

REALISING THE PROMISE OF SOCIAL ENTERPRISE

From Rhetoric to Reality



May 2016



Social Enterprise Toronto

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Executive Summary

The social enterprise (SE) sector has grown significantly in Ontario over the last few years, but social entrepreneurship has struggled to sustain a community focus and serve those who face the greatest barriers. This report brings together half a year of conversations with SE managers and other stakeholders to review the state of the sector and examine Social Enterprise Toronto's role. Much of this report was published in the form of blog posts over this period.

Vision

Our vision for a healthy, vibrant sector:

- Places people at its core and supports employability and entrepreneurship for all
- Provides funding and capacity-building support throughout the business lifecycle
- Is part of a co-created agenda for inclusive economic prosperity
- Changes the expectations for business and encourages social procurement

Landscape

The social enterprise ecosystem in Toronto is poorly coordinated and does not provide coordinated support to SEs. While SEs are growing rapidly across the province, they continue to face challenges with access to capital, tools and resources. Marketing and sales are the most immediate challenges that SE managers face. These are related to the absence of mainstream business support for SEs and an impact measurement standard. Social procurement holds promise and while a number of initiatives are in place, more work is needed to support SEs.

An overarching issue identified through conversations is the different ways that 'social enterprise' is perceived in organizations, as well as the varying reasons for running an SE.

Roadmap

The work done by and for SEs should be centred around "the aspirations and assets of a community". Too often, the conversations about social enterprise are vague and exclusive. This is especially noteworthy given that we know that SEs go beyond the social service safety net and build community resilience. Unfortunately, the sector is both fragmented and largely disconnected from the social service sector. This is partly because of the wide range of activities these sectors engage in.

Social Enterprise Toronto can connect these enterprises to each other and to other stakeholders, provide greater opportunities for them to sell their products and services, and help to bring their voices and experiences of communities to light.

Introduction

Social enterprise has boomed in Ontario over the last few years - but not everyone is sharing the excitement. In particular, employment-focused social enterprises have not achieved their potential - and with them, social entrepreneurship has struggled to serve the people who face the greatest barriers in society.

In fact, despite the recent growth of the social enterprise and social finance sectors, relatively few enterprises have flourished. This report focuses on a niche within the social enterprise sector but has revealed shared, widespread discontent across nonprofit/for-profit, geographic and industry divides.

After completing its report *The Social Procurement Intermediary* in January 2015, and observing the experience of social enterprises with the Pan Am Games, Social Enterprise Toronto decided to consult SET members and other stakeholders to review the state of the sector and examine its own role. A series of in-depth conversations have revealed that while the impact of these enterprises is as powerful as it ever was, the enterprises continue to struggle.

We all know that systemic change is a long and slow process; that instituting social procurement and matching social finance supply with social enterprise demand are challenging tasks.

What is surprising, perhaps, is how much the culture of social enterprise has been driven through the lens of entrepreneurship and how social goals and community needs have been shunted to the periphery. Too often, social enterprise is divorced from issues like precarious work, homelessness, marginalization and food insecurity.

Our hope is that this report will encourage both social enterprises and stakeholders to take a step back and reconsider not just how, but also why, we are engaged in social enterprise – and what we hope to achieve.

Nabeel Ahmed
Network Coordinator, Social Enterprise Toronto

About Social Enterprise Toronto

Social Enterprise Toronto is a network of non-profit social enterprises that share the common goal of supporting and growing social enterprises.



These enterprises all provide employment or training opportunities for low income or marginalized individuals in the Greater Toronto & Hamilton Area. They operate in a range of industries, including food services, courier delivery, construction, printing, crafts and interpretation.

Founded in 2006 as the Social Purpose Enterprise Network of Toronto, SET is a self-managed network funded through a combination of annual dues and the support of Toronto Enterprise Fund/United Way Toronto.

What you're reading

This is not a typical research report. It is the product of a series of conversations: in person, over the phone, and in groups. The consistent factor is that everyone is involved in social enterprise. This report does not contain any new empirical data (but does draw from every bit of relevant research we could find). We've published much of it in the form of blog posts on our website.

So this report hopes to continue a dialogue about the trajectory of social enterprise in the Greater Toronto & Hamilton Area. It also incorporates key lessons from SET's 2016 conference, "Communities Driving Social Enterprise", where we asked over 120 stakeholders to consider the topic. The report concludes with a set of strategic priorities that identify SET's role in working towards the vision expressed in the articles and by SET's membership.

If you insist (highlights from the literature):

- Social enterprises really do make a difference and can support poverty alleviation goals.
- There are examples of success in Ontario...and many more examples outside Ontario. Yet nowhere is the job done; like the French revolution, it's too early to tell with social enterprise.
- Government policy should be inclusive and supportive of all forms of social enterprise; incorporation types, finance tools and procurement strategies.
- Employment social enterprises bear additional costs of doing business and providing wrap around services. They must pay special attention to human resource management. They're businesses, but not like other businesses; they're nonprofits, but not like other nonprofits.

A full list of suggested reading materials is included in the appendices.

Let's Talk About The Social Enterprise Sector (November 5, 2015)

*Remember, remember the Fifth of November,
The Gunpowder Treason and Plot,*

*I know of no reason
Why the Gunpowder Treason
Should ever be forgot.*

Social enterprises have a good reason for remembering the Gunpowder Plot: it's a well-known example of a time when someone was dissatisfied with the status quo (immortalized by Hugo Weaving, even if the movie had it's share of flaws).

Now I'm not suggesting for a moment that social enterprises should instigate a revolution – although some might be interested in it, and others yet may be peeved at the notion that they are not, in fact, revolutionary. But even as social enterprise enters the mainstream, maybe it is time to shake things up a little bit – to step back and question where we are going.

Social entrepreneurship has steadily grown in popularity around the world over the last two decades. The idea of leveraging the market to deliver social value and community benefit is neither new nor uniform – a thousand iterations have bloomed, varying in scope, scale, purpose, sector and approach. The lack of clear definitions and boundaries has helped fertilize broad and diverse growth.



As always, though, this growth has not been coordinated, and the fruits have not been distributed evenly. For all the funding and

efforts of so many, it's hard to see an integrated social enterprise ecosystem in place, a set of institutions that work together

to enable a marketplace. It's a core challenge that social enterprises today face, and something Social Enterprise Toronto is interested in exploring.

So today, with this post that you're reading right now, we'd like to invite you to a conversation about social enterprise in the Greater Toronto Area. Where are we today? What's worked, what hasn't? Where do we go from here, and how do we get there?

This is not a call to rehash old debates. It's our call for an open dialogue, with blog posts being just one of the many ways we want to talk to you.

We're interested in learning from a fairly broad group of social enterprises, even though most SET members have a focus on providing employment and training. Has the movement lived up to its hopes and dreams in establishing social enterprises that achieve a social mission? How many successful enterprises do we have that truly support low-income and marginalized people, those who face the greatest barriers in our society?

There is history to honour here. Several Social Enterprise Toronto members have been using market-based mechanisms for decades (think of **A-Way Couriers**, established in 1987 by survivors of mental health challenges and sometimes referred to as the first social enterprise in Toronto). And they've evolved over the years, just as SET itself has (with its name change from Social Purpose Enterprise Network being only one example). We want to listen to those who've

“It's time to take a long hard look in the mirror and ask if social investment is working for those at its heart: charities and social enterprises.”

Melanie Mills, Big Society Capital

been around for a while...and we want to listen to those who are just joining us.

(Fun fact: the 2015 Social Enterprise Survey from CCEDNet notes that poverty-focused enterprises account for much of the growth since 2012.)

With your input, we want to voice a vision for the sector that can serve the needs of social enterprises in a cohesive manner.

If you're a social enterprise reading this, you're leading this conversation (through the SET Steering Committee). Expect to hear from us soon. Or feel free to reach out directly. If there's one thing we want to do over the next six months, it's amplifying your voices.

If you're interested in the sector – whether as supporter, funder, cheerleader – we'd love to hear your perspectives.

We want you to be a part of this conversation.

Remember, remember this Fifth of November. We're plotting our way to a better social enterprise sector. Fireworks await.

Vision

This section describes SET's vision for a healthy, vibrant social enterprise sector, using the example of a real social enterprise.



"Why build capacity if you aren't increasing opportunity, why increase opportunity if you aren't addressing investment, why grow the size of businesses if you aren't upskilling leaders?"

Gerry Higgins, Community Enterprise in Scotland

What can be gained from a healthy social enterprise sector?

Sarah worked in the financial industry for three years before she fell sick due to a debilitating illness. She had to take a break for two years, and came perilously close to homelessness when she tried to re-enter the job market. Then, through Ontario Works, she got a part-time job at Hope Social Enterprise (HSE), where she worked for six months and regained her confidence, valuable skills and a recent track record. Sarah got a new, permanent job with benefits after her stint at HSE and is stable after years of uncertainty.

HSE, a recycling business, was struggling to keep its lights on after a period of steadily declining sales. A new Executive Director came on, as well as a talented volunteer who was able to contribute over 20 hours a week. They realized that the business model was not working and that HSE had to refocus its service offering for any chance of being sustainable. One year and a successful pivot later, HSE has the highest revenues it has had in its history, and is growing its team to handle the increased demand.

HSE's long time funder had been watching HSE's progress and had considered withdrawing its support from what seemed to be a failing enterprise. They were not getting on a path to financial sustainability and didn't have a significant measurable social impact. HSE's turnaround has been tremendously heartening and the funder is back on board, as are newer partners.

HSE is connecting with a network of similar social enterprises to learn about marketing and promotional opportunities, and improve business operations. They're also connected to an intermediary that is helping them get corporate contracts that would bring in significant revenue. However, they're confused about who they should be dealing with - its hard to distinguish the support services provided by different organizations.

Recycling is not a fashionable policy topic. It's garbage. It's also one that many policymakers may feel is an issue of the past, since the regulations and systems have been in place for years. However, the regulations around electronic waste actually limit HSE's growth as a business.

Success is meaningful:

- Sarah is off social assistance.
- HSE is providing opportunities, diverting e-waste, and bridging the digital divide.
- Social investments are paying off; with the help of a supportive network.

The example described above is real (although names have been changed) and represents a stunning and rare turnaround. However, it also demonstrates that stability remains elusive even when a social enterprise can boast a strong team, clear business model, funder support and measurable social impact. Social entrepreneurship support needs to be vertically integrated: each level of support is necessary but insufficient.

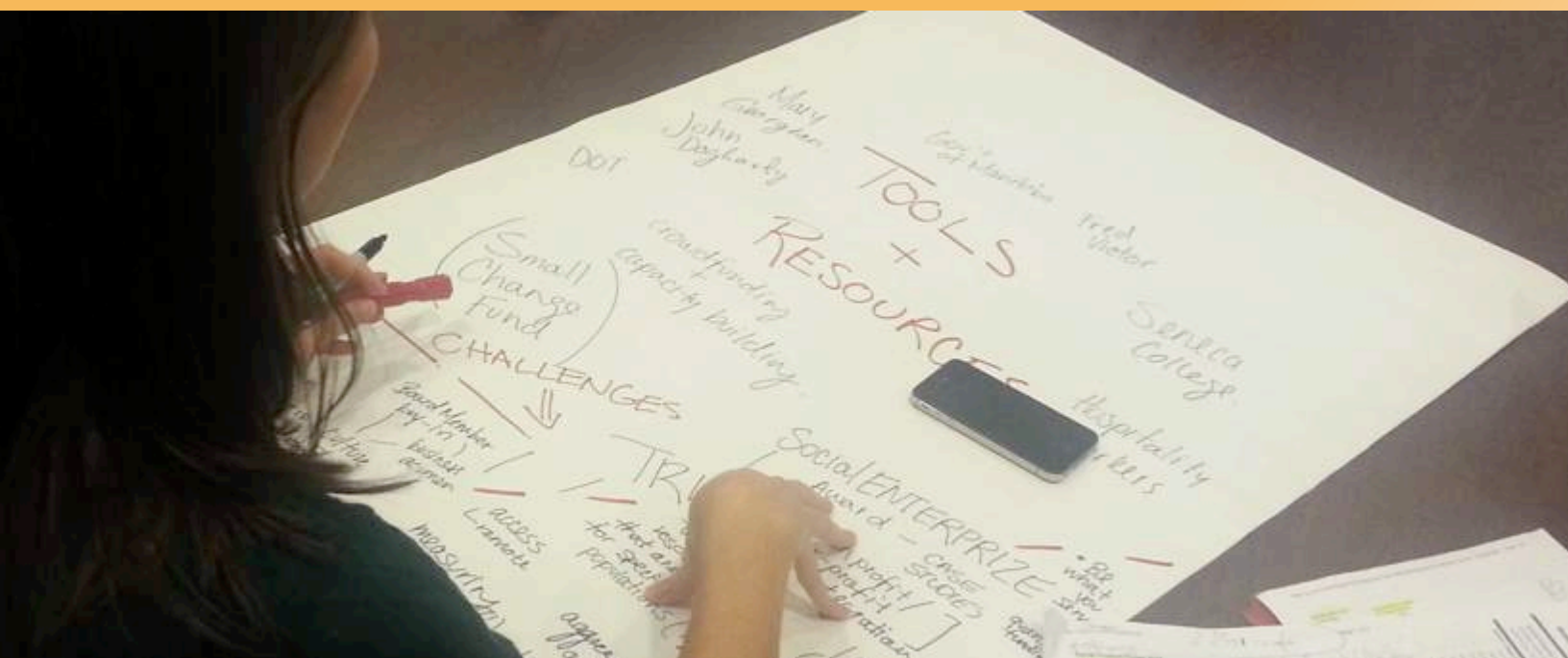
What is our vision for a healthy, vibrant social enterprise sector? One that addresses all facets of the real-life situation described above.

- > It places people at its core and makes a measurable impact on both entrepreneurship and employability for all.
- > It's well-integrated in a way that allows each actor to steadily progress, with appropriate funding and capacity-building support available through the business lifecycle
- > It sits in a robust social enterprise framework that has been co-created by communities and government, a framework that itself fits into a broader national agenda for inclusive economic development and prosperity.
- > It changes the way people think and talk about business and encourages socially responsible purchasing practices from individual and institution alike.

Landscape

This section describes the social enterprise ecosystem and dives into specific challenges faced by SEs. Ontario's SE sector is dynamic and making a significant contribution to the economy through sales and employment, but operates within a poorly connected ecosystem.

The sector faces many capacity challenges, particularly with regards to sales & marketing, human resource management, and access to capital, as well as a general aversion to risk. Despite these challenges, current activity around community benefits agreements and social procurement has the potential to increase the impact of the sector.



“As social entrepreneurs have known for decades, trying to run a viable business where the market fails is, by definition, a difficult trick to pull.”

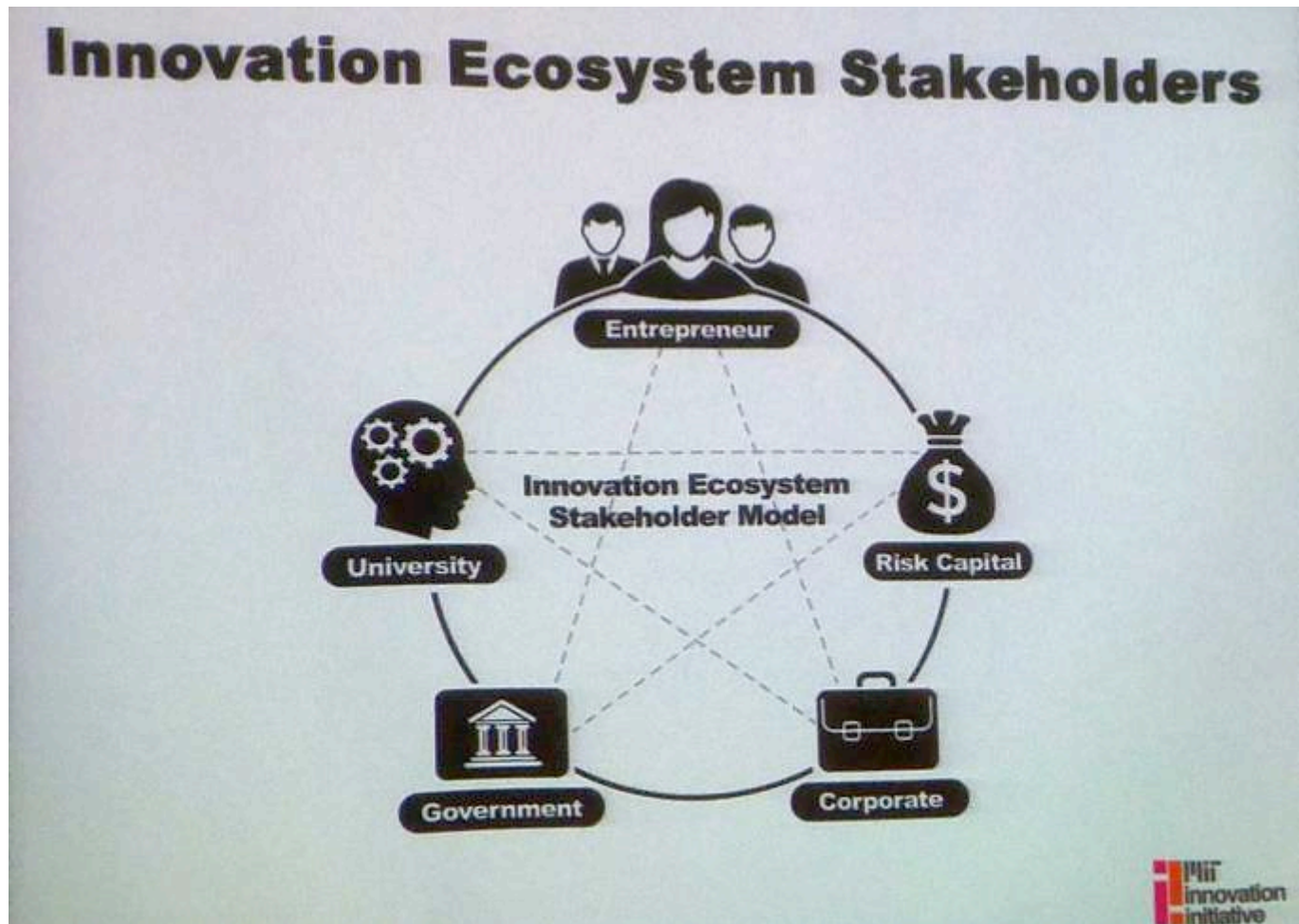
David Floyd, After the Gold Rush - The Report of the Alternative Commission on Social Investment

Reviewing The Ecosystem For Nonprofit Social Enterprise In Toronto (April 8, 2016)

One of the many excellent sessions at the Scaling Development Ventures conference held at MIT on April 1, 2016 was one on Scaling Innovation-Driven Ecosystems. While the session was focused on what they

call innovation-driven enterprises, the visual below is a good way of thinking about the social enterprise ecosystem as well.

The Greater Toronto Area is estimated to have well over a hundred nonprofit social enterprises, many of which are focused on creating employment and training opportunities for marginalized stakeholders.



They rely on funding from a handful of grantmakers and impact investors that cover a portion of their needs. Years into the growth of the impact investing industry, the supply of capital remains spotty across the board. For nonprofit social enterprises, which appeal to 'impact-first' investors and cannot promise the rates of return that for-profit social enterprises can, there are only a

few options. Instead these enterprises tend to be supported by grantmakers, who prioritize a social return. However, with the lack of a commonly accepted impact measurement framework and limited funding for impact measurement, this remains a challenge as well.

As a result these enterprises seek support from intermediaries, who are again a small group that provide consulting, advisory, training and capacity-building support in the areas of management, governance, and investment. The limited range of support that is available tends to be expensive and mismatched to the specific needs of nonprofit social enterprises.

For example, one of the major challenges identified by SET members is human resource management - balancing the need to consistently deliver a quality product or service with the need to be flexible when managing marginalized and under-trained workers. This would be tough enough for the most highly trained and well-paid managers, but for social enterprise managers who often lack formal management training and tend to be underpaid and overworked, it's doubly difficult.

As social enterprise has grown in the last few years, the government and other social funders have invested in capacity building efforts, but without aligning efforts and ensuring that their investments are truly complementary.

“There is a real feeling that the social investment community isn't listening to the people on the front line... There's a growing resentment... a feeling it's a lot of people in London with clever ideas who are talking to each other.”

Jonathan Jenkins, Social Investment Business

While a number of government agencies at all tiers of government are involved, there is no clear framework and 'fit' for social enterprise. SET members tend to receive funding from at least three different Ontario ministries, which have only recently been formally connected for social enterprise through the Social Enterprise Branch. A diverse and uncoordinated set of funding priorities has resulted in a fragmented sector.

This is reflected in educational institutions in Ontario, who are primarily publicly funded and are in an ideal position to provide high-quality research, incubator support, and a pool of talent. Social innovation and social entrepreneurship have been rising as areas of study in academic settings, and educational institutions are not sure how to deal with them - sometimes it is through the lens of business and entrepreneurship, sometimes through social work, and other times through citizenship and engagement.

Most of the actors in this social enterprise ecosystem know each other, both on an individual and institutional level. However, they tend to pursue differing agendas because they define social enterprise differently. As a member-led network, SET plays an important role in identifying and highlighting the various needs and encouraging collaboration.

While Toronto and Ontario have been acclaimed as hotbeds of social enterprise, rightfully so, much more work is needed to ensure that the different actors collaborate effectively and support enterprises to meaningfully address social and environmental challenges.



Elizabeth Mclsaac and Carrie Moody, Mowat NFP

Social Enterprise Ecosystems

Gerry Higgins, Community Enterprise in Scotland



Social Enterprises In Ontario: Opportunities Abound (November 10, 2015)

Ontario's social enterprise sector is dynamic and growing rapidly, as described in *Enterprising Change: Report of the 2015 Social Enterprise Survey for Ontario*.

597 social enterprises (SEs), both non-profit and for-profit, reported to a team of researchers creating significant economic and social impact across a diverse range of industries. The report finds a great deal of momentum, but also highlights challenges that are worth considering.

Creating jobs, contributing to Ontario's economy

Social enterprises in Ontario employed at least 12,000 people in 2014, more than half of which were full-time equivalents. They earned over \$380 million dollars of revenue through the sale of goods and services alone.

These are just cold, hard, numbers. But they don't even begin to capture the vibrancy of what these sales lead to, the importance of what this work means to so many people. The overwhelming majority of SE work in, and draw from, the local community. They engage with tens of thousands of volunteers and provide training and employment to people from marginalized backgrounds. Half of them have a focus on poverty. These organizations are doing work that matters.



Uncertainty amidst opportunity

Despite the increasing success of SEs across the province, challenges persist that need greater attention.

Access to capital remains a significant barrier to development, although the growth of the social finance ecosystem has clearly made a difference. Only a quarter of non-profit SEs receive loans (although this number has gone up by 150% since 2012, indicating greater risk tolerance from both SEs and impact investors). For-profit SEs are more able to use loans, with 68% of them reporting loans in 2014. Even more promisingly, most of these loans came from banks, credit unions and corporations, not private investors. This indicates greater institutional investment flowing into social enterprises.

Brand recognition and awareness is another area of concern – one that 40% of nonprofit SEs and 65% of for-profit SEs battle with. A common perception is that social enterprises have inferior products, but organizations lack the marketing muscle to change the image. The lack of a common understanding around social enterprise also poses challenges when it comes to recruiting skilled staff and accessing funding.

Finally, many SEs feel like they lack the human and technological resources with which to make things happen. When it comes to human resources, the challenge is not just finding high-quality workers but also finding funding to pay salaries and succession planning. As technology requirements change, SEs are increasingly concerned about having up-to-date infrastructure and information technology. Many SEs have highlighted the need for

more capacity building resources, such as online manuals and offline workshops.

Join us this Thursday at the Social Finance Forum at MaRS Discovery District as we discuss these challenges. In an interactive session led by and for social enterprises, we'll develop recommendations for enabling growth. We look forward to your insights!

Persistent Challenges For Social Enterprises: Takeaways From The Social Finance Forum (November 19, 2015)

At the Social Finance Forum last week at MaRS, we had the opportunity to bring together a number of social enterprises to reflect on *Enterprising Change* and talk about the challenges they face, as well as their strategies for addressing them. Here are some of the highlights from the session organized jointly by SET and CCEDnet.

Access to capital

Dan Kershaw, Executive Director of **Furniture Bank**, led a roundtable of social enterprises and impact investors that discussed the following topics:

- The pros and cons of incorporating as a nonprofit social enterprise – it really depends on the business model. Some organizations find it helpful to remain a nonprofit, while others find that the for-profit model opens up more doors.

- Despite years of field-building work by a number of organizations, we still can't take it for granted that enterprises and investors would understand each other – they're often 'speaking a different language'
- Social enterprises find that investors often have very traditional thinking. Non profit enterprises, in particular, have to keep telling the story to find non-traditional thinking

Investors have found that emerging social enterprises would benefit from greater financial expertise; for example, some enterprises don't know how to do valuations properly

Tools & resources

The last point on expertise was echoed on the second table, where Ellen Martin, Co-founder of **MySojo**, facilitated a large group of social enterprises and intermediaries that shared the following:

- Capacity remains an issue for social enterprises, especially if there is poor succession planning. Managers get promoted because of their strong

work with communities, but that doesn't necessarily mean they have strong governance, financial management or marketing skills.

- Professional development and credentialing for social enterprise managers would be helpful – a number of people would be interested in a six-week program that provided business management skills. There is a dearth of mentors and coaches for social entrepreneurs.
- While there are a number of resources available, such as the Social Entrepreneur's Playbook, they need to be more accessible and adapted as enterprises might use them in a wide range of contexts.
- Getting to know the jargon of social enterprise can be challenging – and when you've done so, ensuring that all the stakeholders are using 'shared language' is critical.

Sales & marketing

Robert Meinzer of **Options Mississauga** was leading the conversation around sales

and marketing, which took a slightly different tack.

- The social mission doesn't always play well in marketing – potential supporters, partners and investors sometimes think that you're bringing up the social mission to compensate for a poor business. So enterprises have to be careful when speaking about their work.
- At the same time, SEs are not always great at capturing their success and presenting it to the outside world. Past SET research has shown that few SEs have marketing staff, and up to 50% don't even have a marketing budget.
- An interesting takeaway was that SEs don't always understand their customers – and it is important to distinguish between the communities they serve (which for SET members often means the people they train and employ) and their customers.

There is a need to develop strong, relevant industry partnerships that can overcome entrenched thinking about social enterprise.

Nonprofit social enterprises are excluded from most entrepreneurship and business support programs offered by governments and intermediaries.

For example:

- Of the 22 programs offered through the Ontario Centres of Excellence (OCE), only one supports social enterprises: the Ontario Social Impact Voucher Pilot.
- Of the 151 government funding opportunities listed on the Canada Business Network, only eight explicitly include support for non-profits.

Growth comes from sales

The biggest priority for every social enterprise (SE) manager we have spoken to in the last six months is sales and business development. They're all thinking and operating like businesses, focused on creating quality products and services. However, due to a lack of resources and capacity, they face a real struggle getting to market.

Marketing, communications, and brand building are all areas where SEs should excel, yet remain a consistent challenge. Many of these SEs do not have a marketing budget or staff. Any staff time dedicated to marketing is typically untrained and sporadic, lacking specialized skills such as graphic design and email marketing. As a result, many SEs have major gaps in basic marketing infrastructure, such as an updated and functional website, clear communication templates, and an active social media presence.

Access to retail space is a challenge faced by low-income entrepreneurs across the board, and nonprofit social enterprises are no different. SEs selling products find it difficult to gain access to venues where they can reach large numbers of potential customers, and even when they do, they are not trained and set up to take advantage of these opportunities. For example, outdoor marketplaces hold real micro-retail potential, but SEs are not connected to the network of marketplaces, pop-up events and festivals. When they do set up stalls or booths, they generate public interest but not enough revenues to justify the investment.

Building a corporate sales pipeline, then, is the strategy that SEs hope to pursue. This covers both access to large procurement contracts as well as relationships with repeat purchasers. Many SEs lack the capacity for large contracts, and few have been able to build relationships that generate sales. This is the role that SET explored in its report on the Social Procurement Intermediary. The next section describes how this area has evolved over the years.

Impact measurement remains challenging for both sector and enterprise.

- While few social enterprises brought up the topic of impact measurement in conversations, most SEs identified a need for tools to measure social and environmental impact in the 2015 Social Enterprise Survey for Ontario conducted by the Canadian Community Economic Development Network.
- The lack of impact measurement capacity is reflected in the lack of data that could be used for marketing and fundraising purposes. In addition, the absence of social impact measurement standards makes it difficult to assess and compare the impact of different social enterprises.

A social procurement intermediary, revisited

Since 2013, a number of initiatives to support social procurement have launched. There is significant support from all levels of government; however, the bottom-up capacity and coordination is still lacking. A number of intermediaries are providing limited support, which is summarized below.

Federal government support: In November 2015, the Minister of Public Services and Procurement Mandate Letter called for modern procurement practices, including social procurement.

This has been followed by a private member's bill (Bill C-227) by MP Ahmed Hussen (York-South Weston) in February 2016, which will (if passed) amend the *Department of Public Works and Government Services Act* to add a clause on community benefits. As of this report's writing, the bill has been acknowledged by the Infrastructure Minister, Hon. Amarjeet Sohi, and underwent second reading in May 2016.

As the bill currently stands, however, it does not explicitly include social procurement as a community benefit. Stakeholders including CCEDNet are advocating for its inclusion.

Provincial government support: In June 2015, Ontario passed Bill 6 to enact the *Infrastructure for Jobs and Prosperity Act*, which provides a framework for public investment in infrastructure. A coalition of community stakeholders lobbied to include support for Community Benefits Agreements in the bill and is continuing to lobby to ensure that social procurement is included.

13. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities (including for apprentices, within the meaning of section 9), improvement of public space within the community, and any specific benefits identified by the community.

13. La planification et les investissements en matière d'infrastructure devraient promouvoir les avantages pour les collectivités, à savoir les avantages sociaux et économiques additionnels qui résultent de travaux d'infrastructure et qui sont destinés à améliorer le bien-être de la collectivité touchée, tels que la création, dans la collectivité, d'emplois et d'occasions de formation (y compris pour les apprentis au sens de l'article 9), l'aménagement d'espaces publics au sein de la collectivité et les avantages particuliers relevés par la collectivité.

In addition, the Social Enterprise Branch (under the Ministry of Economic Development, Employment and Infrastructure) completed consultations on its social enterprise strategy in December 2015, during which multiple stakeholders, including Social Enterprise Toronto, called for a provincial social procurement strategy.

Social Enterprise Branch is expected to release its social enterprise strategy in 2016, which will have important and widespread implications for the sector as a whole.

Municipal government support: In April 2016, the City of Toronto adopted the City of Toronto Social Procurement Program & Policy, which has two components: a supply chain diversity program and a workforce development program. The program facilitates diverse suppliers to bid on City contracts.

The supply chain diversity component mentions social purpose enterprises, defining their purpose as follows: *“to create social, environmental or cultural value and impact, and where more than 50% of the persons who are fulltime equivalent employees or are participating in, or have completed, transitional employment training, experience economic disadvantage.”*

For all contracts under \$50,000 in value, divisions will attempt to include at least one quotation from a diverse supplier, certified by a recognized supplier diversity certification organization. For all contracts over \$50,000 in value, suppliers will be encouraged to adopt a supplier diversity program in Tenders and Request for Quotations. Points may be awarded for such programs.

Social Purchasing Project

The **Social Purchasing Project** (SPP) was established in April 2014 by United Way Toronto, the Government of Canada, the Government of Ontario, and the City of Toronto. It was originally jointly managed by the Toronto Enterprise Fund and SET, and is now operating separately from SET and is trusted by United Way (which manages Toronto Enterprise Fund).

SPP aims to build the capacity and raise the profile of the social enterprise sector across the Greater Golden Horseshoe Area. It matches qualified social enterprises with government and corporations seeking to diversify their supply chains.

In the last two years, SPP has focused on supporting social enterprises that are interested in bidding on contracts, liaising with organizations such as the 2015 Pan/Parapan American Games held in Toronto and Crosslinx Transit Solutions (CTS), which is handling the construction of the Eglinton Crosstown LRT being built by Metrolinx. A number of social enterprises have received contracts with SPP’s involvement.

Two of the major initiatives SPP has worked on are:

1. Supporting the City of Toronto’s efforts to include social enterprises in the City’s supply chain diversity plan
2. Creating a capacity assessment tool to allow enterprises to assess procurement readiness

See Appendix 2 for a table describing the differences between SET and SPP.

Toronto Community Benefits Network (TCBN)

TCBN is a community, labour, agency and institution partnership formed to bring the Community Benefits Agreement model to Toronto. It is dealing with negotiating the community benefits agreement with Metrolinx/CTS which covers Apprenticeships, Professional-Administrative-Technical jobs, Social Enterprise, Neighbourhood/Environmental improvements, and Clear Commitments/Accountability.

SET is an active member of the TCBN's Social Enterprise Working group, which is chaired by a SET member. Social procurement is a key strategy for the growth and stability of employment focused social enterprises and SET is committed to ensuring that social enterprise is integrated into CBAs as they begin to be developed in the city, the province and nationally.

Buy Social Canada

The Buy Social program, which originated in the UK, has been created to encourage social value purchasing across the community, private and public sectors, and to provide an external social enterprise certification program. Social enterprises (including all qualifying SET members) are certified on the basis of purpose, revenue source, incorporation, profit distribution and operating principles. The Buy Social program also certifies purchasers.

In 2015, SET became the official certifying agent for Buy Social Canada in the Greater Toronto Area. In addition to being a tool for building the social enterprise brand, SET also sees Buy Social as a way to support the growth and mobilization of the sector.

The social enterprise identity crisis

Is a social enterprise a business or a charity? Does it exist to do good or make money?

These are old questions that some may feel have been answered, yet continue to reverberate through the halls of nonprofits that have always been suspicious of profit. Several of the social enterprise (SE) managers we spoke to over the last few months expressed that they were held back at their parent organizations because of a differing understanding of 'social enterprise'.

SET members generally have the following reasons for running a social enterprise:

- To create employment
- To generate revenue
- To fulfill their mission

Of these three, the last one tends to be the most compelling and powerful; SEs succeed best when employment and revenue generation are the means, not the ends.

Furniture Bank embodies this concept. They provide free furniture to deserving clients referred through the social service system, collecting it from donors around the city. Their revenues come from pickup fees. These fees are not just for revenue or employment, they are part of a stable business model that enables Furniture Bank to deliver on their mission.

When SEs are clear about their rationale for doing business, and have aligned support with key decision makers, they unlock three critical advantages that allow them to succeed, and can:

- **Build a customer-focused storytelling culture** that encourages each member of the team to be a brand ambassador. When the why is clear, it's easier to motivate team members and transmit that excitement to external stakeholders.
- **Focus on operational excellence**, identify key performance metrics and root out inefficiencies that may be limiting their growth. If the SE is a 'nice-to-have', it can be dangerously acceptable for management to let it coast.
- **Take more risks**, such as considering non-traditional financing options. A recurring theme in conversations with impact investors has been that SEs are too wary of taking on loans because they don't have the confidence that they can repay them. In the past, nonprofits have avoided making investments that could have grown business capacity, because the growth of the SE is not seen as mission-critical.

These advantages can help enterprises scale more effectively. Too few social enterprises in the GTA have reached a scale where their revenues are enough to sustain their business. This is partly due to the challenges identified above, but also because some of the enterprises don't want to grow. They're satisfied with operating at a small scale and don't push themselves as hard as they can.

This may be because, as conversations have revealed, sometimes nonprofits don't want to be social enterprises at all. They feel pushed into adopting the model by funders and other stakeholders, but don't feel like their organization is well suited to run a business. This is an important factor for stakeholders and partners to consider and set reasonable expectations.

What's clear is that it is vital for SEs and their entire teams to understand why they are running a business, what the potential is, and what achieving this potential entails.

“Goodwill and a 'non profit' tagline will only get you so far. Much like any SME, our enterprises are resource intensive and risky. The competitive landscape does not stand still. A non profit model will bring with it limitations and make it hard to reward managers, invest in marketing and drive local sales.”
Big Society Capital

Roadmap

This section describes additional issues that need to be addressed for the sector to realize its potential, such as the absence of communities and the fragmented nature of relationships in and between the social enterprise and social service sectors.

It ends with a brief description of Social Enterprise Toronto's current priorities, based on this report's findings.



*"...transformation of this ecosystem is needed on three dimensions: from constrained to enabled; from siloed and fragmented to collaborative and networked and, from unknown to recognized."
Elizabeth Mclsaac and Carrie Moody, Mowat NFP, *The Social Enterprise Opportunity for Ontario**

My One Wish For Social Enterprise In 2016 (January 7, 2016)

Here's my one wish for social enterprise in 2016: that community is at its heart.

What this means is that all of the work done by and for social enterprises should be centred around "the aspirations and assets of a community", as a SET member so wonderfully put to me recently.

It may seem like an unnecessary wish – aren't social and environmental goals at the heart of social enterprise work anyway? Isn't this work all about improving the lives of people today and tomorrow?

In theory, yes. But only rarely in practice, when we look at the daily reality of much of the work that falls under 'social enterprise'. Most conversations around social entrepreneurship and social innovation are conducted without any sign of people who really face the challenges we seek to address. To a lesser extent this is true of social entrepreneurs as well, particularly those who choose to focus on social return over financial profit.

There are many reasons for this exclusion, but one in particular is worth mentioning. That is the lack of definition around what we mean by social enterprise. This has been hotly debated and has been helpful in growing the field – but lack of clarity hurts both enterprises and investors when making key decisions. A nonprofit board member and potential impact investor both see risk in fuzziness, and as a result promising ideas

die because of lack of support and funding (often a cyclical relationship).

This trend has also led to a patchwork quilt of social enterprise support initiatives that is bewildering for even experienced professionals to navigate – all too frequently, people don't know who to turn to for advice, funding and other support. (Poor collaboration is a different, although equally pressing, topic altogether.) The marketplace has steadily evolved in sophistication, with social enterprises and intermediaries addressing (almost) all kinds of needs and at every level. But how many industry associations can we point to?

Who speaks *for* social enterprise?
Who speaks *to* social enterprises?
Who speaks to the people who are supposedly benefiting?

We already know social enterprises can and often are already fighting poverty, providing decent work, fostering dignity. Arguably, inclusive prosperity is not just a local but also global challenge and we can make real links between marginalization and widespread dissatisfaction.

"Social enterprise" is not and should never be thought of as a silver bullet, but it holds the promise to make a real difference. That promise is let down when we think social enterprise is just about revenue generation, and also when we make our conversations so inaccessible that they are closed to all but a rarefied segment.

So here's my one wish for 2016: let's make our work about the lived experiences of those we seek to support.

Social Enterprises Act As Trampolines, Not Just Safety Nets (January 13, 2016)

Remember what you can't see: 1 in 3 children in Toronto are below the poverty line.

That means that if you're in grade 2 and look left and right, one of you is suffering from poverty and food insecurity. It's part of the shameful reality that we don't recognize for most of the year – which also includes issues like Toronto's affordable housing waitlist and abysmal access to child care.

This week is a little different because Toronto's 2016 budget hearings are underway, and so there is an opportunity for citizens to urge City Council to meaningfully invest in the issues they hold dear. This ongoing budget process is a good opportunity to look at how social enterprises connect to social services and can make a real difference.

Social services in Toronto play a critical role but remain deeply underfunded and the fraying safety net has been struggling to meet community needs for a long time. The level of need has grown even as resources grow scarce – all levels of government face budgetary challenges. We have to confront the reality that a safety net is not enough. Helping people survive poverty shocks and other challenges provides temporary stability but not the source of income that is needed for real security.

We recommend that the Province develop a strategy for supporting and enhancing alternative forms of employment for social assistance recipients, such as self-employment, social purpose enterprises, and peer-led employment and training programs.

*Frances Lankin and Munir Sheikh,
Commission for the Review of Social Assistance in Ontario.*

Jobs and training provide the mechanism through which people can get back on their feet. They reduce reliance on publicly funded welfare and build community wealth. This is why access to employment and decent work are such critical issues. It's why all politicians in Canada talk about creating jobs.

Social enterprises link the poverty reduction agenda to the job creation agenda.

Social Enterprise Toronto members like **Hawthorne Toronto**, run by the Hospitality Workers Training Centre, provide training and employment that build real resilience in communities. They take advantage of the market – in this case, by providing delicious local food – and help governments consider alternative funding options. The **Inspirations Studio** and **Spun Studio** sell beautiful handcrafted pottery and clothing produced by marginalized, homeless and low-income women. **A-Way Couriers** provides meaningful employment for survivors of mental health challenges.

These social enterprises are providing a trampoline – not just a safety net. They’re helping people bounce up and share the growing prosperity in Toronto through providing an income. This is why it’s so important to link social services and social enterprises – funders can realize multiplier effects through doing so.

A safety net is not enough. Community resilience is like a trampoline – that’s what’s needed so that all children in Toronto enjoy regular access to food, shelter, and opportunity.

Notes:

1. The first line is from Jane Mercer of the Toronto Coalition for Better Childcare,

and the metaphor of community resilience as a trampoline is from Sarah Schulman of In With Forward (via Adriana Beemans of the Metcalf Foundation).

2. If you’re interested in a humorous conversation about welfare and charity, you might enjoy this talk from Slavoj Zizek at the RSA a few years ago: [First As Tragedy, Then As Farce](#).
3. While there are a number of initiatives addressing unemployment, we especially love the work of [Social Capital Partners](#), which works on addresses Canada’s employment challenges by harnessing social finance and social enterprise.

A Community Fragmented (February 16, 2016)

A few months ago when I began speaking to nonprofit social enterprises, it became apparent they felt disconnected from the broader social enterprise sector.

A few days ago when I spoke to an impact investor, it became apparent they felt disconnected from the broader social enterprise sector.

What is the social enterprise sector? Who’s a part of it, and who isn’t? Why is this something we’re still not sure of?

This uncertainty is astonishing, but not entirely surprising. It echoes another of the challenges that Social Enterprise Toronto members have mentioned – confusion about who the different sector stakeholders

are. While there are many stakeholders in the world of social enterprise, it’s not always clear how they fit together and what their

“Somehow we’ve spent more time talking about social enterprise and gotten even more confused than ever before.”

Andrew Holeton, Community Social Planning Council

roles are.

For a social enterprise manager who is struggling to deliver a high quality product while managing employees and trying to reach new customers, it can seem like a lost cause.

This fragmentation is neither new nor hidden – it’s a topic that has come up in both public and private conversations for years. There have been several attempts to

address it, too – most significantly, in the form of funders rewarding collaboration. However, there are still too many gaps between different actors.

Social Enterprise Toronto is trying to bridge these gaps by building partnerships, whether in the social services sector (the topic of our last blog post) or in the social enterprise sector. We recently had a great conversation with the School for Social Entrepreneurs – Ontario, which runs learning programs and helps develop leaders in social enterprise.

You would think we are already work together. You would be wrong.

There is rich irony that there is precious little community to be found amongst organizations that work for the community. And it applies across the board if actors from both the non-profit and for-profit sides of the aisle are feeling disconnected. Let’s look to the future and think about how we can get to a community un-fragmented.

The first step? Building relationships and making connections.

One sector, many faces

One of the reasons for the fragmentation discussed above is the incredible diversity of the work undertaken by social enterprises. Here’s just one breakdown of these SEs that categorizes them based on industry and target population.

	Food services	Couriers	Printing	Arts & Crafts	Recycling
Homelessness					
Youth violence					
Mental health					

Of course, there are other factors, such as size, age, location, capacity, and more.

These SEs benefit from being part of a network in different ways and so push SET to pursue different directions. Some members love meeting other SEs and sharing stories, while others are interested in professional development and capacity building support. Some members welcome a general session on financial management for start-up social enterprises, while others will only be interested in a specific session on how to raise capital for infrastructure.

Social Enterprise Toronto’s role is not to directly provide the different supports that enterprises require over their life cycle. What it can do is help match the needs of its members with services that are already offered by other actors in the nonprofit and social enterprise sector. It can help bring the voices and experiences of communities to light by speaking to the people who are supposed to benefit from social enterprise, and sharing their stories.

“Most social investment requires subsidy, and subsidy should not be a dirty word.”

*Nick O’Donohoe, CEO, Big Society Capital
Lessons Learned from Establishing the World’s First Social Investment Bank, Impact Investing Policy Collaborative (August 20, 2013)*

“Profit shouldn't be a dirty word. It should be used with purpose. You can do amazing things with profit.”

*Juliet Cornford, Global Social Enterprise Advisor, British Council
Social Enterprise Toronto Conference 2016: Communities Driving Social Enterprise (March 10, 2016)*

Social Enterprise Toronto and the Future

Priorities & Next Steps

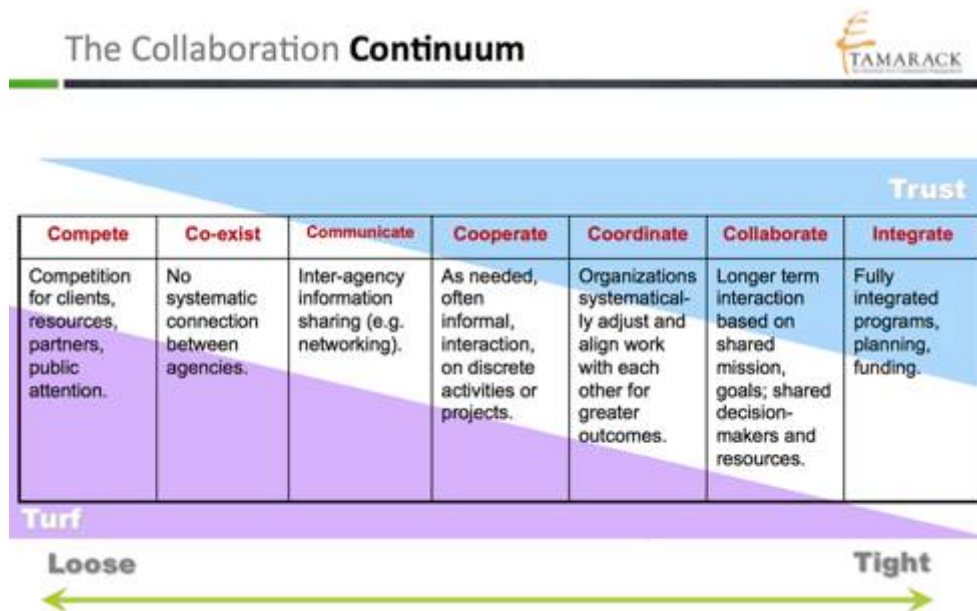
Network Engagement

A well-functioning, robust network is an essential precursor for any shared activities. Due to a period of inactivity and staff transitions in 2015, SET invested significant time in rebuilding the social enterprise network. As we build trust with and among network members, we will identify shared challenges and work together more effectively.

The importance of a social enterprise network has been recognized across the province, with the recent creation of other similar networks such as Social Enterprise Northern Ontario (SENO) Social Enterprise Network of Central Ontario (SENCO) and Soцент7. SET’s partnership with CCEDNET facilitates sharing SET’s lessons with these emerging networks.

In 2016, SET intends to:

- Continue engaging with and supporting social enterprises in the GTA. SET will organize quarterly member meetings and publish regular newsletters that will circulate opportunities, connections and other valuable information to its members.
- Facilitate clear and relevant partnerships between social enterprises and social service organizations; for example, connect mental health support workers to enterprises that employ people who may need counselling support.
- Elevate the voices of participants and share the impact of social enterprises through launching a podcast of participant stories.



The Tamarack Collaboration Continuum is a useful tool to assess the level of engagement among members and ask them to reflect on how they wish to work together.

Capacity Building

SET exists to support the growth of its members, and will focus on these initiatives in 2016:

- Provide greater access to mainstream business resources for social enterprises
 - Organize professional development workshops with relevant experts
- Provide greater access to marketplaces for social enterprises
 - Organize a series of Social Enterprise Pop-up Marketplaces
 - Leverage Buy Social as a tool for increasing awareness of SE
 - Work with the Social Purchasing Project to support greater procurement opportunities for SET members

Policy Advocacy & Co-creation

SET members stand out amongst SE practitioners for their focus on community outcomes, and understand the importance of proactive policy engagement. SET will support this engagement in the following ways in 2016:

- Support the development of social procurement policies at all levels
- Encourage all levels of government to provide greater support to SEs after recognizing the role of SEs in poverty reduction
- Develop more research to make the case for supporting SEs. By comparison, Glasgow Social Enterprise Network (GSEN) is data rich and provides a good example of how accurate and current data can be utilized for advocacy.
 - Engage with current federal government interest in researching the impact of Workforce Integration Social Enterprises (WISEs).

Appendix 1: Key Takeaways from SET Conference 2016

Learning Enrichment Foundation, Toronto, March 10, 2016



<p>Opening Plenary: A network for a strong social enterprise sector</p>	<p>Themes that emerged:</p> <ul style="list-style-type: none"> • Social enterprise has to be tackling a social problem, but it has to be sustainable; it's about creating a profit with purpose. • Government has an important role as a funder and investor (getting private investors interested), as a purchaser, as a convener (fostering collaboration), and as a champion (to be working across government to celebrate SE as a tool). • What makes strong social enterprise sector? People & mission at core, sustainable model, social capital and vertical leadership. • We need to strengthen the ecosystem, which involves peer support. • One of the key features of a strong eco-system is "co-production"; raising voice in government circles, sitting down early with government, so policy is co-produced. • Government can understand how to allocate resources in the best way, but those on the ground, with lived experiences, have to be the ones to implement. We need to build that dialogue and that trust within the sector. • Canada has all the right elements in place for everyone to thrive. • Let's not be afraid of failure – we have to embrace it!
<p>Closing Plenary: Social enterprise and poverty reduction</p>	<ul style="list-style-type: none"> • Social enterprise is a verb, not a noun. • Don't forget why we do what we do to create a fair society. • The return on investment in SE is in the opportunity to do it differently • What are the silos that we are in? How can we break out of these? • It's important to make sure SEs are providing the services which anchor institutions need to procure.
<p>Participants identified these challenges</p>	<p>Our first interactive session asked attendees to reflect upon the greatest challenges facing the sector; responses are listed in order of repetition frequency:</p> <ul style="list-style-type: none"> • Lack of awareness and public knowledge of the SE sector (23) • Weak funding support - lack of understanding from SE leaders (18) • Difficult to retain staff; few funding subsidies and career development opportunities (15) • Weak linkages and lack of communication in SE sector (15) • Poor education about SE issues within the sector (7) • Confusing language & lack of a common definition of the purposes of SE (7)
<p>Participants set these goals</p>	<p>Our second interactive session asked attendees to identify big goals for the sector:</p> <ul style="list-style-type: none"> • Creating greater awareness, having a larger stage for SEs (32) • Collaboration & partnerships among other SEs, nonprofits & government (21) • Capacity building – publicly available, well organized, free resources (11) • Social procurement strategy for the public sector (7)

	<ul style="list-style-type: none"> • Clear government strategy on SE (7) • Flexible funding supports (5)
<p>Participants promised to take these actions</p>	<p>Our third interactive session asked attendees to share their next steps:</p> <ul style="list-style-type: none"> • Supporting and promoting the network of SEs (8) • Build organization/sector capacity through data collection and shared data (4) • Establish leadership through intergenerational collaboration, mentor young professionals and involve them more organizational decisions (4) • Gain more knowledge on SEs and explore internal SE opportunities (4) • Leverage more funding to build SET and sector wide networks (3) • Share knowledge about SEs by organizing training & educational events (2) • Take action and implement a social procurement mandate (2)
<p>Conference Feedback</p>	<p>The SET conference and bus tour attracted over 130 attendees, with nearly half coming from social enterprises. Over 40 of them provided the following feedback via a survey:</p> <ul style="list-style-type: none"> • 100% of respondents said they would follow up with new connections after the conference, with 36% planning to partner on a new project • The conference helped respondents in the following ways (ranked in order): <ul style="list-style-type: none"> • Sharing experiences and lessons • Discovering new opportunities • Learning about social enterprises • Professional development • Networking



Appendix 2: Social Enterprise Toronto & the Social Purchasing Project: Describing the Roles

This table describes the different roles played by Social Enterprise Toronto and the Social Purchasing Project. The two organizations continue to work together.

	Social Purchasing Project	Social Enterprise Toronto
Target community	Nonprofit or for-profit social enterprises that create employment for marginalized people	SET members: Nonprofit social enterprises that create employment and training opportunities for marginalized people in the GTA
Roles	<ul style="list-style-type: none"> • Liaising with purchasers (e.g. Metrolinx) • Sourcing procurement opportunities • Engaging policy community (e.g. diverse supplier certification). 	<ul style="list-style-type: none"> • Member engagement • Direct member support • Raising awareness and engaging stakeholders
Supplier Accreditation	Diverse supplier certification for government & corporations	BuySocial supplier certification
Matching & Connecting		Online membership directory that lists products & services available
Consortia Building	Supports SEs to form consortia to bid on larger contracts.	Membership development
Capacity Building & Technical Expertise	Capacity Building Assessment Tool and workshops for SEs to learn how to bid on tenders	Connecting members to and organizing professional development sessions
Advocacy & Awareness	Supporting City of Toronto Social Procurement Program & advocating with the Province of Ontario and municipalities	Engaging with multiple levels of policy process to advocate for greater support of social enterprises
Tracking Impact	Sharing findings with TCBN	Sharing work with SET members & public

Appendix 3: List of social enterprises & stakeholders consulted

Alexandra Djukic	Social Purchasing Project
Alexis Kane Speer	The PATCH Project
Allan Day	Allan Day & Associates
Allyson Hewitt	MaRS Discovery District
Andy Francis	Beyond Donations
Carla Langhorst	Social Innovation Challenge
Cindy Roemer	Brands for Canada
Constance Boakye	North York Women’s Centre
Dan Kershaw	Furniture Bank
Elizabeth McKenna	Glasgow Social Enterprise Network
Erica Thomson	LOFT Kitchen
Gabe Sawhney	Civic Tech Toronto
Gavin Shepard	The Remix Project
Gerry Higgins	Community Enterprise in Scotland
Haris Blentic	Dixon Hall
Heather Crosbie	VentureLab
Heather Simpson	Alternativa Savings
Heidi Pyper	Foodshare Toronto
Jon Harstone	Social Purchasing Project
Joyce Brown	Working for Change
Joyce Sou	B Lab Canada
Koel Ganguli	Scadding Court Community Centre
Larry Berglund	Social procurement expert
Maggie Griffin	Parkdale Green Thumb
Marc Soberano	Building Up
Marjorie Brans	School for Social Entrepreneurs-Ontario
Mia Hunt	University of Toronto
Michael Bolé	Free Geek Toronto
Michael Toye	Canadian CED Network
Noah Kravitz	Furniture Bank
Nuzhath Leedham	Riverdale Hub
Patricia O’Connell	Sistering
Philip Yan	GenesisXD
Shannon Cumming	Free Geek Toronto
Sunder Singh	Rivint Interpretation & Translation Services
Susan Henry	Alternativa Savings
Theresa Morin	Inspirations Studio
Warren Hawke	Out of This World Café

Appendix 4: Suggested reading material

Enterprising Change: Report of the 2015 Social Enterprise Survey for Ontario, November 2015
Paul Chamberlain, Kelly Gillis, Taralyn Prindiville, Olivia Bechard, Muska Ulhaq, Peter R Elson,
Peter V Hall

The Canadian Community Economic Development Network, MaRS Centre for Impact
Investing, Simon Fraser University, Mount Royal University

*Success Themes in Supportive Employment: How Social Enterprise Connects People with Jobs
& Jobs with People*, June 2014

Kristi Fairholm Mader, Ryan Turnbull
Enterprising Non-Profits

*Work Integration Social Enterprises (WISEs): Their Potential Contribution to Labour Market (Re-)
Integration of At Risk Populations*, May 2014

Pauline O'Connor, Agnes Meinhard
Centre for Voluntary Sector Studies, Ted Rogers School of Management, Ryerson University

*The Aspiring Workforce: Employment and Income for People with Serious Mental Health
Illness*, September 2013

Mental Health Commission of Canada

Evaluation Report for the Toronto Enterprise Fund, December 2014

Alexis Kane Speer
Toronto Enterprise Fund

After the Gold Rush: Report of the Alternative Commission on Social Investment, March 2015

David Floyd, Dan Gregory, Nikki Wilson
The Alternative Commission on Social Investment

Impact to Last: Lessons from the Front Lines of Social Enterprise, December 2015

Ben Thornley, Jacquelyn Anderson, Lauren Dixon
REDF, December 2015

Mobilizing Private Capital for Public Good: Priorities for Canada, September 2014

Sarah Doyle, Tania Carnegie
MaRS Centre for Impact Investing

The Social Enterprise Opportunity for Ontario, June 2013

Elizabeth McIsaac, Carrie Moody
Mowat Centre

Ontario's Social Enterprise Progress Report 2015, April 2015
Government of Ontario

Impact - A Social Enterprise Strategy for Ontario, September 2013
Government of Ontario

A Policy Blueprint for Strengthening Social Enterprise in the Province of Ontario, September 2014
Ontario Nonprofit Network

Brighter Prospects: Transforming Social Assistance in Ontario, October 2012
Frances Lankin, Munir A. Sheikh
Commission for the Review of Social Assistance in Ontario

TO Prosperity: Toronto Poverty Reduction Strategy, October 2015
City of Toronto

Realizing Our Potential: Ontario's Poverty Reduction Strategy 2014-2019, August 2014
Government of Ontario

The Social Procurement Intermediary: The State of the Art and its Development within the GTHA, January 2015
Cameron Revington, Robyn Hoogendam and Andrew Holeyton
Social Enterprise Toronto & Learning Enrichment Foundation

City of Toronto Social Procurement Program, April 2016
City of Toronto (Staff Report)

Bill 6: An Act to enact the Infrastructure for Jobs and Prosperity Act, 2015, June 2015
41st Legislature, Ontario

Community Benefits Agreements, August 2015
Andrew Galley
Mowat Centre, Atkinson Foundation
Social enterprise in the UK: Developing a thriving social enterprise sector, December 2015
Mark Richardson
British Council

Scotland's Vision for Social Enterprise 2025: Moving Social Enterprise in from the Margins to the Mainstream, January 2015
CEIS, Community Enterprise, Firstport, HISEZ, InspirAlba, Senscot, Social Enterprise Academy, Social Enterprise Scotland, Social Firms Scotland

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