



Revenue Generation in a Not-For-Profit Context

COMMUNITY CARE NORTH HASTINGS

Community Care North Hastings is a not-for-profit organization helping seniors remain in their homes through intervening programs and services such as Transportation, Meals on Wheels, Security Calls, Foot Care, and Healthy Body Exercise.

- 60% of our budget is provided by the SE LHIN (provincial Ministry of Health) and the majority of the balance – charitable dollars.
- There are 1200 clients on our caseload
- 5 staff equalling 4 FTE (includes all service and administrative staff)
- 120 volunteers that deliver most of the programs and services
- Head Office: Bancroft; 2 satellite offices: Maynooth and Coe Hill

Demographics

- Population of North Hastings and Highlands East – 15,264 (catchment)
- 56% of the population is 45 years or older
- Land Area – 3349 square km; remote – nearest major centres 1.5 hours
- Population density – 4.56 per sq km
- Median Family Income – Province: \$69,156; North Hastings: \$45,113
- No High School certificate, diploma or degree – Province: 22%; NH: 33%
- Employment rate – Province: 62.8%; North Hastings: 46%
- Unemployment rate – Province: 6.4%; North Hastings: 10%
- % in Low Income – Province: 14.7%; North Hastings: 16%

Source: Stats Can 2006 Census Data

The Challenges

- The Financial Demographics – low income, high unemployment
- The Charitable Dollar Competitors:
 - The Hospital
 - The Long Term Care Facility
 - North Hastings Family Health Team
 - Hospice North Hastings
 - The Royal Canadian Legion
 - 19 Local Churches
 - Hockey and Soccer
 - Heart and Stroke Foundation
 - Cancer Society
 - Sick Kids Hospital
 - Many others from HART to the Chamber of Commerce
- Business Donor Fatigue
- Health and Social Service Demand is greater than the supply
- Traditional fundraising strategies have limitations in this context

The Questions for Queens

What other sustainable revenue generating strategies are available for a not-for-profit organization:

- In North America and Europe what are the successful sustainable revenue generators not-for-profits are using?
- What factors need to be considered in choosing a strategy?

What strategies will work in North Hastings:

- What models are most likely to succeed with the maximum revenue generation?
- What models are most likely to succeed with the minimum capital investment?

The Results – We Got What We Asked For

Nine models adaptable in the North Hastings context.

- Complete with a decision matrix and weighting scheme to help the organization determine priorities
- An analysis of each model including the strengths, weaknesses and potential revenue

The Decision Matrix and weighting scheme is a tool that is easily transferable to an expansion of other models and ideas related to revenue generation.

Where Does the Knowledge Fit

The organization is in the process of developing its next 5 year strategic plan.

This research, the models presented, and the decision matrix will become an integral part of the formulation of our strategic plan.

Supplemental ideas related to enhancing awareness will help to strengthen our identity in the community.

Many thanks and much appreciation to Kate Jaczko and Dina Ali for their time, efforts and comprehensive approach to uncovering the potential of revenue generating strategies for Community Care North Hastings.

Thanks to Queen's School of Business, Queen's University for the contribution you have made through coordinating and providing this type of service for our community.