



# Social Innovation & Social Enterprise

Ministry of Social Development and Social Innovation



# Why Social Innovation in BC?



## Key Recommendations at a Glance

### Supporting Social Enterprise

1. Social Enterprise Investment Tax Credit
2. Procurement to Support Social Enterprise
3. Social Impact Bonds
4. Social Enterprises include in SME Programs and Supports

### Legislative Enablement

5. Community Contribution Companies
6. Engagement with provinces and federal government to support non-profit and charitable sector

### Social Innovation Labs

7. Social Innovation Labs start-up in BC

### Engaging Communities

8. BC Ideas Competition and Change Shop
9. Build Social Innovation Capacity in First Nations Communities
11. Establish Partners for Social Impact

### Learning and Research

10. Community-Based Research and Learning Network



# Focus Areas



**Maximize BC's capacity for social innovation,  
with a specific focus on social finance and social enterprise**

# Goal 1: External Partner Engagement



1. Support the growth and sustainability of the BC Partners for Social Impact
2. Increase social innovation collaboration with First Nations communities
3. Showcase and inspire more community-based social innovations
4. Launch Hubcap ([www.hubcapbc.ca](http://www.hubcapbc.ca)), B.C.'s new online social innovation community

FEATURED COLLECTION

## SOCIAL INNOVATION

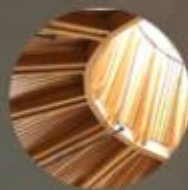
Welcome to Hubcap, BC's new social innovation hub – a place to share information and make connections with innovators, entrepreneurs, educators, funders and public policy makers.

# www.hubcapBC.ca



**PARTNERS IN SOCIAL  
ENTERPRISE**

**Kim Buksa**  
Program Manager at  
Enterprising Non-Profits



**COMMUNITY SPOTLIGHT**

**SIX Vancouver  
2014 Report**  
Shifting Cultures. Changing  
Systems.



**RESOURCES**

**Social Innovation  
Workshops**  
Free workshops across BC





urban  
matters

asi ACCELERATING  
SOCIAL IMPACT  
CCC LTD.



SiG  social innovation  
generation  
de l'innovation sociale

vancouver  
foundation

GEN  
WHY  
media



British Columbia  
Co-operative Association  
BUILDING A CO-OPERATIVE ECONOMY

 TELUS



# Goal 1: Internal Partner Engagement



1. Engage in government-wide conversations about social innovation
2. Increase awareness of social innovation and the opportunities inside government to do things differently
3. Understand how social innovation can positively affect B.C. citizens



# Goal 2: Social Finance

*"An approach to managing money which delivers a social dividend and an economic return"*



1. Promote and support impact investment - leverage private investment capital for social impact
2. Explore the Social Impact Bond model

# Focus Area 3: Social Enterprise

*“Businesses that direct their profits/revenue toward a social, cultural or environmental purpose”*



1. Ensure supports and services for small- and medium-sized businesses are accessible
2. Support the growth of Community Contribution Companies in B.C.
3. Create social impact purchasing procurement guidelines within government

# Social Enterprise Structures







urban  
**matters**

THE  
**Cleaning**  
SOLUTION



**Fernwood NRG**  
Your Neighbourhood Resource Group



# Why Community Contribution Companies?



# CCC Differences

- Three Directors
- Asset-locked
  - Dividend cap
  - Distribution of assets upon dissolution
- Annual community contribution report





# Social Impact Purchasing

- Open, transparent, & competitive
- “Value for money” – social, environmental, financial
- Aligning ministry procurement with organizational objectives





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[www.hubcapbc.ca](http://www.hubcapbc.ca)

[@hubcapbc](#)



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non - profits**

# Introduction to Social Enterprise Webinar

June 2015



vancouver  
foundation



**Vancity**  
Community Foundation



Employment and  
Social Development Canada

Emploi et  
Développement social Canada

## DELIVERY PARTNERS

**Vancity**



Building Your Social Enterprise Workshop  
Enterprising Non-Profits [www.enpBC.ca](http://www.enpBC.ca)

# What is Social Enterprise?

- A business operated by a non-profit that...
  - sells goods or services to customers...generating income from sales...and
  - Helps the non-profit achieve its social, cultural or environmental mission...

Social enterprising is a tool to support the success and sustainability of the non-profits...

## SOCIAL ENTERPRISE IS A “VERB”!





# Every Possible Type of Business



**Recycling**

**Recreation**

**Farmers  
Markets**

**Maintenance  
Retail**



**Landscaping**

**Catering**



**Car Shares**

**Arts**

**Health Care**

**Manufacturing**



# A Full Array of Potential Community Impacts



**Employment**  
**Education**  
**Succession**  
**Planning**



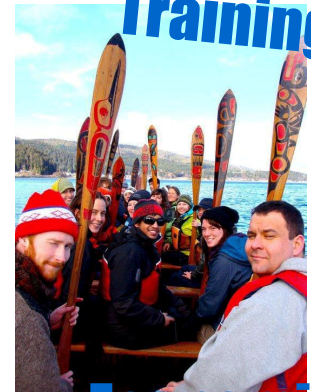
**Food**  
**Security**



**Social**  
**Inclusion** **Youth**



**Training**



**Economic**  
**Development**



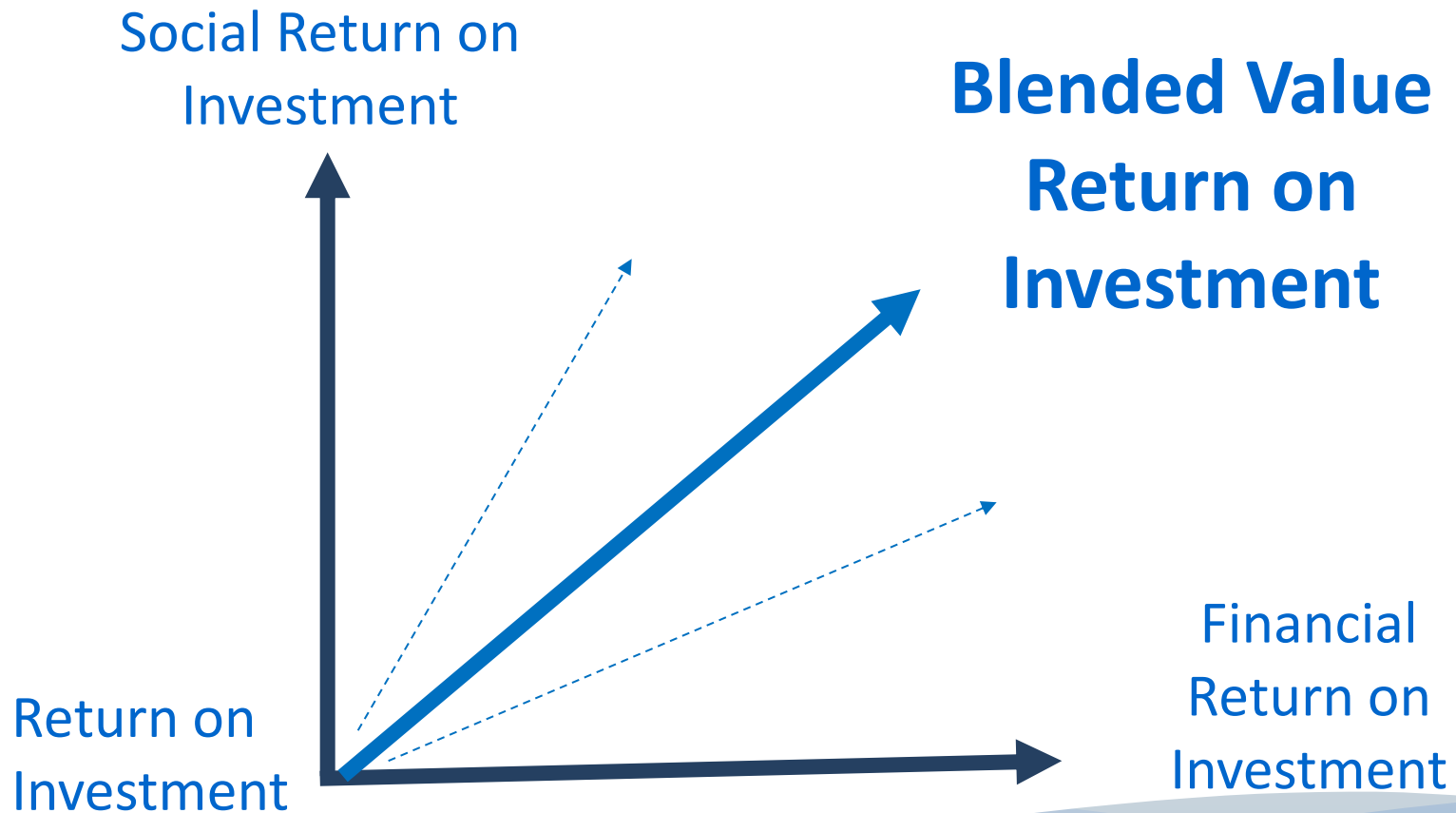
**Culture**  
**Health Care**



**Disabilities**



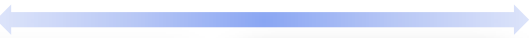
# Social Enterprise Seeks a Blended Return on Investment



# Business Model Continuum

Not-for-Profit  
Ownership

For Profit /  
Private Ownership



Donations

Fee for  
Service

Social  
Enterprise

Socially  
Responsible  
Business

Corporate  
Social  
Responsibility

Strictly  
Seeks  
Profit

Blended Return  
on Investment

“3C”  
Community  
Contribution  
Company  
(Hybrid)

# Incorporation/Business Structures

- Non-Profit
- Non-Profit with Charitable Status
- Co-operative – Non-Profit
- Co-operative – For-Profit
- Sole Proprietor
- Partnership
- For-Profit Corporation
  - Community Contribution Corporation



# Non-Profit Continuum

Traditional Models

Social Enterprise Models

**Gifts**

**Donations**

**Fee for  
Service**

**SUBSIDIZED**  
Supported in  
part with  
other funds.

**SELF-  
SUSTAINING**  
Supports  
itself from  
sales income.

**PROFITABLE**  
Income  
exceeds  
expenses.

# Why do non-profits start social enterprises?

- To fill a community need in the market
- To advance their mission
- To contribute financially



# Local Market Need

- Community Farmers' Markets
- Vernon Community Dental Access Centre
- Skeena Bakery



# Employment and Training

- Burnaby Association for Community Inclusion (BACI)
- Cleaning Solution
- Prince George Nechako Aboriginal Employment and Training Association (PGNAETA)
- MP Enterprises



# Mission

- Nikkei National Museum & Cultural Centre
- Higher Education Society – Haida Gwaii
- Valemount Curling Club
- Vancouver Aquarium





# Financial Sustainability

- ReStore: Habitat for Humanity
- Atira Property Management in Vancouver
- Prince George Aboriginal Friendship Centre



# What to measure in a social enterprise...

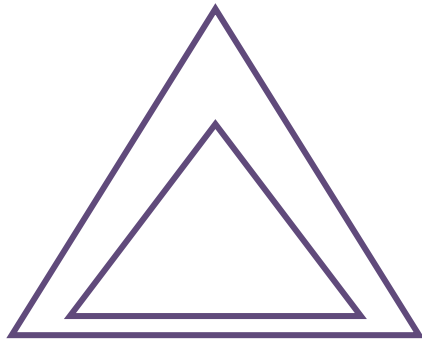


[www.DemonstratingValue.org](http://www.DemonstratingValue.org)

# Organizational Options

## “In house”

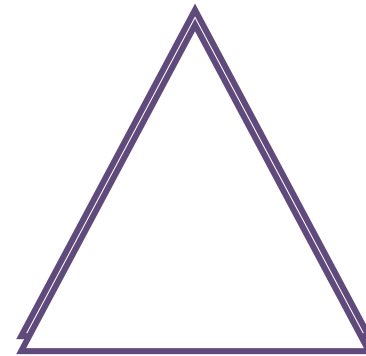
The social enterprise is *within* the organization.



Example:  
Coast Landscaping

## Single Purpose

The social enterprise *is* the organization.

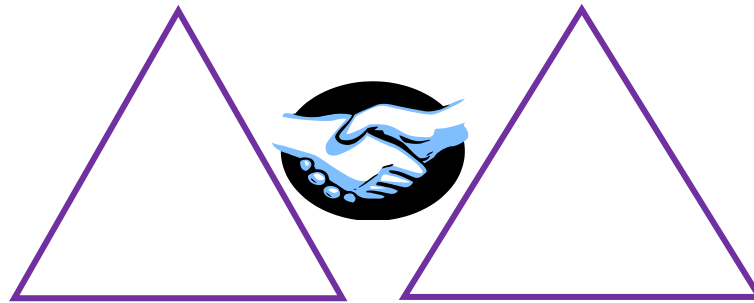


Example:  
festivals or associations

# Organizational Options

## Separate Entity

For-profit business wholly or partially controlled by a non-profit society at arms-length.  
Cooperative, Joint Venture/Partnership



## *Wholly or Partially owned subsidiary*

Example: Atira Property Management

# Is it legal to operate a social enterprise?

Yes...

- **IF** it enhances the charitable mission – it is a “related” business
- **IF** profits are not distributed to people with controlling interest in the organization, i.e. board, staff, etc.

IF NOT BOTH of the above then there must be a “hands off” relationship. “Destination of Funds” is not an acceptable policy.



# Financing Social Enterprise

## Types of Money

- Donations
- Grants
- Sponsorships
- Equity
- Debt
- Patient Capital
- SALES!

## Examples of sources

- Friends, Family and Foes
- Traditional Capital Investors
- Social Impact Investors
- Credit Unions / Banks
- Government Programs
- Philanthropists / Foundations
- Community Bonds

# Purchaser's View of Social Enterprise





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# Extensive online resources, workshops & development grants.

Visit us at: [www.SocialEnterpriseCanada.ca](http://www.SocialEnterpriseCanada.ca) or [www.enpBC.ca](http://www.enpBC.ca)

Join us in conversation: [www.facebook.com/enpbc](https://www.facebook.com/enpbc)

@enpBC #socent



*Building Your Social Enterprise Workshop*  
Enterprising Non-Profits **[www.enpBC.ca](http://www.enpBC.ca)**



## Social Enterprise Alberta

Studio C is an award-winning Community Art Centre in downtown Calgary - a studio and gallery open to the public. Studio C is also a project of [Prospect](#) - a non-profit organization that breaks barriers and employs change to build a productive Alberta workforce, one that is accessible, diverse and inclusive.

[More Info...](#)

## Learn

about social enterprise

## Plan

your social enterprise

## Manage

your social enterprise

## Purchase

from social enterprises

## Impacts

of social enterprise

## Newsroom

Social enterprise one important solution to barriers facing people with mental illness

Added on: January 27, 2014

Since working with Impact Junk Solutions, a London, Ont.-based social enterprise, Steve's life has changed. He's earning again, doing something he enjoys, reconnected with his son who now lives with him and giving back to others.

[Read more...](#)

What's social enterprise offering Canadians with

Find Local Support



Get to know us

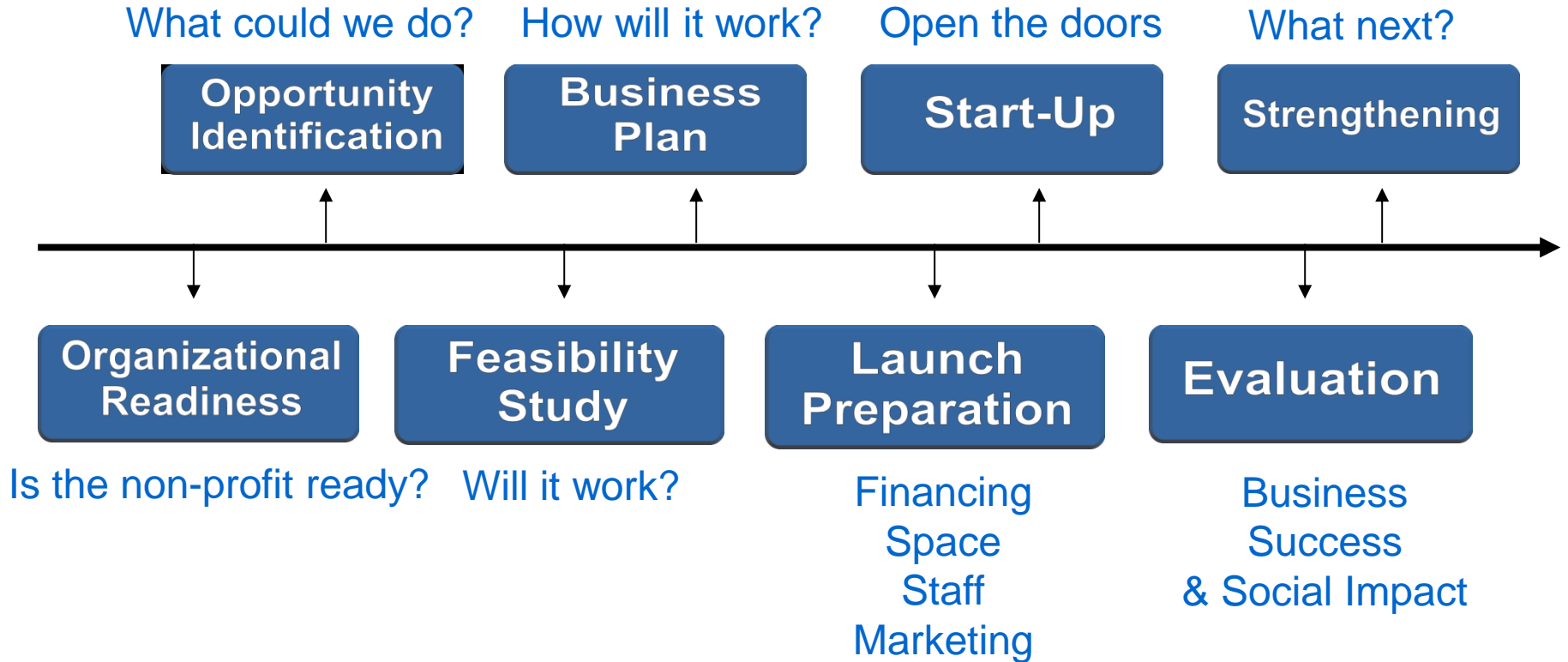


enp Social Portal  
Join the Conversation



# Building a Social Enterprise

## The Development Path



## Learn

about social enterprise

## Plan

your social enterprise

## Manage

your social enterprise

## Purchase

from social enterprises

## Impacts

of social enterprise

[Home](#) / [Toolkits](#) / [Development Toolkit](#)

Introduction

Assess your  
readiness

Identify  
opportunities

Do a feasibility  
study

Create a business  
plan

Measure success

The legal context

## Introduction

The *Developing Your Social Enterprise* toolkit is based on the Canadian Social Enterprise Guide. We present a common set of enterprise development stages and briefly discusses the key elements and goals you can achieve at each stage. After the introduction to each stage we provide key resources & links to assist you in exploring these concepts.

There are many approaches to developing a non-profit enterprise and many starting points for this process. You should know that, in reality, your process may not necessarily be so linear. Opportunities and challenges will arise that require you to improvise, accomplish some tasks before others, and take measured risks. Ultimately, your ability to work through these unforeseen circumstances will depend on the strength of your vision, and how well your vision is communicated to your partners and allies.

The process of building and operating a sound business is difficult enough. Passion and commitment are what get any business idea off the ground. In the non-profit world, where participants are already motivated to making the world a better place, entrepreneurial zeal will help you stay up later at night, make one more phone call, and motivate others. This energy can be sustained by an individual, but more often it requires the support of a team of dedicated advocates. Either way it should not be reckless. Passion for achieving your goal needs to be matched and informed by a grounded planning process. In fact, your commitment to a clear process for developing the enterprise idea is key to managing the business once it gets off the ground.

To stress again, the path of social enterprise development moves through a succession of necessary phases, from clarifying your vision and objectives to mastering the challenge of growth and change in your business.

## Find Resources

Search our entire resource library

Keyword

Format:

Topic:

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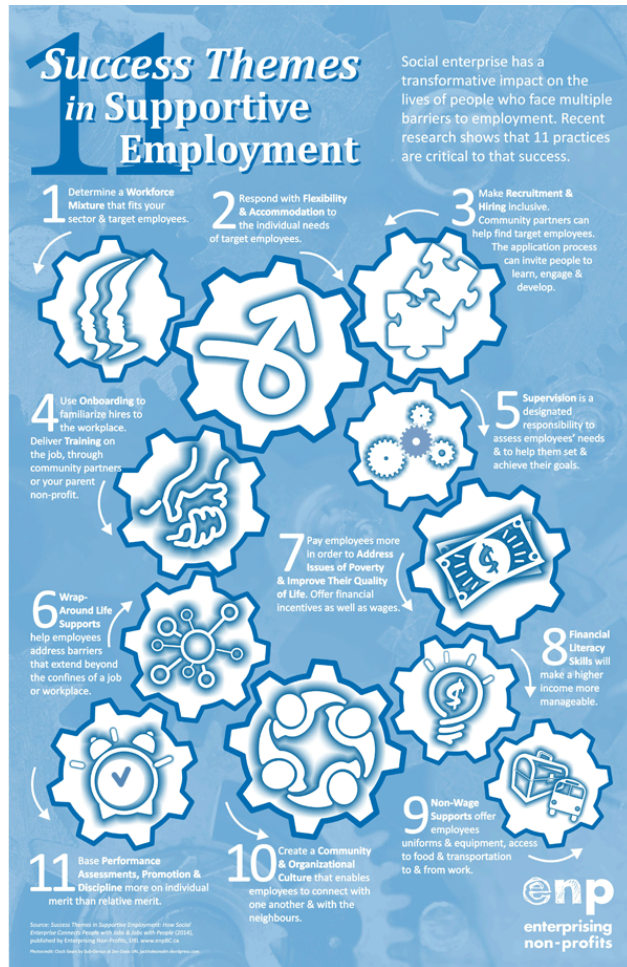
[Connect with enp Canada](#)

# Strengthening your Skills Toolkit



- Governance
- Leadership
- Blended Value Design
- Product & Markets
- Business Operations
- Customer Relations
- Marketing
- Risk Management

# Supportive Employment Toolkit



- Workforce Mixture
- Flexibility & Accommodation
- Recruitment & Hiring
- Onboarding & Training
- Supervision
- Life Supports
- Wages & Incentives
- Financial Literacy
- Performance & Promotion



Learn

about social enterprise

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your social enterprise

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Impacts

of social enterprise

Home / Learn about your enterprise / Find Resources

What is a social enterprise?  
Why start a social enterprise?  
What do they sell, make & do?  
Social Enterprise Guide  
Find Resources

## Resource Library

Visit our [Learn](#), [Plan](#), [Manage](#) and [Purchasing](#) toolkits to access our collections of key resources and learning materials. Or browse our resource library:

Keyword

Format:

Topic:

Search

### enp Communities

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### Latest

From @enp



- Developing your Social Enterprise
  - Practitioner Resources
  - The Development Path
  - Organizational Readiness
  - Opportunity Identification
  - Feasibility
  - Business Planning
  - Legal Issues
  - Measuring Success
  - Growth and Evolution
  - Strengthening your Skills
  - Governance
  - Leadership
  - Blended Value Design
  - Financial Analysis
  - Social Value Models
  - Product and Markets
  - Business Operations
  - Customer Relations



**Hello Vancity** @HelloVancity  
Social Good Profile: David LePage of  
Enterprising Non Profits [ow.ly/oxB39](#) by  
[@SandraGarcia\\_PR](#) Thanks!

16h



Search the Marketplace x

www.socialenterprisecanada.ca/en/purchase/nav/marketplace.html

Apps Aboriginal Busi... First Nations Ec... BF 24 Diagrams To... Northern BC Ar... +300 Awesome... Montréal Neigh... 15 Cheap Eats ...

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Social Enterprise Canada

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Plan your social enterprise

Manage your social enterprise

Purchase from social enterprises

Impacts of social enterprise

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Add your social enterprise

Purchasing Toolkit

Register your Social Enterprise

## Social Enterprise Marketplace

Our directory showcases hundreds of social enterprises from around Canada!

If you're interested in finding out more about Canada's growing social economy, or contacting a business, our directory serves as a useful research tool. You can search for businesses by name, industry, location and/or the social purpose they achieve.

[Add your social enterprise](#)

If you run or work for a social enterprise, this is an opportunity to raise your profile, connect with other social enterprises and potential partners and count yourself amongst the hundreds of other organizations that we have verified. Simply [apply for your business to be listed](#), the process is free and takes just a few minutes!

Industry:

Primary purpose:

Province:

City:

Sales area:

Market Focus:

Keyword:

☒ Search in name only ☐ Search in name and description

**Quick links**

Browse social enterprises sorted by primary purpose:

- » [Cultural Purpose](#)
- » [Employment Development](#)
- » [Environmental Purpose](#)
- » [Income Generation for Parent](#)
- » [Social Purpose](#)
- » [Training for Workforce Integration](#)

1:13 PM 5/11/2015

# What do you need enp for?

## May be used for the planning and development processes:

- To pay for a consultant(s)
- To pay for staff [if directly involved and have the expertise and experience]
- Direct costs of planning activities

## May NOT be used for:

- NOT for operations
- NOT for implementation
- NOT for overhead
- NOT retroactive

# enp Development Grants for Social Enterprise Planning

## Support or under \$2500

- Organizational Readiness
- Enterprise Opportunity Identification

## A maximum of \$10,000

- For all or part of a
  - Feasibility Study
  - Business Plan
  - Marketing Plan



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Thank you!

Questions?

[www.enpBC.ca](http://www.enpBC.ca)

[kim@enterprisingnonprofits.ca](mailto:kim@enterprisingnonprofits.ca)



*Building Your Social Enterprise Workshop*  
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