



Summary of the 5th Annual Canadian Conference on Social Enterprise

London, Ontario
April 22-24, 2015

CCSE 2015 MeetUp Presentation

- April 22-24, 5th National Conference (plus SEWF)
- Gov't dialogue day on the morning of 22nd
- Tour of local Socents on the morning of 22nd
- Reception evening of 22nd: featuring a “rant” from the Deputy Mayor of London
- Two days of workshops and plenaries
- More than 350 delegates
- More than 40 presenters
- SECC led, Pillar Non Profit as local implementer.

Social Enterprise Council of Canada

- Now run by YOU. Become a member. Be the change you want to see in the world

www.secouncil.ca

- Six Pillars: (in use for over a decade)
 1. Enhance Business Skills (Training)
 2. Assure Access To Capital (Social Finance)
 3. Create Market Opportunities (Social purchasing)
 4. Recognize Their Impact (Impact measurement)
 5. Provide Supportive Legislation And Regulations (Policy)
 6. Connect actors in the sector (Networking)

Conference Themes

- Importance of “telling your story”
 - Axiom news stories: socialenterprisecanada.ca
- Procurement:
 - Buy Social launch, Metrolinx project, Toronto Social Enterprise Project,
- Scaling/replication/structure
- Legislation and policy
- Networking and best practices

CCSE 2015 Sessions

- Intro to SE (EN/FR), CED
- Social Procurement
 - Certification
 - Examples
 - Models
- Tools for creativity/innovation
- Brand building and polishing the pitch
- Budgeting basics
- Governance
- Social Finance intro & Examples (CSI, Verve)
- SROI techniques
- Case Studies
 - Groupe Convex
 - London Training Ctr.
 - Goodwill London
 - Attira Prop. Mgmt
 - Inner City Renovations
 - Build
 - Aki Energy
 - Green Shield
 - Youth Opportunities Unltd
- Pan Canadian Update
- SE structures

State of Play in Canada

- Growth (and acceptance) of Hybrids
- Everybody's talking social finance
- Enp is evolving...Associates are active
- CED and Socent are friends
- NS & MB are leading the pack (and of course QC)
- BC made great strides but are tentative
- ON is feeling left out...looking at new hybrid legislation once ONCA comes into effect.
- New announcements: [BUYSOCIAL.CA](#), [SECC membership launch](#), SOSHENT partnership

2014 Survey Highlights (Peter and Peter)

- 6 Provs (not ON), 3 Territories:
- Sample size: 757 (NP) Social Enterprises
- Only 10% focus on Income generation
- Most on women, elderly, families,
- Fewest on refugees and homeless.
- 15,000 mission related jobs
- 51% focus on employment/training
- \$461 million in sales, (56% of total revenues)
- \$259 million in beneficiary salaries
- Net loss of -\$59million, (+\$44million with grants)

More (free) data: www.sess.ca

2012 Ontario Survey Highlights Inspiring Innovation (CCEDNET)

Get involved in the 2015 update

- Sample size: 363
- \$143 million in earned revenues
- Ave gross sales: \$549K
- Ave net revenue: \$42K
- Approximately 50% were break even (85% with grants)
- 16% have taken on debt (loans)
- 82% operate within a city/town
- 34% list profit as an objective
- Most common beneficiaries: youth, low income, women.

Procurement

- BUY SOCIAL Canada launch
- 2015 Pan/ParapanAm Games
- Metrolinx' LRT construction in Toronto
- City of Toronto's social purchasing strategy
- Social Purchasing Project (Soc Ent Toronto)
- Corporate social purchasing (in development)
- GTHA: ~700 SE's (20% doing B2B, only 20-25 with contracting capacity)

Challenges to SE Procurement

- Public procurement process is unfriendly to small business
 - short turn-around times to bid (2 weeks)
 - lengthy legalistic documents (75-100 pages)
 - extended negotiation periods (several months)
 - large deposit requirements (eg. \$25,000 up front)
 - limited chance of success if based on price alone = high risk
- Large short-term projects like PanAm are not ideal, but...
 - Rapid expansion, then contraction of staff is contrary to the social enterprise mission
 - Need is for small, regular contracts -like Imperial
- Smaller SEs need help building capacity and experience
 - Some have a single staff person who manages everything
 - Staff need intensive support and risk-mitigation resources
 - Focus is sometimes not building sales

Procurement: What to do

- Advocate for & promote social procurement
 - Build a strong “matchmaking” intermediary
 - Create pipeline of contract-ready enterprises
 - Capacity assessment/self-assessment tools/support
 - Connect social enterprises to capacity building resources
- Focus on B2B small, regular contracts
- Improve & expand relationships with purchasers
 - Find champions within individual organizations
 - Host procurement fairs with purchasers and social enterprises
- Use certification/branding to increase awareness
- Track & monitor progress and results
- “Don’t make it a social issues exercise”, make it dynamic and entertaining (this from a corporate purchaser)

Procurement: What Gov't can do

- Incorporate community benefits into the public procurement process
 - Points system and/or specific targets (similar to those in US Small Business Administration HUBzone program)
 - Monitoring
- Structure procurement processes to be more friendly
 - Disaggregate contracts to make size more appropriate for small businesses
- Provide more support & resources for risk-mitigation
- Add social value column to government open data sets (*“what gets measured gets done”*)

Procurement: What Business can do

- Let's move beyond the hand-out to a **hand-shake** for social impact.
- Social Procurement solutions with the community can be **purchaser-led**.
- Look at corporate policies that are barriers to using/buying from social enterprise
- Switch the narrative of what social enterprise is, and how to connect with them, to a focused group of corporate purchasers.

Planning/Innovation/Tools

- <http://diytoolkit.org> (innovation)
- <http://grovetools-inc.com> (planning)
- <http://www.liberatingstructures.com> (out of box thinking)
- <http://www.rightbrainbusinessplan.com> (creative entrepreneurship)
- www.enterpriseCanada.ca (Canadian Business Network)
- www.innoweave.ca (business skills)
- www.socialenterpriseCanada.ca (technical assistance)

Scaling: Warnings

- **What We Did Wrong (Attira Property Management)**
 - Some of our key staff didn't have the experience and or skill set to grow with us and we didn't recognize it soon enough and or were loyal for too long.
 - We were running so fast trying to keep up with growth we fell behind in things like policy development, staff training, governance.
 - We devoted so much time to our mission we neglected and ultimately lost market customers.
 - We didn't have a robust or consistent staff communication strategy and didn't always tie things back to our mission and we lost some good staff.
 - We were hiring so fast, we hired lots of the wrong staff.

Scaling: Opportunities

- We took risks.
- We were willing to borrow money to both grow our business and to build capacity.
- We developed strong partnerships with banks/lenders, private-sector businesses, funders and the non-profit sector.
- We diversified our board.
- We asked for and listened to advice.
- We had a solid foundation on which to build.
- We had good people who remain committed to our mission.
- We took chances on people.
- We hired from community.

Soshent (Coming Soon)

CONNECTING SOCIAL ENTERPRISES WITH THE CAPITAL,
TOOLS, SMARTS, SPACE AND PEOPLE THEY NEED TO
SUCCEED

- Space, People, Money, Smarts, Tools CSI, Ont Gov, TD, Alterna, City of TO (architects)
- Partners: 10Carden, Access Capital, Ashoka, Business in the Streets, CatalystsX, Catapult (CSI), CCO, enp-TO, Entreprise Sociale, futurpreneur, HUB, Impact 8, ONN, OCADU, OCLF, PARO, Pillar, Ryerson, SSE, Social Capital Partners, SVP, tailoredUX, Acumen, York Ent. Dev. Inst, Youth Soc Inn. Cap Fund.

Questions? Need more information?



If you missed meeting Jonathan Wade at the 5th Canadian Conference on Social Enterprise, and you want to know more about how to build or expand your social enterprise, contact socialdelta@gmail.com or visit our website at www.socialdelta.ca