, and other creative arts to Toronto for ten consecutive days each June. Luminato joins with local arts organizations, performance venues, corporate sponsors, and all levels of government to make the festival a resounding artistic and economic success. BCG is honoured to be among Luminato’s core partners.

Luminato began with a simple but audacious vision: a multidisciplinary festival celebrating creativity, accessible to all, and of benefit to the city. As the vision took shape, the founders set out guiding principles that remain a cornerstone of the festival’s mission:

- Raise Toronto’s profile as a creative city and cultural capital.
- Foster cultural enrichment and engagement.
- Increase artistic and cultural activity and employment.
- Maximize the impact of the city’s infrastructure and investments, and generate significant economic uplift.

Through a combination of ticketed and free performances, Luminato reaches over a million attendees each year and draws thousands of tourists to the city. It has elevated Toronto’s standing in the arts community by commissioning dozens of unique and innovative exhibitions and installations, including these:

- **Pulse Front**, an installation at the Harbourfront Centre, consisting of 20 spotlights pulsing in time with the heartbeats of passersby
- **Not the Messiah**, a comedic oratorio based on Monty Python’s Life of Brian, presented and performed by Eric Idle
- **Prima Donna**, a French-language opera composed by Canadian musician Rufus Wainright

The city of Toronto acts as the stage to showcase the best artists in the world.
• *Joni: A Portrait in Song*, a multiartist tribute to singer-songwriter Joni Mitchell – and Mitchell's first public concert performance since 2000

Luminato is a multidisciplinary festival celebrating creativity, accessible to all, and of benefit to the city.

It is a privilege to have assisted Luminato in building its overall business case, developing and executing its initial funding plan, estimating the festival’s annual attendance, and achieving economic impact. Most recently, we worked with Luminato to refresh its funding and operating models. This work was anchored in a benchmarking of comparable international festivals.

“Thanks to BCG, the Luminato Festival has the benefit of strategic insight and analysis far beyond the capacity of a small arts organization. Busy strategy consultants take time to help us with projects that matter deeply to the future of the festival. The goodwill that every consultant brings to the relationship inspires all of us to continue our commitment to the vision that gave birth to Luminato.”

— Lucille Joseph, Vice Chair, Luminato
For over 58 years, as the largest business education organization for youth in Canada, Junior Achievement (JA) has inspired and prepared young people to succeed in an ever-changing global economy. Since inception, JA has touched more than 4 million youth. Last year alone, more than 243,000 students benefited from JA programs that were delivered by over 14,500 dedicated business volunteers.

BCG had the privilege of partnering with JA to assess the impact of its mission to inspire youth to make better financial decisions, start a company, develop a career plan, and express their innovative spirit. JA sought to measure the program’s success in achieving its stated objectives:

- Develop a skilled and talented workforce.
- Motivate a generation of responsible citizens.
- Secure the nation’s future economic prosperity.
- Ensure Canada’s competitiveness in a global market.
- Build vibrant and healthy communities.

The key finding was that every dollar invested in JA generates a forty-five fold return annually through new businesses and jobs created, increased financial literacy, and a better-trained workforce. By pairing young people with volunteers they can relate to while learning, JA fundamentally alters their understanding of what is possible for them. Then, by teaching them pertinent skills and behaviours, JA gives youth the tools they need to achieve the desired outcomes. Finally, by exposing youth to real business challenges and encouraging them to venture out-

Local volunteers facilitate business education programs and bring the real world to the classroom.
side their comfort zones, JA imparts to young people the confidence of someone who has overcome adversity and operated a business.

“Through BCG’s commitment, JA has been able to further support students in reaching their highest potential… The BCG report1 provided JA with the opportunity to showcase the positive impact our programs and volunteers make on students, the economy and the country. This type of tangible measurement is essential for JA to have in order to meet the evolving needs of our students and this country’s next generation of leaders.”

— Keith Publicover, President and CEO, Junior Achievement of Canada

“...It is essential that the Canadian business community provide our next generation of leaders with the opportunity to learn the skills and knowledge they need to succeed… The research conducted by BCG helped JA understand the transformational impact it has made on many millions of Canadian students. Understanding this impact helps ensure that JA can continue to prepare our students to succeed, not only today, but in the future to the benefit of Canada.”

— Jos Wintermans, Board Chair, Junior Achievement of Canada Foundation

Board Member, Teranet

NOTE
The Toronto Blue Jays team, 2013 recipient of the Beyond Sport Sports Team of the Year Award and 2012 recipient of the MLB Commissioner’s Award for Philanthropic Excellence, believes every child deserves the chance to reach full potential. Jays Care Foundation, the charitable arm of the Blue Jays, sets children on a lifelong track to success by investing in charitable, community, and baseball programs and facilities that help kids in need become more active, excel academically, and lead healthy lives. Jays Care has invested more than $8 million in Canada’s children and communities.

Jays Care’s notable achievements include the following:

- **Giving Every Kid the Chance to Play.** Jays Care entered a partnership with the Toronto Community House and Boys and Girls Clubs of Canada to run the Blue Jays Baseball Academy Rookie league, which is in its twenty-fifth season and in 2013 reached over 5,000 children in all provinces and one territory.

- **Making Unforgettable Baseball Memories.** Jays Care Community Clubhouse, a kid-friendly suite at Rogers Centre, brings together children from a variety of life circumstance to cheer the Blue Jays at every home game. In 2013, 2,800 children and families were invited.

- **Building a Home of Their Own.** Jays Care invested over $4 million invested in setting up 40 safe spaces for youth across Canada and refurbishing 20 baseball fields.

- **Investing in Children.** The organization has made annual investments in charitable organizations that offer programs to help kids become active, excel academically, and lead healthy lives. (In 2013, $450,000 was committed across 14 charities.)

- **Focusing on Their Future.** Jays Care’s partnership with Pathways to Education supports in-school mentoring, tutoring,
and financial assistance across Pathways’ 13 communities.

Funding strategy enabled an 80 to 90 percent increase in revenues.

BCG has had the honour of partnering with Jays Care over several years. In 2008 and 2009, we helped define a strategy to position the foundation for growth in the face of declining funding driven by a decreasing player payroll and the recession. The strategy resulted in a diversification of funding that enabled an 80 to 90 percent increase in revenues. We are thrilled that the foundation has since consistently given over $1 million a year and broadened its mandate beyond the Greater Toronto Area to include projects from Vancouver, BC, to St. John’s, NL. BCG also has the privilege of being actively involved at the Board level and has continued to help management update its strategic plan.

“BCG has been instrumental in helping Jays Care maximize our effectiveness in delivering quality programs and support to our community partners, and in developing new and interesting ways to fund our efforts. The leadership, strategy and governance support we have received has been invaluable to our continued growth and success in impacting kids and communities across Canada.”

— Melinda Rogers, Board Chair, Jays Care Foundation Senior Vice President, Rogers Communications Inc.

Jays Care invests in the creation of safe youth spaces to ensure that all children reach their full potential.
FOR 100 YEARS, Big Brothers Big Sisters (BBBS) has made a positive difference in the lives of Canada’s youth by developing and implementing a wide range of mentoring programs. BBBS volunteer mentors teach by example the importance of giving back, of staying in school, and of respecting family, peers, and community.

BBBS provides quality mentoring services for more than 40,000 children and teenagers. The community-based youth mentoring organization has over 25,000 volunteer mentors working at 118 agencies that serve children in more than 1,000 communities across the country.

Former littles see their relationships with their bigs as transformational moments in their lives.

We are delighted to have partnered with BBBS to assess its impact on the lives of the individuals it serves and the societal prosperity thus created. BCG conducted a study showing that for every dollar spent on a BBBS program, 18 times the societal value is created. It also revealed that the more difficult the circumstances, the better the program works, with an SROI of 23 to one in the most economically disadvantaged groups served. This SROI is driven by many factors, including these:

- *Increased Earnings*. Approximately $315,000 is earned over a little’s working life.
• **Increased Charitable Contributions.** On average, 10 percent of former littles are more likely to donate an additional $65 per year.

• **Increased Volunteerism.** On average, 24 percent of former littles are more likely to volunteer and put in 23 extra hours per year.

The study also clearly showed that vast numbers of former littles see the relationship with their bigs as a transformational moment in their lives that led to enhanced life outcomes, an ability make better decisions, increased confidence, and a general sense of well-being and happiness.

“**Mentoring with Big Brothers Big Sisters does much to improve the quality of life in our society… We’re in the business of investing for the long term. We’re proud of our commitment to the future of young Canadians and the positive effect it has on the health of our communities. BCG’s study confirmed our position that this is truly one of the most satisfying investments we can make.”**

— Charles Guay, President and Chief Executive Officer, Standard Life of Canada

“We’re thrilled with BCG’s SROI study results and the impact it will have for the Big Brother Big Sister movement in Canada. For decades we have witnessed how our programs enhance the lives of both the children and volunteers. This study shows how through our mentoring program a child is transformed over their lifetime and as a result how they positively impact change in the world around them… our world. On behalf of the children we serve our heartfelt thanks to BCG.”

— Bruce MacDonald, President and CEO, Big Brothers Big Sisters of Canada

— Cathy Denyer, President and CEO, Big Brothers Big Sisters of Toronto

**Powerful relationships are built on friendship, trust, and empowerment.**

Group mentoring between bigs and littles can help cement an active, healthy lifestyle that nourishes self-esteem and confidence.
Jacques Ménard, chairman of BMO Nesbitt Burns and president of BMO Financial Group Québec, partnered with BCG to develop a proposal for revitalizing Montréal. Together we conducted a non-partisan study with the aim of providing tools to future leaders for enhancing the city’s economic performance.

Jacques Ménard is profoundly embedded in the Montréal community. In addition to his prominent role on the board of multiple flagship organizations in Montréal and nationwide, he has consistently served the greater good through this active involvement in a variety of social initiatives in health, education, culture, and sports.

He has published books on high school perseverance and collective success. He has also been recognized as a Great Montréaler by the Board of Trade of Metropolitan Montréal.

The joint study offers a framework in which Montréal can build momentum and transform itself.
promoted to Companion of the Order of Canada, and named an Officer of the Order of Québec, among other distinctions.

The joint study offers a program and framework within which Montréal can build momentum and transform itself toward a newly defined ten-year ambition. The report, which is forthcoming, sets forth the details of 12 propositions pertaining to Montréal’s identity, leadership, finance and taxation, infrastructure, human capital, and sectors of excellence.

These propositions are anchored in the following:

- Knowledge gained about seven metropolises around the world, comparable to Montréal, that bounced back from a period of economic slowdown
- Input from approximately 50 Montréal leaders, from all spheres of the community, who were interviewed on their ideas to revitalize the city

We are proud to have partnered with a passionate Montréaler and are enthused by this study’s positive outlook on the future and its call for a unified effort to build on Montréal’s strengths. We look forward to the report being published in the first quarter of 2014.

- A thorough analysis of Montréal’s current economic health
ONE OF THE LARGEST social service agencies in Toronto, WoodGreen has 75 programs operating out of 32 locations across the city and serves 37,000 people each year. WoodGreen’s work spans the spectrum of social services. It is among the most innovative and solution-focused organizations anywhere. A founding United Way of Toronto member agency, WoodGreen helps people find safe and affordable housing, seniors live independently, internationally-trained professionals enter the job market, parents obtain childcare, children and youth access after-school programs, newcomers settle into Canadian life, homeless and marginalized people get off the streets, and youth find meaningful employment.

Homeward Bound, one of WoodGreen’s many successful programs, provides wrap-around services to help single mothers and their children move from homelessness and poverty to successful careers and stability. Piloted by WoodGreen in 2004 and unique in Canada, the innovative Homeward Bound assists inadequately housed or homeless mother-led families by helping mothers earn college diplomas, start careers, and achieve economic self-sufficiency. Graduates of the program, who only a short time ago were living in shelters or precarious housing, are now proud holders of a college diploma, have developed essential parenting and job-readiness skills, and are employed and earning family-sustaining salaries. Their children are excelling both socially and academically.

The program’s exceptional results are rooted in key success factors:

- The holistic nature of services that address the many challenges faced by Homeward Bound target clients
- A robust intake approach that focuses on women who are ready, willing, and able to take full advantage of the opportunities available
- A unique combination of critical supports, such as affordable housing for the duration of the program, free on-site child care and aid for school-aged children, and a goal-oriented case-management approach that provides access to trauma counseling and psychotherapy
- Deep engagement with private-sector employers to ensure the program responds to employer needs and creates direct links to future employment for graduates

BCG partnered with WoodGreen to estimate the positive societal impact of Homeward Bound, using BCG’s SROI methodology adapted to the nature of a relatively new program.
BCG’s analysis of the initial participant cohort data indicates significant potential for social impact: for every dollar invested, graduates of the Homeward Bound program will give back to society four times the amount as a result of the program’s positive effect on mothers and their children. On average, the program yields an estimated $185,000 of social benefit per participant after accounting for program’s costs. Behind these figures lie moving stories of the program’s life-altering effect on the personal livelihood, security, and happiness of each graduate. We are privileged to have worked with these individuals and with WoodGreen.

The program yields an estimated $185,000 of social benefit per participant.

“I believe BCG’s SROI project is an important one, as it should not only help us secure additional funding for the program but also represents a first step as we look at various approaches to social finance. Thanks again!”

— Thomas Hofmann, Board Chair, WoodGreen Community Services

Homeward Bound makes opportunities for women by connecting them to resources, support, and possibilities.

“Those of us involved with Homeward Bound know that it has been a success – both on a human and an economic level. It has been very helpful to have BCG document to government and donors the return on investment.”

— Ed Clark, Group President and Chief Executive Officer, TD Bank Group

Homeward Bound works with single mothers to improve their financial situation and leave poverty behind.
The Pecaut Centre for Social Impact identifies great ideas and organizations within the landscape of strong Canadian charities and helps them achieve scale. What better way to honour the legacy of the late David Pecaut, a community builder and a BCG Canada founder, than by doing what David did best—brining together great ideas, private-sector support, and energy to advance social change? The Pecaut Centre was established in 2012 by BCG and a group of David’s friends. BCG has had the privileged role of setting strategic direction and being a core partner in helping the Pecaut Centre develop growth plans for its selected organizations.

The Pecaut Centre identifies great ideas and organizations to help them achieve scale.

The Pecaut Centre reviews high-potential charities in Canada and chooses as partners charities that have a great idea and proven concept but that have not yet reached scale. After selecting a charity, the Pecaut Centre partners with it over a three- to five-year period and brings a variety of sector partners forward to help the charity dramatically increase its impact. These partners include BCG, Ernst & Young, McCarthy Tétrault, Offord Group, and Cossette, each of which donates time and expertise to help grow the great ideas and concepts to scale. The Pecaut Centre aims to add one or two additional charities to its portfolio each year.

In 2013, the Pecaut Centre designated SNAP (Stop Now and Plan) as its first portfolio charity. SNAP supports children (ages six through eleven) with serious behavioural concerns, as well as their families in order to change the potential for negative trajectories through a scalable proven program in the children’s mental-health field. BCG supported the Pecaut Centre in identifying what lies as the core of SNAP’s historic success, and how SNAP could grow from serving approximately 800 children today to a target of 20,000 of the highest-risk children in Canada over the next several years.
five years. This scaling alone could save the Canadian government over $300 million per year in health and criminal justice costs. SNAP is now working with other Pecaut Centre sector partners to round out the strategic plan.

In the fragmented Canadian charitable landscape, charities with the clearest purpose and the right staff, tools, and direction make the greatest impact. It is therefore imperative to support these high-potential charities in attaining scale. BCG is proud to be an active partner of the Pecaut Centre’s efforts to bring greater effectiveness and scale to this market.

“Working with BCG’s incredibly skilled team to develop a solid SNAP business strategy has been an amazing learning experience, one that will allow us to reach more at-risk children and their families across Canada and invest in the systems needed to measure our impact. Without BCG’s support and expertise, determining our growth, social impact potential, and true value would have been extremely difficult.”
— Dr. Leena K. Augimeri, Director, SNAP, Child Development Institute

“BCG has been the bedrock for the Pecaut Centre during these early days of our development. It cannot be overstated – BCG is a critical and valued ally as we seek to transform how social problems are tackled and solved in Canada.”
— Tara Gruhn, Director, Pecaut Centre for Social Impact

“The Pecaut Centre is a real innovation for Canada, linking profound business experience to accelerate the growth of social enterprises. I am confident this will substantially increase the impact of Canada’s investments into the not-for-profit sector.”
— Howard Grosfield, Pecaut Board Advisory President and Chief Executive Officer, American Express Canada
**OUR PARTNERS**

BCG CANADA IS DEEPLY committed to serving our communities. Over the past 20 years, we have partnered with many organizations in addition to those featured in this report. We are excited and humbled by our partnerships both globally and locally, and we appreciate the opportunity to join them on their commendable missions. We look forward to continued growth in this space in the decades to come.

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THANK YOU TO ALL

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