

Social Business: Advancing the Viability of a Model for Economic and Occupational Justice for People with Disabilities

Project Final Report - Phase 1

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This report presents the findings of an environmental scan of social businesses in Canada for people with disabilities. Driven by the need for a comprehensive understanding of the structure, reach, and function of social business as a model of promoting employment for this and other marginalized populations, our study sought to systematically catalogue key features of established social businesses in Canada, and to create a taxonomy of social business that is grounded in current practice in order to guide future research activity and offer greater understanding of this sector to policy makers and other key stakeholders.

Specifically, the study addressed three research questions:

1. To what extent has the social business model penetrated the Canadian disability arena?
2. What is the nature of social businesses for people with disability that presently exist in Canada?
3. What taxonomy can classify and describe these social businesses?

This preliminary report will present the catalogue of social businesses we identified, summarizing the types and demographic features of businesses in operation.

Background

Social businesses that strive to advance the employment situation of people with disabilities are part of a larger social enterprise sector that is growing in economic and social importance in Canada (Quarter, Mook & Armstrong, 2009). Social enterprises, variably known as social businesses, social firms, social ventures, social cooperatives and social purpose businesses provide goods and services in the general marketplace to generate income in order to realize identified social goals (Demonstrating Value Initiative, 2009; Quarter, Mook & Armstrong; Warner & Mandiberg, 2006). Social businesses directed towards marginalized populations focus on enhancing work participation, the skills necessary to be successful in work and other social venues, and to affect a range of social outcomes associated with enhanced income and community participation. They also make a number of contributions to the communities in which they operate. They can for example, decrease reliance on government financial benefits by providing a stable income to workers, allow workers to engage more fully as consumers of other goods and services in their communities, promote social interaction between people with disabilities and the broader community, and raise the status and broader perception of marginalized groups (Broad & Saunders, 2008). In addition, they frequently focus their business efforts to meet specific needs of the local community. They have also been described as a way for the marginalized group to gain strength and positively redefine itself and its position within the broader labour market (Church, Fontan, Ng & Shragge, 2000). Governments frequently view such social enterprises as a means of reducing spending on social programs that support people with disabilities (Quarter, Mook & Armstrong). Thus, social businesses contribute to the economic base of communities while improving

individual work skills, independence, and social/emotional functioning (Cohen, et al., 2008; Warner & Mandiberg, 2006).

Currently, the predominant discourse related to disability and employment in Canada lies in the traditional individualistic, competency-based perspective. Problems of occupational marginalization and social exclusion are understood as problems relating to individual deficits resulting from disability. The influence of social attitudes, and the impact of an economy that is based in competition, production and profit are largely not addressed (Chell, 2007). Further, the opportunities presented by developing alternate structures that embrace individual differences and productive potential through more entrepreneurial and cooperative approaches is only beginning to emerge, and has yet to be broadly accepted or understood by policy makers, rehabilitation specialists, and the public in general. The social business model is slowly acquiring a grassroots support base, yet maintains a somewhat marginalized existence within the disability arena.

There is a growing interest in social businesses internationally. Social businesses in Europe have been prospering since the 1980s (Jeffrey, 2005; Spear & Bidet, 2005; Warner & Mandiberg, 2006). The mission of these social firms is supported through formal national and pan-European networks. In Australia a pan-national organization supports the development of social firms. In developing countries and communities where the employment opportunities for people with disabilities and government structures for addressing the social and living needs of people with disability and their families are particularly limited, social businesses have proliferated, often supported by innovative microenterprise loan infrastructures.

In order for social business to grow as a viable part of the Canadian economic and social landscape, it is imperative that public policy move to a place where development and sustainability of such businesses is supported, and issues related to competition and community building are better understood. Few financial incentives or supports for the creation of such businesses exist in Canada. There is a patchwork of policy across provincial jurisdictions, and responsibility often crosses ministries (e.g. see Chung, Convery, Golden & Hewitt, 2010; Cohen, et al., 2008). Inconsistencies in taxation policy between social businesses and other small business ventures compromise public acceptance and business growth. Policy related to government income supports for people with disabilities constrains the labour pool of social businesses and ultimately threatens their success (Krupa, Lagarde & Carmichael, 2003).

In practice, there is little cohesion among existing businesses, and only in the past 2 – 3 years have grassroots organizations been emerging to promote and support the sector. Many businesses for people with disabilities operate within the same city or province without knowledge of the existence of others. Issues that exist for these businesses include the full range of challenges faced by small business in general, but superimposed on those issues are concerns about how to best capitalize on social goals without undermining the economic focus of the enterprise; how to best “market” the businesses to influence community attitudes; and how to ensure democratic, empowering structures and processes within these businesses.

This study was an initial step in a process of attempting to describe and understand the landscape of social businesses that address in particular the needs of people with disabilities. The hope is that the information gleaned through this project will serve as a foundation for future work to advance the acceptance and understanding of disability-focused social enterprises, enhance opportunity for dialogue and exchange among social entrepreneurs, and to ensure ongoing refinement and evolution of the model within the Canadian context.

Method

This environmental scan of social businesses for people with disability in Canada was conducted with a goal of identifying as many businesses as possible that met our key criteria:

1. a registered business open for trade in the community that
2. has a set of by-laws
3. strives for financial sustainability
4. has a social mission that includes hiring or training of persons within at least one disability group, or hires a majority of persons who could be identified as having a disability

Not included in this scan are businesses that are operated in order to build revenues for a larger organization that provides services for people with disabilities, such as Goodwill or the March of Dimes, independent businesses that operate informally and without a defined mission or vision, or businesses that might otherwise be considered sheltered businesses by virtue of paying piece-rates or less than minimum wage equivalents to long term employees. It does include businesses that operate on a profit-share basis where the intent is to ensure income that exceeds minimum wage through marketing efforts and efficient business management.

Businesses were identified using a network-based strategy. We located key contacts within a variety of relevant sectors and groups across Canada, including vocational service providers, disability organizations, and the Canadian Council on Social Enterprise. We asked these sources to identify social businesses that fit our criteria and to suggest names of organizations or people for further sampling. We also identified sources through online registries of social enterprises by province, Google searches, and review of academic publications and popular press articles featuring social businesses. Having identified a number of businesses, we used a snowballing approach, where respondents were asked to identify other similar businesses that they were aware of. This inventory should not be considered an exhaustive and complete list of businesses that met our criteria, but rather a listing of the businesses we were able to identify through these methods, and within the time period of September 2009 – September 2010. Some businesses may have been missed, while others may have discontinued or changed operations.

Data were collected by first reviewing the web page of the business and any available documents (e.g. annual reports, incorporation documents, etc.) or video presentations. Contacts were then made with each social business and when possible, a key contact person was interviewed using a standardized telephone survey. The survey items included:

- size of the business based on number of employees and annual revenues
- legal and governance structures
- the model of ownership and management
- the mission and guiding principles of the business
- the nature of goods and services produced
- characteristics of the workforce and human resources practices, including means of recruiting and reimbursing workers
- subsidy structure
- relationships and partnerships external to the business
- information about financial sustainability and other indicators of success

The interviews were used to verify and add to information gained through other sources. In cases where no one from a business could be reached, that information was noted as being unverified. Through the

interviews, many additional points of interest emerged, including factors driving the creation of the businesses, philosophies underpinning the operation, factors that contribute to sustainability, and operational tensions that exist for these small businesses.

The data were summarized in tabular format, and then analysed by qualitatively identifying key attributes observed within businesses, comparing these across businesses, and noting thematic trends and differences. Based on this analysis, an initial taxonomy of social business was developed. This initial taxonomy was then refined by comparing the classifications to scholarly discourse about social business in Canada and internationally.

Results

1. Classification

In total, 122 businesses operating in 72 separate corporate structures were identified through the scan, and 79 of these could be verified through personal interview with a key informant. Many of the individual businesses operate under a larger business structure. A number of businesses that were identified were dropped from the list because they failed to meet all of our criteria, or had ceased operation. The full catalogue of businesses is seen in Appendix A.

Businesses are also definable according to their demographic characteristics:

- *Type of business activity:* A wide range of business types were identified across Canada, including food production, manufacturing and packaging. The nature of the business activity is summarized in Table 1. Note that several businesses engage in more than one type of activity, and thus the total exceeds 122.

Type of Business	Number
Catering/Food Service	33
Recycling/Composting	14
Retail sales - artwork, floral, used clothing, general goods	10
Property maintenance/Painting/Snow removal	9
Assembly line work/Shredding/Packaging	8
Woodworking	6
Commercial cleaning/Janitorial services	6
Art Studio/Pottery	6
Printing/Photocopying/Scanning/Bookbinding	5
Landscaping/Gardening	5
Agriculture/Horticulture	3
Manufacturing & Assembly	3
Moving and storage	2
Computer servicing/assembly	2
Laundry services	2
Furniture sales	2
Pet Products	2

Courier Services	2
Car Wash	2
Commercial Sewing	1
Business Development	1
Flyer collating/delivery	1
Collect carts in Airport	1
Bicycle Repair/Refurbish	1
Pest removal	1
Peer Job coaching	1

Table 1: Summary of businesses surveyed by type

- *Size of business:* Size is a difficult characteristic to accurately determine. First, depending on the metric used, size indicators can vary from year to year and even month to month. Second, the methods used to compile and report data can differ greatly based on the company's approach to record keeping. One indicator of size is annual revenues generated through sales or services provided. This figure was not available for many of the businesses in our catalogue. Another is the number of employees. This again is problematic, as many or most companies that generate employment for people with disabilities necessarily hire on a part time basis, and most cannot provide hiring data in terms of full time equivalencies.
 - o In terms of annual revenues, data were available for 38% of firms and ranged from just over \$4,000 to nearly \$3.4 million/annum for the previous year. Average income was \$383,981/annum. As Table 1 reveals, 52% of companies reported income of under \$100,000/annum, while almost 23% reported income over \$1 million, with the remaining 25% falling somewhere in the large range intervening. This income picture is consistent with Statistics Canada profile of small to medium sized businesses with annual incomes falling between \$30,000 and \$500,000.

Business Gross Revenues	N	%
< \$50,000	13	27.1
50,000 - 99,999	12	25.0
100,000 - 149,999	3	6.2
150,000 - 199,999	2	4.2
200,000 - 249,999	2	4.2
250,000 - 299,999	3	6.2
300,000 - 349,999	2	4.2
350,000 - 399,999	0	0
400,000 - 449,999	0	0
450,000 - 499,999	0	0
500,000 - 999,999	4	8.3
>1,000,000	7	14.6
	48	100

Table 2: Business annual incomes

- Size estimates based on number of employees can be equated with business size categories outlined by StatsCan, as seen in Table 3. The 74 businesses in the catalogue for which we have these data range from 1 – 648 in size. If the one outlier a province-wide recycler in Saskatchewan was removed, the average number of employees for the remaining 73 firms was 25 employees. Just over 86% of companies fall into the “Small” or “micro” business categories. Fewer than 13% were medium sized businesses, and only 1 large business was identified.

Business Size by Number of Employees	N	%
Micro (<5)	12	16.2
Small (<100; under 50 in service industries)	52	70.3
Medium (100 – 500 ; 50 – 500 in service ind.)	9	12.2
Large (>500)	1	1.3
Totals	74	100

Table 3: Size based on number of employees (full time, part time, seasonal)

- *Disability groups served:* Most of the businesses surveyed employ and/or train persons from a single disability group. This implies that although individual workers or trainees may have more than one disability, they have as at least one of their impairments one that is recognized as part of the targeted population. A small number hire persons from any disability group. Another classification included in this catalogue is businesses that exist to hire persons who are marginalized in the labour market for any reason, but who acknowledge that the majority of their workers have at least one disability. This latter group of businesses is included here in order that their contributions to employment for persons with disabilities and their philosophical approach will be captured in future studies. A summary of businesses by target population is shown in Table 4.

When businesses were asked what proportion of their population has a disability, virtually all of those that have an identified focus of providing training or transitional employment for people with disabilities reported that 100% of trainees have a disability. Staff members in these situations typically did not have disabilities, but many of the staff or support persons had self-identified as having a disability, or had previously been a trainee of the organization.

Target Population	N	%
Mental Health and/or Addictions	75	61.5
Intellectual Disability	20	16.4
Physical Disability	2	1.6
Mixed Disability	15	12.3
Marginalized Groups (>50% have a disability)	10	8.2
Totals	122	100

Table 4: Business employee/member population

- *Payment structure:* A range of payment approaches was identified. These seem to vary based on the philosophy and approach of the organization. Those that offer primarily training or transitional employment typically pay workers a training wage that is less than minimum wage.

Workers who are not trainees are paid at minimum wage or better in most businesses, the pay rate being based on experience and nature of the position (i.e. shift leader, trainer) or according to the reimbursement model in use. Some consumer owned businesses in the mental health and addictions sector work on a profit share model, wherein worker payments are based on the amount of revenue generated through the business, and payment amounts determined by accountant review, recommendations to the membership, and member voting.

- *Subsidy structure:* Virtually all businesses in this survey have some type of subsidy which accounts for small to large proportions of the annual budgets. Examples of subsidies include in-kind support, such as:
 - provision of space by a sponsor or partner organization
 - provision of managerial or supervisory staff by a sponsoring organization
 - volunteer staff hours (frontline, professional, supervisory)
 - use of equipment belonging to another entity

as well as direct funding for discretionary use by the business, including:

- provincial subsidy including small business support agencies such as the Atlantic Canada Opportunities Agency, Newfoundland Department of Innovations, and direct government subsidies, (as in Emploi Quebec, which provides financial support for all agencies identified in Quebec)
- foundation grants, e.g. provincial lottery, Ontario Trillium Foundation, Vancouver Foundation
- grant support from businesses and charitable organizations
- charitable donations

Support models: In some businesses job coaching and employment support to workers was provided through government funding or through a partner agency. In some cases worker support was a function of the business managers and/or trainers who are employed through the business.

- *Form of Incorporation:* As we attempted to navigate through the challenging waters of incorporation status, we ran into some uncertainty. Some spokespersons were not sure of their status, and would report the characteristics they were most certain of. Many businesses had non-profit status, but also had received charitable status so that they could receive donations from supporters of their mission. Cooperatives also had a mix of statuses. It seems that overall, businesses tend to register as non-profits, or to create themselves as an entity under a larger parent organization that is incorporated, and establish a separate accounting system. The choice of incorporation model seemed to be based on the approach the organization would use to generate subsidy funding, including the relationship with a sponsoring organization.

Overall, over half of all businesses for whom incorporation status could be identified were incorporated as non-profit organizations, with or without charitable status, or within a cooperative framework. Over 25% reported themselves as existing within the framework of a larger parent organization, and many advantages to that status were cited, most notably the ability to operate a range of business types, but with not all having to be profitable (i.e. weaker businesses that provide meaningful employment or training can be subsidized by other profitable businesses), and the ability to generate funds for the evolution of new businesses. Cooperatives also reported this advantage. Only one cooperative reported that after an

incubation period, businesses are expected to be profitable, or are discontinued. Table 5 reports our best summary of the forms of incorporation and their frequency.

Form of Incorporation	N	%
Operates as subsidiary of parent organization	20	25.6
Non-profit	18	23.1
Non-profit, charity	14	17.9
Non-profit, cooperative	13	16.7
Cooperative	7	9.0
Charity	6	7.7
Totals	78	100

Table 5: Incorporation models

2. Distribution

The largest number of businesses was found in Ontario, followed by British Columbia and Nova Scotia. Numbers in these provinces are enhanced by the generation of several businesses by a sponsor or organizing group. For example, in Ontario, where 56 distinct businesses were identified, there are only 26 distinct organizations running the businesses. The proliferation of businesses from a single entity is reportedly driven by need (creating increasing variety and numbers of positions for the target group) as well as opportunity and entrepreneurship (the parent has gained experience and developed an infrastructure for operating a business and generating funds, and thus is in a good position to expand). Similar groups of companies are seen in British Columbia, and to a lesser extent in Nova Scotia, and appear to be a means for new business generation. In contrast, we identified few to no businesses in provinces such as Prince Edward Island and Saskatchewan. Saskatchewan has one large company that holds the province-wide contract for recycling or bottles and environmental contaminants and employs people with a range of disabilities.

Location	N	%	Population* (N)				
			MI	ID	PD	Mixed	MG
Newfoundland & Labrador	6	4.9	3	1	1		1
Nova Scotia	11	9.0	9	2			
New Brunswick	2	1.7	2				
Prince Edward Island	0	0					
Quebec	10	8.2	9			1	
Ontario	56	45.9	33	16			7
Manitoba	2	1.6	1	1			
Saskatchewan	1	.8				1	
Alberta	5	4.1				5	
British Columbia	29	23.8	18	1	1	7	2
Territories	0	0					
	122	100	75	21	2	14	10

Table 6: Distribution of businesses by province, and mix of disability type as per business mission

* MI = mental illness, ID = intellectual disability, PD = physical disability, Mixed = mix of disabilities, MG = marginalized groups with >50% estimated to have a disability

3. Other organizing structures

Business structures and operations can vary according to a range of other underlying philosophies and ideals. These variations include for example:

- *Rehabilitation/training model vs. employment alternative/collective vs. hybrid model*
Some businesses use work positions as training positions in order to provide a wide range of work-related skill development in a natural work setting. The goal is to prepare people for employment in the broader community labour force. In this way the business is viewed as a “stepping stone” to other employment options. Others view the business as a real employment alternative, comparable to other small- and medium-sized businesses in the community. Finally, some subscribe to a hybrid model, offering both training opportunities and some long-term employment positions within the business.
- *Consumer-controlled and driven vs. consumer involvement*
The businesses vary with respect to the extent to which ownership and decision-making is controlled by people with disabilities themselves. Businesses can be completely controlled and directed by people with disabilities, or they may have varying degrees of involvement with ownership and decision making shared with partnering organizations.
- *Disability as an organizing feature vs. part of a broader mandate*
Businesses vary with respect to the way they describe the employment limitations experienced by their workforce. Some businesses describe their mandate as addressing the employment issues experienced by people with disabilities, usually one group in particular. Others operate from a broader mandate that focuses on addressing issues related to systematic employment disadvantage. In this latter group, disability is not a defining issue for business development or operation, although a substantive number of people with disability are involved in the businesses.

Acknowledgements:

We extend our thanks to Charlene Cooper, Helene Rochow and Garth Harris for their assistance with this project. We also thank all of the participating social businesses for offering their time, information, and knowledge.

March 22, 2011

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Appendix A: Catalogue of Social Business in Canada to Provide Employment Training and Opportunities for People with Disabilities

Company Name	Address	City	Prov	Phone	Website	Parent Company	Nature of Business	Worker Population*	# Employed	Annual Revenues	Incorporation Model**
Moulder of Dreams Inc	Community Centre, Route 510 P.O.Box 70	Port Hope Simpson	NL	709- 960-0333	www.moulderofdreams.ca		stoneware, pottery sales	PD	8	22,500	
Stella's Cafe	142 Military Road	St. John's	NL	709- 738-8390	www.stellaburry.ca		cafe	MI			
Ever Green Recycling	92 Elizabeth Ave.	St. John's	NL	709- 777-3382	www.greencan.ca/index.asp		recycling	MI	50	2,000,000	NP charity
Island Furniture Association	428 Empire Ave.	St. John's	NL	709- 579-4058	www.islandfurniture.ca		furniture sales	ID	24		
The Hub	21 Merrymeeting Rd.	St. John's	NL	709- 754-0352			printing, catering	MG			
Hungry Heart Cafe & Catering	142 Military Rd	St. John's	NL	709- 738-7805	www.stellaburry.ca	Stella Burry Community Services	cafe, catering	MI	14	300,000	Parent org.
Missing Lint	648 George St.	Sydney	NS	902- 539-6480	www.missinglint.ca		print, photocopy, magazine	MI		30,000	NP
Gung Ho! Co-operative Convenience Store	1221 Barrington St	Halifax	NS	902- 473-1929		Connections Clubhouse	convenience store	MI			
Sunrise Manor Kitchen	453 MacPherson St.	Port Hawkesbury	NS	902- 473-8695			food prep	MI			
Stone Hearth Bakery	6021 Young St.	Halifax	NS	902- 454-2851	www.hrda-ltd.ns.ca/My_Homepage_Files/Page2.html	Halifax Human Resources Development Association	bakery, kosher breads	MI	21	500,000	NP
Lake City Woodworkers	386 Windmill Road	Dartmouth	NS	902- 465-5000	www.lakecitywoodworkers.com	Lake City Employment Services Ass'n	woodworking	MI	30	1,200,000	Parent org.
Summer Street Industries	72 Park Street	New Glasgow	NS	902- 755-1745	www.summerstreet.ns.ca		catering, janitorial, agricultural, assembly line	ID	20	500,000	Parent org.
Petstuff on the Go	261 Pleasant St.	Dartmouth	NS	902- 464-7684	www.petstuffonthego.ca	Affirmative Industries	pet products	MI	6	50,000	NP charity

Mort's Convenience Store		Dartmouth	NS		http://www.affirmativeindustries.ca/morts.html	Affirmative Industries	retail store in seniors bldg	MI	2	40,000	NP charity
What's Cooking?	9412 Commercial St.	New Minas	NS	902-681-0120	www.flowercart.ca	Flowercart	bakery, woodworking, used clothing	ID	43	1,100,000	NP charity
Neighbourhood Dollar Store	3576 Novalea Dr.	Halifax	NS	902-453-3598	http://www.affirmativeindustries.ca/dollarstore.html	Affirmative Industries	retail sales	MI	24	250,000	NP
Mindful Mango Cafe	Bayer's Road Centre	Halifax	NS	902-473-8696			food outlet	MI			
Simply Good Cafe	95 Wentworth St	St. John	NB	506-635-8895	www.simplygoodcatering.ca		catering, food	MI	18	26,000	NP
Changes	173 King St.	Fredericton	NB	506-454-1734	www.changesstore.ca		retail sales	MI	5	60,000	NP charity
La Friperie du Pavois	799, 4e Avenue	Quebec	QC	418-522-4341	www.lepavois.org	Le Pavois	used clothing recycling	MI	25		NP
La Cafeteria du Pavois	1075 chemin Ainte-Foy	Quebec	QC	418-266-7160	www.lepavois.org	Le Pavois	cafeteria	MI	8		NP
Les Copies du Pavois	1195 1er Avenue	Quebec	QC	418-640-9376	www.lepavois.org	Le Pavois	book binding, photo copying	MI	12		NP
Collection Innova	4220 de Rouen Street Office #400	Montreal	QC	514-899-1555; 1-888-366-1555	www.bleumultimedia.com/CSMTM/essm		adaptive clothing manufacturing	MI	42		NP
Part du Chef	4100 Rue Laurendeau	Montreal	QC	514-526-7278	www.projetspart.ca		catering, food service management, cafes	MI			
La Cafeteria des Commissaires	55 Rue des Commissaires	Quebec	QC	418-780-3384	www.lepavois.org	Le Pavois	cafeteria, food preparation	MI	8		NP
Certex	7500 Grande Allee	Saint Hubert	QC	450-926-1304	www.certexcanada.com		recycling	MI	140	3,400,000	NP
Ateliers Leopold Desrosiers	60 rue du Brilliant	Matane	QC	418-562-2640	www.allume-feu-bckdraft.com		manufacturing	Mixed	106	2,100,000	NP
Atelier du Second Souffle	136A, Lindsay	Drummondville	QC	819-478-3134	www.dechan@cgccable.ca		assembly	MI	51	10,000	NP
L'Equipe Entreprise	750 Dawson Avenue	Dorval	QC	514-636-1081	www.equipeentreprise.org		frozen meals, catering	MI	15	109,000	NP charity
Recycle Action	1588 Aberdeen St	Hawksbury	ON	613-632-8508	www.groupeconvexpr.ca	Groupe Convex	cardboard recycling	ID	28	75,000	NP
Casselman Woodshop	40 Racine St.	Casselman	ON	613-764-2863	www.groupeconvexpr.ca	Groupe Convex	furniture products	ID	26	250,000	Parent org.
Librarie du Coin	721 Principale St.	Casselman	ON	613-764-1946	www.groupeconvexpr.ca	Groupe Convex	retail store/shredding	ID			Parent org.

The Harvesters	1157 Rd. 300 W.	Casselman	ON	613- 282-4983	www.groupeconvexpr.ca	Groupe Convex	farm labour	ID		33,000	Parent org.
Charles Printing	451 Laurier St.	Hawkesbury	ON	613- 632-2116	www.groupeconvexpr.ca	Groupe Convex	printing/ assembly	ID	4	240,000	Parent6 org.
Gold & Spices	593 Main St E.	Hawkesbury	ON	613- 632-0824	www.groupeconvexpr.ca	Groupe Convex	distributes coffee &spices	ID	5	74,000	Parent org
Express Net	519 Main St E.	Hawkesbury	ON	613- 577-2359	www.groupeconvexpr.ca	Groupe Convex	maintenance/ moving/ painting	ID	20	175,000	Parent org
Hawkesbury Packaging	1588 Aberdeen St.	Hawkesbury	ON	613- 632-8508	www.groupeconvexpr.ca	Groupe Convex	plastic shrink wrapping/ shipping	ID			Parent org
Casselman Packaging	40 Racine St.	Casselman	ON	613- 764-2863	www.groupeconvexpr.ca	Groupe Convex	packaging & assembly	ID	24	53,000	Parent org
Cafe Le Plateau	134 Main St E.	Hawkesbury	ON	613- 632-5920	www.groupeconvexpr.ca	Groupe Convex	coffee & food services	ID	6	95,000	Parent org
Hawkesbury Antiques	1588 Aberdeen St.	Hawksbury	ON	613- 632-8508	www.groupeconvexpr.ca	Groupe Convex	antique restoration	ID	16	52,700	Parent org
A-Way Express Courier	2168 Danforth Avenue	Toronto	ON	416-424-2266	www.awaycourier.ca		courier	MI	70		NP
Raging Spoon Cafe & Catering	761 Queen St. W	Toronto	ON	416-504-6128	www.ragingspoon.com/ho me.htm	Ontario Council of Affirmative Businesses	catering	MI	20	160,000	Parent org
ABEL Enterprises	447 Queensway West	Simcoe	ON	519- 426-4590	www.abelenterprises.ca/c omponent/option,com_fr ontpage/Itemid,1/		woodworking	MI	53	50,000	NP charity
Out of This World Cafe & Espresso Bar	1001 Queen Street W	Toronto	ON	416- 535-8501	www.otwcafe.com/index. php	Ontario Council of Affirmative Businesses	café	MI	35	250,000	Parent org
Parkdale Green Thumb Enterprises	1499 Queen St. W., Suite 203	Toronto	ON	416- 537-9551	www.pgte.org/	Ontario Council of Affirmative Businesses	landscaping	MI	25	80,000	Parent org
Catering Plus	386 Water Street N.	Peterborough	ON	705- 876-6399	www.cateringplus.org/ind ex.php?pagename=index	CMHA	catering	MI			
Krackers Katering	22 O'Meara Street	Ottawa	ON	613- 792-4954	www.krackerskatering.org /index.htm	Causeway Work Centre	catering	MI	35	130,000	NP charity
Good Nature Groundskeeping	22 O'Meara Street	Ottawa	ON	613- 858-8097	www.goodnaturegroundsk eeping.org/index.htm	Causeway Work Centre	groundskeep- ing	MI	19	30,000	NP charity
Cycle Salvation	477 Bronson Avenue	Ottawa	ON	613- 288-1454	www.cyclesalvation.org/in dex.htm	Causeway Work Centre	refurbish bikes	MI	6	19,000	Parent org

Fresh Start Cleaning and Maintenance	761 Queen St. West, Suite 207	Toronto	ON	416- 504-4262	www.freshstartclean.com/	Cross-Toronto Community Development Corp	cleaning, property management	MI	85	500,000	NP charity
Lemon & Allspice	4 Overlea Boulevard	Toronto	ON	416- 421-7117	www.commongroundcoop.ca/lemon.html	Common Ground Cooperative	catering	ID			
The Coffee Shed	74 Tycos Drive	Toronto	ON	416- 787-1151	www.commongroundcoop.ca/coffee.html	Common Ground Cooperative	catering	ID			
The Coffee Shed	21 Classic Avenue	Toronto	ON	416- 522-5619	www.commongroundcoop.ca/coffee.html	Common Ground Cooperative	catering	ID			
The Coffee Shed	2 Surrey Place	Toronto	ON	416- 925-2169	www.commongroundcoop.ca/coffee.html	Common Ground Cooperative	catering	ID			
Hands On Car Wash	15 Russell St	Kingston	ON	613- 544-0711	www.vocec.com/car_wash.html	Voices, Opportunities and Choices Employment Club (VOCEC)	car wash	MI			
Kibble Klub	15 Russell St	Kingston	ON	613- 531-4912	www.vocec.com/kibbleklub.html	VOCEC	pet food and supplies	MI			
Bookends Cafe	130 Johnson Street	Kingston	ON	613- 549-8888, ext 1990	www.vocec.com/cafes_and_catering.html	VOCEC	café	MI			
Treasure Cafe		Kingston	ON	613- 547-0181	www.vocec.com/cafes_and_catering.html	VOCEC	Café	MI			
Card Factory	15 Russell Street	Kingston	ON	613- 544-0711	www.vocec.com/Card_Factory.html	VOCEC	card production and sales	MI			
Free Spirit Affirmative Business	560 King Street West_x000D_PO Box 22	Kingston	ON	613- 536-6919		Can. Corrections-Regional Treatment Centre	retail items made from recycled materials	MI	12	4,250	Parent org
Little Green Thumb	15 Russell Street	Kingston	ON	613- 544-0711	www.vocec.com/lawn_and_garden_care.html	VOCEC	landscaping	MI			
Tree-Free VOCEC	525 Montreal St	Kingston	ON	613- 531-4912	www.vocec.com/treefreevocec.html	VOCEC	distributor: cards, gifts	MI			
Job Cafe	97 Victoria Street N.	Kitchener	ON	519-513-9225	www.theworkingcentre.org/jsrc/jobcafe/jobcafe.html	The Working Centre	downtown clean-up	MG			
Community Laundry Co-op	153 Chapel Street	Ottawa	ON	613- 244-4762	www.communitylaundrycoop.ca		laundry	MG			
Bug & Scrub		Toronto	ON	416- 392-5524			pesticide services	MG			

CMHA Cleaning		Toronto	ON	416- 789-7957 ext. 231			cleaning	MI			
Furniture Link	11 Peel Avenue	Toronto	ON	416- 934-1229	www.furniturebank.org/fli nk.html		furniture pick-up and delivery	MG	29		
Gateway Linens	199 Church St.	Toronto	ON	416- 425-2111			laundry	MG			
Regeneration House Inc.		Toronto	ON	416- 703-9645	www.regenerationhouse.com/aboutus.htm#mission		cleaning	MI			
SKETCH		Toronto	ON	416- 516-1559	www.sketch.ca/home.html		art studio/centre	MG			
St. John's Bakery		Toronto	ON	416- 466-1357	www.stjohnsmision.org/index.html		bakery, drop-in centre	MG			
The Silver Brush		Toronto	ON	416- 537-2262			commercial painting	MI			
Yamaha Cafe		Toronto	ON	416- 789-7957 ext. 231 "416 789-7957 ext. 231			café	MI			
Westwood Canteen		Kingston	ON	613- 547-5567 ext. 5429	www.vocec.com/cafes_and_catering.html	VOCEC	café	MI			
Inspirations Studios	761 Queen St. W., Ste 201	Toronto	ON	416-367-2728	www.inspirationsstudio.ca/index.php		artwork studio	MI			
Good Foot Delivery	780 Queens Street West	Toronto	ON		www.goodfootdelivery.com		courier service	ID	5		
Rag Werks	580 North Algoma Street _x000D_ PO Box 2930, c/o Lakehead Psychiatric Hospital	Thunder Bay	ON	807-343-4300 ext. 4380		Team Werks	manufacture and sell rages	MI			Co-op
Wood Werks	580 North Algoma Street	Thunder Bay	ON			Team Werks	woodworking	MI			Co-op
Paper Werks	580 North Algoma Street	Thunder Bay	ON			Team Werks	shredding	MI			Co-op
Labour Werks	580 North Algoma Street	Thunder Bay	ON			Team Werks	landscaping to low-income housing	MI			Co-op
Good Times Cafe	580 North Algoma Street	Thunder Bay	ON			Team Werks	cafe	MI			Co-op
Water Werks	580 North Algoma Street	Thunder Bay	ON			Team Werks	car wash	MI			Co-op
Scan Werks	580 North Algoma	Thunder Bay	ON			Team Werks	document	MI			Co-op

	Street						scanning				
Rainbow's End	12 Bigwin Road, Unit 1	Hamilton	ON	905-667-1840	www.rainbowsend.ca	Rainbow's End	business development	MI			
Crazy Daisy Floral Productions	175 Longwood Rd E, Ste 400A	Hamilton	ON	289-339-2940	www.crazydaisy.org		floral sales	MI	1		NP
Sscope	#5-1000 Notre Dame Ave. x000D_x000D_R3E ON3	Winnipeg	MB	204-987-6300	http://sscope.org		yard and lawn care,	MI	25	65,000	NP charity
Versatech Industries Inc.	436 William	Winnipeg	MB	204-956-9700	www.versatech.org		shredding, packaging, assembling, recycling	ID	15	1,400,000	NP charity
SARCAN Recycling	111 Cardinal Crescent	Saskatoon	SK	306-933-0616	www.sarcsarcan.ca/sarcan/index.php		recycling	Mixed	648		NP
REDI Bottle Depot		Medicine Hat	AB				recycling services	Mixed			
REDI Recycle		Medicine Hat	AB				recycling	Mixed			
REDI Benches	860 Allowance Ave SE	Medicine Hat	AB	403-526-5742	www.redi.ca		recycling	Mixed			
VRRI Aiport Contract	3304-33rd St NW	Calgary	AB	403-735-1206	www.vrri.org	Vocational Rehabilitation and Research Institute	move carts in airport	Mixed	50		Parent org
VRRI Bottle Depot	3304-33rd St NW	Calgary	AB	403-289-5651	www.vrri.org	Vocational Rehabilitation and Research Institute	recycling centre	Mixed	25		Parent org
Providence Farm	1843 Tzouhalem Road	Duncan	BC	250-746-4204	www.providence.bc.ca/		farm products, prepared food, small engine repair, welding, nursery, furniture	Mixed	157	200,000	Charity
West Kootenay Social Enterprise Society	204-542 Baker Street	Nelson	BC	250-352-1942			commercial cleaning	Mixed	46	140,000	NP
Crews @ Work	PO Box 56055, First Ave RPO	Vancouver	BC	250-483-7234	www.crewsatwork.com/home.php		packaging	Physical			
Just Catering	1803 East 1st Avenue	Vancouver	BC	604-734-2104	www.justwork.ca/justcatering.html	JustWork Economic Initiative	catering	Mixed	8	25,000	Charity

Just Garden	1803 East 1st Avenue	Vancouver	BC	604-710-7414	www.justwork.ca/justgarden.html	JustWork Economic Initiative	landscaping, gardening	Mixed	4	35,000	Charity
Just Potters	1803 East 1st Avenue	Vancouver	BC	604-734-2104	www.justwork.ca/justpotters.html	JustWork Econ. Initiative	functional pottery	Mixed	9	30,000	Charity
Potluck Cafe & Catering	30 West Hastings Street	Vancouver	BC	604-683-0073 ext. 379	www.potluckcatering.org/index.html	Potluck Cafe Society	café, catering	Mixed	31	1,600,000	Charity
Just Repairs	1803 East 1st Avenue	Vancouver	BC	604-734-2104	www.justwork.ca	JustWork Economic Initiative	small renovations, maintenance	Mixed	4	30,000	Charity
Landscaping with Heart	293 East 11th Avenue	Vancouver	BC	604-657-6426	http://coastmentalhealth.com/landscaping.html	Coast Social Enterprise Found.	landscaping	MI	5	84,800	Parent org
Moving On	2nd Floor 519 7th Street	Vancouver	BC	604-377-2632	www.fraserside.bc.ca/moving_on/index.htm	Fraser Side Community Services	moving and storage	MI	110	50,000	Parent org
Sewing with Heart	293 East 11th Avenue	Vancouver	BC	604-675-2352	http://coastmentalhealth.com/sewing.html	Coast Mental Health	sewing nylon bags	MI	1		
Starworks	276 SW Marine Drive	Vancouver	BC	604-879-8457	www.starworks.ca/	Developmental Disabilities Association	labour, assembly work	ID	45	500,000	NP charity
The Cleaning Solution	175 West Broadway	Vancouver	BC	604-707-0227	www.cleaningsolution.ca/		cleaning	MI	34	300,000	NP
Fraser Side Community Services Mobile Work Crew	519 7th Street	New Westminister	BC	604-723-3439	www.fraserside.bc.ca		lawn care, snow removal, power wash	MI			
Potluck Catering		Vancouver	BC	604-683-0073 ext. 379			meal kitchen, catering	MG			
Right Stuff		Trail	BC	250-368-6360	www.communityskillscentre.com		collate flyers, paper delivery	MG	6		NP charity
Yards R Us	205 Martin St.	Penticton	BC	250-809-8180	www.pacecoop.ca	PACE Cooperative	yard maintenance, snow removal, construction, recycling	MI	6		NP co-op
Hands in Motion	205 Martin St.	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	custodial contracting and housekeeping	MI	9		NP co-op
E-Waste	103-105 Martin St	Penticton	BC	250-276-4163	http://www.pace-e-waste.ca/index.htm	PACE Cooperative	electronic waste recycling	MI	5		NP co-op

Tech-It Computers	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	custom computer building & repair/ networking services	MI	1		NP co-op
Team Eco	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	recycling/ composting	MI	18		NP co-op
Rusty Springs	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	mattress recycling	MI	2		NP co-op
Okanagan Creative Connections	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	art workshop/ art supply retail sales	MI	4		NP co-op
ER Leather Works	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	hand made leather products	MI	1		NP co-op
Alley Way Café	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	in-house coffee and bake shop	MI	2		NP co-op
Working Solutions	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	peer job coaching	MI	7		NP co-op
Wood Works	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	wood working shop	MI	5		NP co-op
Waste Knot	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	wood recycling	MI	12		NP co-op
To the Point Promotions	205 Martin St	Penticton	BC	250-770-2284	www.pacecoop.ca	PACE Cooperative	website dev't business cards	MI	1		NP co-op

* MI = mental illness, ID = intellectual disability, PD = physical disability, Mixed = mix of disabilities, MG = marginalized groups with >50% estimated to have a disability **NP = non-profit