

Social and financial impact of hiring target group employees at Atira Property Management Inc.

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1. Introduction

1.1 Background

Atira Property Management Inc. (APMI) is a social-purpose property management company, which provides property management services to strata corporations, commercial tenancies and single rentals in communities across the Lower Mainland and which has a strong presence in Downtown Eastside Vancouver, operating 16 single room accommodation hotels. Residents are some of the 'hardest to house' residents of Vancouver and include those who have previously been homeless, who struggle with substance use and/or mental wellness, who are unemployed or underemployed and may struggle with chronic and often debilitating health issues. APMI's vision is to:

'Offer excellent services to the community while reducing reliance on government funding. The success of Atira Property Management Inc. will improve the long-term sustainability of the Atira Women's Resources Society'

Janice Abbott, CEO, APMI

APMI is a wholly owned subsidiary of the not-for-profit charitable organization, Atira Women's Resource Society (AWRS) which supports women and children who are recovering from the effects of violence and abuse within their families. APMI donates to AWRS 100% of their profits and contributes a management fee for salaries for central support staff, including PR, Marketing, Administrative and Web.

In 2007 APMI increased its workforce from 44 people to over 90. The adoption of this workforce led APMI to define its 2007 staffing strategy as:

'At least 53% of the workforce are recruited from a 'target pool', which comprises of Downtown Eastside single people, who are unemployed or underemployed and are or have been receiving government income assistance prior to APMI employment'

Janice Abbott, CEO, APMI

In 2011, the percentage target for this Target Employee Group (TEG) objective has increased from 53% to 70%. Many of the staff transferred and recruited since 2007 are residents of the hotels. On average the gender proportions from males and females in the hotels are circa 69% and 31% respectively. APMI's strategy to recruit from the hotel residents has resulted in a workforce with a significantly greater proportion of males; 254 men and 64 women in 2011.

APMI has experienced significant operational growth since 2007, largely as a result of assuming the responsibility for the management of an additional five hotels. These additional hotels, and a further two batches of hotels, were incorporated into APMI's portfolio at extremely short notice. Some other not-for-profits declined to accept them based on the significant levels of renovation works required and subsequent risk to cost and operations.

Along with the growth in the number of un-refurbished hotels in Downtown Eastside Vancouver, APMI adopted the existing workforce and the associated personnel issues including work ethic, varying team cultures and varying levels of training. In the second year of operating these additional hotels and

managing the workforce, 90¹% of APMI's senior management team's time was spent on supporting staff. This directly led to a reduction in profit levels, high losses and ultimately lower donations to AWRS.

1.2 Project purpose and objectives

APMI has proven to be a leading force in the Downtown Eastside Vancouver (DEV) area for many years and is continuing to be innovative in their approach by committing to understand, report and promote the social impacts of APMI to clients, investors, employees and other interested parties.

Building upon APMI's strong social conscience, practical impact on DEV residents and commitment to supporting the unemployed and under-employed in Greater Vancouver, APMI invited Ernst & Young (E&Y) to develop social and financial impact metrics which directly relate to the value of APMI's Target Employee Group (TEG) staffing strategy. The primary purpose of this review was to understand and promote the social and financial impact that this recruitment policy had, by:

- 1) Developing relevant quantifiable and qualitative metrics
- 2) Measuring the actual impacts
- 3) Providing an insert for inclusion in APMI's Annual Report

To achieve the above we researched national and international thought leadership and best practice in social impact reporting; undertook analysis of APMI provided payroll data for the years 2009-2011; reviewed available and relevant APMI documents; and interviewed a number of employees, a key stakeholder and industry expert. This Final Executive report outlines the key observations and findings obtained through the course of this review, an extract suitable for the APMI's annual report and the recommended next steps.

Appendix A provides full detail of the four-fold methodology, assumptions and limitations of this review.

1.3 Why measure social and financial impact?

'Next to doing the right thing, the most important thing is to let people know you're doing the right thing'

J.D. Rockefeller

There is a growing global movement to develop and report metrics which account for both the financial and social impacts of organizations' activities and operations. Governments, investors, the banking industry, communities, global corporations, not-for-profits and social entrepreneurs are all increasing the priority of social value and social return on investment in their annual reports, promotional material and management reviews.

¹ Estimate provided by APMI's CEO

There are numerous standards, indices, metrics, models and toolkits which are actively being used to develop social impact measurement and reporting frameworks. A number of these have been researched and surmised as part of this review - see Appendix A for research analysis detail and Appendix B for further reading links.

Three of the most common themes for why organizations are measuring or demanding the measurement of social benefit are as follows:

- ▶ **To promote** the organization's activities to existing and potential investors, stakeholders, employees and peers. Social return on investment and social impact metrics provide an additional depth to the value and achievements of an organization, which is over and above being purely profit generating. Such metrics support in providing a more holistic account of an organization's success and achievements.
- ▶ **To track progress** through the regular measurement and reporting of relevant social impact metrics and evaluation of both direct and indirect social and financial impacts. All of which should be linked to the organization's strategy. In addition progress tracking supports the annual assessment of progress against social benefit and the organization's social strategy which enables historic trends and future forecasts to be identified and better understood.
- ▶ **To support meeting and aligning vision and goals:** Where an organization has a strong values base, the process of collecting, analyzing and reporting relevant social impact metrics will substantiate the achievement and alignment of its vision, strategy and goals. This process will enable periodic strategic reviews of its commitment to its vision and demonstrate that the organization is making a real, substantial and sustainable social difference.

APMI is committed to supporting their clients' and investors' in developing their understanding and commitment to APMI's wider social benefits and ultimately identifying a clear correlation between the social benefit and the operational performance.

APMI is committed to capturing, tracking and promoting both the social and financial impacts of their organization to investors, clients, staff and other interested parties. Caution should be taken when reviewing and adopting measurements, as all metrics and tools have their limitations. It is essential that APMI remains loyal to its vision and priorities; only measure what is measurable; and reports its results openly and clearly. The proposed metrics in this review will support APMI in achieving this.

The following two pages are a removable insert available to be used in APMI's annual report. The report has been drafted by Ernst & young, however the core payroll data provided by APMI has not been validated by Ernst & Young.

2. Social Impact Report 2010-2011

Atira Property Management Inc. (APMI) is a strongly value-based property management social-purpose business which is actively making a positive change to some of the most disadvantaged community members in Vancouver. This positive impact is demonstrable to their employees, clients and the wider community through the provision of employment opportunities, safe housing and access to additional support services.

As an investor, stakeholder, employee or supporter of APMI, you have the ability to continue to make a real and sustainable long term social impact and support the regeneration of communities and individuals lives.

APMI balances the demands of managing a successful property management company while meeting its wider strategy to provide stable employment opportunities for some of Vancouver’s ‘hardest to employ’ residents. APMI is the only employer in Metro Vancouver who directly recruits Downtown Eastside residents.

APMI’s 2011 workforce target:

‘At least 70% of the workforce are recruited from a ‘target pool’, which comprises of Downtown Eastside single people, who are unemployed or underemployed and are or have been receiving government income assistance prior to APMI employment’

Janice Abbott, CEO, APMI

In 2011, APMI is proud to provide regular and stable employment to 266 people who fit into this Target Employment Group (TEG). This forms 84% of the total workforce, exceeding the 70% 2011 target and in significant excess of the 2009 target of 66%.

2011 social impact snapshot	
Total salaries and wages paid to TEG staff	\$4,105,719
Total benefits paid to TEG staff	\$689,489
Percentage of all promotions going to TEG staff	25%
Number of TEG males employed	254

As a viable property management company, APMI provides safe accommodation for hotel residents, when other property management companies declined to take on un-refurbished hotels. APMI have enabled 3,398 units to remain open and functional for their residents, many of which have no alternative option for housing.

“This employment has got me off the system and I no longer need to put in monthly stubs which is really overwhelming. It feels good to be independent and being back in the workforce - contributing to society”

Rita is a valued employee of APMI and resident of Downtown Eastside Vancouver (DEV). She relied on government assistance for many years ahead of being employed by APMI but, through her regular employment by APMI, she no longer relies on food bank donations nor claims government assistance. She is able to save to fund trips to visit her family.

“APMI helps employees and residents in bettering their lifestyles - I can’t think of any organization that does this so successfully in DEV”

Rita is thankful that APMI does not discriminate on age, gender, race or background and applauds the fair treatment they give to all.

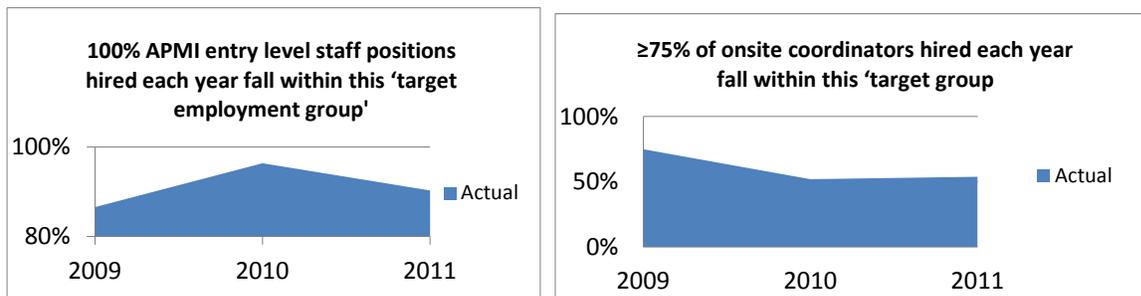
"Feels really secure with this job - is a never-ending job. I enjoy getting up and going in early"

Kevin is a full-time recent recruit to APMI. Recently promoted from on-call to a full-time entry level role, he has seen first-hand the impact that APMI has on its employees and tenants in supporting them with their illnesses, social issues and addictions.

Through this employment, Kevin has managed to begin to pay off previously incurred debt and is keen to see the value to APMI staff through it recently becoming unionized.

APMI's clients, supporters and investors actions have tangibly helped APMI in supporting no-to-low-income people in achieving financial stability and secure safe accommodation.

Their active strategy to recruit from the target employment group is further monitored through the number of entry level and on-site coordinator roles. APMI's targets and recent actuals are:



There is a notable reduction in the proportion of TEGs, however APMI justify this through an increased reliance on temporary staff in 2011 due to the process of obtaining union certification. APMI continues to be committed to recruiting a significant proportion of its workforce from the under-employed and unemployed in Downtown Eastside Vancouver with a focus on hotel residents.

Until now, APMI have not been an official Living Wage employer due to some client's not agreeing to the increase in wages. Agreement has now been obtained and APMI will be able to declare themselves as a living wage employer in the next fiscal year.

APMI "Are the one and only organization who give Downtown Eastside Vancouverites (DEVs) a chance of employment - no one else will give full time employment to DEVs in DEV"

Previously self employed with periods of time spent homeless, Hendrik has experienced the stigmas attached to people who live in Downtown Eastside Vancouver. Being over 50, Hendrik is *"really happy to get the opportunity with APMI"* which has given him the stability to pay his bills regularly, get safe accommodation and meet his basic needs.

"It is great that APMI gives people on the street the opportunity to come off the street through providing housing and secure employment"

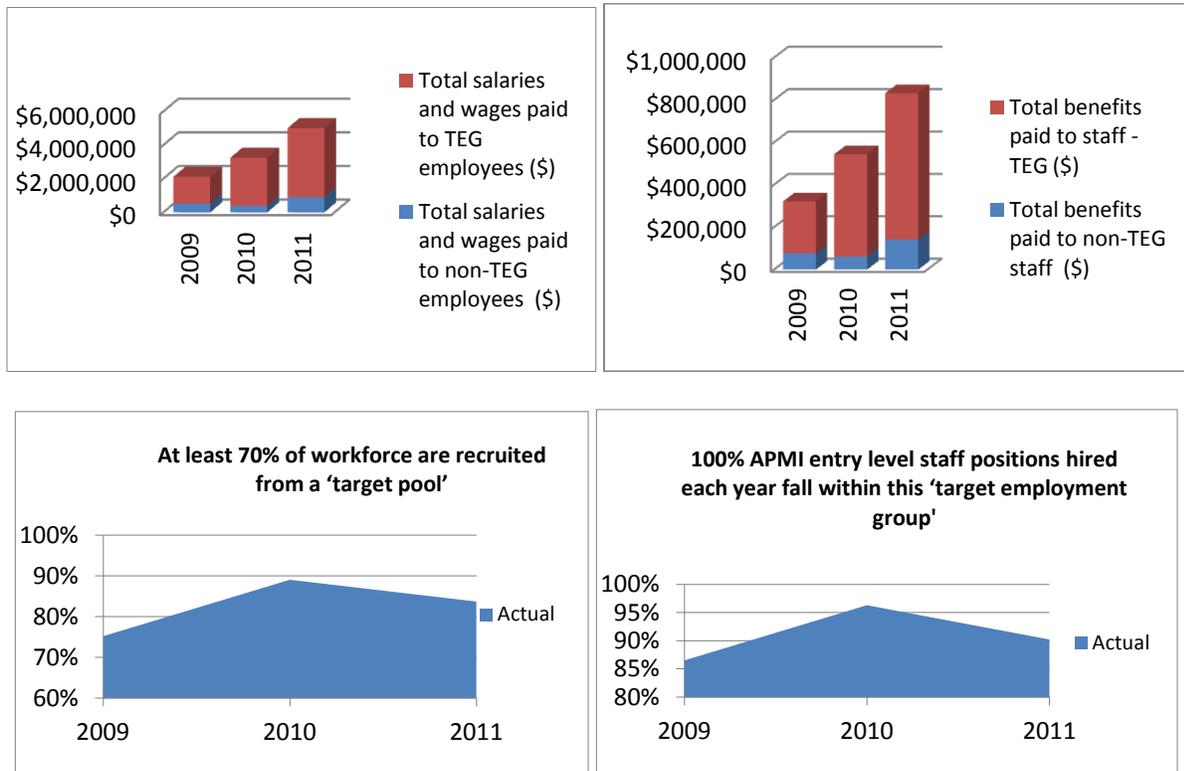
Objectives for next year

- ▶ Expand metrics to include financial benefit to clients and training hours undertaken by staff
- ▶ Obtain official Living Wage Employer status
- ▶ Increase proportion of TEGs employed to 80% of workforce
- ▶ Proactively promote TEG strategy to clients, stakeholders through messaging and APMI's website.

3. Trends and recommendations

3.1 Key trends

The 2011 trends identified through this review, demonstrated an increase in the count and monetary figures, however they also demonstrated that there was consistently a small decline in the percentage split between TEG and non-TEG against each of the core targets i.e.:



APMI justify these declines in percentages as being largely due to an increased reliance on temporary staff in 2011 due to the process of obtaining union certification. Although there is a decline in percentages, APMI have continued to increase the number of employees, both TEG and non-TEG and the levels of benefits and salaries paid.

Based on these findings, the social impact report presented in the annual report focuses on the actual targets for 2011 instead of the trends to date. In future years, it is recommended that APMI present the historic trends and seeks to achieve or review their targets.

3.2 Recommendations

The following are a list of recommendations proposed for 2011-2012. In addition to the bulleted actions, examples of potential additional metrics are proposed in the below table for consideration in 2011-12 or beyond.

- ▶ Increase proportion of TEGs employed to 80% of workforce
- ▶ Obtain official Living Wage Employer status
- ▶ Proactively promote TEG strategy to clients, stakeholders through messaging and APMI's website
- ▶ Improve data collection and ease of reporting, to enable simple access to:
 - Accurate counts of staff - total staff, total TEGs, Male/Female split and split by roles
 - Accurate salaries/ wages and benefits figures per year
 - Pre and post employment questionnaires to track changes in income, government assistance, criminality and career progressions
 - Quantifiable client satisfaction measurable and endorsements
- ▶ Expand metrics to include financial benefit to clients, ensure they are relevant to APMI's strategy and are easily measurable i.e. effort to collect and manage data does not exceed the value derived from the outcome. Consider the following:

Category	Metric	Measurement	Metric Source
Financial	Turnover generated by APMI	Total turnover generated by APMI per annum	E&Y
	Financial contribution donated to Atira Women Resource Society	Gross contribution invested into Atira Women Resources Society per annum	E&Y
	≥ 75% of APMI profits are donated to Atira Women Resource Society	Total contribution donated to Atira Women Resources Society per annum/ Total profit made by APMI per annum	E&Y
	Current Year SROI <ul style="list-style-type: none"> • Return on investment generated by the current year change in target employee financial position 	Average change in societal contribution / Total investment required =Current year SROI	Social Capital Partners
	Current Year Cost Savings to Society <ul style="list-style-type: none"> • Dollars saved that year by employing target group and eliminating or lessening government financial assistance 	Average change in societal contribution x Average number of target employees	Social Capital Partners
	Cumulative SROI <ul style="list-style-type: none"> • Average social return on investment generated by year 1, 2, 3 and 4 change in target employee financial 	Y1 + Y2 + Y3 + Y4 Change in societal contribution / Y1+Y2 +Y3 + Y4 Total investment = Cumulative SROI	Social Capital Partners

	position		
	Power of the local spend: Local Multiplier (LM3)	To be developed - Measuring the impact on the local economy specific to the impact of cash	The New Economics Foundation (nef)
	Financial benefit to client	Data not collected in 2010-11. Consider collecting / reporting for 2011-12	To be designed
People	Health, happiness and wellbeing	Data not collected in 2010-11. Consider collecting / reporting for 2011-12	To be designed
	Level / amount of training provided	<ul style="list-style-type: none"> ▪ Number of training hours offered to staff ▪ Number of training hours undertaken by TEG 	E&Y
	Percentage of employees paid a living wage	Number of employees paid a living wage / Total number of employees	E&Y
Customer satisfaction	Client endorsement	Data not collected in 2010-11. Consider collecting / reporting for 2011-12	E&Y
	Results of client satisfaction survey (or elements of)	To be designed - Qualitative?	E&Y
	CSR benefit to client	Capture in Client satisfaction measurement or endorsement	To be designed
	Improvements in comparison to previous property services provider	Capture in Client satisfaction measurement	To be designed
Wider Societal impact	Impact on criminality	Cannot track in 2010-11. Changes in Criminal Record Act means data will be collected and available for 2011-12	To be designed
	Impact of social services	To be designed	To be designed
	Impact on Health services	To be designed	To be designed

Appendices:

Appendix A. Approach and methodology

We undertook a four-fold approach to understanding, developing, analyzing and reporting social and financial impact metrics which were directly relevant and measurable to APMI's TEG strategy. The following sub-sections detail the methodology for each of these four stages:

Social Capital Partner's social return on investment assessment

Following the initial kick-off meeting with APMI, we interviewed Bill Young, CEO of Social Capital Partners (SCP) who is a leading professional in developing quantifiable social metrics i.e. Social Return on Investment (SROI). Originally focused on providing services and advice to social enterprises, SCP has recently changed their focus towards larger corporations with the objective to have a broader influence on social impact reporting.

Bill undertook a SROI assessment in 2008 on behalf of APMI, based on a review of a sample from the TEG population, data collected through meetings with APMI's Payroll team and Human Resources Director. In practice, APMI has not continued to track and report the metrics proposed due to the availability of the information and required efforts to extrapolate accurate data.

The key message from the interview was for APMI to:

- ▶ Keep metrics simple and relevant
- ▶ Aim for more quantitative rather than qualitative metrics
- ▶ Continue to track and report social impacts as there is a growing global need and demand to identify, track and report pre and post societal change/contribution

SCP's metrics have been reviewed, validated and included in section 3 as potential metrics which APMI should consider tracking and reporting against in future years.

National and international benchmarks and metrics research

Nationally and globally there is a growing trend and demand for measuring and reporting social impacts in addition to the more traditional financial metrics. This form of measurement is an actively evolving area of measurement and as such there is much debate on their effectiveness, transparency and auditability. There are numerous authorities across the globe discussing and developing metrics and promoting their benefit in understanding the full value of organizations, however there are few internationally recognized social impact measurements which can be readily used across industries.

We researched social impact reporting for enterprises in Americas and the UK. A summary of the relevant documents and readings are included in Appendix B of this report. Key themes identified are as follows:

- ▶ Ensure clear vision
- ▶ Align goals to vision and adjust as vision evolves
- ▶ Ensure the majority of measurements reported are quantifiable

- ▶ Distinguish between direct/proven impact and indirect/implied impact
- ▶ Link to financial reporting where able and appropriate
- ▶ Promote achievements and use to attract investors
- ▶ Continue to develop metrics year on year through improvements in data collection, evolution of goals and advancements in industry recognized reporting criteria
- ▶ Ensure consistency in data collection i.e. employee/stakeholder interviews and statistics to enable auditable trends to be tracked and reported
- ▶ Be wary of calculating benefits to wider society if no direct impact
- ▶ Focus on what is measurable

Appropriate metrics relevant to APMI have been included and developed for 2010-2011, as presented in section 2. In addition, section 3 outlines potential future metrics for APMI's consideration, note that further data would need to be captured through the year to be able to accurately report these.

Overview of interview process

Corporate stakeholders

The potential to undertake key stakeholder interviews was proposed and discussed with APMI as part of the detailed scoping of the project. Showcasing, within the annual report's social impact statement, the value that the TEG strategy has proven to have on clients, investors and stakeholders would support the clarity of message of APMI's social benefit to residents, staff and the community.

In light of APMI currently being in a process of fully establishing its services, it was agreed that the client and stakeholder citations would be more valuable to be included in the next social impact statement, once the TEG recruitment strategy has proven, beyond doubt, it's true financial and social impact and value as directly experienced by APMI's client base.

An initial interview was conducted with Shayne Ramsey, of BC Housing, who was fully supportive of APMI's workforce vision and drive to identify and account the social and financial impacts of this strategy. Although not a direct client of APMI's, BC Housing does have a direct relationship with AWRS. BC Housing currently reports some social metrics including the percentage of client groups who cater for vulnerable populations although these metrics are not as targeted as the metrics being developed for APMI.

Employees

A fundamental element of social impact reporting is the impact that an organization's strategy has on the people and community it affects. As such, 3 interviews were undertaken with APMI staff to ascertain their perspective on the social impact and value APMI has had on their lives and those of the residents and colleagues.

APMI proposed three individuals for interview. EY interviewed and sort approval from the employees to include an agreed extract into the annual report social impact statement. These statements are included in section 3.

Data gathering and analysis

An extensive data gathering exercise was undertaken as part of this social impact review. APMI provided and self-validated payroll data and corporate information. In addition the APMI payroll team responded to a series of clarification queries. There were unforeseen delays in accessing and verifying this data, largely due to a recent move by APMI, to a new payroll system.

Assumptions and limitations

The following are the key assumptions and limitations arising from the data gathering, due diligence and final metric calculations:

- ▶ All payroll data has been provided by APMI
- ▶ Where no leave date is provided by APMI, assumption is that:
 - the staff member is still employed where financial information is available for current year; or
 - the leave year is the year financial information ceased to be available
- ▶ APMI's recent change of payroll systems, to Payworks, resulted in inconsistencies between past and current data
- ▶ The definition of TEG is: 'men and women living in the Downtown Eastside at the point of being recruited by APMI'. It does not account for whether they are unemployed, underemployed, or on government assistance at the time of being recruited as this information has not been captured to date
- ▶ Staff recruited and who left APMI prior to 2009 have been excluded from this analysis
- ▶ Where a staff name was provided by APMI as part of the payroll data, however no financial information was provided for that year, the staff member is deemed to be employed and thus included in the count of staff
- ▶ Full time employees are staff who work for 8.667 hours a day
- ▶ Part time employees are staff who work for 16 hours a week
- ▶ Relief staff are employees who work on call-out basis both in terms of number and frequency of hours worked
- ▶ The number and scope of social impact measurements, which were able to be reported in 2010-2011, was limited by the absence of records capturing previous employment, under-employment and un-employment of new starters
- ▶ Gaps in data i.e. inconsistency in capture of leave dates

Appendix B. References and research log

Ref	Organization and website	Key comments and relevant documents
1	Social Capital Partners www.socialcapitalpartners.ca	Bill Young, CEO - created SROI used by APMI in 2008. Since updated. Interviewed as part of review <u>Useful document: SROI - incl. formula</u>
2	Robin Hood Foundation http://www.robinhood.org/approach/get-results/metrics.aspx	Sole mission is to fight poverty in NYC Estimate benefit: cost ratios according to goals and monetize the value of immediate outcomes. Acknowledges that metrics rarely compare easily to each other. Relevant reading around generating jobs for homeless and ex-criminals Don't count public benefit at large, focus on impact to the individuals involved in the program. I.e. earnings, well being, opportunities, not-reoffending <u>Useful Document: Measuring Success - Metrics:</u> http://www.robinhood.org/media/169437/2009_metrics_paper.pdf
3	Ashoka www.ashoka.org	Highly respected social enterprise. Good examples of Social Impact case studies and reporting - no published formulae or benchmarks relevant to APMI
4	New Economics Foundation (nef) www.neweconomics.org	National Performance Program outlining the various performance tools available with critique. Key ones captured in this summary document Additional document available for 20GBP - Proving and Improving: 2009 toolkit for social enterprises <u>Useful documents:</u> <ul style="list-style-type: none"> ▪ LM3² - measures local economic impact ▪ The Money Trail³ - Measuring your impact on the local economy ▪ Prove It!⁴
5	SAP - www.sapsustainabilityreport.com	No practical tools that apply to APMI. IT / Organization centric. <u>Note:</u> Do have tools available for not-for-profits at 10% of cost including Social impact measuring tools

² <http://www.nef-consulting.co.uk/services/local-money-flows-lm3/>

³ <http://www.neweconomics.org/publications/money-trail>

⁴ <http://www.neweconomics.org/publications?keys=prove&tid=All>

6	Social Accountability International (SAI) www.sa-intl.org	Craig Moss led development of Social fingerprint program (www.socialfingerprint.org)
7	Demonstrating Value www.demonstratingvalue.org	
8	Social Innovation Generation www.sigeration.ca	
9	Global Reporting Metrics www.globalreporting.org	<u>Useful document</u> : GRI Guidelines
10	Plugging the leaks www.pluggingtheleaks.org	Public sector focused and not N4P / Social enterprise measurement relevant
11	FTSE 4 Good http://www.ftse.com/Indices/FTSE4Good_Index_Series/index.jsp	Index for measuring globally recognized corporate responsibility standards
12	AccountAbility www.accountability.org	(aka Institute of Social & Ethical Accountability)
13	Harvard Business Review www.hbs.edu	Report downloaded Some orgs measure long term others short term impacts <u>Tool (Table 1)</u> : Inputs - Activities - Outputs - Outcomes - Impacts Table 2 - useful summary of orgs and models. (Key ones included in this summary) <u>Useful Document</u> : Harvard Business School entitled "The Limits of Nonprofit Impact: A Contingency Framework for Measuring Social Performance" written by Alnoor Ebrahim and V. Kasturi Rangan www.hbs.edu/research/pdf/10-099.pdf
14	MaRS www.marsdd.com	Includes useful references to other organizations and measures, all relevant citations are included in this document <u>Useful Tool</u> : Entrepreneurial toolkit - limited relevance to APMI
15	Charity Star http://www.charitystar.org	Interesting white paper (April 2011) on Charity Impact Measurement <u>Useful Document</u> : Return on Donations: A whitepaper on Charity Impact Measurement http://www.charitystar.org/wp-content/uploads/2011/05/Return_on_donations_a_white_paper_on_charity_impact_measurement.pdf
16	The Global Impact Investing Rating System (GIIRS) www.giirs.org	Opportunity for APMI to purchase and undertake the rating assessment to include in their annual report. <u>Useful Tool</u> : Impact investing company which has a tool to rate the level of impact investment against key KPIs. Provides comparable impact metrics.
17	Rockefeller Foundation www.rockefellerfoundation.org	US focused website <i>"Next to doing the right thing, the most important thing is to let people</i>

		<p><i>know you're doing the right thing" J.D Rockefeller</i></p> <p><u>Useful Document:</u> Catalogue of Approaches to Impact Measurement (CAIM) http://www.convisage.com/uploads/2/9/1/1/2911123/catalogueofapproachestoimpactmeasurement.pdf</p> <p>CAIM - An excellent source for summaries of various SROI toolkits with critique. Discusses Internal versus External impacts and 'Implied', 'Proven' and 'Optimized' Impact.</p>
18	SROI (Social Return on Investment) www.sroiproject.org.uk	
19	Roberts Enterprise Development Fund www.redf.org	Recommended by Bill Young and MaRS - Pioneered the SROI Are job creation focused, thus parallels with APMI
20	Vancouver Police http://vancouver.ca/police/organization/planning-research-audit/index.html	Series of statistics relating to number of crimes per category and location. Can request further research from Jennie Gill VPD
21	Vancity https://www.vancity.com/AboutUs/	Element of their vision is growing the social economy.
22	Cabinet Office and the Third Sector Office (UK) http://www.neweconomics.org	Highly useful and very relevant guide to defining and measuring SROI. Includes SROI network's (www.thesroinetwork.org) report structure, guidelines etc. <u>Useful Document:</u> A guide to Social Return on Investment http://www.neweconomics.org/sites/neweconomics.org/files/A_guide_to_Social_Return_on_Investment_1.pdf
23	BC Housing http://www.bchousing.org/Initiatives/Sustainability/action_plan	Interview set up with Shayne Clear vision and objectives.
24	Boston college www.bc.edu	
25	Dow Jones Sustainability Index www.sustainability-indexes.com	

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