
Social Enterprise Policy Forum



***Sponsored by the Ministry of Community
and Social Services***

Summary Report

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Prepared by

THE
RANDOLPH
G R O U P
MANAGEMENT CONSULTANTS INC.

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I – INTRODUCTION

On October 11, 2006 the Social Policy Development Division of the Ministry of Community and Social Services sponsored a policy forum on social enterprise. The forum involved approximately 100 participants and offered opportunities to learn about a wide variety of social enterprises, discuss issues, and identify strategies to support social enterprise in Ontario.

FORUM OBJECTIVES

The specific objectives of the forum were to:

- ◆ Share and exchange information, ideas, experiences and best practices in social enterprise
- ◆ Identify and assess the key elements of effective social enterprises and opportunities for developing and expanding social enterprise
- ◆ Identify any barriers that might discourage the development of social enterprise.

FORUM DESIGN

The forum was planned by a team of staff from the Developmental Services, Ontario Disability Support, and Ontario Works Branches in the Ministry of Community and Social Services.

Speakers and Organizations

The forum was designed to give participants exposure to a wide range of social enterprises from across the province as well as organizations which support social enterprises through funding and other means.

Five speakers addressed the full group in plenary presentations. Representatives from eight other organizations described their social enterprises and experiences in smaller

information sessions, which included facilitated group discussion of pre-assigned themes relevant to furthering social enterprise in Ontario.

Profiles of the plenary speakers and the organizations leading the information sessions are included in the appendices to this report.

Forum Facilitator

The forum was facilitated by Michael Rowland of The Randolph Group.

OPENING REMARKS

Kevin Costante, the Deputy Minister of the Ministry of Community and Social Services, opened the session by welcoming participants and outlining the objectives of the forum. He emphasized the importance of work to the goals of inclusion, healthy individuals and communities, and a healthy society and the important role that social enterprise can play towards these goals.

The Deputy pointed out the contribution that social enterprise can make to the Ministry's vision of full participation of all Ontario citizens and strong economic performance, as outlined in its 2005 "Thriving Communities" framework. The Ministry's objective for the forum was to learn more about the role and contribution of social enterprise and how they can be helped to flourish. Other key ministries were also invited to gain a better understanding of social enterprise and consider how to design government policies and programs in such areas as developmental services, social assistance, and accessibility in order to better foster social enterprise.

While the forum may ultimately help to shape government policy, the Deputy Minister expressed the Ministry's hope that the sharing of lessons learned would be of immediate benefit to all participants.

II – SUMMARY OF PLENARY PRESENTATIONS

The forum featured plenary presentations by five speakers. Their remarks are summarized below.

<p>CHARLES KING Founding Chairman of Social Enterprise Alliance and CEO of Housing Works, New York City</p>

Charles King gave the keynote address to the forum. He defined social enterprise as the deliberate use of earned income strategies for mission fulfillment in order to make organizations more autonomous.

Social Enterprise Supports Social Change

In his view, social enterprise is a highly effective tool to support social movements that can bring about social change. Social enterprise allows organizations to remain independent of government funds and thus engage in advocacy and social action without the threat of losing funding or having to mute advocacy positions.

One of the challenges of social enterprise is ensuring that it does not become a fundraising strategy. Social enterprise must contribute to mission fulfillment while meeting a business need.

Overview of Housing Works

In addition to citing many Canadian examples, Charles focused on the experience of Housing Works in New York City, a minority-controlled, community-based, not-for-profit corporation providing health care, advocacy, job training and vital support services to homeless New Yorkers living with HIV and AIDS.

To help fulfill its mission, Housing Works operates or has partial ownership in such diverse social enterprises as upscale thrift shops, a used book café, on-line auctions, health care services, employment training, food services, property maintenance, and financial services among others. Beginning with just one thrift shop, Housing Works

now generates \$40 million in earned revenue annually through a total of 18 different corporations and partnerships.

Need for an Independent Sector

Charles King challenged participants to examine the realities of Canada's social conditions with respect to such issues as child poverty, homelessness, AIDS, and racial equity and to question our assumptions and core beliefs that government institutions and the independent sector provide a sufficient social safety net. He encouraged participants to pursue social enterprise as a way to transform the independent sector to become less dependent on government funding, while fulfilling their mission and being better positioned to advocate for social change.

Need to Shift Perception of Risk

To do this, organizations must shift their concept of risk. Charles pointed out that the risks of over-reliance on government funding are just as great as the business risks of embarking on social enterprise. However, he stressed that social enterprises, like private businesses, should be allowed to fail, because failure translates into learning and the advancement of the sector.

ANNE JAMIESON

Program Manager, Toronto Enterprise Fund and United Way of Greater Toronto

Anne Jamieson manages the Toronto Enterprise Fund, a funding partnership of the United Way of Greater Toronto, the City of Toronto, the Province of Ontario, and the Supporting Community Partnerships Initiative, a federal program administered by the City of Toronto. The fund supports the implementation of viable social purpose enterprises resulting in improved community involvement, economic participation and quality of life for the homeless and those at-risk of homelessness.

The fund is currently supporting 12 different social enterprises which, to date, have employed 1,400 participants. Participants have benefited by acquiring technical and life skills, building relationships and connecting to the community, earning income, connecting to employment opportunities, improving their housing and improving their health and well-being.

Anne described the key lessons they have learned in relation to both the participants and social enterprises themselves.

Key Lessons About The Participants	Key Lessons About The Enterprises
<ul style="list-style-type: none">• Employment and earned income have a profound impact on all aspects of participants' lives• It takes time to move participants to sustainable livelihoods• The process is not linear; people cycle back• A strong anchor relationship is essential• Ongoing support beyond the program is critical	<ul style="list-style-type: none">• Require several years to attain sustainability• Sustainability is a function of the intellectual, human and financial resources required to maintain an enterprise• Require ongoing funding of their social costs• Require a high level of business development support

Anne concluded by pointing out several barriers to social enterprise that could be addressed through public policy. These include the disincentives to employment for social assistance recipients, procurement practices and policies, and the limited availability of long-term flexible capital for social enterprise development and growth.

CAROLYN LEMON
Founder, Lemon and Allspice Cookery, and Member, Common Ground Co-op, Toronto

In 1998, Carolyn Lemon and her daughter Cathy founded a catering business called Lemon and Allspice Cookery. Two years later, Carolyn worked with people from the wider community to establish the Common Ground Co-operative as an umbrella organization which supports the Cookery and three other social enterprise snack bars in Toronto called Coffee Sheds.

Overview of Common Ground

The mission of Common Ground is to foster small social enterprises as a model for long-term employment for people with intellectual challenges in a context of community economic development.

Common Ground is a registered non-profit and a co-operative, and has established service agreements with the four social enterprises. The four social enterprises are

registered business partnerships owned and operated by 56 people with intellectual disabilities. Last fiscal year, these businesses generated a total of \$180,000 in revenue.

Through the service agreements, Common Ground provides job coaches and financial and administrative services to the partnerships, whose owners pay themselves through their earnings and make all business decisions. Government and non-government funding supports the provision of job coaches and financial and administrative services.

Lessons Learned

Carolyn described some of the lessons Common Ground and its business partners have learned about social enterprises:

- ◆ The scarcity of work for people with intellectual challenges is a concern for the whole community, not just family members and social service agencies.
- ◆ A small social enterprise creates an exceptional environment where people can work, earn and develop their potential.
- ◆ People with intellectual disabilities face the same challenges in starting a business as anyone else, but they need more time and assistance to be successful.
- ◆ Keys to success include having strong, shared leadership, an active community network, a solid legal foundation, access to business experience and expertise, and a belief that people with intellectual disabilities can meet the challenges of running a business.

What Government Could Do

Carolyn also touched on some possible ways in which the Ministry of Community and Social Services might help to foster and support social enterprises. These were:

- ◆ Extending the interpretation of self-employment to include business partnerships
- ◆ Continuing to support cooperatives as an important foundation for social enterprises
- ◆ Continuing to support community partnerships
- ◆ Extending the Common Ground model into other communities and sectors.

<p>ROSALIND LOCKYER Executive Director, PARO Centre for Women's Enterprise, Thunder Bay</p>

Rosalind Lockyer founded PARO in 1995 in Thunder Bay. Originally a women's community loan fund, it is now a multi-faceted, woman-centred, community economic development organization supporting PARO groups across Northwestern Ontario.

Rosalind explained the unique economic and labour force challenges facing women and how these are exacerbated by the economic and geographic realities of Northwestern Ontario. She highlighted one of PARO's responses to these challenges and realities – a social purpose enterprise named PARO Presents.

Overview of PARO Presents

PARO Presents gives Northern women entrepreneurs and artisans a unique opportunity to expand their market and to learn how to better market their products and operate a retail outlet. As a social enterprise, PARO offers women a process for development, ownership and responsibility in a team-led enterprise. Over 70 women entrepreneurs are participating in PARO Presents today. It operates with minimum outside support and continues to achieve growing involvement and sales despite a softening retail market.

Advice to Social Enterprise Leaders

What advice did Rosalind offer to people embarking on or operating a social enterprise?

- ◆ Keep the big picture in mind while tackling daily tasks
- ◆ Diligence and perseverance are key
- ◆ Trust your gut
- ◆ Build bridges and break down barriers
- ◆ Build partnerships that nourish your vision
- ◆ Downtimes can become turnaround times
- ◆ Have faith that you can make a difference

- ◆ Food builds relationships and relationships are what life is all about
- ◆ Have fun.

<p>JOANNE NORRIS Director of Social Returns, Social Capital Partners, Toronto</p>

Social Capital Partners invests in and supports revenue-generating social enterprises across Canada that employ at-risk populations. The goal of the organization is to help these enterprises gain scale, eventually exist without external funding, and provide improved social outcomes and financial self-sufficiency for the individuals they employ.

Social Capital Partners offers financing support through loans, grants or equity to social enterprises which meet specific social and business criteria. Currently, investments totaling \$1.1 million have been made in seven companies involved in such diverse businesses as property management, courier services and auto tire and service centres.

The Need for Capital

Joanne pointed out that social enterprises are a great opportunity to provide meaningful employment for people who face employment barriers. However, social enterprises take longer to develop and achieve scale compared to other kinds of organizations. Social Capital Partners provides capital funding that is sensitive to the needs of social enterprises and their timelines, and as such, sets itself apart from private lenders.

Joanne reviewed the report card they use for their portfolio companies, covering the goals, methods and success metrics of the organization, its financial performance and its social return on investment.

Creative Approaches to Breaking Down Employment Barriers

Social Capital Partners is now seeking to extend the initiatives and lessons learned from social enterprise to issues faced by low-wage employees and their employers in private sector companies. Social Capital Partners is currently testing workplace-based social supports within their social enterprise portfolio organizations to see if they can be transferred into private companies.

Social Capital Partners is also pursuing a franchise strategy in which it acts as a kind of employment broker to recruit target employees to proven business franchises such as Active Green and Ross and Two Men and a Truck.

Joanne ended her presentation by sharing some lessons Social Capital Partners has learned about collaborative partnerships:

- ◆ Social enterprise models require expertise and resources from different sectors
- ◆ Need to effectively sell the idea and vision of social enterprise to motivate individuals and organizations and get them engaged
- ◆ Engage organizations with similar missions and visions at key stages along the way
- ◆ Engage organizations and individuals who connect to the social enterprise mission and want to lend support
- ◆ Need to achieve critical mass in a social enterprise before formalizing any social support infrastructure.

III – INFORMATION SESSION DISCUSSION RESULTS

The afternoon of the forum was largely devoted to a series of information sessions. Each session featured an informal presentation by representatives of organizations operating or supporting social enterprises (see list below and detailed description in Appendix B).

Information Sessions – Presenting Organizations
COIN (Community Opportunity Innovation Network), Peterborough Bruce Roxburgh, Manager TEKdesk.org
Afghan Women’s Catering Group, Toronto Maryam Alefi, Coordinator
Groupe Convex, Plantagenet Caroline Arcand, Executive Director
Ottawa Community Loan Fund, Ottawa George Brown, Managing Director
Campbellford Office Supplies and More, Campbellford Community Living Campbellford Brighton Chris Grayson, Executive Director
Toronto Social Purchasing Portal, Toronto Peter Frampton, Manager of Program Development for the Learning Enrichment Foundation
Parkdale Green Thumb Enterprises, Toronto Ontario Council of Alternative Business Becky McFarlane, Manager of Education, Training and Community Outreach
A-Way Express, Toronto Neil McQuaid and Michele McCaulay

Following the presentations, each group was given a topic to discuss relating to social enterprise. The summary themes from these breakout group discussions, as well as the final plenary session on what should happen next, are presented below.

1. Social Enterprise Provides Many Benefits

Contribute to True Integration

Social enterprises provide true, meaningful integration. Employment generates income and independence for participants, gives them work-related and life skills, connects them with others through work-based relationships, gives them a sense of belonging, and raises their self-esteem through demonstrating their ability to contribute.

Raise Community Awareness

Social enterprises offer many benefits to communities. They help to build inclusion, contribute to community economic development and build community self-sufficiency. The visibility and uniqueness of social enterprises helps to generate dialogue about inclusion and raises awareness about the needs and abilities of people in marginalized communities.

2. Many Opportunities for Social Enterprises

Diverse Groups and Environments

The forum demonstrated the diversity of groups who, and environments that, are currently involved in social enterprise. The social enterprise model is currently at work in large and small communities and in rural and urban environments across Ontario and other parts of Canada.

The forum also demonstrated that the social enterprise model is relevant to all population groups. The goal of inclusion is universal and the feasibility and benefits of social enterprise for all population groups, no matter what specific barriers they face, have been demonstrated.

Wide Range of Business Opportunities

There is a wide range of business opportunities for social enterprise. Participants felt that lower skill, labour intensive functions and services offered the most obvious opportunities. The service sector is a prime candidate for social enterprise.

Business opportunities are always evolving and are unique to a particular marketplace or community. A business plan must identify the niche opportunities for social enterprise within this environment.

Varied Models Possible

The forum demonstrated that varied organizational and business models are possible for social enterprises. Franchise models, co-operative models, partnerships, independent business corporations and non-profit agencies are all currently in use. Social enterprises can be start-ups, franchises, acquisitions or partnerships with existing businesses or organizations.

Must Have a Solid Business Proposition

In the end, social enterprises must be able to stand on and deliver a solid business proposition. A good product or service responding to a real need in an identified marketplace is what will sustain a social enterprise and allow it to achieve scale and longevity.

3. Business Expertise and Entrepreneurial Thinking Required

Important to Access Business Expertise

One of the key factors for both the start-up and ongoing operation of a social enterprise is to have access to the necessary business and technical expertise. Legal and financial advice are two key areas where support is required.

How can this expertise be acquired? The organization's board is the first place to start. As well, people suggested peer networks, advisory groups, community economic development organizations, and local business networks such as chambers of commerce.

Business Plan Essential

Social enterprises must have a business plan. The business plan should identify their mission and goals and how they are going to achieve them. Social enterprises are not private businesses, so the plan must pay equal attention to the social goals as well as the business needs of the organization.

The business plan needs to identify markets, show how the enterprise will reach those markets, outline how the business will be managed and operate, and provide a forecast of expected revenues and costs over time.

The business plan is a key tool for acquiring financing and developing partnerships.

Entrepreneurial Skills and Behaviour Required

Participants recognized that social enterprises, just like businesses, require entrepreneurial thinking and behaviour. People said that it was important to network, hustle for business, think competitively, be flexible and open to new ideas, build alliances, have patience, be vision driven, demonstrate leadership and commitment, focus on the positives, and learn from other social enterprises. They also suggested that it was important to know what you don't know, and find people or organizations who can fill those gaps for you.

4. Partnerships and Promotion Are Key Strategies

Engage Individual Supporters

Relationships are between individuals, not organizations. Participants suggested that engaging a few key individuals as champions of a social enterprise from the outset will contribute greatly to its success. These relationships can be leveraged to build relationships with other individuals and organizations.

Wide Range of Potential Partners Exist

Many different forms of partnership and types of partners can be engaged in social enterprise. Types of potential partners include private businesses, non-profit organizations, service clubs, colleges and universities, government, and volunteer organizations.

The group cautioned that it takes time to develop relationships and partnerships.

Focus on Social Mission in Promotion

While a solid business proposition and plan are essential, what differentiates social enterprise from private enterprise is the social mission of the organization. Participants recommended that social enterprises make this a focus in their marketing and promotion but cautioned about the need to use plain language in communicating with a diverse set of potential partners and customers.

The media is an excellent resource in efforts to promote social enterprises. Having the employees or partners directly involved in promoting the business is also an effective way to promote the social enterprise.

5. All Sectors Can Play A Supporting Role

What Government Could Do

Participants suggested that there are many things that government could do to support social enterprises.

a) *Align Government Policies*

Governments can use their purchasing policies to support social enterprise. This can be a powerful tool and help to create a large market for social enterprise. Other policies and programs should be examined to see how they could better support social enterprise.

b) *Provide Financial Assistance*

The longer start-up period for social enterprises and the social element of their mission mean that they often need some form of financial assistance in order to succeed. Traditional models of program funding are not the answer. Participants suggested that the key potential funding roles and strategies for government were for:

- Start-up capital funds
- Financial incentives for jobs created

- Long-term funding to support development
- Tax relief to social enterprises
- Funding of innovative approaches

c) *Provide Leadership*

The forum was an example of the kind of leadership role government can play in fostering social enterprise. Other potential roles included:

- Raising public awareness
- Promoting a cultural shift in non-profit and public thinking
- Promoting community development through social enterprise
- Helping to develop networks
- Distributing information and best practices
- Promoting and profiling existing social enterprises

d) *Don't Create a Parallel System*

A concern expressed by participants was that government not set up a parallel system of organizations or programs to support social enterprise. Rather, government should look for ways to support social enterprise through existing systems, organizations, policies and programs.

What the Not-For-Profit Sector Could Do

All sectors have a role to play in supporting social enterprise. Participants suggested how the non-profit sector can contribute by:

- ◆ Promoting staff exchanges to transfer knowledge about social enterprises
- ◆ Providing grants to social enterprises through foundations
- ◆ Contributing to information sharing and networking
- ◆ Providing practical resource support.

What the Private Sector Could Do

The private sector is an important stakeholder and can make a significant contribution to social enterprise by:

- ◆ Purchasing goods and services from social enterprises
- ◆ Providing professional and technical advice and assistance
- ◆ Providing legal and financial support services
- ◆ Making donations
- ◆ Participating in reciprocal arrangements in support of social enterprises
- ◆ Providing services or goods in-kind (e.g. transport vans)
- ◆ Providing physical space to house social enterprise operations.

IV – SUMMARY AND NEXT STEPS

The forum was a great success and was evaluated very positively by the participants. The Ministry's thanks go out to all of the speakers and participants for helping to make it such a positive event.

This report has been distributed to all participants, and recipients may share it with their constituents and others who were unable to attend the forum.

The results will be very helpful for the Ministry of Community and Social Services as it considers how it and other government ministries can foster the development of effective social enterprises across Ontario.

**APPENDIX A:
PLENARY SPEAKER PROFILES**

Social Enterprise Policy Forum

Speaker Biographies



Charles King – Keynote

Founding Chairman, Social Enterprise Alliance

CEO, Housing Works

www.se-alliance.org www.housingworks.org/aboutus/index.html

Charles King is one of the founders and the President of Housing Works, Inc. a minority-controlled, community-based, not-for-profit organization that provides a full range of services including housing, health care, mental health services, chemical dependency services, legal advocacy, and job training and placement for homeless men, women, and children living with HIV/AIDS. Housing Works is the largest community-based AIDS services organization in the United States and currently services over 5,000 people every year.

Charles has combined his background as a minister and lawyer to develop and articulate the vision of Housing Works as a self-sustaining, healing community based on aggressive advocacy, mutual aid, and collective empowerment. This has included the development of entrepreneurial ventures which consist of a chain of upscale thrift shops, a used book café, a food service business, a property management company, a consulting and lobbying firm, a management services company, and a health maintenance organization. Housing Works operational budget this year is \$41 million, one third of which is revenue from the organization's entrepreneurial ventures, and 80 percent of which is earned income.

When Housing Works was founded in June 1990, there were fewer than 350 units of supportive housing for the estimated 30,000 homeless New Yorkers with AIDS and HIV. In the little more than a decade of its existence, Housing Works has:

- Housed and/or provided supportive services to well over 15,000 individuals.
- Attracted national recognition for developing innovative, client-centered models of housing and services for hard-to-reach populations.
- Become known as New York's leading advocate for the rights of our constituents.
- Created New York's first and most successful job training and placement program for homeless people with AIDS and HIV.
- Pioneered the use of entrepreneurial ventures both to underwrite our programs and to help our clients achieve economic self-sufficiency.

Anne Jamieson – Panelist
Program Manager, Toronto Enterprise Fund
United Way of Greater Toronto
www.torontoenterprisefund.ca

Anne Jamieson manages the Toronto Enterprise Fund, a funding partnership of United Way of Greater Toronto, the City of Toronto, the Province of Ontario and Supporting Community Partnerships Initiative, a federal program administered by the City of Toronto. The Fund supports the development of social purpose enterprises in Toronto; these are businesses operated by non-profit organizations that offer employment or training leading to employment for people who are homeless or at-risk of homelessness.

Anne has extensive experience with the promotion of business development in a variety of sectors. She has run a loan and mentor program for young entrepreneurs at the Canadian Youth Business Foundation, and has provided business training and advice to newcomers, Employment Insurance and Social Assistance recipients starting their own businesses at the Community Business Resource Centre.

She has held several volunteer positions with various community development organizations and is currently Treasurer of the parent council at her son's school. She is a judge for Ontario's Secondary School Business Plan Competition.

Carolyn Lemon – Panelist
Founder, Lemon & Allspice Cookery and Member, Common Ground Co-Op
www.commongroundco-op.ca

Carolyn Lemon M.Sc. Elementary Education, University of Wisconsin, 1962. Carolyn was a teacher for 36 years, 25 of them for the heritage Toronto Board of Education. The majority of her teaching was in Special Education. Since her retirement in 1997, she has initiated, with her youngest daughter Cathy Lemon, a catering business called Lemon & Allspice Cookery. She also worked with people from the wider community to establish Common Ground Co-operative as an umbrella organization that supports the Cookery and three snack bars called Coffee Sheds.

Common Ground Co-op, a non-profit registered charity, has signed formal services agreements, with each of four social enterprises, owned and operated by fifty-six people with intellectual disabilities, with the assistance of job coaches who are paid for by grants to the Co-op. The Co-op also pays for financial and administrative services to the partnerships. MCSS Developmental Services funds both a major part of Common Ground's support to the enterprises and a Foundations' pre-employment program as lead-in to the partnerships.

The enterprises are registered business partnerships, and the business partners - the people with intellectual disabilities - pay themselves from the sales revenues of their businesses. The Co-op has a growing membership that elects a volunteer Board of Directors annually to oversee the operations.

Rosalind Lockyer – Panelist

Executive Director, PARO Centre for Women's Enterprise

www.paro.ca

PARO was founded in 1995 with Rosalind Lockyer at the helm. Her goal was to create a program to help women to realize success on their own terms. PARO began as a women's community loan fund; today, as a multi-faceted women-centred community economic development program, it supports PARO groups located throughout Northwestern Ontario.

The essence and originality of PARO was seeded in how Rosalind involves the members in the organization and program development. A true grassroots organization, the members are elected to the board of directors annually, and collectively work with Rosalind, as primary innovators and decision-makers for the organization. Under her leadership, PARO has received significant recognition for its contribution to women. In 2002, PARO received the Soroptimist of Americas Eastern Canada Award for Advancing the Status of Women, and in 2004, the Chamber of Commerce Award for Business Excellence-Not- For- Profit.

Seven years at university earned Rosalind a Psychology Degree and certified teaching credentials. However, it was the 20 years of working as a teacher, entrepreneur, community developer that left Rosalind blatantly aware of systemic women's issues, and provided the skills, experience, passion, and determination to work for positive change locally, provincially, and nationally.

For these efforts, Rosalind was awarded the prestigious Influential Women of Northern Ontario Award-Public Sector 2005 from Northern Ontario Business recognizing her leadership in building PARO Centre for Women's Enterprise into the dynamic organization that it is today. Rosalind serves as a founding director of the Canadian Women's Community Economic Development (CED) Council, vice-chair of the Policy Council of the Canadian CED Network, women's reference group member for the North Superior Training Board, advisory committee member for the Pan-Canadian Community Development Learning Network, and steering committee member for the new Ontario CED Network.

Joanne Norris – Presenter

Director of Social Returns, Social Capital Partners

www.socialcapitalpartners.ca

Social Capital Partners works with social enterprises across Canada and invests in social enterprises that employ populations outside the economic mainstream in Canada. The goal of these social enterprises is to acquire scale, to exist without external subsidy, and to create improved social outcomes and financial self-sufficiency for the populations they employ. These businesses demonstrate the discipline and competitive spirit of a private sector company while striving to generate outstanding social outcomes for the individuals they employ and communities they support.

Joanne has been Director of Social Returns at Social Capital Partners since 2002. Before joining SCP she worked domestically and internationally on community economic development initiatives with government and non-government organizations such as the Canadian International Development Agency (CIDA), Canadian Business Resource Centre and the

Canadian Youth Business Foundation. Joanne has also worked as a business consultant and trainer for start up entrepreneurs.

Internationally, Joanne has worked on projects in India, Ukraine, Cuba, Indonesia, Mexico and Ecuador. She has written and published on issues concerning employment, entrepreneurship, tourism and gender relations. Joanne is currently on the board of the Canadian Community Investment Network Cooperative and is a former Vice President of World Literacy of Canada (WLC), a Toronto-based non-governmental organization supporting literacy and community development in Canada and South Asia.

Joanne has an MA in International Development Studies from the University of Guelph and a BA in Sociology from the University of Victoria.

**APPENDIX B:
INFORMATION SESSIONS OVERVIEW**

Social Enterprise Policy Forum

Information Session Overview



COIN (Community Opportunity Innovation Network)

Bruce Roxburgh, Manager, TEKdesk.org

www.coin-ced.org

COIN (Community Opportunity and Innovation Network Peterborough Inc.) is a regional community economic development agency based in Peterborough. It is responsible for four social enterprises (Natural Blends Café, World2Go Foods, ReBoot Peterborough and TEKdesk.org) and is integral in community-based training and entrepreneurship for those facing barriers to employment. As well as operating successful social enterprises and training programs, COIN's delivery of service drives local, regional, provincial and national interests in labour market development, community-based research, team entrepreneurship, technology recycling and technical support for the non-profit / voluntary sector.

*The group discussion following this presentation focused on the **benefits** of social enterprise.*

Afghan Women's Catering Group

Maryam Alefi, Coordinator

www.awcg.org

Afghan Women's Catering Group was created in 1997 by Afghan Women's Organization to alleviate the economic and social hardship experienced by Afghan women and their families living in the Greater Toronto Area. With a small grant from the Toronto Food Policy Council and an in-kind donation of commercial kitchen space at Trinity St. Paul's Centre, the women embarked on the first phase of the catering group's development. The participants attended various training workshops on food handling, safety and skills, and small business development. The group is facilitated by a volunteer and guided by a coordinating committee comprised of the participants, as well as volunteers and staff of the Afghan Women's Organization.

*The group discussion following this presentation focused on the **benefits** of social enterprise.*

Groupe Convex

Caroline Arcand, Executive Director

www.groupeconvexpr.ca

The mission of Groupe Convex is to develop and enhance a network of nine social enterprises, particularly for employing persons having an intellectual disability.

The general objectives are to:

- Allow people to develop their skills and competencies;
- Bring an original alternative to traditional segregating entities;
- Promote the workplace as a learning environment.

CONVEX is a not-for-profit corporation that believes in each individual's potential and perceives employment as the highest form of valorization there is, and, for each individual who has the interest for assuming such a role.

The Harvesters (les Glaneurs) is a pool of farm workers specialized in the sector of agriculture. Teams travel from western Quebec to Ottawa and provide services such as harvesting, planting, tree pruning, wine making and bottling, animal feeding, rock picking, wood cutting animal care, barn maintenance, etc.

Imprimerie Charles is a printing shop that specializes in two colour process, photo colour copying and NCR printing. Traditionally operating on a lower scale volume, the business employs two press operator apprentices as well as four labourers.

*The group discussion following this presentation focused on **business opportunities** for social enterprise.*

What Funders are Looking For - Presentation by the Ottawa Community Loan Fund

George Brown, Managing Director

www.oclf.org

George Brown is a lawyer who works as Managing Director of the Ottawa Community Loan Fund (OCLF), and Co-Director of the Ottawa CED Network. Prior to this, George worked as a Community Developer with the Nepean Community Resource Centre. Previously, George spent nine years as a City and Regional Councillor in Ottawa where he was Chair of the City's Economic Affairs Committee and the Region's Environmental Services Committee. As Chair of Economic Affairs, George played a critical role in initiating and developing the Ottawa-Carleton Entrepreneurship Centre, as well as promoting community economic development throughout the Region of Ottawa-Carleton. George was hired by the City to develop the original business plan for the OCLF, and was its first President. He has an Honours Degree in Law/Sociology from Carleton University, a Master's of Science Degree in Community Economic Development from New Hampshire College's Graduate School of Business, and an LL.B. degree from the University of Ottawa Law School. He was called to the Bar in Ontario in September, 2003.

*The group discussion following this presentation focused on **business opportunities** for social enterprise.*

Campbellford Office Supplies & More

Community Living Campbellford Brighton

Chris Grayson, Executive Director

www.communitylivingcampbellford.com

The Trent Hills Community Resource Centre has been developed and managed by Community Living Campbellford/Brighton for over ten years. This dynamic resource for Trent Hills offers training opportunities for all citizens young and old of the area, employment assistance, conference facilities, a fully connected computer lab, summer camps and is landlord to many local non-profits.

Campbellford Office Supplies & More offers a full selection of supplies and services for the community operated by a team of individuals who all have an intellectual disability. The store's social value to those who participate in its operation has made a significant impact on their lives and on those in the community. Sales have grown from under \$15,000.00 in the beginning, to over \$250,000.00 last year. Future plans are under way to become a community skills development site for others.

*The group discussion following this presentation focused on **partnerships** in social enterprise.*

Marketing Social Enterprise - Presentation by the Social Purchasing Portal

Peter Frampton, Manager of Program Development for The Learning Enrichment Foundation

www.spptoronto.org

Building upon its success in Vancouver, the Social Purchasing Portal (SPP) continues to gain momentum and support from Toronto's business community as it rolls-out across Toronto. Celebrated for its ability to create jobs for youth-at-risk, new Canadians, and others who need assistance to enter the workforce, the Toronto Social Purchasing Portal is a simple and highly effective means of leveraging existing revenue streams to support local community initiatives.

Businesses sign onto the Portal as purchasers and use the portal to buy basic goods and services (catering, courier, office supplies, etc.) from other business (suppliers) who have agreed to create job opportunities for individuals who require further support to enter the workforce. The Social Purchasing Portal provides an online environment for business-to-business procurement transactions to support community economic development activity.

*The group discussion following this presentation focused on **partnerships** in social enterprise.*

Parkdale Green Thumb Enterprises

Ontario Council of Alternative Business (OCAB)

Becky McFarlane, Manager of Education, Training and Community Outreach

Parkdale Green Thumb Enterprises is a business that provides employment opportunities for psychiatric consumer/survivors. PGTE employees, in addition to experiencing mental illness and addiction problems, are marginalized, homeless or under-housed. Its mandate is to provide meaningful employment that will benefit its employees both economically and socially. PGTE is committed to expanding its business while regularly providing skills training for its employees.

Parkdale Green Thumb Enterprises offers horticultural and plant maintenance services to local Business Improvement Associations (BIA's). It has contracted to one new BIA client in 2006, as well as additional residential contracts gardens. It also provides box-washing services on a weekly basis for Field to Table (FoodShare).

*The group discussion following this presentation focused on **entrepreneurialism**.*

A-Way Express

Neil McQuaid and Michele McCaulay

www.awaycourier.ca

A-Way is a non-profit social enterprise. Serving Toronto for over 19 years, A-Way has a triple bottom line: to offer a competitive same-day courier service to businesses, non--profits, and individuals in Toronto; to employ persons with serious mental illness (In fact, A-Way is 100% owned and operated by persons with mental illness); and to be environmentally-friendly travelling by foot and public transit for all deliveries.

*The group discussion following this presentation focused on **entrepreneurialism**.*