

Enhancing the pace of Amalgamation within Non-Profit Housing organizations of Manitoba

Team 5

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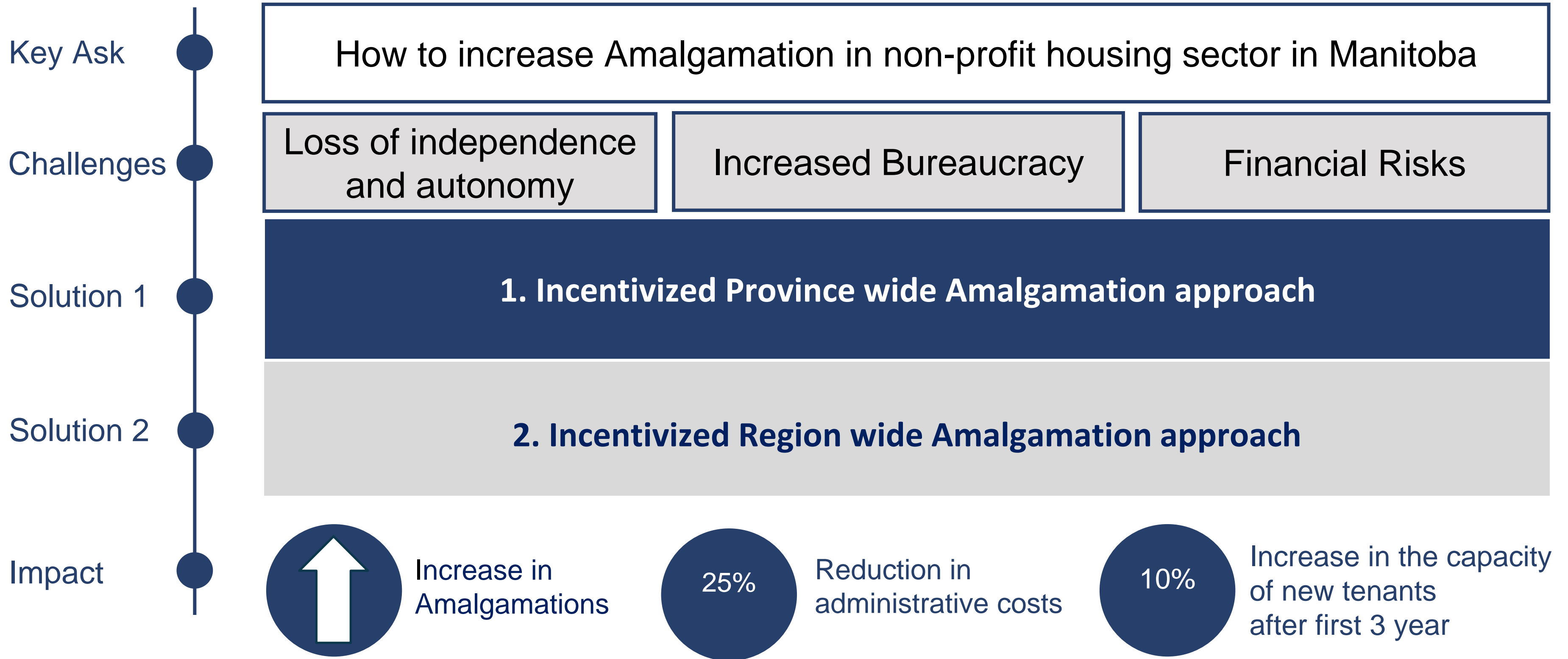
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Executive Summary



Future of Non-Profit Housing Organizations in Manitoba

With PASSIVE or NO Amalgamation



Passive Amalgamation

Present	Future
Lack of Volunteers	Recruit skilled and experienced employees at competitive wages
Inefficient Use of Funding/Grants	Affordability Challenges Facing Social Housing
Lack of Maintenance/Repair Funding	Selling of More Non-Profit Housing Units

Future of Non-Profit Housing Organizations in Manitoba

With ACTIVE Amalgamation



Active Amalgamation

Present	Future
Lack of Volunteers	Prioritize young university/college student volunteers through MNPCHA volunteer program
Inefficient Use of Funding/Grants	Organizations use funds efficiently by reducing duplicate operating costs such as admin costs, sharing of staff
Lack of Maintenance/Repair Funding	Surplus funds available from Amalgamation as seen with Autumn Place and Bethel Place, saved \$440,000 in a year

Province-Wide Amalgamation

Recommendation



Province-wide amalgamation creates a unified non-profit sector, maximizing resources and impact across the entire province while strategically addressing service delivery and operational challenges

Features & Benefits

Features

Creates a unified voice for the entire non-profit sector across the province

Maximized resource sharing and operation efficiencies on a large scale

Eliminates duplication of services throughout the province

Benefits

Potential for greater impact on provincial policies and funding decisions

Increased negotiating power with government agencies and funders

Ability to tackle a larger scale of project and initiatives province-wide

Amalgamation by Region



MNPCHA Goal: Facilitate regional amalgamations to strengthen each sector

Features & Benefits

Features

Preservation of Local Identity: Allows smaller non-profits to maintain their unique identities and community connections

Shares Resources: Can share sources like staff, facilities, and technology, leading to reduces operational costs and better efficiency

Collaborative Governance Structure: Can create a new governance structure that promotes collaboration and shared decision-making

Benefits

Increased Administrative Efficiency: Improvement of operational efficiency, allows organizations to focus more on their core missions

Funding Diversification: Can tap into bigger range of funding sources, reducing reliance on a single donor type or government grant

Enhance Service Delivery: Can create a better comprehensive range of services and support for the community.



Amalgamation by Region – SWOT Analysis

Strengths

- Greater operational efficiency
- Shared infrastructure and reduced overhead costs
 - Stronger regional presence and influence

Weaknesses

- Potential clash between organizations
- Initial integration challenges and costs



- Access to wider donations network
- Expanded programming capabilities
- Increase in funding opportunities due to the larger size of the organization

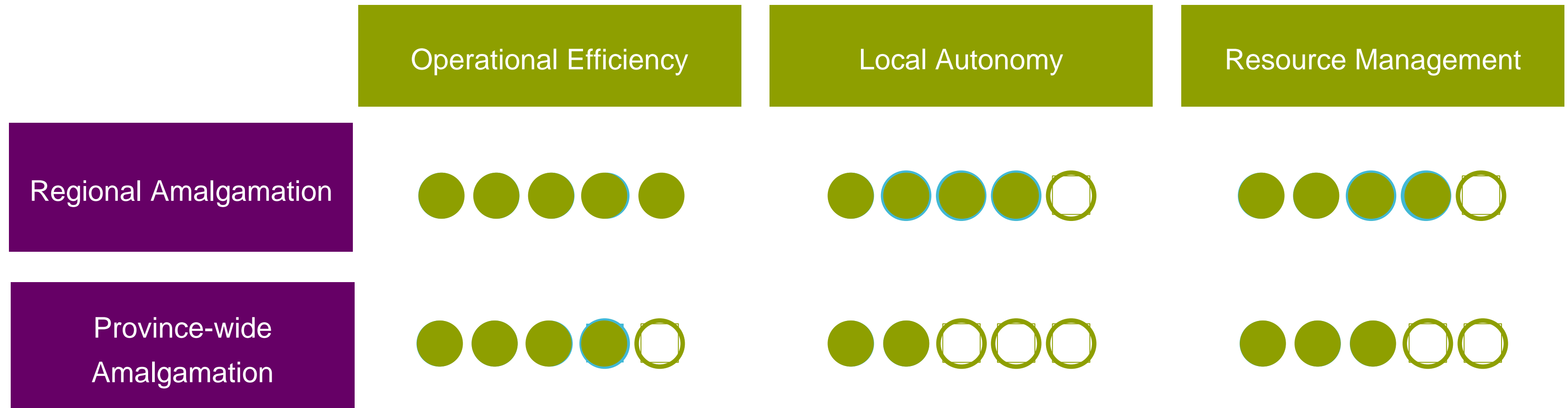
Opportunities

Threats

- Resistance from staff or volunteers fearing change
- Possible loss of some local donation sites due to some opposed to merge

Why Choose Amalgamation by Region?

Evaluation



Regional Amalgamation offers optimal balance between operational efficiency and local autonomy, while province-wide amalgamation provides broader reach but with greater complexity and reduced local control

University Volunteer Partnership Program

Recommendation: Establish a structured volunteer program connecting University students with non-profit housing organization



Incentivizing Organizational Members



Membership rates voided for the first six months



Additional funding received from the Manitoba Non-Profit Housing Association, proportionate to the amount of funds saved post-amalgamation



Heads up awareness to non-profit employees in newsletter and upcoming annual meeting

Incentivizing Funders, Donors and Regulators



Donations will not be used for repetitive tasks (accounting costs for many different non-profit organizations)



Recognition program for significant donations (Honourary plaques or acknowledgements in newsletters)



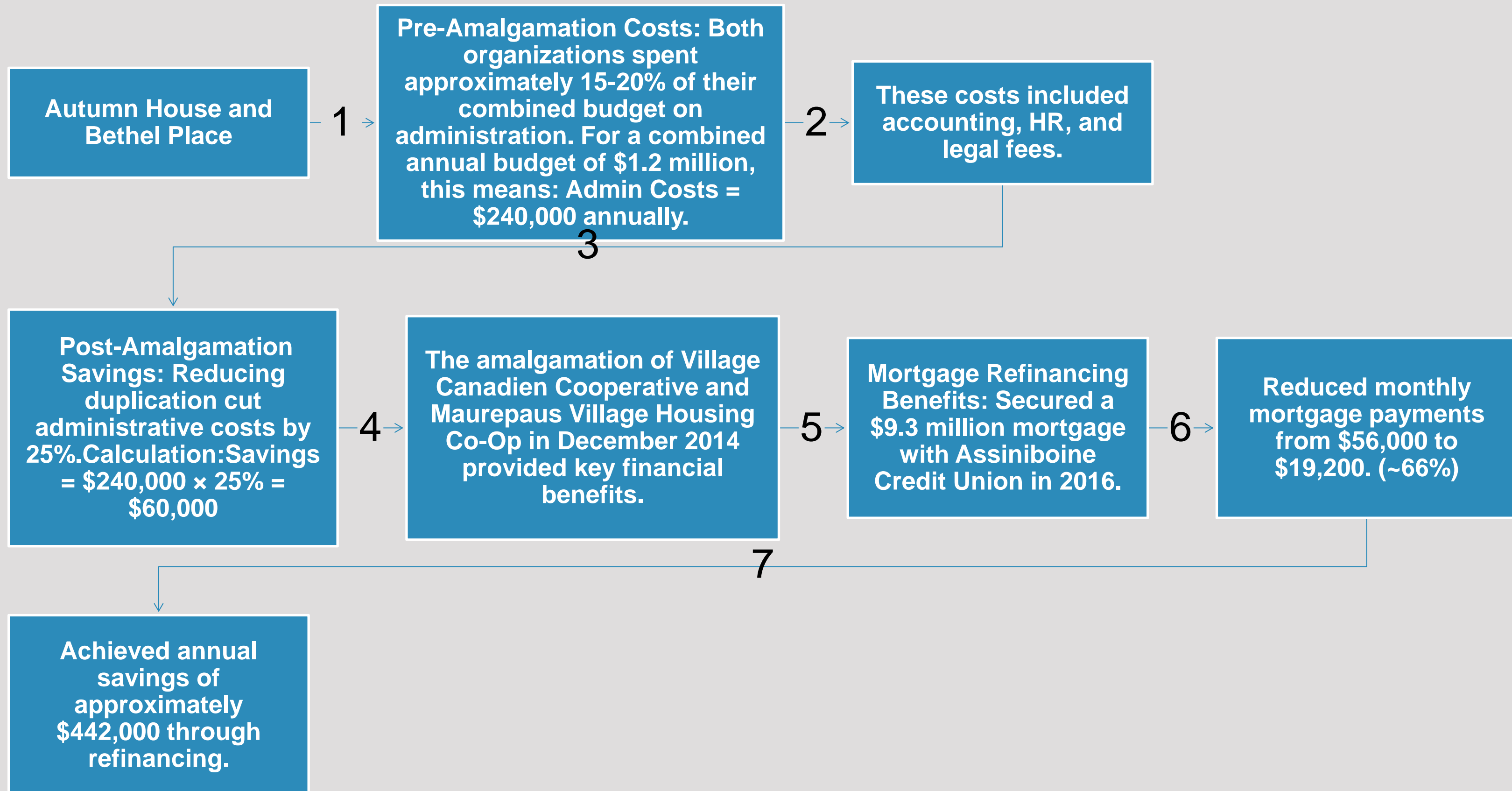
Reduction of necessary government oversight due to more streamlined and centralized operations



Long term sustainability – no concerns for unused funding if organizations go under

Key Performance Indicator #1:

20%-25% Percent Reduction in Administrative Costs (Accounting, HR, Legal Fees, Mortgage)



Key Performance Indicator #2:

20% Increase in Donations



How Amalgamation Helps: Larger, well-organized non-profits attract more donors due to increased trust, streamlined operations, and better reporting.



Village Canadian Cooperative and Maurepaus Village Housing Co-op



Pre-Amalgamation Donations: Combined annual donations: \$350,000 from small donors and community grants.



Post-Amalgamation Growth: After amalgamating, the organization secured additional funding from larger donors, increasing annual donations by 20%.



Increase = $\$350,000 \times 20\% = \$70,000$ annually. Total Donations Post-Amalgamation = \$420,000 annually.

Key Performance Indicator #3:

10% Increase in the Number of new Tenants after Three Years

A larger organization with more resources can expand housing capacity and serve more tenants.

Autumn House and Bethel Place

Pre-Amalgamation Housing Capacity: Managed 200 units, providing homes for 250 tenants.

Post-Amalgamation Expansion: Combined resources allowed them to add 20 more units within 3 years by better maintaining and repurposing existing space.

Increase in tenants = 25 new residents.

Overall 10% increase in tenants after Three Years

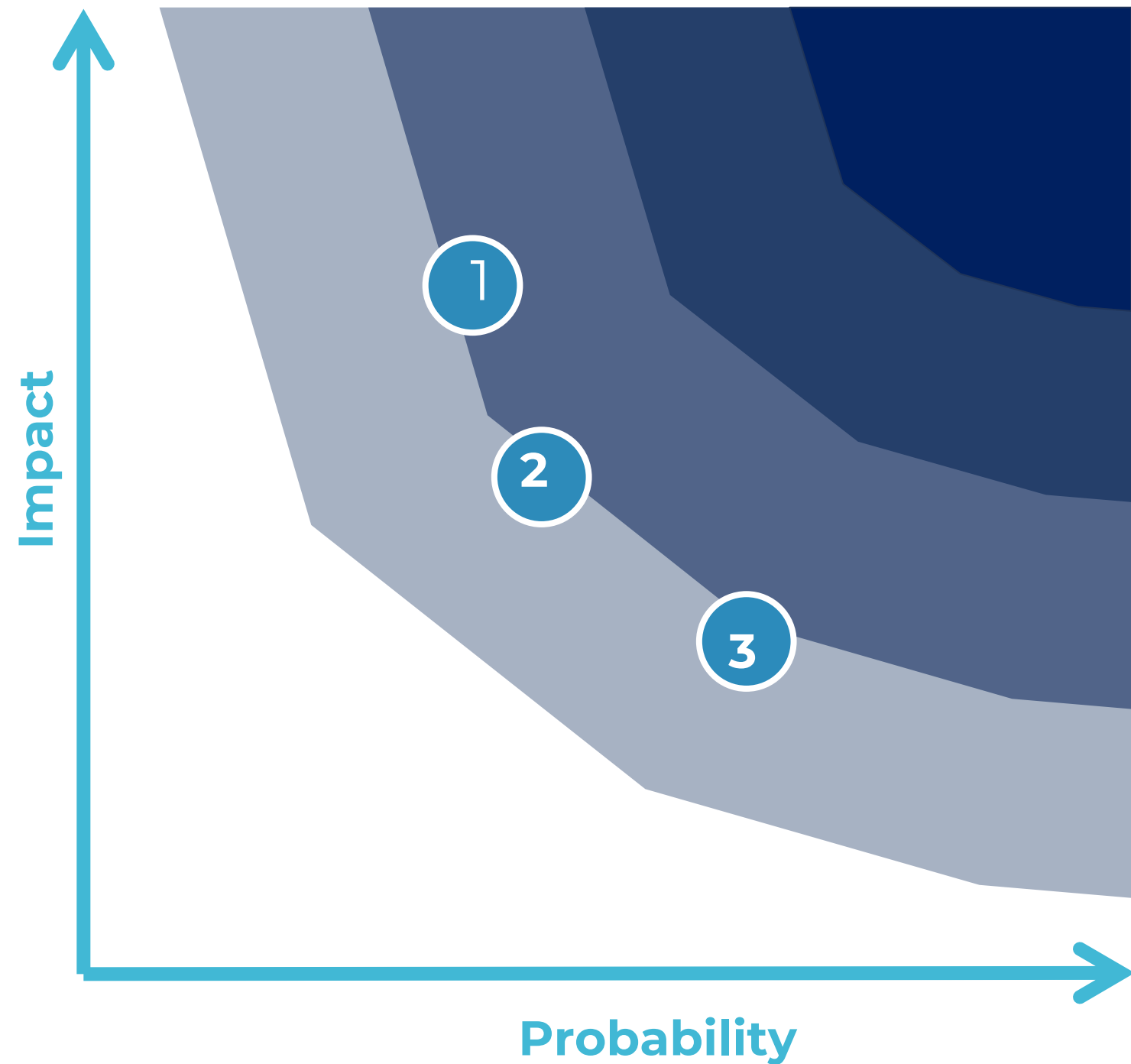
Key Performance Indicator #4:

Reducing Employee Turnover Rate and Maintaining Retention (10% and 90%)

- Larger organizations provide better employee benefits, career growth opportunities, and job stability, reducing turnover and retaining staff.
- Village Canadian Cooperative and Maurepaus Village Housing Co-op
- Pre-Amalgamation Turnover: Employee turnover rate was 20% annually.
- With a staff of 50 employees, this meant 10 employees left each year.
- Post-Amalgamation Improvements: Enhanced job stability and benefits (better training and support) reduced turnover to 10%.
- Pre-Amalgamation Turnover = 10 employees lost/year.
- Post-Amalgamation Turnover = $50 \times 10\% = 5$ employees lost/year.
- Retention Improvement = 5 employees retained annually.

Key Risks

Risks & Mitigations



	RISKS		MITIGATIONS
1	Loss of independence and autonomy	➤	Hybrid governance models to retain local decision-making.
2	Increased Bureaucracy	➤	Centralized support teams for common tasks (e.g HR and Accounting)
3	Financial Risks	➤	<ul style="list-style-type: none">• Advocate for funding to cover transition costs.• Conduct cost-benefit analyses before merging.• Create short-term financial reserves for unexpected costs

CONCLUSION

Recommended Actions

- 1. Build a compelling case for amalgamation, focusing on cost and capacity gains.**
- 2. Implement tailored incentives for financial and operational support.**
- 3. Engage stakeholders early to address resistance and build collaboration.**

Expected Impact

- 20% reduction in administrative costs.
- 10% increase in housing capacity within 3 years.
- Long-term viability for Manitoba's non-profit housing sector.