



**Local Agenda is a program of
Springboard Innovation**

**“Enabling people to solve local challenges
with innovative, sustainable solutions.”**

Truths

“We have to think smarter about how to lead change. No more bake sales. Let’s join the ranks of those who equate effective change with efficient business.”

“I hate the term ‘non-profit.’ I want to make as much money as I can.”

–Patty Mitchell, PassionWorks



Hybrid Social Venture Plan

Environmental Scan

1. What is the challenge/opportunity you see?
2. Explain how it is connected to its environment (local culture, etc).
3. *Is there anyone else addressing this opportunity inside or outside your community? What are the weaknesses with their approach and barriers to their success (their limitations)?*



Sustaining Strategies

- **Definition:** A **sustainable strategy** is one that produces ongoing, consistent, reliable support for a program or an idea. It may be a funding stream through direct or indirect sources. It may be membership, a partnership, a volunteer stream, or other networks that provide *a range of needed sustaining support.*



The BEST idea

- The key is use more than one strategy
- As you look at case studies, notice how there are often more than one employed.
 - ReBuilding Center example



Trends in Hybrids

- Commercial activity has been a major and steadily increasing revenue generator for nonprofits.
- In 1982 commercial revenue accounted for **48.1%** of total nonprofit revenue
- By 2002 it accounted for **57.6%**.
- This represents an overall increase of **219%** in the dollars it represents.





Intraoperability and Interoperability

- **Intraoperability:** Multiple strategies within one organization (B-line one example). Each could be the leading strategy, (or “bottom line”) for decision-making.
- **Interoperability:** Two *or more* distinct organizations that choose to co-operate to create a new entity/program/product. The entities are “entangled” rather than overlapping superficially. They *inter-operate*.

EXAMPLE: Pixie Project .org



Centrally-located, the community has easy access and walks the dogs, expanding their visibility to potential

Because of up-front business design, multiple organizations created a mutually beneficial interoperable organism built on co-operation—*literally.*

“Virginia Woof” (and Pixie Project Dogs) cared for by Outside-In

Pixie Project Adoption center for shelter animals

Business and Impact Partner: Outside In

Homeless youth work in the Pixie Project shop, get needed job training

\$ Pet Supply Store

\$ Unique new product line for wholesale



~Act 3~

The Super Strategies

Sustaining Innovation



The Super Strategies

1. Abundance
2. Copy-Paste
3. Robin Hood
4. Piggyback
5. The Idea Funds the Idea
6. (And the Not-So-Super strategy of *Good Luck*)



Abundance

- Endless stream of something
 - Examples?
 - Waste
 - Used or cast-off materials (clothing)
 - Packaging (plastic CD containers)
 - By-product



From Bikes to Flip flop doormats



Copy-Paste

- Ideas abound, *adapt and adopt*
- What can be gleaned from
 - MacDonald's?
 - The Genome project?
 - Dummy Books?



Robin Hood

- Spread the costs
 - Membership
 - Expand the market
 - Modified services (Ethos Music)
think in a for-profit way
 - Examples...



Piggyback

- Don't do it alone. Who else—what else is out there already—that's related to your audience or service?
- A *version* of partnering
- Offer value to those others serve *or* provide value they need (help them expand their market)
 - PassionWorks in Athens, Ohio



Collaborations



PASSION WORKS STUDIO

Inspiring and Liberating the Human Spirit Through the Arts

a Division of ATCO Incorporated



PassionWorks



- *Production of these pieces create employment for people with and without developmental disabilities and generate a renewable funding stream to continue arts programming.*
- Passion Works recently celebrated the release of their second CD "[My Little Pancake Button.](#)" The CD is a collaborative effort between Passion Works Artists, Hocking College students who have been writing poetry together since 2000 and local musicians who transformed the words into songs.

- <http://passionworks.org/>



The Idea Funds the Idea

- Tight connection of the income stream to the actual service being provided
 - Yunus: a lot of small adds up
 - Delancey Street: doing work provides work experience, makes money



Spruce Carpets

Spruce Carpets aim is to create several social and environmental benefits:

1. *divert 70 tons* of carpet waste from Glasgow landfills each year
2. create worthwhile volunteer opportunities for disadvantaged people who have perhaps themselves been supported by others and wish to contribute their time and energy
3. generate a series of training places for young people from marginalised backgrounds
4. assist recently re-housed people settle more quickly into their new homes and thereby reducing tenancy failure

By accepting donations of unwanted carpet we divert carpet from landfill our recycled carpets are much better for the environment



<http://www.sprucecarpets.org.uk/>

Earned Income Approaches

- Earned income is one kind of sustaining strategy.
- They can overlap, be put together, combined with other strategies.

EXAMPLE: PassionWorks. Piggybacks onto govt-contracted agency, sells products, licenses her model, consults, collaborates with other orgs to develop new products (CD, poem book), etc!!!!



Stop and imagine

Put your innovative brain back on...

- You just heard of many ideas. How could you adapt them?
- Examples:
 - Artist-in-residence like PassionWorks? (*someone*-in-residence?)
 - Selling something in a new form?
 - Notice how things grow, expand, get richer?



Time to work

- Create 20+ ideas
- Which of the sustaining strategies look viable – connect up well with your existing ideas
- Do these sustaining strategies give you **MORE IDEAS?**

