



Social Enterprise Program

Social Enterprise: A Snapshot of Ontario Resources

June 20, 2014

This report contains the following information:

- Social enterprise training providers in Ontario;
- Current social enterprise activities/movements in the province;
- Links to lists of active social enterprises in the province.



United Way
Sudbury and
Nipissing Districts

Ontario
Trillium
Foundation



Fondation
Trillium
de l'Ontario



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Social Enterprise Research Report

Introduction

This report contains the following information:

- Social enterprise training providers;
- Current social enterprise activities/movements;
- Links to lists of active social enterprises.

Ontario is a leader in social enterprise. According to *Inspiring Innovation: The Size, Scope and Socioeconomic Impact of Nonprofit Social Enterprise in Ontario*, published by the Canadian Community Economic Development Network, Simon Fraser University, and the Institute for Nonprofit Studies, Mount Royal University in 2012, most of Ontario's social enterprises are well-established and growing in number. For this reason, it is imperative that organizations interested in starting a social enterprise, or who are looking to grow their social enterprise, have access to support networks, trainings opportunities, financial assistance, and more.

This research report is a snapshot of who is doing what in the community of Greater Sudbury and in the province of Ontario. It is a collection of local and provincial supports that are currently available to any non-profit organization interested in exploring social enterprise. The research report is provided in both official languages and is available on the United Way Sudbury and Nipissing Districts website as a PDF, available for download by interested organizations.

This research report is organized by social enterprise training providers and resources. Each section will begin with an overview of the organization and will provide corresponding training opportunities, activities/movements, and/or links to lists of social enterprises in its geographical surroundings. It is the intention of United Way to provide organizations interested in social enterprise a 'one-stop' document that will provide a clear outline of existing resources and supports available in Ontario. The goal of United Way's Social Enterprise Program is to provide training and support to non-profit organizations using for-profits methods to support, enhance and/or achieve their non-profit objectives through social enterprise.

Social Enterprise Training Providers and Resources

United Way Sudbury and Nipissing Districts – Social Enterprise Program

www.unitedwaysudbury.com

705-560-3330

United Way Sudbury and Nipissing Districts' Social Enterprise Program, in partnership with the Sudbury Chamber of Commerce, has been active since 2011. With the support of its Advisory

Committee and funding from the Ontario Trillium Foundation, an agency of the Government of Ontario, the Social Enterprise Program was formed and the following social enterprise definition was developed:

“Social enterprises are businesses owned by nonprofit organizations selling goods or services in the marketplace for: 1) generating income that is reinvested into the mission of the nonprofit, and/or 2) creating a social, environmental, cultural, and/or economic value.”

Using this definition, staff and volunteers have organized a number of community awareness events as well as free training opportunities and resources for local non-profit organizations. United Way continues to offer these opportunities on an as-needed basis. These training opportunities and resources are as follows:

Board of Director presentations

- Short presentations made by United Way volunteers at Board of Directors meetings
- Includes an intro to social enterprise, forms of social enterprise, local case studies, question/answer opportunities and a social enterprise toolkit

Contact and resource lists

- List of local social enterprise resources and support opportunities
- List of available Internet resources

Contact and connector resources

- Opportunity to participate in Laurentian University Social Enterprise student projects
- Resource flowchart and development path documents provided

Idea-generation facilitation sessions

- Facilitated session organized between United Way volunteers and Board of Directors
- Opportunity for organizations to brainstorm possible social enterprise ideas

Community information and discussion events

- Two sessions with over 60 attendees held in the past
- Learning and networking opportunity for community

Social Enterprise Roundtable

- Roundtable hosted in partnership with reThink Green, a network that meets bi-annually
- Local social enterprises work together to discuss challenges and develop joint solutions (i.e. shared marketing platforms, inclusive procurement policy development, etc.)

Additional United Way training opportunities

- United Way also provides governance and management training for volunteers and staff of the non-profit sector

Note: reThink Green was created to promote environmental action, policy and networking in the Greater Sudbury area, and includes a network of 13 environmental organizations. It has been an integral partner in developing the Social Enterprise Roundtable with United Way.

reThink Green has much experience in the realm of social enterprise; in the past reThink Green has run an Electronics Recycling Service, reThink Homes, reThink Events and its newest venture (which opened its doors in January, 2014) The Forge. The Forge is a co-working space where socially-minded organizations can rent office space at affordable prices as a social enterprise. For more information, please visit their website at <http://rethinkgreen.ca>.

Shared space is a key trend in the Greater Sudbury area. At this time, United Way is also an active member in a potential shared space. United Way is one of 8 partners in Shared Space Sudbury, a group of human service organizations in the Greater Sudbury area interested in sharing a space. A shared space concept is a design concept aimed at integrating the use of space and removing segregation in the delivery of services. It helps to improve the capacity of agencies to deliver effective and efficient services by increasing visibility, lowering overhead costs, promoting creativity, and leveraging assets. Currently, Shared Space Sudbury has completed design studies and costing models with each partner and is now in the process of finding a space.

The City of Greater Sudbury has a long history of successful social enterprise development including Home of Our Own Catering (<http://www.homeofourowncatering.com/>), Northern Initiative for Social Action (<http://www.nisa.on.ca/>), Sudbury Developmental Services (<http://www.cgsds.ca/>) and more. For a full list of Sudbury's social enterprises and shared spaces, or for more information regarding these opportunities and resources, please visit the United Way website.

The Ontario Nonprofit Network

www.theonn.ca

416-642-5786

The Ontario Nonprofit Network's (ONN) mandate is to communicate, coordinate, and collaborate with nonprofit organizations working for the public benefit in Ontario. Organized in 2007, ONN is the convening network for the 59,000 nonprofit organizations across Ontario. Its goal is to engage, advocate and lead with- and for- non-profit and charitable organizations that work for the public benefit in Ontario. One area of focus is social enterprise. ONN hosts two social enterprise constellations; the Rural Social Enterprise Constellation and the Ontario Social Economy Roundtable Constellation.

Rural Social Enterprise Constellation (RSEC)

RSEC offers social enterprise webinars and seminars regarding rural social enterprise issues. Its goal is to build social enterprise regionally to impact provincial strategy. RSEC's four focus regions are: Huron Perth, Peterborough-Durham-Kawarthas, Thunder Bay Area and Greater Simcoe County.

RSEC's four-part webinar series includes:

- Intro to Social Enterprise and Earned Revenue Strategies

- Business Idea Exploration for Nonprofits
- Social Enterprise Feasibility
- Growing your Social Enterprise

RSEC just recently organized a Rural Social Enterprise Practitioners' Institute event on June 17 and 18 at Lady Eaton College in Peterborough. This two day learning process was geared to current and emerging social enterprise development practitioners, primarily consultants, working with nonprofits and social businesses. The focus of this session was on social enterprise in the context of local and community based economic development, as well as the similarities and differences in consulting with nonprofits seeking to earn revenue as compared to private sector businesses.

Ontario Social Economy Roundtable (OSER)

OSER hosts a community-driven website, SEOntario.org, aimed at strengthening Ontario's economy through social enterprise. SEOntario.org is a community-driven showcase of social enterprise and the social economy in Ontario. With a platform created by a collaboration of regional, provincial and national nonprofit organizations, SEOntario.org demonstrates the geographic scope and community impact of social enterprise across the province.

With a showcase of examples of social enterprise work and a geo-mapped searchable database to explore various types of social enterprise in different regions, this website connects to a wide range of resources, marketplaces and events, and provides regional, francophone and co-operative supports. Over the next 6 months the database will grow to include individual social entrepreneurs and social enterprise development organizations and consultants.

SEOntario.org also offers a comprehensive social enterprise finance list entitled *Pistes de financement pour les entreprises sociales, coopératives et privées en Ontario 2014*. Also of note, the website offers the Community Economic Development Network's report *Inspiring Innovation: The Size, Scope and Socio-economic Impact of Nonprofit Social Enterprise in Ontario*. This report is the first provincial study to focus exclusively on social enterprise, giving a big picture look at just how much impact social enterprise is having on communities in Ontario. Other key publications are also listed.

SEOntario.org held a webinar entitled *An Introduction to Ontario's Newest Social Enterprise Community* on June 16 that explained the purpose of the website and formation of this new community. The webinar's description indicated that the session covered the case studies (and how social enterprises can submit their own story), event listings, resources, the "Question of the Month" feature, and idea sharing made available on the website.

At this time, OSER is working with organizations involved in the 2015 Pan Am and Parapan Games in Toronto. Its goal is to compile a database that lists the products and services of local social enterprises in the Greater Toronto Area (GTA) to lobby the Games to purchase products and services for the sporting event. Social Enterprise Toronto and the Toronto Enterprise Fund are also involved in the *Social Procurement Project*.

Other recent ONN activities include a submission to the House of Commons on the topic of “the utility of socially responsible enterprises in the Canadian context and the extent to which current Canadian Businesses Corporations Act incorporation provisions and structures facilitate the creation of socially responsible enterprises”.

To become involved, access events, or search their database for social enterprises near you, please visit their website.

Centre for Innovative Social Enterprise Development (CISED)

www.cised.ca

thecised@gmail.com

The Centre for Innovative Social Enterprise Development (CISED) offers a continuum of supports for social enterprise in the city of Ottawa, including access to technical expertise, coaching, financing, learning communities, training, and cross-sector partnerships. Its goal is to increase the number, quality, sustainability and scale of social enterprises in Ottawa and across the province that proactively address the many of the social concerns growing in our communities through earned revenue strategies.

Not only does CISED offer training and support to organizations looking to explore social enterprise, CISED runs its very own social enterprises. They include:

Technical Assistance and Knowledge Sharing

Includes an array of introductory and technical workshops, the IMPACT Academy, a local online listing of social enterprise, a regularly updated blog and social media feeds, a monthly (email) newsletter, coaching, and a service grant program. Services are either free or are available at a low cost.

Consulting

At reasonable non-profit rates, CISED offers hourly, half day, full day or project based consulting to support all aspects of social enterprise development, from ideation to market research and from feasibility study to business plans, and from social financing to launch and scale.

Social Procurement

CISED works with social enterprises to market, promote and broker sales and marketing efforts with institutional and retail purchasers.

Legacy Business Transfer

CISED seeks to help existing small businesses transfer ownership to nonprofit organizations seeking to run training-based social enterprises.

Recent workshops/publications have included an Innoweave Social Enterprise Workshop, blog submissions focused on the topic of business ideation, a Co-op Connections workshop and more.

CISED's website also offers a list of local social enterprise events happening in and around in the Ottawa area. One such network that may be of interest to local social entrepreneurs is Ottawa Social Entrepreneurs (<http://www.meetup.com/Ottawa-Social-Entrepreneurs/events/171933472/>), a meeting group for social entrepreneurs in the area. A comprehensive list of local social enterprises can also be found on their website.

Enterprising Non-Profits Toronto (enp-to)

<http://socialinnovation.ca/enp>

416-979-3939

/ Toronto Enterprise Fund (tef)

www.torontoenterprisefund.ca

416-777-1444 ext 238

enp-to provides matching grants of up to \$10,000 to nonprofit organizations that are exploring the development of business activities (social enterprises) for the dual purposes of generating revenue and furthering their mission. This funding allows nonprofits to access the technical assistance they need at any stage along the social enterprise development path, from idea exploration and development to project launch and growth in Toronto.

This grant process has now moved to the Toronto Enterprise Fund (tef). tef's mission is to be a leader in supporting the development and sustainability of social enterprises that result in improved community involvement, economic participation, and quality of life for people who are socially marginalized. Funding and other resources are available to organizations in the Toronto area only. The following opportunities are readily available:

Thinking About

- Information sessions
- Links to various online resources and tools

Starting

- Free workshop series (including Introduction to Social Enterprise, Feasibility and Market Research, Social Programming Design, and Financial Planning for Social Enterprise)
- Links to various online resources and tools
- Enterprising Non-Profits program - offers technical assistance grants to help organizations with feasibility studies, marketing plans or business plans
- Organizations can enter tef's Business Plan Competition for a chance to receive seed funding

Running

- Join Social Enterprise Toronto for professional development and networking opportunities
- Links to various online resources and tools
- Enterprising Non-Profits program opportunity for a technical assistance grant to help organizations with market expansion or new product planning

Business Plan Competition: Once participating agencies complete the training, they must pitch their social enterprise idea to panellists. Two to three groups receive seed funding for their social enterprise for approximately one year. During this year, tef offers the agency coaching and support. After the first year is complete, the agency can apply for more funding.

For more information, please visit their website.

Pillar Nonprofit Network

www.pillarnonprofit.ca

519-433-7876

Pillar Nonprofit Network supports nonprofit organizations in fulfilling their missions in the London area. Pillar provides leadership, advocacy, and support to the nonprofit sector through the promotion of volunteerism, professional development and networking opportunities, and information sharing.

One of its programs is the Social Enterprise Program. It aims to help organizations explore, prepare for and launch social enterprise initiatives. Its program provides:

- Coaching (2-3 week)
- Business advisors
- Business model generation
- Training and workshops
- Social enterprise bus tours
- Links to social finance
- Awareness building of social enterprise

Also available is access to links and resources to social enterprise information on their website.

At this time, Pillar is working on planning the Canadian Conference on Social Enterprise in London, Ontario April 22 to 24, 2015. Pillar is also working on a database of coaches that can support nonprofit and forprofit organizations looking into exploring a social enterprise.

Another initiative that Pillar is currently working on is a province-wide social enterprise mapping project, *Mapping Social Enterprises in Ontario*, in partnership with socialsca.pe. Launched in March 2014, representatives travelled across Ontario to visit 6 communities in an effort to map key community organizations and social enterprises. This website also offers case studies and a list of resources to help support the social enterprise community.

Finally, Pillar has also been active in trying to develop a Shared Space. A Shared Space offers the possibility of a social enterprise. Pillar is currently in the process of determining a location.

For more information, please visit their website.

Social Entrepreneurship Evolution / Évolution de l'entrepreneuriat social (SEE)

<http://www.nordikinstitute.com/archives/project/seevolutiones>

705-949-2301 ext.1037

SEE is an emergent collaborative that works alongside Aboriginal, Francophone and Anglophone youth, between 13-35 years old, from remote, rural and urban communities in Northern Ontario, to develop and connect the networks and tools they need to both make a living and address social, economic and environmental issues in their community, through social innovation and social enterprise.

On June 11 and 12, SEE will be hosting a sold out *Start Something That Matters: Social Innovation and Social Enterprise Seminar*. Some of the topics that will be covered include: Journey of a Youth Social Entrepreneur, Social Economy, Business Plan Writing, Social Enterprise for Non-profit Organizations and more.

At this time, SEE is conducting asset mapping exercises across Northern Ontario to identify organizations and support networks whose mandate it is support youth social entrepreneurship. SEE will continue to hold asset mapping events in the future. Additionally, SEE is in the process of developing 'popup labs' which will be scheduled later in the year. The 'popup labs' will focus on youth social entrepreneurship training and awareness and will be held across Northern Ontario. They also have plans to provide a webinar series.

For more information, please visit their website.

Centre for Social Innovation – (CSI) Toronto

www.socialinnovation.ca

416-979-3939

The Centre for Social Innovation (CSI) is a social enterprise with a mission to catalyze social innovation in Toronto and around the world. CSI is a co-working space, community, and launchpad for people who are changing the world. CSI provides its members with the tools they need to accelerate their success and amplify their impact. Together, they are building a movement of nonprofits, for-profits, entrepreneurs, artists, and activists working across sectors to create a better world.

CSI has been very successful in developing a shared space. At this time, four CSI shared spaces exist; in Ontario CSI Spadina, CSI Annex, CSI Regent Park and CSI Starrett-Lehigh in

New York City. As a shared space, CSI also offers unique opportunities for organizations to collaborate and new synergies to be formed. Renting of their space for events and hot desks also makes CSI an active social enterprise.

In Ontario, CSI offers a number of different workshops related to social enterprise and social innovation. Topics include: Crowdfunding 101, Social Innovation Thoughtstorm, Community Bonds, Six Degrees of Social Innovation and more. Its website also offers a blog providing visitors with a list of relevant articles, ideas, training opportunities and more. With new members joining the space, workshops and learning opportunities are always changing.

At this time, a large focus of CSI's attention is on its Ontario Catapult Microloan Fund and Catalyst Program which both support social innovation. The Ontario Catapult Microloan Fund enables social entrepreneurs and innovators to turn their ideas into world-changing impact by supporting promising social ventures with access to capital and CSI's existing programming and services. The Catalyst Crowdfunding Platform allows change agents to harness the power and wisdom of the crowd to fund a project that will benefit people and the planet. Crowdfunding is the aggregation of small amounts of money from a large group of people (via the internet) in order to fund a business or project. Innovators can submit their applications online to participate in these programs.

For more information, visit their website.

PARO Centre for Women's Enterprise

www.paro.ca

807-625-0328

The word 'PARO' is Latin for "I Am Ready". The PARO Centre for Women's Enterprise has helped thousands of women across Northern Ontario to start, grow or build new business opportunities. PARO is a not-for-profit and grassroots organization that remains focused on addressing the many unique challenges facing women as entrepreneurs and primary family caregivers in Thunder Bay and across Northern Ontario. It is focused primarily on delivering programs to enhance micro-enterprise development and to provide for the development and support of peer lending circles. By offering educational programs, economic alternatives, training, opportunities to network and mentorship with other women, business counselling, and support; PARO aims to improve the lives of its members and have a positive impact on the community and the region. Women can also register to become a member for a low fee.

PARO offers a diverse portfolio of women-centred programs and resources including:

- Business plan development and business counselling
- Small business loans through peer lending funds
- Professional development workshops and training
- Assistance with grant/loan/funding applications

- Links to employment and training resources
- Networking events
- Retail outlet marketing and training programs
- Incubator facilities offering affordable and shared office space
- Resource Centre with access to computers and the internet
- Mentoring and confidential advisory services
- PARO's peer circles

At this time, PARO continues to offer its services and support to organizations interested in social enterprise and in supporting existing social enterprises in the area.

For more information, visit their website.

Community Opportunity and Innovation Network, Inc. (COIN)

<http://coin-ced.org/>

705-743-0238

The Community Opportunity and Innovation Network (COIN) is a local not-for-profit community economic development (CED) organization that is working to build a stronger Peterborough area community. Using a CED approach, COIN promotes equality, wellness, and empowerment through innovative and sustainable economic development. COIN trains and supports unemployed and underemployed individuals in their community, and fosters a social enterprise network in Peterborough.

COIN operates three of their own social enterprises. They are:

- Peterborough EATS: a training café and catering company located in the downtown Peterborough Public Library
- Hatch Ptbo offers a wide range of services to help budding entrepreneurs start and grow their businesses, whether in the private or not-for-profit sector
- reBOOT Peterborough is a non-profit computer retail outlet and repair shop dedicated to providing affordable technology to those who need it. Computers are refurbished, repaired, installed, sold, and also re-gifted to local not for profit agencies

Through one of its social enterprises, Hatch Ptbo, COIN offers business assistance and shared/incubation space to organizations looking into starting a social enterprise. Hatch Ptbo also offers a unique opportunity to follow a number of relevant blogs including (at this time): A Series on Older Adults and Social Innovation and a Social Innovation Launching Lab (parts 1-4). Please visit their Hatch Ptbo website at <http://hatchptbo.ca/> for more details.

COIN is also a member of the Rural Social Enterprise Constellation (also listed in this research report). As members, COIN has begun to offer coaching to organizations interested in developing a social enterprise and are working with a number of organizations at this time. In addition to this work, COIN is also looking to further their role in the community by supporting

a network of social enterprises. They also anticipate creating a support program with a focus on the development of micro social enterprises.

For more information, visit their website.

United Way of Peel Region: Social Enterprise Enabling Group (SEEG)

www.ekonomos.com

519-599-2410

The Social Enterprise Enabling Group (SEEG) is a funders' group investing in the development of social purpose enterprise in Peel Region. Eko Nomos has been responsible for program planning, developing learning networks, building capacity in the Social Enterprise Enabling Group network, and assisting the funders in preparing a three-year plan for their investment in Peel Region.

Eko Nomos offers a number of services including: strategic planning and evaluation, women's equality and prosperity, food systems and social enterprise, and research and policy development. It can assist organizations looking into starting a social enterprise. Their technical assistance and capacity-building supports the improvement of programming and seeks to document effective practices.

In addition to grant funding for organizations interested in exploring a social purpose enterprise, United Way of Peel Region also participates in two Community Door shared spaces; one located in Mississauga and another in Brampton. At this time, Community Door is working on opening a third location in Caledon. The Community Door concept hinges on the collective efforts of socially-focused agencies looking to combine resources and working together to better serve the community. To learn more, visit their website at www.communitydoor.ca

At this time, Cathy Lang of Eko Nomos is assisting with the development of SEOntario.org (also mentioned in this research report). A number of key social enterprise consultants are assisting in the SEOntario.org project including Mary Ferguson of the Rural Social Enterprise Constellation and LIAISONS, Cathy Lang of Cathy Lang Consulting and Ethel Côté of the Canadian Centre for Community Renewal/Centre Canadien pour le Renouveau Communautaire. These groups are working together to provide support, resources, and training opportunities to organizations interested in social enterprise.

For more information, visit their website.

Entreprise collective – sociale – économie

www.entreprisesociale.ca

ethel@entreprisesociale.ca

Headed by Ethel Côté, this French language website discusses social and solidarity economy, particularly collective enterprises (social enterprises, social economy enterprises, cooperatives, etc.). It provides resources that help to understand, learn, collectively engage in entrepreneurship and expand markets for products and services.

This site offers up-to-date resources in French under the following headings to support social enterprise development

- Blog
- Learning/Training
- Understanding/ Information
- Entrepreneurship /Tools
- Social Innovation
- Finances
- Resources

A recent publication, entitled *Canada's Francophone Community: Key players in the country's social enterprise development*, provides an overview of the francophone community's most recent contributions to social enterprise in Ontario, Quebec and across Canada.

This organization also has a very active facebook account with almost 18,000 followers. For up to the minute posts regarding social enterprise, please visit their website or like them on facebook.

MaRS Discovery District

<http://www.marsdd.com/>

416-673-8100

/ Social Innovation Generation (SiG)

www.sigeneration.ca

519-888-4567 ext. 32525

SiG@MaRS

MaRS Discovery District is a mission-driven innovation centre located in Toronto and networked across Ontario, focused on building Canada's next generation of growth companies. MaRS is a non-profit innovation centre connecting science, technology and social entrepreneurs with business skills, networks and capital to stimulate innovation and accelerate the creation and growth of successful Canadian enterprises. MaRS may be useful for

organizations interested in exploring social enterprise when researching some of the most current literature and opportunities on social enterprise.

MaRS Discovery District offers venture services and entrepreneurial support. Each year MaRS hosts over 2,000 events and welcomes over 100,000 attendees for such sessions (currently) as: From the Ground Up: Legal Issues for Women Entrepreneurs, Crowdfunding 101, How to Build your “Start up” Confidence, Entrepreneur’s Toolkit Workshops – Pitching to Investors, and more. MaRS, located in Toronto, is also a shared space.

Additionally, MaRS works with Social Innovation Generation (SiG), an organization that focuses on supporting whole system change through changing the broader economic, cultural and policy context in Canada to allow social innovations to flourish. Together, MaRS Discovery District and SiG (and other partners including J.W. McConnell Family Foundation, the University of Waterloo, and the PLAN Institute) strive to provide capacity building for social innovation through direct support by means of trainings, workshops, direct customized consultations and lectures, and resources. They are actively developing programs to support the launch and growth of social ventures, enhancing the skills and networks of social entrepreneurs, exploring new instruments of social finance, fostering opportunities for technology platforms to help scale social ventures and building the social enterprise community.

SiG is currently working on the development of open source social innovation curriculum that can be applied at various stages of learning. SiG is also deeply involved in the development of a new finance infrastructure in Canada that will strengthen innovative non-profits and bolster social purpose businesses. Development of a more robust social finance sector will be achieved through dialogue with the private and non-profit sector and through regulatory change at the government level.

At this time, MaRS and SiG continue to support entrepreneurs with workshops as well as with a free matching advisory service. A registration form is available online for interested agencies and individuals.

For more information on either of these organizations, please visit their websites.

Centre for Social Enterprise / Social Enterprise and Innovation Kingston (SEIK)

www.spckingston.ca

613-767-9397

Social Enterprise and Innovation Kingston bloomed from a partnership between St. Andrew’s Presbyterian Church, the Social Planning Council of Kingston and District and the School of Urban and Regional Planning to launch a shared space in St. Andrew’s Hall in Kingston, Ontario. Its target tenants are nonprofit organizations interested in starting a social enterprise. In addition to offering shared space, Centre for Social Enterprise offers regular sets of

workshops and networking opportunities including introductory classes on social enterprise, advice on marketing, finance, running or expanding a social enterprise, and more.

The Centre for Social Enterprise aims to facilitate the development of existing not for profit social enterprises as well as new ones in Kingston. In addition to the benefits of synergies and learning opportunities, the shared space charges reasonable membership fees and earns revenue through consulting services and tenants, as well as through external investment. Eventually it plans to create a loan-loss reserve to provide loans to social enterprises, thus helping them move away from sole reliance on grant funding.

At this time, the shared space continues to support its members and offer introductory social enterprise workshops to the Kingston community.

For more information, visit their website.

Le Conseil de la coopération de l'Ontario (CCO)

<http://www.cco.coop/fr/>

613-745-8619

The Conseil de la coopération de l'Ontario (CCO) is the foremost organization for education, promotion, joint action and consulting services aiming to ensure the sustainable development of Francophone cooperatives and social enterprises in Ontario. The CCO's mission is to contribute to the expansion of social economy in the Francophone community through cooperation. It accomplishes this mission by allowing cooperatives and social enterprises to work together to promote their interests and support their development.

The following is a list of services CCO provides:

- Consulting
- Online training
- Youth service cooperative
- School for young founders of cooperatives in Ontario
- Leadership camps
- Cooperation awards
- Testimonials
- Collective enterprises
- Resource centre

CCO services include 50 hours of online training spread over 4 modules. Modules include theory and learning exercises on the development and management of a co-operative. For more information, visit www.cco.coop/fr/51.

The CCO and many of its partners (Association française des municipalités de l'Ontario, Canadian Centre for Community Renewal, Fédération de la jeunesse franco-ontarienne,

Mouvement des intervenant.e.s en communication radio de l'Ontario, Réseau de développement économique et d'employabilité de l'Ontario) are organizing a first symposium on business ownership succession designed especially for Northern Ontario, to be held on October 7th, 2014 in North Bay.

This unique symposium will provide an opportunity for transferors and potential successors of businesses to become familiar with new tools that encourage succession, in particular towards alternative models of collective enterprises. These tools, which are under development, will be unveiled and presented at the symposium. In this perspective, various business models for cooperative and social enterprises will also be highlighted to illustrate the importance of such projects.

For further information, please visit their website.

The Ontario Co-Operative Association (On Co-op)

<http://www.ontario.coop/>

519-763-8271

Similar to the CCO, the Ontario Co-Operative Association (On Co-op) is an information and resources network with a mission to lead, cultivate and connect the co-operative sector. According to this website, co-operatives (or "co-ops") are legally incorporated organizations owned by their members who use their services or purchase their products. Co-ops can provide virtually any product or service, and can be either non-profit or for-profit enterprises. The co-operative sector keeps dollars circulating within the local economy, provides secure employment and is a means to revitalize and sustain healthy communities.

On Co-op provides its member-owners with programs, resources and networks that support their organizations and facilitate growth and opportunity. From the strong foundation provided by their membership, On Co-op builds co-op awareness and vitality and unites the co-operative movement in Ontario.

On Co-op offers a number of different resources to support co-operatives. It organizes its programs and activities into three strategic pillars: "Co-operative Engagement," "Education and Development" and "Advocacy and Government Relations" and provides a number of programs and services under the following categories: Lifelong Co-op Learning, Co-op Development, Engagement and Awareness, and Government Relations. Its website also offers a list of resources, a monthly e-newsletter, as well as a co-op directory.

Important to note, On Co-op has developed a Guide to Ontario's *Co-operative Corporations Act*. The Updated 2012 version of the Guide explains the details of the Act, and includes advice about the procedures and protocols that define the operations of co-operatives. The Guide also includes a number of special resources and comments on how certain provisions may be used. At 200 pages long, the Guide is comprehensive without being overwhelming and is written in 'plain English'. Please visit their website to find out how you can get a copy.

At this time, On Co-op is working to encourage the province to implement various policy initiatives that would benefit all co-ops and credit unions. The petition requests that government “create an environment that encourages the development of co-operatives, allowing them to compete on equal footing with other forms of business enterprise”.

For more information, please visit their website.

CCEDNet – Ontario / le Réseau canadien de DÉC

http://ccednet-rcdec.ca/en/regional_networks/ontario

416-760-2554

The Canadian Community Economic Development Network (CCEDNet) is a national association of several hundred organizations and individuals in every province and territory committed to strengthening communities by creating economic opportunities that enhance social and environmental conditions. CCEDNet-Ontario offers opportunities and services to residents/organizations in Ontario. At this time, CCEDNet-Ontario is leading the *Linking Infrastructure and Investment for Social Enterprise in Ontario (LIAISON) Project*. LIAISON is a three year collaborative project to enhance the availability and consolidation of resources that will support growth of the social enterprise sector in Ontario.

LIAISON is working towards the following:

- Creating a profile of the social enterprise sector through the 2012 Social Enterprise Survey for Ontario
- Developing an online database and marketplace of Ontario social enterprises
- Creating an online Window on Social Enterprise linking to a compendium of accessible resources and effective social enterprise models
- Develop online and in-person events that share effective social enterprise models
- Working with the RSEC project hosted by the ONN, to improve investment infrastructure in four rural regions of Ontario (also mentioned in this research report)

The CCEDNet website also offers a number of tools and resources. One such tool is the creation of an *Ontario Directory and National Marketplace: Social Enterprises in Ontario Database*. CCEDNet wants to ensure that Ontario nonprofit social enterprises are well marketed and represented. If you are at a social enterprise or know someone working at one, please complete their survey by visiting the following link:

<https://www.surveymonkey.com/s/socialenterprisedirectory> .

At this time, CCEDNet is also one of the collaborative partners working towards developing SEOntario.org. Collaborators are currently beta testing the form for online submission (for social enterprises wanting to add their story to the website) which will go live by the end of June, 2014, building up that searchable store of relevant social enterprise stories. As well, they are also contributing to a master list of social enterprise resources.

Find out about training, seminars, publications, and more by visiting their website.

Social Economy Centre, OISE/ U of T

<http://socialeconomycentre.ca/>

The Social Economy Centre (SEC) of the University of Toronto promotes and disseminates multidisciplinary research and policy analysis on issues affecting the social economy. A central feature of SEC is to create a bridge between the university and other community organizations, particularly nonprofits and co-operatives. To this end, SEC has a monthly workshop series through which leaders in social economy organizations can upgrade their skills and acquire a certificate, as well as has a monthly speakers series that is webcast and archived on its website.

SEC offers research and presentations/training relevant to the social economy and, in effect, social enterprise. Recent advertised presentations include: a presentation on the "Social Enterprise Report Card" by the Toronto Enterprise Fund, "Investing for Impact" by Andrea Cohen Barrack of the Ontario Trillium Foundation, and "Social Enterprises and the New Wave of Food and Farming Co-Operatives".

For more information, please visit their website.

Ontario Federation of Indigenous Friendship Centres (OFIFC)

www.ofifc.org

416-956-7575

The Ontario Federation of Indigenous Friendship Centres (OFIFC) is a provincial Aboriginal organization representing the collective interests of member Friendship Centres located in towns and cities across Ontario. Friendship Centres are not-for-profit corporations which are mandated to serve the needs of all Aboriginal people regardless of legal definition, and are the primary service delivery agents for Aboriginal people requiring culturally-sensitive and culturally-appropriate services in urban communities. OFIFC also sits on the Ontario Social Economy Roundtable.

Two year ago, OFIFC received funding from the Ministry of Citizenship and Immigration for a new program to support social enterprise. This program provides training and development to support Friendship Centres to build capacity and assist in developing local social enterprise ventures.

In the past two years, OFIFC has provided a number of introductory workshops to interested Friendship Centres (based on the Enterprising Non-profits workshops) and have developed a social enterprise of their own to support Friendship Centres called Kitigan (www.kitigan.com). Kitigan supports Aboriginal artisans, businesses, and Friendship Centres

through the sale of high quality, handmade Aboriginal artwork. The Centres earn commissions on sold product that they have supplied to Kitigan.

At this time, OFIFC is undertaking a major initiative with regards to the 2015 Pan Am/Parapan Am Games. Through Kitigan and the OFIFC, eight labour pool sites (7 of which are member Friendship Centres) are currently in production of a targeted 10,000 pairs of moccasins with the Pan Am/Parapan Am logo beaded on the toe piece. This initiative is providing employment to artisans in these communities, as well as providing additional revenue to the labour pool sites in the form of commissions on the sale of these moccasins.

Additionally, OFIFC is considering investment funds - a key ingredient in starting a social enterprise. OFIFC is currently working on developing a loan fund that would serve to invest in Friendship Centre social enterprises to assist them in developing and running their social enterprise.

For more information, please visit their website.

Social Purpose Enterprise Network (SPEN) / Social Enterprise Toronto (SET)

www.spentoronto.ca

socialenterprisetoronto@gmail.com

The Social Purpose Enterprise Network (SPEN) Toronto is a voluntary network of social purpose enterprise managers with a mission to “grow Social Purpose Enterprise in Toronto”. Now called Social Enterprise Toronto (SET), objectives are to provide business development and peer support through collaborative action as well as networking activities and skills development for social enterprise practitioners. SET’s mission is to grow social enterprise in the Greater Toronto Area (GTA). It provides business networking and peer support opportunities for enterprise staff, including collaborative marketing opportunities and professional development events.

SET has published a number of social enterprise research papers. Its newest projects, entitled *Exploring the Architecture of a Social Enterprise Intermediary* and *Thriving or Surviving – Social Enterprises in the Greater Toronto Area (GTA)*, offer current trends and statistics of social enterprise in the GTA.

Recently, SET hosted the *Social Enterprise Toronto Conference 2014: Trends and Opportunities*. In addition to tours of local social enterprises in the GTA, workshops included Marketing Social Enterprise, Sharing Start-Up Stories, Collaborating Among Food-Based Enterprises, Micro-Enterprises and Marketplaces and more. Also new to the network, SET has committed to assisting existing social enterprises in the GTA to bid for procurement contracts with the Toronto 2015 Pan Am/Parapan Am Games and other procurement opportunities.

For more information, please visit their website.

Réseau de développement économique et d'employabilité (RDÉE)

www.rdee-ont.ca

613-590-2493

RDEE Ontario promotes economic development and employability in order to ensure the vitality and sustainability of all francophone communities in Ontario. Programs include RDEE Ontario Alliances, La Bonne Affaire (LBA), Emploi Toronto, Place aux jeunes en Ontario, Réseau M and more. Among these programs, RDEE also offers support and services to francophone organizations looking into starting a social enterprise. They have been integral in helping to form numerous social enterprises across the province.

RDEE has also put together a helpful social enterprise manual containing tools, resources, case studies, and more. For a link to this comprehensive document or for more information, please visit their website.

Office for Social Enterprise – Ontario

<http://www.ontario.ca/business-and-economy/impact-social-enterprise-agenda-ontario>

888-745-8888

The Office for Social Enterprise, a part of the Ministry of Economic Development, Trade, and Employment, helps to promote the province's programs and services for social enterprises. It raises the profile of social entrepreneurship in Ontario and around the world.

This website offers a list of funding opportunities and government initiatives available to organizations looking to explore the concept or strengthen an existing social enterprise. Opportunities include or have included the Social Enterprise Demonstration Fund, the Ontario Catapult Microloan Fund, the Ontario Trillium Foundation's Future Fund and more.

Another avenue of support by the Ontario government includes funding for educational institutions. As part of the Youth Jobs Strategy, the Ontario Government has announced funding for Campus-Linked Accelerators (CLAs) and On-Campus Entrepreneurship Activities (OCEAs) to facilitate the development of entrepreneurial activity in Ontario's universities and colleges. CLAs and OCEAs will be an important step in the evolution of Ontario's entrepreneurship and innovation ecosystem - See more at: <http://www.oce-ontario.org/programs/entrepreneurship-programs/ocea#sthash.eR0y7ND9.dpuf>

The Ontario Trillium Foundation (OTF), an agency of the Government of Ontario, has also had a keen interest in social enterprise development in the province. OTF's mission is to build healthy and vibrant communities throughout Ontario by strengthening the capacity of the voluntary sector, through investments in community-based initiatives. For the 2012-2013 year, OTF's Future Fund focused on *Support for Youth Social Entrepreneurship in Ontario* (including social enterprise) and allocated 5 million in grants. Its goal was to support incubators, networks, accelerators and hubs that bring together resources to support youth

entrepreneurship in Ontario. Some of the organizations funded that may be useful to organizations now looking into exploring a social enterprise include:

- CCEJ Centre de consultation pour l'embauche des jeunes - provides skills development, employment opportunities and social enterprise development for Francophone youth in need of additional support in Hearst and area - <https://chimp.net/charities/c-c-e-j-centre-de-consultation-pour-l-embauche-des-jeunes-incorpore>
- Communitech– will establish and pilot a social enterprise acceleration program (AScEnt) and network for youth social entrepreneurs - <http://www.communitech.ca/programs/databaseprogram/collaboration/>

To learn more, visit www.otf.ca .

For a more comprehensive report on the government of Ontario's commitment to supporting social enterprise, please see *Impact: A Social Enterprise Strategy for Ontario* available on the Office for Social Enterprise website.

School for Social Entrepreneurs Ontario

<http://www.the-sse.org/>
647-775-8146

The School for Social Entrepreneurs Ontario (SSEO) started two years ago and offers a non-traditional and unique training model for social entrepreneurs, people with great ideas for non-profits, cooperatives, for-profit ethical businesses, and other social ventures that will benefit their community. SSEO provides learning opportunities and mentorship to individuals interested in social entrepreneurship and/or social enterprise.

Located in the Centre for Social Innovation in Toronto, SSEO offers full courses and/or one day workshops such as Measuring Social Impact, Unlocking Social Finance, The Bristol Business Support Program and more. Participants of their program receive a customized learning experience. From March to September, participants work with mentors, subject experts, attend site visits and actively participate in 'dragon's den'/pitch exercises to established corporate nonprofit judges.

SSEO focuses on the development of the individual in the context of their venture. Its goal is to nurture and empower the potential leader in each of its students (regardless of background) in the method of action learning sessions to achieve his or her social or environmental venture.

For more information, please visit their website.

NOTE: Alternative Support and Resources

Many communities in Ontario have business development agencies that can support a nonprofit looking into exploring social enterprise. In the City of Greater Sudbury, for example, the Regional Business Centre offers free business development courses and support to any client looking to start a business (i.e. a social enterprise). Like the Regional Business Centre, the Learning Initiative will also support social enterprise development for a fee. Community Futures Development Corporations (CFDCs) are also a great option. Please see the following for examples of the types of services nonprofits are able to access for little to no cost. More information is listed below.

Additionally, organizations looking into starting a social enterprise also have access to a variety of learning tools, webinars, and learning opportunities online. With the advancement of technology, organizations can access training and opportunities offered across Canada. Examples include Innoweave (www.innoweave.ca), Boost Academy (www.thesedge.org), SEE Change Magazine (www.seechangemagazine.com) and many more.

Regional Business Centre

<http://www.regionalbusiness.ca/index.php?lang=en>

705-688-7582

The Regional Business Centre provides information and resources people and organizations need to fund, launch, and grow a business (or social enterprise) free of charge. Its mandate is to be the first stop for aspiring entrepreneurs and existing small/medium sized business to access accurate information and navigate a variety of resources through complimentary coaching at all stages of business start-up and growth in the Greater Sudbury, Manitoulin and surrounding areas.

The Regional Business Centre provides the following training and services:

Business Planning and Consulting

- Consultants can review business plans, analyze competition, locate suppliers, etc.

Onsite Outreach

- Consultants can meet you at your location and discuss questions, concerns, etc.

Business Registration

- Can assist clients paying by credit card with Master Business License registrations

Financing Programs

- Have compiled *The Funding Handbook* to outline the resources available for small business

Resource Library

- Library includes documents and reports from the Canada Revenue Agency, forms from

funding partners, printed guides designed specifically for small business in Greater Sudbury, etc.

Business Directory

- List of over 6,000 local businesses in Greater Sudbury

Young Entrepreneurs

- Resources and supports for young entrepreneurs

Summer Company

- Students aged 15 to 29, returning to school in September have the opportunity to receive a grant of up to \$3,000 to develop and run their very own business this summer

The Regional Business Centre also holds a number of seminars and events to support business in the Greater Sudbury, Manitoulin and surrounding areas. Recent topics include Starting a Small Business, Writing a Business Plan, Building a Competitive Advantage, HST for New Registrants and more.

For more information, please visit their website.

Learning Initiative

<http://www.learninginitiative.ca/>

705-673-8943

Since 1995, Learning Initiative has led the way in small business development in the province of Ontario with its high quality innovative delivery of government funded self employment programs. To date they have assisted with the successful launch of over 750 businesses in the Sudbury Region.

Learning Initiative's Self Employment Development Program is a business education program that is both theoretical and highly practical in nature and is customized to meet the particular needs of each business owner and business. They provide support and guidance to assess the proposed business, to develop a business plan, as well as on-going training and individual consulting to meet the needs of the business and the business owner.

As a business support resource, Learning Initiative is able to offer its services to nonprofit organizations interested in developing a social enterprise.

For more information, please visit their website.

Community Futures Development Corporations (CFDC)

<http://www.ontcfdc.com/>

866-668-2332

Also of note for rural social enterprise support are Community Futures Development Corporations (CFDCs). CFDCs offer a wide variety of program and services supporting community economic development and small business growth. In particular, they provide:

- Strategic community planning and socio-economic development
- Support for community-based projects
- Business information planning services
- Access to capital for small- and medium-sized businesses and social enterprises

At this time, CFDC is making preparations for the Youth Social Entrepreneurship Camp. This camp offers youth participants the opportunity to learn about entrepreneurship through a variety of games and activities and have the opportunity to run their own "business for a day". For more information, please visit <http://www.headstartinbusiness.com/index.php>.

For more information, please visit their website.

Conclusion

This research report is a snapshot of who is doing what in the community of Greater Sudbury and in the province of Ontario. It lists some of the key organizations (including training institutions, networks, government offices, and more) involved in the support and development of social enterprises across the province. The information captured in this report is intended to aid organizations interested in either exploring social enterprise or strengthening existing ventures. It is the intention of United Way Sudbury and Nipissing Districts to continue to support social enterprise development and to provide organizations with access to the support they need in order to develop or improve an existing social enterprise.