



The Northwestern Ontario
Social Enterprise Round Table Report

Kenora, March 7, 2019

by

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The Northwestern Ontario Social Enterprise Round Table Report

1.0 Introduction

SEE's Northwestern Ontario Social Enterprise Roundtable event hosted by the Northwest Business Centre was held in Kenora on March 7, 2019. This one-day event, the first of its kind in the area, aimed to build a supportive ecosystem for social enterprises (SEs) in the region by strengthening connections between SEs, funders, business development officers (BDOs) and other service providers, and community members. The event was also to bring more awareness to Northwestern Ontario communities on how SEs can provide alternatives and benefits to sustainability. The event provided an opportunity to learn about SE business models, how to start a social enterprise, resources available and successful examples.

Social Enterprises (SEs) have a mission to address social, environmental or cultural challenges by reinvesting profits back into their missions and using a triple bottom line (people, planet, profit) to measure their success. SEs take many forms, including, non-profits, co-operatives and sole proprietorships to name a few.

SEs can strengthen Northern Ontario's resilience and sustainability in the following ways:

- Develop new approaches to respond to community needs; can be formed with little capital;
- Contribute to the local economy by retaining profits through reinvesting in the overall mission of the organization
- Employ people who face barriers to employment
- Provides non-profit organizations with an alternative way to generate funds
- Measure their success differently –although they must cover their core operational costs, they also measure their social return on investment

The Round Table provided a rare opportunity for people to gather in-person to learn about the social enterprise business model that is gaining significant attention in other jurisdictions.

Everyone was welcomed to attend. This report summarizes the event, and the outcome of the day.

1.1 Event Participants

The Round Table attracted sixty-seven people from various locations and organizations. Sixteen different communities were represented, showcasing the diversity of Northern Ontario.

A total of thirty-five service providers attended the event. Following is a breakdown of attendees' association:

2 Economic Development Officers

2 Business Development Officers

1 staff person from the Community Futures Development Corporation,

2 City councilors

7 Indigenous organizations

2 Legal Groups

21 Social Entrepreneurs and social enterprises at various stages of development attended as well as a number of people interested in social enterprise development.

Participants gathered primarily from across Northwestern Ontario. Illustrated on the map are Kenora, Keewatin, Dryden, Sioux Lookout, Vermillion Bay, Wabigoon First Nation, Red Lake, Couchenour, Nestor Falls, Fort Francis, Thunder Bay, White Dog First Nation, and Winnipeg. Representatives from NORDIK Institute, based in Sault Ste. Marie, and the Timmins Economic Development Corporation, as well as one participant from Ajax, near Toronto rounded out the event.

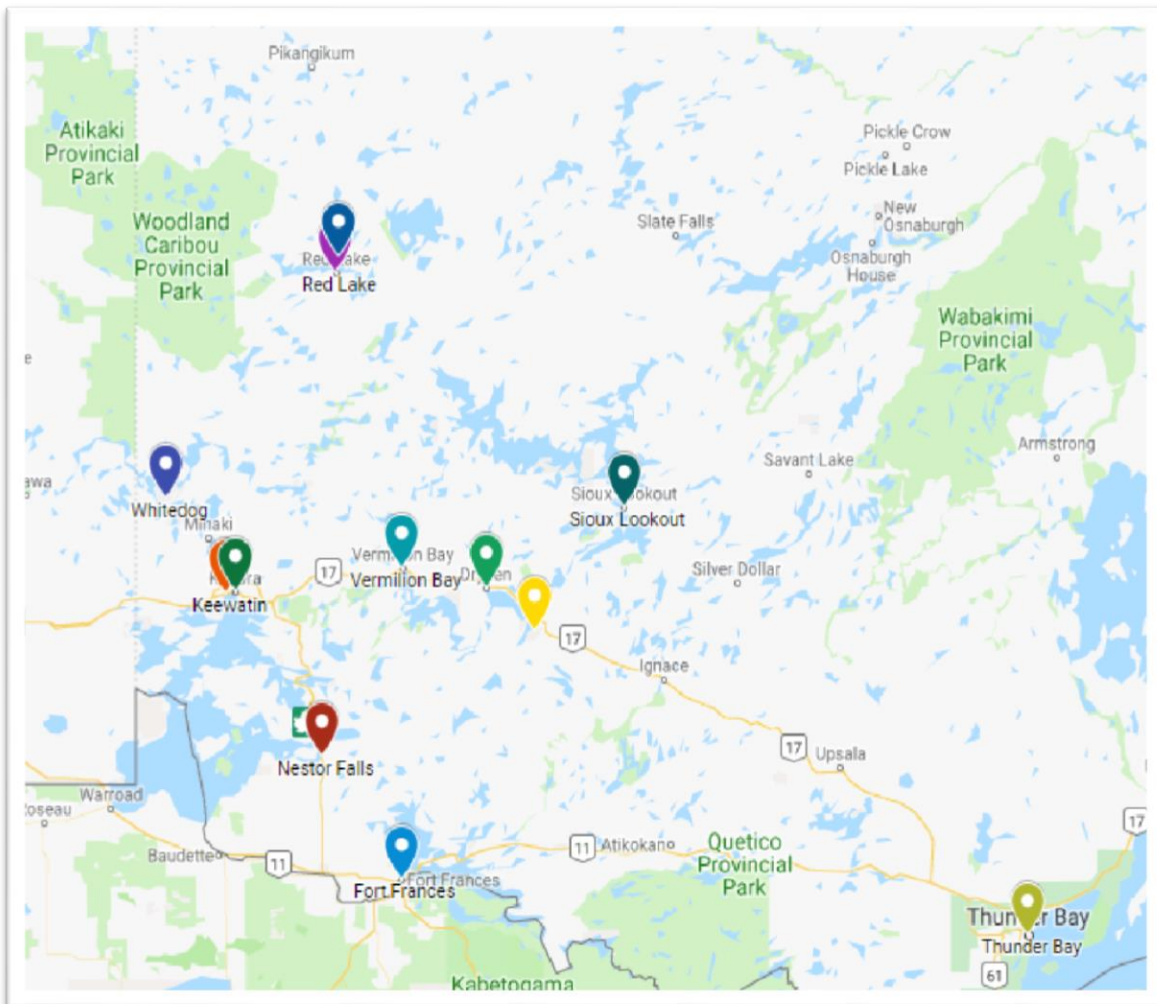


Figure 1: Map of participating Northwestern Ontario communities

Travel subsidies, offered on a first come/first serve basis, enabled a number of SEs to attend from further afield, extending networks and increasing the unique perspectives and experiences in the SE field. A limited number of subsidies were accessed due, in part, to the challenge of getting the word out across the north within a short time period.

1.2 Event Planning

A small planning committee organized the event. The committee was comprised of staff from the Northwest Business Centre, the SEE Northwestern Ontario Events Coordinator (based in Kenora) and the SEE Project Coordinator. As a starting point, the committee reviewed the agenda from the Northeastern Ontario Round Table concurrently being planned in Timmins as well as the previous regional SE Round Table held in Sault Ste. Marie in February 2018.

The overall goals of the Round Table were: 1) To increase awareness of what social enterprise is and how it can benefit Northwestern Ontario communities and increase alternative opportunities to traditional business models; 2) To develop a base of resources SE's can access in their local areas for support and development; 3) Showcase and interact with successful existing Social enterprises highlighting diversity and their impacts.

The SEE Northwestern Ontario Events Coordinator, tasked with organizing the Round Table, created supportive documents to assist panelist and workshop leaders in preparing their presentations and traveling to the event.

The event was promoted through the SEE partnership, Northwest Business Centre and NORDIK's diverse networks, social media, the media, and the SEE monthly Newsletter.

2.0 Round Table Activities



The day provide participants sharing and learning opportunities including how to start a SE; ways to think creatively that support SE's to exist and thrive in one's community; enhancing understanding of how social enterprises differ from other enterprise types (social mission, governance models, measurement and redistribution of profits); an introduction to B Certified Companies (B-Corp); awareness of available resources for social entrepreneurs for networking; and, peer mentoring and networking opportunities. Please see Appendix A for Panelist and Speaker bios.

Allyson Pele, Manager of the Northwest Business Centre in Kenora, and Andrea Zappe, SEE's Northwest Events

Coordinator co-chaired the day. Terry Green, an Elder from Niisachewan First Nation, provided a welcome to Anishinaabe territory. He set the day's intentions with a traditional smudging and blessing, and also provided a blessing for lunch.

Dr. Gayle Broad, of the NORDIK Institute provided an important introduction to social enterprise and its potential as a tool for community development and sustainability. She highlighted northern communities are facing significant challenges, particularly in the last twenty years, as resource-extractive industries leave the area, creating a significant economic gap. Their departure can be seen as an opportunity to foster a local place-based economy through Social Enterprise development, i.e. one that is based on people, planet and profit that redistributes profits back into the community, generation broader community benefit through a triple bottom line approach.

2.1 Shaun Loney, Keynote Speaker: Turning government from a funder into a customer

Shaun Loney has co-founded and mentored 12 social enterprises that focus on hiring people who have no access to the labour market, including BUILD Inc. (Building Urban Industries for Local Development), winner of the Scotia Bank EcoLiving Green Business of the Year (2011) and the Manitoba Apprenticeship Employer of the Year (2013), and Warm Up Winnipeg, a no-cost way to reduce poverty through social innovation.

He is an Ashoka Fellow (first in Canadian Prairies) and Ernst and Young' Entrepreneur of the Year (2014). With 2 other partners, Shaun formed Encompass Co-op (www.encompass.coop). "... to connect successful practitioners from across Canada with entrepreneurs, non-profits, foundations and civil servants that want to change the world and know that changing the economy is an effective way forward." It is a resource landing pad for budding SE's to access workshops, events, training, Boot Camps, and podcasts.

Shaun began his presentation with a history of how traditional procurement came due to the practice of bringing in outside companies to do the work, which then became the standard format. He spoke of his experiences in Garden Hill First Nation where there is a large diabetic problem due to the cost of healthier food options, for example milk, which was so much more expensive than junk food. He founded Aki Foods (now Aki Solutions Group) an Aboriginal SE supporting local economic development through food security. A paradigm shift happened when this community grew their own food resulting in a reduction of diabetes.

"Will you agree to save money" is Sean Loney's exemplary statement in championing social procurement to become the norm, shifting government from a funder to a customer. Shaun believes SEs can go where government and the private sector cannot, or will not go, i.e., urban inner cities, and rural, First Nations, and isolated First Nation communities, citing BUILD Inc. as an example of a successful venture. He argues that social procurement is far more beneficial than traditional procurement due to policies and mandates. Government agencies' role tends

to financial, providing funds for specific projects, rather than managing problems that the funds are dedicated to. Whereas, the social innovation is needed to change persistent challenges and complex systems, and this requires a team of problem solvers to tackle such. One example of a SE that meets a social need was developed in Northern Manitoba to address the challenge of attaining a driver's license, which is considered a basic requirement for employment. In one community alone 80% of the members eligible to drive had no driver's licenses according to Manitoba Public Insurance.

Having travelled internationally, Shaun also presented a few examples of what other countries (e.g. Scotland) are doing to improve social procurement. One strategy to support social innovation is making it mandatory for government entities to buy a certain amount of goods from SEs. Another is providing reduced rates for buying from social enterprises.

2.2 Ten Steps to Starting a Social Enterprise

Shaun Loney's workshop was based on his extensive experience gained through starting numerous SEs. Although he did not develop a business plan for 11 of the 12 companies, he urged social entrepreneurs to familiarize themselves with a lean start-up method and recommended adjusting development plans as they evolve. He suggested a business plan may not be necessary if the government is a customer rather than a funder. Shaun urged attendees to 'simply start the journey', underscoring that your SE will be unique to you. If you encounter a problem, then create a social business to solve it. A full list of the 10 steps can be found in [Appendix B](#).

2.3 Getting Outside the Box: A Creative Workshop

Kelly Morrel's workshop created an environment for attendees to think outside the box, much like you would need to when identifying opportunities in your community for the purpose of starting a social enterprise. The activity began with Kelly taking participants through a visualization and calming meditation about the beginning and end of time. This prepped the room for the creative expressive arts exercise. Everyone had to get out of their seats, multiple times, and choose random items from a table at the front of the room, that represented four different elements of their life and business. The workshop was well received, with people being pleasantly surprised with their personal findings.

2.4 Social Enterprises in the North Panel

This panel was comprised of three diverse social entrepreneurs who raised awareness of their particular SE, the underlying issue for launching it, governance model, challenges, and successes. Speaker biographies are included in the Appendix A. Participants were provided an opportunity to ask questions at the end of the session. The three panelists were:

- 1) Pat Krawec, W.R.E.N.C.H., Winnipeg, MB
- 2) Hafsa Siddiqui, Do or Diabetes, Thunder Bay, ON
- 3) Denise Lysak, Lake of the Woods Brewing Company, Kenora, ON

Pat Krawec of W.R.E.N.C.H. (Winnipeg Repair Education and Cycling Hub), explained the impetus for the SE was fact that used the bikes were clogging up the landfill sites while children and others didn't have bikes. He could educate youth and empower people though learning how to fix the reclaimed bikes. W.R.E.N.C.H also hosts youth workshops on how to build a bike



which are then sold as part of the SEs outreach program. Their next goal is to focus on women, First Nations, and immigrants, and identify new cost barriers. Pat estimates they have removed about 30,000 kg of waste materials from the dumps, and while they do make money on of bike sales, donations and pop up events, they give away about 100 bikes per year away on average. The company is a not-for-profit that promotes both physical and mental health benefits to its participants.

Figure 2: Andrea Zappe introducing the panelists (Left to right) Pat Krawec, Hafsa Siddiqui and Denise Lysak

Hafsa Siddiqui's SE is founded on her own health challenges with diabetes. She noticed how diabetic people chronically fall back into old habits and how detrimentally it affected the person's wellbeing. Her desire to share her knowledge, that diabetes is more about the change of lifestyle, sparked her to created Do or Diabetes. She motivates diabetics to manage their condition through fitness, peer support, and cooking classes she teaches. In 2018 she was named Changemaker of the Year by PARO Centre for Women's Enterprise. Do or Diabetes was formed as a corporation and has been operating for just over a year.

The third panelist, Denise Lysak provided a brief history of Lake of the Woods Brewing Company and how they found themselves involved in social enterprise through wanting to help improve their community of Kenora. The company is currently scaling up and on the path to becoming a Certified B Corporation (B-Corp). Denise underscored that while they did not originally start the business with a social mission in mind they now want to use their business profits and standards for good. Their goal is to donate to four charities in the region per year and they are aiming make a social impact with 1-1.5% of their gross profits. Other social and

environmental endeavors include recycling their beer mash from production to feed local cattle, and planting a pine sapling in the Lake of the Woods area for every Papermaker beer they sell. They have currently planted approx. 2000 trees in 2019.

The Q&A generated a number of probing questions, including:

- How best to market an SE? It depends upon your mandate, i.e. who you want to reach and where they are geographically; if you are expanding your impact, i.e. increasing your geographical reach or trying to connect with more people in your area; and your budget
- How is the governance model is selected? Your mandate may determine your business structure (sole proprietorship; cooperative, corporation)
- Describe ‘a day in the life’ of an SE. Every day is different and exciting and challenging and rewarding.
- If giving only one piece of advice for a SE, what would it be? Don’t be afraid to think outside the box; Start with a lean investment; Make things up as you go; don’t try to act in isolation.

The panel speakers from established social enterprises in Winnipeg, Kenora and Thunder Bay were generous in sharing the opportunities, successes and challenges with attendees as well as providing diverse, viable examples of this business model. Their knowledge strengthens the SE ecosystem through social entrepreneurs that are at different stages in their journey to business developers.

2.5 Social Enterprise Resources

Representatives from four organizations presented on their respective resources:

- 1) SEE: Resources and Web Portal, Jude Ortiz
- 2) PARO Centre for Women’s Enterprise, Andrea Zappe
- 3) Business Development Centre, Craig Ryan
- 4) Social Enterprises: Examples, Shaun Loney

Jude Ortiz, Research Coordinator from NORDIK Institute, began this part of the day with the resources from the Social Enterprise and Entrepreneurship (SEE). She walked the attendees through the invaluable information available at www.seethechange.ca. Resource booklets on topics such as SE Go or No Go? SE Toolkit Bootcamp and Scaling Up SE were made available on the web and to take home after the event.



Figure 3: Andrea Zappe and Allyson Pele

Andrea Zappe, NW project coordinator(SEE), presented PARO Centre for Women’s Enterprise. This not-for-profit organization helps social entrepreneurs with business start-ups and growth. They also manage the funding program called Social Enterprise for Northern Ontario (SENO).

The Business Development Bank of Canada (BDC) is solely devoted exclusively to entrepreneurs. Craig Ryan, Director the Social Entrepreneurism, gave the next presentation over the phone. He focused on B Certified Corporations (B-Corp); what they were and gave multiple examples of current Canadian B-Corp companies. He explained how B-Corp originally started ten years ago in the United States and a performance rating of 80 out of 200 points was required to pass in order to be certified. And assessment was every three years. Some of the benefits of becoming B-Corp were consumers noticed you and attracting employees to work for you. Currently Ontario has 50% of all the B-Corps in Canada.

The last speaker was Shaun Loney with many examples of successful SE’s across Canada and Scotland. He pointed out there was other countries practicing SE’s on a larger scale than Canada. Scotland vs. Canada was about 5000 to 200 social enterprises. Scotland described SE’s as “civilized”, highlighting the normalcy of SE’s doing business in Scotland and this was a good goal to aim for.

2.6 Peer Mentoring Workshop

Dr. Gayle Broad lead participants through an activity designed to identify and sharing learnings gleaned from the Round Table event, and network. The process engages attendees in reflection about what stood out for them and ways they can support change. The responses are organized around four key areas that encourage social innovation and strengthening of the ecosystem through knowledge growth, changes in perspectives; changes in behaviours or actions for

change; and, support for change. A list of the responses is provided in [Appendix C](#).



Figure 4: Networking during lunch

3.0 Conclusions

The inaugural NW Round Table was successful on many fronts. Attendees gained new knowledge and skills that they can share throughout their networks, and the resources now available can be used by service providers, SEs and communities to strengthen the region's economy.

Given the demonstrated interest in the north, holding events such as this Round Table would be well attended in the future. Possibly holding SE events and workshops during small business week would keep the learning continuum of SE flowing. Growing and developing SE's in the NW Ontario region would begin to benefit the communities and individuals and organizations who choose to reinvest their profits in social, environmental and cultural missions.

Appendix A: Panelists & Speaker Biographies

Dr. Gayle Broad, NORDIK Institute

Gayle is a Research Associate at NORDIK Institute, a community-based research institute affiliated with Algoma University. She has long been interested in the development and scaling up of social enterprises and entrepreneurship, both as a founder and proponent of several social enterprises and within her research in Northern Ontario and in Colombia. A lifelong resident of Northern Ontario, Gayle's knowledge and interest in resource-dependency and its impact on people and the environment, has led her to take a holistic approach to researching community sustainability and resilience, including such diverse areas as culture and the arts, housing and poverty, Indigenous community economic development and worker ownership and cooperatives. <http://www.nordikinstitute.com>

Denise Lysak, Lake of the Woods Brewing Company

Denise is the Lake of the Woods Community Development Manager and has been with them since the start in 2013. The LOW Brewing Company is part of a growing movement of companies called B Corp, that are using their profitable businesses to have a positive impact on their communities, their employees and the environment. Denise's values reflect that of the Lake of the Woods Brewing Company where it supports its community and creates a system and a common set of values that is reflected in their business model. From donating and planting seedlings, community contributions through in-kind donations and cash sponsorships for a wide range of charities and event in the region. Being responsible in helping with the challenges that small communities face is just one of the Lake of the Woods Brewing Company missions. <http://www.lowbrewco.com/>

Patrick Krawec, W.R.E.N.C.H.

A former journalist and founding board member of the WRENCH, Patrick has over 20 years' experience designing and delivering frontline programming for marginalized populations. Patrick sees bicycles not just as transportation, but as powerful tools for community economic development – veritable health, wealth and happiness machines! <http://thewrench.ca>

Shaun Loney, Encompass Co-op

Shaun Loney grew up working at his dad's grocery store and attending school in Emo and Fort Frances. He realized that there were and are serious discrepancies between the economic well-being of most settler families like his and most First Nation families. He now lives in Winnipeg where he has cofounded now 12 social enterprises hiring people who have no access to the labour market. He's written 2 well-known books about this movement: *An Army of Problem Solvers: Reconciliation and the Solutions Economy* and just released *The Beautiful Bailout: How Social Innovation Will Solve Governments Priciest Problems*.

Shaun was Director of Energy Policy for the Government of Manitoba (2002 – 2008) and a political advisor to Gary Doer's NDP (1997 – 2002). He is the co-chair of the Winnipeg Citizens' Coalition, authoring Growing Green, an economic blueprint for the city of Winnipeg. He is also a director with Manitoba Green Retrofit.

He has written two well-known books about this movement: An Army of Problem Solvers: Reconciliation and the Solutions Economy and in 2018 just released The Beautiful Bailout: How Social Innovation Will Solve Governments Priciest Problems. He is Canada's leading social Entrepreneurs, Changemaker and Author on the Solutions Economy.

<https://www.encompass.coop>

Kelley Morrell

As an educator, artist, entrepreneur and a life-long learner, Kelley's holistic approach to living engages the mind, body and spirit. Drawing from his expressive arts training and studies in contemporary arts and philosophy, he provides a platform for inquiry that is new, informative and exciting. Kelley currently works with Bimose Tribal Council as a Student Retention Co-Coordinator and offers expressive art therapy classes. She has an MFA, B. Ed., EATC, O.C.T. and studied at University of Manitoba, Lakehead University, and Ontario College of Art and Design.

Dr. Jude Ortiz, NORDIK Institute

Dr. Jude Ortiz is the Research Coordinator at NORDIK Institute, a community-based research institute affiliated with Algoma University. She is the lead on the Social Enterprise and Entrepreneurship (SEE) initiative and a and a visual artist. With a strong background in the arts and community development, her research interests include the intersection of culture and the arts with community resilience; complex adaptive systems in regional identity transformations; and social enterprise and social entrepreneurship. <http://www.nordikinstitute.com>

Allyson Pele, Northwest Business Centre

Allyson is the Manager of the Northwest Business Centre (NWBC), the Small Business Enterprise Centre that offers small business services across the Kenora and Rainy River Districts. She is based out of Kenora and travels around the districts to offer workshops, business counselling and works with youth who are interested in entrepreneurship. She has a business degree from Mount Royal University and is passionate about helping small businesses. She sits as a co-chair on the Northwest Training and Adjustment Board (NTAB), the Regional Economic Development Group, the planning committee for the Douglas Family Art Centre Grand Opening and chairs the Services Sector Working Group in Kenora. <http://www.nwbiz.ca>

Craig Ryan, Business Development Corp.

Craig is the Director, Social Entrepreneurship at BDC, the only bank in Canada devoted exclusively to entrepreneurs. He leads its efforts to grow the entrepreneurial movement of certified Beneficial corporations (B Corps). Craig has more than 20 years' experience in the

public, private and civil society sectors. He holds a Master's in Public Administration from Harvard Kennedy School. He is a guest lecturer at McGill University's business school and a member of the board of directors of Rise Asset Development.

BCD page: <https://www.bdc.ca/en/about/b-corp/pages/default.aspx>

Hafsa Siddiqui, Do or Diabetes

Hafsa is a young entrepreneur from Thunder Bay, Ontario. In 2018, she graduated from Lakehead University with an Honors Bachelor of Commerce (Finance) degree. She is currently in the Master of Science in Management program at Lakehead. Hafsa is very passionate about social issues in the north and is an advocate for the advancement of social enterprises in Northern Ontario. She founded Do or Diabetes, an organization which seeks to motivate diabetics to manage their condition through cooking classes, fitness groups, and more. In recognition of her efforts, she was named 2018 Changemaker of the Year by Paro Centre for Women's Enterprise. <https://www.diabetestbay.com/#!>

Andrea Zappe, SEE

Andrea is the Northwest Program Coordinator for the SEE initiative. She is based out of Kenora and travels the area providing Social enterprise 101 workshops to the communities. She also is a business growth advisor for PARO Centre for Women's Enterprise where she assists women starting and growing their businesses. She also owns her own company, Prairie Ocean Technologies, Inc. for the last 14 years, where she provides water quality systems for environmental and marine applications. Water conservation is a passion whether its monitoring below the surface or paddling her standup paddleboards on top.

Appendix B: 10 Steps to Starting a Social Enterprise

1. Do not, under any circumstances, follow this list.
 - The journey of your social enterprise will be unique. Do what makes sense for you. Remember that the Earth is on your side.

2. What is your problem anyway?
 - We don't just start a social enterprise for the heck of it. Lack of income for single moms? Too many kids in child welfare? Unemployment among Indigenous youth? Worried about sensitive land being developed? Need revenue for your non-profit?
 - Social enterprises can handle them all, but usually only one at a time. More than that doesn't have a good track record.
 - "Fall in love with the problem" Stauch

3. What is the financial cost of this problem and who's paying? (it may not be who you think is paying)
 - Social enterprises are businesses. Understand fully before you get going who is financially benefitting.
 - For example, the biggest beneficiary of Aki Energy's energy-saving geothermal approach on most First Nations is the government of Canada (they pay utility bills for social assistance recipients on most First Nations), not First Nation families.
 - For a change, let's try not to give away our outcomes. The biggest financial beneficiary of non-profit work is usually government. The reason why we have problems in the first place is because there are no markets for solutions. Let's think about getting government to pay for our outcomes (see The Beautiful Bailout)
 - Problems have solutions. Solutions are way cheaper than problems – every time. So the trick is to get resources now to save money later. Social innovation uses super cool tools to do exactly this. See the 4 tools of social innovation (The Beautiful Bailout)

4. What's the widget that you're selling that best tackles the problem?
 - The most common mistake is that people think that the problem plaguing low-income communities is a lack of technology. If the absence of technology were the issue, we wouldn't be having this conversation because we've had the technology forever to make our communities healthy.
 - The solution is social innovation, rather than technical innovation. Use technologies or methods that are proven and focus on scaling them.
 - Is it earth and people friendly?
 - If you're selling outcomes (see The Beautiful Bailout) make sure you have influencers with you before you approach government. This involves non-profits getting up from the kids table and valuing what we have to offer. Selling family reunification to save government \$80,000 per year per child in the system? Selling health outcomes in a diabetes plagued First Nation? Selling a reduction in homelessness?

- Selling apartment renovations to public housing providers to generate employment for people with barriers to the labour market? Learn how to talk to government. Remember we're not asking for special treatment, rather we want governments to move from lowest price to best value.
- Why try reinvent the wheel? Are there other social enterprises on the planet tackling your problem? Spend time on the internet seeing what else is being done and how. Talk to them. Beg, borrow and steal (with permission). Use their approach and adopt it for your own context. If they are really a social enterprise, they'll be happy to help.
- Don't compete against other social enterprises. That's just not cool.
- Define your market

5. Who's We?

- You don't start a social enterprise on your own. If you want to go this route, we'd call you a social entrepreneur. We love social entrepreneurs, but they aren't social enterprises. (see www.armyofproblemsolvers.com).
- If you haven't lived in or with the problem that you're trying to displace, make sure you are getting advice from people with lived experience.
- Remember that social enterprises don't do things to and for people. The communities where you're working must be making the key decisions.
- Get a team together made up of community-minded folks with diverse skill set and contacts that could come in handy as you go forward. These folks might be called an interim-board in the beginning.
- At the same time, who is going to cause you problems? Make a plan about how to handle them.
 - E.g. Tiny homes aren't by-law approved.
 - Private sector may not welcome competition from better business models (so get Chamber of Commerce on side by describing your venture as offering more value for the dollar).
- Diversity rules! More perspectives the better. And we don't just mean things like race, ethnic backgrounds, age, gender or sexual orientation, consider skill sets such as financial background, trades, housing, non-profit governance, business experience, and public profile that will provide credibility.

6. Baby is born, but she can't do anything for herself yet.

- Give baby a name. A temporary one is ok. You can change it later.
- If you're working in the Indigenous community, consider visiting an Elder. Take tobacco.
- Can you find some start-up money somewhere? Usually best to do this once you're rolling (see below) but there is business startup dollars available too...

7. Start. Please start.

- This is the easiest step on the list and yet the hardest part for people to get their heads around. It's a lot simpler than most people think.
- There are advocacy groups, impact investment firms, fellowship organizations, ecosystem generators, post-secondary programs – but for every 10 people working to support social enterprises, it seems there is one actually doing it.
- Familiarize yourself with the concept of a lean start up.
 - Aki Foods Healthy Food Market started with a table from the band office, some healthy food, a cash box and a sheet of paper and a black sharpie for a price list.
 - Sandy Saulteaux Spiritual Centre's family reunification program started by supporting 2 families.
 - Manitoba Green Retrofit started with a job to insulate a horse barn. Employees were borrowed from BUILD, a truck and insulation blower were rented for a week.
 - Your social enterprise can be a cost centre in another non-profit to start. You don't need a bank account yet, or a book keeper or incorporation or a business plan or full-time staff. That stuff's for later. You need a market activity and the ability to carry out a job. Just one. Get the wheels rolling. The magic will begin to happen.
 - A women's centre that wants to start a painting company doesn't even need to own a ladder. Borrow a ladder. The crew can take transit to the job site if there's no vehicle to borrow. Hire a crew lead that knows what she's doing and pay her by the job. Insurance? Think about what can possibly go wrong and take measures to mitigate it. (You're hiring people with criminal records for stealing? Make sure they are thinking long term and make your customer feel comfortable by ensuring a supervisor is always there. Another example - You might not need insurance for that first job if you can deal with something going wrong. If the painting job isn't done right, you'll have to redo it.)
- Just make sure your total revenues exceed your total expenses on that first job. Your revenues can include a donation (instead of thinking of it as a donation, think of it as selling outcomes – it changes your mindset).
- The key is to start at the beginning, rather than the end. This is the most common mistake. Many try to replicate the size and breadth of a social enterprise that's been around for a while and that's unlikely. That successful social enterprise didn't start where they're at now. So take the first step. That's the only way you'll get anywhere.
- One good thing to remember is around risk. Non-profits tend to avoid risk. That doesn't work for social enterprises. We like to mitigate risk instead. Anticipate what could go wrong and reduce the likelihood of that every happening. So, use a desk in a friendly space instead of renting. Don't hire a full-time staff person until the revenues

support it. Selling healthy food? Order less than what you think you'll need. Take on jobs you know you'll do well. A good reputation will pay off big time as you go along.

- Not everything will work out. My colleague Kalen Taylor likes to say: "Fail fast. Learn and move on."

8. Baby knows best!

- This is where the magic starts to happen.
- Once you get going, the social enterprise will tell you everything you need to know. Think of it this way: what does a new dad of a 3-month old know about how to parent a 4-month old? Not much. But thank goodness, the baby will tell him what he needs to know.
- If you need to incorporate, the social enterprise will tell you. If you need your own bank account. You'll know. Need a business plan? Do it if baby says you need it, not anyone else.
- Be prepared to move in unexpected directions. Manitoba Green Retrofit was set up to insulate low-income houses in Winnipeg's inner city and quickly started doing bed bug remediation and apartment renovations. We eventually renamed it "Purpose Construction." Had we stayed solely on retrofitting, we would have gone bankrupt.
- At the same time, don't be distracted by shiny objects. Stay focused on results. Not every opportunity that comes at you is a good fit. Be flexible but you can say no.
- If you're ready to incorporate, get a non-profit by-law template and adjust it for what will work for you. Good to take a course on governance if this isn't your bag. United Way will often offer workshops in these areas in short, digestible, one-day format. Other organizations will do it too.
- Regardless, you want your board to be focused on accountability, approving policies and procedures and problem solving, not running the business. Many non-profit boards like to get their fingers in the daily operations. Businesses aren't run this way. If this is a problem, consider getting some board training. One of the outcomes of the training could be to come up with job descriptions for the board and also for management.
- Remember though that baby likes revenues being greater than costs.

9. Make the sound of a bee!

- Get a buzz going. How about a grand opening? Make some good signs. Media is easy with social enterprises. Tour people so they get excited about what you are doing.
- Take pictures and video. Remember it's not all about you so capture the spirit of the social enterprise.
- Websites are good. So is social media. Keep it simple so your stuff isn't out of date.
- Back in BUILD's early days, my coworkers said I was basically a tour guide. I brought hundreds of people, one group at a time, to our job sites so they could see for themselves.
- Getting civil servants out of their offices and into the community is important. I used to be a civil servant and I know now I should have been in the communities more often

where my decisions were being felt. Embrace and support the “intrapreneurs” inside systems. They are our friends!

10. Try to focus on policy change.

- Consider this a big part of your job. Poverty isn't about poor people, it's about the systems that they're interacting with. If we aren't going to work at changing these backward, colonial rules, who is? A small policy change can make a huge difference for a very long time.

11. Read number 7 again.

So why 11 points in a ten-point plan? We started out with that idea but things never work out the way you think. Get used to that if you're in the social enterprise world. This stuff is messy sometimes. You'll weave your way through it.

Some key observations:

What about a business plan? Well - 11 out of the 12 social enterprises I've been involved with didn't use a business plan. We used lean start up methods and just got going, adjusting and pivoting as we went along. The only exception was when we bought the 30,000 square foot building that became the Social Enterprise Centre. The Credit Union kinda needed a business plan because they were trusting us that we could pay them back over time. Fair enough. So do a business plan if it makes sense to do so but it hasn't been important for us in the beginning. Non-Profit, For-Profit, or Co-op? Easy answer to this is, “it depends.” What I can say is leave this decision as long as possible. Make sure the business model meets the needs of your business rather than the other way around. If you are applying for a juicy business grant that has your name written all over it, and one of the eligibility requirements is that only for-profits can apply, then you incorporate as a for-profit. If you can reduce suspicions about your motives by being a non-profit, then non-profit it is. BUILD, Building UP, Build up Saskatoon are all non-profits because governments find it easier to prioritize work for us the more different we are from the private sector. This won't always be the case. The Manitoba Method revolves around non-profits because it is an expression of the Indigenous values that we imbed ourselves in – where it is the community that makes decisions and the community that benefits. Your situation may call for something different.

Appendix C: Peer Mentoring Workshop

Following is participants' comments gathered through the peer mentoring workshop lead by Dr. Gayle Broad. They are organized around the four areas that contribute to evaluating the impact of the Round Table event and support innovation and strengthening of the ecosystem through knowledge growth, changes in perspectives; changes in behaviours or actions for change; and, support for change.

KNOWLEDGE GROWTH

- Opportunity for Social Procurement
- Importance of Focusing on Solutions
- Innovation in Social Enterprise is happening at scale in rural contexts!
- Increased understanding of B-Corp
- SEE Resources
- Inspiration i.e. Examples of social Enterprise
- Interesting to learn about concepts of social procurement
- Better understanding of social enterprise
- Perception of finding as a colonial tool
- Just Start
- Northern Ontario has supportive infrastructure for SE
- The anchor for government policy
- I can see it as a solution to current problems
- You don't need a business plan just start
- The creative workshop was an eye opener for me (we know who we are)
- Skwachay's Lodge sounds fantastic
- Turn Government into your customers
- More inclusive
- New approach
- Great to learn about specific SE's such as BUILD and W.R.E.N.C.H
- Investments give more flexibility than funding
- Focus on investing rather than government funding
- What's going on for SE's in other cities and countries
- There are lots of opportunities to move forward without government support.
- That I need to spend more time learning about SE
- Any problem can be an opportunity for SE
- Follow the money to uncover the most invested stakeholder
- Importance of problem solvers and clearing the way for them to be creative
- Learn what you can leverage
- Putting power in the hands of the community
- Differences between SE and a social conscience business
- New images for placing SE's within business frames/market economy
- Paradigm shift about Social enterprise
- There are more people interested in Social Enterprise that I thought.

- Don't do presentations over a phone call
- Will you agree to save money?
- Learned there are actual resources and connections to help with my plan. Things that I was unable to find on my own.
- A lean startup is achievable and lessens the fear factor that can accompany this kind of endeavor.
- Remember to look at things from all directions
- Start without having everything figured out
- Difference between Social enterprise vs. Social Entrepreneur vs. socially responsible
- Connect the people who most need the work with the work that most needs to be done
- Make the sound of a Bee
- There is hope in connection of the circle
- Every problem has a solution
- Solutions are from the inside-out
- Selling outcomes
- That my vision may not fit the best with SE though it is very much for the people
- Engaging instead of consulting
- Just start when you start the damn thing will start talking to you IT will tell you what you need.

CHANGES IN PERSPECTIVE

- More support out there for social enterprise than I thought
- That would look like someone is employable is really employable
- It's possible to start on the lean budget
- It doesn't have to be a huge scary thing start at the beginning don't expect it to look like an already established Enterprise
- Social enterprise is a business and the sky is the limit through competitiveness
- How profitable social enterprise can be
- Still skeptical about large companies' approach to social responsibility
- Changed attitude of finances
- My perception of thinking that the government is responsible for funding solutions has shifted
- Thanking first what needs have to be met then think of social enterprise
- No strict rules for starting social enterprise started and adapt as needed
- Social procurement
- Doing a lean start can take the fear out of getting started
- Don't be afraid that purpose of business might be to change the world
- Re-frame for governments: we are saving you money
- Are used to think stats as peer analytics but entrepreneurs can find opportunities and stats even negative ones
- Believe in yourself
- Real teamwork is key and strong

- More inclined to believe we can do it
- It's OK to think outside of the box actually might be more successful if you do
- Problems are opportunities sometimes the best ones
- Social enterprise as a return to India need views and ways of being in the world valuing the whole
- Perception of procurement in terms of opportunity to purchase outcomes
- Social symptoms becoming inspiration for social enterprise - would you agree to let me save you money?
- SE's as a disruptor
- Positive attitude each day can carry us towards our goals

CHANGES IN BEHAVIOUR OR ACTIONS FOR CHANGE

- Opportunity for more mindful consumer spending
- Look at social issues as new opportunities
- Enforces my belief and supporting social enterprise and awareness
- Start with our lean idea
- Scrapping the business plan and possibly the charitable license
- Start be willing to fail and learn seek out ways to continue to momentum
- Actively assisting clients to assess SEE resources and encourage SEE company development
- I will look on to community bond concept to explore potential for my community
- So many more possible fits for people that really are were deemed marginalized
- Take information to KLCF board to encourage investment.
- Want to connect with Sean Lonnie to explore opportunities in our community
- Write less business plans
- I want to put pressure on local government to ask contractors to work with social enterprises
- Look for unique employment opportunities and find community enablers
- Don't be overwhelmed by the problem be inspired by the solution
- Look into adding a social enterprise component to existing business
- I want to do more research about successful social enterprises
- Will seek out social enterprises to support
- Community steering committee meetings
- Get started now
- Be more aware of the decisions being made in government and be willing to offer another solution
- Would love to participate help create something like BUILD here in Kenora
- Take a first step
- Reframing everything for the many groups that are volunteering to many hours of free labor

SUPPORT FOR CHANGE

- Support mentorship
- Financing
- Pull at City Hall number one either support or lack of involvement by the enforcement pillar task force i.e. the OPP community liaison officers
- NORDIK, SBEC's innovation centers
- Ongoing training or shared teachings
- Funding
- Community partnerships
- Support from community members
- Opportunities to network with social entrepreneurs
- Believers and like-minded people
- Access to more resources
- Mentoring from running social enterprise for start up
- Community members willing to gather to identify opportunities that can grow from issues