

## APPENDIX K: SOCIAL ENTERPRISE STRATEGIES

Corporate Form Description	Support organizations in Vancouver	Results	Challenges of Approach	Strengths of the Approach
Self-employment	Westcoast Development Group  SUCCESS  BDC  ABLED  EMBERS  PEACH	Focus on proprietorships—some partnerships	Proprietors are often undercapitalized and as low-income people, highly stressed  One person has to do everything in the business and will most certainly have skills deficits in some areas	Individual Focus—business planning assists them to ‘find’ and explore a specific niche that has a market People have a strong sense of ownership of their idea—  SSFPA available now to support these entrepreneurs
Social enterprise: generally a non-profit organization providing social or health services (most often with a core program funded through government) that has diversified its operation and seeks to provide goods or services or employment opportunities is the ‘owner’ of a revenue generating ‘arm’ or holds shares (either wholly, or in partnership) in	Enterprising Non-profit Program	Some jobs are created for low-income people, services are provided for low-income people or goods are produced for sale on the open market	Governance Management Investment capital Training support	An enterprising Non-Profit Organization (NPO) whose board and staff become comfortable with working in the marketplace can mobilize considerable capital and create substantial social and economic results

a for-profit business.				
Training business: Generally a non-profit organization wishing to provide training support to their clientele. Or a self-help group that wishes to improve their lot through labour market advancement	Organizations funded by HRSDC—some provinces fund training businesses Some training businesses are self-funded	Provides practical, hands-on job training for participants through a for-profit business, such as a café or catering business. Some training programs are linked with industry partners for future job placements.	Funding – often require social enterprise training businesses to subsidize their training costs. It can be difficult to maintain training hours when cost subsidized by business and food business is cyclical  Consistency of product	Provides a 'stepping stone' into mainstream employment
Co-ops: Buying Clubs	Sometimes developed by NPO's or support groups to facilitate lower prices through group buying	Lower food prices  Builds community  Builds skills	Governance  Management  Start-up capital  Sources of investment capital (equity)  Access to wholesale prices, especially for food	Co-op legislation addresses challenges and allows private investor participation
Worker co-ops:	Low-income groups create a co-op to provide goods or services	A new enterprise has the benefit of a variety of skills to call upon.	Expertise to develop a business plan  Worker training  Management  Governance	
Producer Co-ops	Generally formed by producers for the purposes of Marketing their goods and services.	Producers can control their products' entry into the marketplace and resist exploitation by 'middle people' in the food system		
New Gen Co-ops	Formed by producers in	Re-claiming of value for the	Capital investment is	

	order to process and market their products	producer	generally onerous	
Community Development Corporation- A non-profit corporation with a focused goal of carrying out community economic development in a particular locale or for a particular group.	There is no programs supporting urban CED organizations in BC—some provinces, notably Manitoba and Quebec have made considerable investment in CEDC's.  Rural areas have Community Futures organizations that play this role	Successful CEDC's have strong track records for social and economic results in their communities.	Success requires support for strategic activities, business development activities and CDC core operations	Develops a strategic and market-based approach to community economic development—less likely to spawn a project mentality
'Economic social work:' Bartering programs		Low income people could get food and other goods in exchange for their skills/labour	Management—few systems get big enough to provide sustaining core funding  Education about how to operate the system	No money needed  All skills recognized  Labour can be exchanged for goods without loss of dignity
Economic social work Gleaning programs	Low income groups offer to glean fruits, nuts etc. sharing produce with property owner	Low income people get 'free food' in season	Core support of sponsoring group—transport, ladders, coordination, storage facilities	Labour can be exchanged for food without loss of dignity