

# BUILDING A SOCIAL ENTERPRISE MOVEMENT

## The Enterprising Non-Profits Program



- ✘ Resilience in our non-profits
- ✘ Economic development in our neighbourhoods
- ✘ Employment in our communities
- ✘ Solutions for our planet

**enp-to**

enterprising non-profits toronto



DREAM NOW CANADA INC. • FAMILY TRANSITION PLACE • FOODCYCLES • HOT DOCS • LITERATURE FOR LIFE • LOCAL ENHANCEMENT AND APPRECIATION OF FORESTS • THE NEIGHBOURHOOD CENTRE • PEGASUS COMMUNITY PROJECT • REGENT PARK WOMEN AND FAMILIES • RIVERSIDES • SOMALI BUSINESS DEVELOPMENT CENTRE • ST. STEPHEN'S COMMUNITY HOUSE • THE THEATRE CENTRE • TORONTO RENEWABLE ENERGY CO-OPERATIVE • WOODGREEN COMMUNITY SERVICES • WORKING SKILLS CENTRE

## A MOVEMENT FOR SOCIAL ENTERPRISE

For the past twenty years non-profit organizations across the country have been struggling with ongoing capacity constraints due to changing funding practices, cutbacks in government service delivery, and increasing demand from citizens and communities. As a result, many non-profits experience formidable challenges: they encounter 'mission drift' as they chase funding; their internal capacities are hollowed out because of a lack of core support; and they find themselves unable to respond quickly to emerging needs due to a reliance on external supports and priorities.

Social enterprise has emerged as one way to address these challenges. **Social enterprise blends the community-oriented values of the non-profit sector with the marketplace strategies of the for-profit sector.** The result is a more vibrant, resilient and self-sufficient non-profit sector.

Canada is just catching up to a global movement for social enterprise. One of our most notable social enterprise programs is Enterprising Non-Profits (enp) – a BC-based program that provides training and grants to support the creation and growth of social enterprises. Since its inception in 1997, enp has provided workshops to over 800 non-profit organizations, invested \$1.6 million in the non-profit sector, and helped kick-start more than 65 social enterprises that employ hundreds of individuals and generate millions for the provincial economy. In 2008 the Centre for Social Innovation partnered with enp-BC and twelve progressive funders to bring a pilot enp program to the Greater Toronto Area. Our attention now turns to making Enterprising Non-Profits Toronto (enp-to) an ongoing initiative in the GTA.

## WHAT IS A SOCIAL ENTERPRISE?

A social enterprise is a business operated by a non-profit organization that is directly involved in the production and/or selling of goods and services for the dual purposes of:

- » generating income
- » achieving a social, cultural or environmental aim

Social enterprise encourages greater resiliency and independence within the non-profit sector by helping organizations to stabilize and diversify their funding base while enhancing their programs or services. The result: stronger non-profits and healthier communities.



FoodCycles Soil Regeneration and Urban Farm Project

"The enp program is about real change. It's practical and it's making a difference in our communities."

JASON FARRIS, PRESIDENT AND CEO,  
CITIZENS BANK OF CANADA



## WHAT IS THE ENTERPRISING NON-PROFITS PROGRAM?

Enp is a funding program that provides matching grants of up to \$10,000 to non-profit organizations that are interested in starting or expanding a social enterprise. Enp funding enables non-profits to conduct planning activities related to the development of a business venture, such as organizational readiness, market research, feasibility studies, and business plan creation.

### Program Goals:

- » To support non-profit organizations to develop enterprises that are linked with their mandate and which contribute to organizational sustainability
- » To increase the capacity of non-profit organizations to improve socio-economic conditions through the creation of employment or training opportunities and/or enhanced program provision

All non-profits interested in applying to the enp funding program must attend a day-long social enterprise skills training workshop. This workshop helps build the capacity of the sector to understand and undertake social enterprise, and it helps ensure that those organizations investing in social enterprises are as informed and as capable as possible.



## Local Enhancement and Appreciation of Forests (LEAF)

### *Backyard Blooms*

LEAF is dedicated to the protection and improvement of Toronto's urban forest. LEAF's mandate is to raise public awareness, foster a sense of ownership, engage diverse communities, provide educational tools and resources, and facilitate tree planting and urban forest stewardship. Since their first planting season in 1996, over 13,000 native trees and shrubs have been planted in backyards across the city. With \$9,500 in support from enp-to, LEAF will develop a business plan to offer an expanded menu of sustainable landscaping products and services.



photo: Sami Siva and Paul Lapid

## Hot Docs

### Hot Docs' Digital Shop

Hot Docs Canadian International Documentary Festival is North America's largest documentary festival, conference and market. Each year, the Festival presents a selection of more than 150 cutting-edge documentaries from Canada and around the globe. Enp-to has granted Hot Docs \$10,000 to create a sophisticated business plan that will ensure the longevity of the Digital Doc Shop, a ground-breaking new system that aggregates filmmakers' completed projects in an interactive, digitized environment, which allows their art to be accessed by a global audience.

## A FUNDERS' COLLABORATIVE

Enp is a partnership of foundations, credit unions, corporations, individuals and governments that believe social enterprise is a valuable means to support their impact in the community. Together, they pool their contributions into a single fund, with 25% directed to program delivery and 75% directed to grant disbursement. The fund is sufficiently flexible to allow each partner to support projects according to their own priorities. And because it is a partnership, each member of the collaborative leverages its own contribution several times over.

But these agencies are more than funders – they are *invested partners* in enp. The Funders' Collaborative helps to build relationships and share learnings while pursuing a common goal. The partners work together to set the parameters of the program, to review and adjudicate the proposals, and to gain insight into the emerging social enterprise sector.

### THE TORONTO-BASED PILOT

In 2008 the Centre for Social Innovation introduced the enp program to the Greater Toronto Area. The pilot was an incredible success! We held five sold-out social enterprise skills training workshops with over 180 attendees representing more than 120 nonprofit organizations. We received 48 proposals requesting a total of over \$400,000 in funding. In December 2008 our Funders' Collaborative awarded over \$100,000 in grants to sixteen successful applicants.

### OUR PILOT PROGRAM PARTNERS:



CATHERINE DONNELLY  
FOUNDATION



A Better Place For You™



Toronto Training Board  
Commission de Formation de Toronto



WELLESLEY INSTITUTE  
a decade of advancing urban health



## Family Transition Place

### *Transitions Training*

Family Transition Place is working to raise respect and eliminate violence in the community by providing violence prevention education to youth, women and men, as well as emergency shelter, housing, legal and transitional support to abused and sexually abused women and their children. With \$4,550 in support from enp-to, Family Transition Place will conduct a feasibility study to determine the viability of providing revenue-generating violence prevention workshops to schools, workplaces and community groups.

## ENP-TO PILOT PROGRAM GRANT RECIPIENTS

In December 2008 enp-Toronto awarded over \$100,000 in grants to sixteen successful applicants:

### **Dream Now Canada Inc.**

*Continuum*

### **Family Transition Place**

*Transitions Training*

### **FoodCycles**

*Soil Regeneration and Urban Farm Project*

### **Hot Docs**

*Hot Docs' Digital Shop*

### **Literature for Life**

*Literature for Life Publication Division*

### **Local Enhancement and**

### **Appreciation of Forests (LEAF)**

*Backyard Blooms*

### **The Neighbourhood Centre**

*The Hope Project*

### **Pegasus Community Project**

*Pegasus Thrift Store*

### **Regent Park Women and Families**

*Women's Dream Social Enterprise*

### **RiverSides**

*Riversides RainBarrel Program*

### **Somali Business Development Centre**

*CultureLink Printshop*

### **St. Stephen's Community House**

*Conflict Resolution Services*

### **The Theatre Centre**

*Café/Bar at the Carnegie Library*

### **Toronto Renewable Energy Co-operative**

*Our Power*

### **WoodGreen Community Services**

*Peer-Worker Bedbug Response*

### **Working Skills Centre**

*Academy of Computer & Employment Skills*

## Pegasus Community Project

### *Pegasus Thrift Store*

Pegasus Community Project provides a community-based day program for adults with developmental disabilities. Over the past six years Pegasus Community project has been operating the Pegasus Thrift Store, a retail outlet for gifts made by program participants and volunteers. This social enterprise is mission-driven, offering job training and social inclusion to adults with disabilities and to local community members. With \$2,500 in support from enp-to, Pegasus Community Project will create a business plan that will lead to improvements in the Thrift Store's efficiency, productivity, income and sustainability.



## GET INVOLVED!

The overwhelming response to enp-to has confirmed our hunch that the Greater Toronto Area needs a program to support social enterprise. We're now focusing our attention on an ongoing enp-to program that will continue to support the surging interest in social enterprise within Toronto's non-profit sector.

But to do so we need your help! We're looking for partners who are ready to invest in social change and social impact in the GTA. We seek partners willing to provide one- to three-year commitments of \$25,000 to \$50,000 per year to an ongoing GTA-based enp program. We are eager for a cross-section of partners reflecting the private, public and non-profit sectors.

## FOR MORE INFORMATION

For more information about enp-to, please [VISIT](http://www.socialinnovation.ca/enp) [www.socialinnovation.ca/enp](http://www.socialinnovation.ca/enp) [EMAIL](mailto:enp@socialinnovation.ca) [enp@socialinnovation.ca](mailto:enp@socialinnovation.ca) or [CALL](tel:416.979.3939) 416.979.3939.



### ABOUT THE CENTRE FOR SOCIAL INNOVATION

The Centre for Social Innovation is a social enterprise with a mission to spark, connect and support new ideas with world-changing potential. We focus on projects that are collaborative, systems changing and entrepreneurial.

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