



## Social Enterprise Policy Workshop

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## What is a Social Enterprise?

Social enterprises are businesses that

- sell goods or provide services in the market
- for the purpose of creating a blended return on investment, both financial and social
- And profits are returned to the business or to a social purpose, rather than maximizing profits to shareholders

## The Role of Social Enterprise in Community Economic Development

Social enterprises contribute to building healthy communities through direct participation in the market and by strengthening non-profit organizations.

## The Purpose of Social Enterprise in Community Economic Development

- fill niches that the market does not meet on its own
- enhance the delivery of social, environment, and cultural services
- support the sustainability of non-profit organizations

## Five Key Elements for Developing a Supportive Environment for Social Enterprise

- Encourage Awareness and Demonstrate Value
- Enhance Enterprise Skills
- Ensure Access To Capital and Investment
- Expand Market Opportunities
- Intermediary Organizations

## ***Encourage Awareness and Demonstrate Value***

Evidence based research is needed to authenticate the actual extent to which social enterprise

- contributes to the economy,
- creates employment (especially in marginalized communities) and
- creates social value

The research results are the basis for a marketing campaign and the evidence base for demonstrating the value of social enterprise.

Examples of the Role or Objectives for Cross Sector Support

**Non-Profits and Social Enterprises**

Research, report and share social enterprise operational, outcomes and impact information

**Private Sector**

Invest in research and knowledge sharing

**Federal Government**

Invest in research and knowledge sharing  
Insure CRA rules for charities are supportive of social enterprise  
Promote social entrepreneurship across ministries

**Provincial Government**

Promote social enterprise across ministries  
Include social enterprise in class room curriculum

**Municipal Government**

Identify and promote local social enterprises

***Enhance Enterprise Skills***

Gap in business skills and experience requires the creation and funding for the appropriate and on-going learning opportunities for individuals and organizations along the entire social enterprise development path

Examples of the Role or Objectives for Cross Sector Support

**Non-Profits and Social Enterprises**

Invest in the skills development of social enterprise practitioners  
Build entrepreneurship into the culture of the non-profit sector

**Private Sector**

Provide mentorship for the skills development of social enterprise practitioners  
Provide mentorship for social enterprise businesses

**Federal Government**

Invest in the skills development of social enterprise practitioners  
Provide supports to businesses aimed at high risk populations

**Provincial Government**

Insure policies effecting persons on disabilities treat employees fairly and allow for earning a living wage  
Insure that income assistance policies do not hinder social enterprise competitiveness in the market  
Include social enterprise for all business sector tools and resources  
Provide supports to businesses aimed at high risk populations

**Municipal Government**

Include social enterprise in class room curriculum

***Ensure Access To Capital and Investment***

All businesses require access to financial capital, especially investment and patient capital at start up and points of growth in the business.

Social enterprises, by the nature of their predominantly non-share incorporation, have limited options beyond traditional grant models and straight forward loan arrangements.

Examples of the Role or Objectives for Cross Sector Support

**Non-Profits and Social Enterprises**

Leverage assets for financing social enterprise  
Utilize debt and investment options

**Private Sector**

Invest in social enterprise capital pools  
Include social value in investing decision models

**Federal Government**

Establish a patient capital pool  
Provide tax credits for investors  
Insure access to all business development tools and resources  
Provide loan guarantees, risk sharing, credit enhancements

**Provincial Government**

Provide tax credits for investors  
Create a patient capital pool  
Supportive security rules and regulations for social enterprise investment

**Municipal Government**

Invest in patient capital opportunities  
Leverage infrastructure and development policy

***Expand Market Opportunities***

Developing marketing schemes, purchaser and supplier matching, and appropriate incentives to encourage participation in a changing supply chain management model: including targeted purchases, unbundling, Social Purchasing Portals, and supportive RFP criteria.

## Examples of the Role or Objectives for Cross Sector Support

### **Non-Profits and Social Enterprises**

Create sustainable purchasing practices which target social enterprise

### **Private Sector**

Create sustainable purchasing and procurement practices which include social enterprise

Examine sub-contracting and unbundling with social enterprise along entire supply chain

### **Federal / Provincial / Municipal Government**

Re-define procurement objectives to create SME and social enterprise opportunities: targeted purchases, unbundling, and supportive RFP criteria

Investigate how social enterprise business models can improve policy and service delivery and outcomes

Create sustainable purchasing practices

## The Means to Initiate, facilitate, and animate

The need for a variety of intermediary organizations to deliver and support

- Research/Opportunity Identification
- Structure & Animate "Deals"
- Business Planning & Technical Assistance
- Sector Development
- Policy Design and Advocacy
- Communications and Information Sharing

The need for leadership and collaboration