

WORKFORCE INNOVATION THROUGH SOCIAL ENTERPRISE

TOOLKIT



Community Education Network
for Southwestern Newfoundland

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Workforce Innovation Through Social Enterprise is a research project led by Community Education Network (CEN) and funded by the NL Workforce Innovation Centre (NLWIC).

Established in 2017 by the Government of Newfoundland and Labrador and administered by College of the North Atlantic, NLWIC has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development. The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment and entrepreneurship within the province's labour force and particularly underrepresented groups. Funding for NLWIC is provided by the Department of Immigration, Population Growth and Skills (IPGS) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.

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SECTION I - BACKGROUND INFORMATION

INTRODUCTION

This toolkit is a collection of authoritative and adaptative resources to build community capacity to enhance learning about social enterprise development and identify approaches for success. The purpose of the toolkit is to offer practical advice and guidance based on the key learnings of the Workforce Innovation Through Social Enterprise Project (WITSE) and the three social enterprise projects as case studies as they emerged and evolved including:

- Moving from proposal to project
- Determining the social enterprise pilots
- Key learnings
- Supporting literature and resources

Through sharing, the intent is to:

- Provide innovative ways for addressing challenges
- Create efficiencies for future social enterprise initiatives as others can benefit from past research and key learnings
- Facilitate wide-spread adoption of a particular best practice or concept across the social enterprise spectrum so that new entrepreneurs are better supported

The key audience for this tool kit is any group exploring social enterprise development and interested in testing innovative approaches for better ways to address labour market issues and improve outcomes. The tool kit is divided into six sections which includes the following:

- Background Information
- Project Summary
- Key Learnings
- Resources
- Communication
- Research and Support

This Tool Kit also includes a video produced locally by Dome Productions. The video provides a community partner reflection on the project, Workforce Innovation Through Social Enterprise, highlighting the three social enterprise pilot projects. To view the video click the link: <https://www.youtube.com/watch?v=BvgytPkOK74>

Social Enterprise is a catalyst for social and economic empowerment and inclusion. It is defined as a non-profit initiative that produces and sells goods or services in a business-like model in the market economy, but they manage their operations and redirect their surpluses in pursuit of social, community, cultural or environmental goals.

RATIONALE

Existing research indicates that there are strategic advantages to Social Enterprise. Establishing a social enterprise involves the collective commitment of people. They go where private business may not be able or willing to go, such as rural or remote communities. In addition, they expect less profit and profits stay in the community. Social Enterprise is responsive to the need for Labour Force Adjustment and mobilize vulnerable people in disadvantaged regions, communities or neighborhoods. It generates economic activity, adds social value, and provides training and employment opportunities for individuals experiencing employment barriers and challenges entering or rejoining the workforce.

The Way Forward

The Provincial Government's "The Way Forward", (A vision for sustainability and growth in Newfoundland and Labrador), identifies increasing the number of Social Enterprises in the province as a means to a stronger economic foundation. "Social Enterprise is another innovative tool for advancing regional growth opportunities to benefit the economy, support rural sustainability and encourage entrepreneurial governance models and service delivery". The Department of Advanced Education, Skills and Labour (presently the Department of Immigration, Population, Growth and Skills) Strategic Plan (2017-2020) identifies two key issues for the Department over the next two years - "Strengthening the Workforce through Education and Training to Achieve Better Outcomes; and Contributing to a Stronger Economic Foundation and Labour Environment". https://www.gov.nl.ca/pdf/the_way_forward.pdf

NL Workforce Innovation Centre

Correspondingly, the goal of the NL Workforce Innovation Centre (NLWIC) is to promote the research, testing and sharing of ideas and models of innovation in workforce development that will positively impact individual employability and attachment to the workforce.

<https://members.technl.ca/memberdirectory/Details/nl-workforce-innovation-centre-nlwic-2170599>

SECTION II - PROJECT DESCRIPTION

COMMUNITY EDUCATION NETWORK

In keeping with NLWIC's goal to promote research, testing and sharing of ideas and models of innovation in workforce development, the Community Education Network proposed the Workforce Innovation Through Social Enterprise Applied Research Project as a practical and collaborative means to addressing workforce challenges and economic sustainability in Newfoundland and Labrador. The Goal of the Workforce Innovation Through Social Enterprise Project is to facilitate evidence-based research and analysis and to disseminate resources and practical tools which encourages and supports Social Enterprise growth in Newfoundland and Labrador as an innovative tool for addressing workforce challenges, supporting rural sustainability, encouraging small business enterprise, and building a stronger economic foundation for the future.

This goal was accomplished through collaborative partnerships and stakeholder engagement, applied research, piloting and evaluation, data analysis and documentation, as well as knowledge mobilization and dissemination of information and practical tools and resources.

The Community Education Network for Southwestern Newfoundland (CEN) has the expertise and resources to facilitate all aspects of the project and to successfully accomplish the identified goal and objectives. CEN is a well-established incorporated non-profit community-based organization with 30 years experience working collaboratively with its many partners and funders to affect positive change for individuals and communities.

Originally established in 1991 as the Port au Port Community Education Initiative, CEN has grown to become an umbrella organization - facilitating partnerships; coordinating community-based programs; conducting research and evaluation; and building community capacity to address identified needs throughout Southwestern Newfoundland. CEN has a well-qualified, experienced and diverse management team, staff and community partners as well as a rich and extensive history of facilitating and managing innovative programs and initiatives which address identified needs and foster a coordinated approach to service delivery.

<https://communityeducationnetwork.ca/>

THE PRIMARY RESEARCH QUESTIONS:

- *What practical and innovative Social Enterprise opportunities exist in Southwestern Newfoundland which can address workforce challenges, provide training and employment opportunities, support community sustainability and build a stronger economic foundation for the region?*
- *Based on research findings, which identified Social Enterprise opportunities have the support and resources required for start-up; are able to participate in a piloting and evaluation process; and have the potential for sustainability?*
- *What impact has Social Enterprise Development had on the community/region?*

THE OBJECTIVES:

1. To actively engage community partners and stakeholders throughout all phases of the project including development, implementation, evaluation, knowledge mobilization and dissemination.
2. To conduct labour market research and data analysis including relevant local, regional, provincial and national statistics and employment trends, training and job opportunities, and small business information.
3. To conduct research and analysis of existing documentation and information relating to Social Enterprise including a literature review, inter-jurisdictional review, case studies and best practices/promising practices; and to apply this research to the development of new Social Enterprise opportunities in Southwestern Newfoundland.
4. To work closely with the Town of Stephenville Economic Development Committee and other identified community partners and non-profits to research and develop new and innovative social enterprise opportunities in Southwestern Newfoundland.

For individuals requiring a supportive work experience, the Department of Immigration, Population, Growth and Skills (formerly AESL) funded employment programs often have limited options regarding subsidized job placements in existing businesses or industries which are often fast-paced and profit-driven. For clients requiring additional supports and services and more time to adjust to a new workplace environment, Social Enterprise provides the supports and wrap-around services needed for a successful transition to the workforce.

<https://www.gov.nl.ca/ipgs/>

WITSE SOCIAL ENTERPRISE PILOTS

Based on the literature, a set of criteria was developed to determine the most suitable case study for each model. The criteria were designed to represent the research objectives and to facilitate a critical review of lessons learned from each case study. In addition, while the fundamental focus on workforce innovation through social enterprise was maintained, case studies were chosen to represent a range of sectors and organizational missions.

The result was to design and implement three different models of social enterprise as pilots for the Bay St. George region. The three models were Juniper Printing, Long Range Market, and Grow Remote. The intent was to collate information on the activities and provide opportunity for community partners, resource persons, and participants to give feedback regarding the ability of the project to accomplish what it set out to do.

Juniper Printing:

Juniper Printing is a social enterprise owned by the Community Education Network and Associates and specializes in delivering personalized printing, editing, copying, scanning, and laminating services. It is located at 35 Carolina Avenue in Stephenville, Newfoundland and Labrador. Juniper Printing provides quality, cost-effective printing services to customers on the Southwest Coast of Newfoundland and Labrador and is the only local printing service available.

Juniper Printing partnered with Power Up! to employ a participant. Power Up! is an employment transitions program which engages participants in a four-week pre-employment training and work skills development program, followed by a six-month, 930-hour subsidized work placement in the Bay St. George area. <https://www.facebook.com/CENJuniperPrinting/>

Long Range Market:

The goal of ***Long Range Market*** is to operate a local marketplace for businesses to sell their products/services online for minimal cost with ease of use for buyers and sellers. This has been created through a platform called Sharetribe.

The Long Range Market is a social enterprise that is owned by the Bay St. George Chamber of Commerce in partnership with Community Education Network-Social Enterprise Project. The Bay St. George Chamber of Commerce is made up of progressive and forward planning citizens and businesses that combine their efforts and time to ensure the economic growth of the Bay St. George region. <https://www.facebook.com/bsgcoc/>

This marketplace will help business owners in the Bay St. George area create another revenue stream throughout the COVID-19 pandemic and beyond and encourage the integration of e-commerce into their business model. The social enterprise will offset the start-up costs by charging businesses a yearly membership fee to post on the website.

Grow Remote:

Grow Remote began with a group of community people in Ireland who started a WhatsApp group in 2018 when they were curious about remote work and how this concept could help their communities. It quickly expanded into 4 countries and has 60+ local chapter leads using remote work as a tool for community development. It is also a Company Limited by Guarantee (CLG). A CLG is usually used in circumstances that require a separate legal entity and corporate protection in organizations such as charities, trade associations, societies, sports clubs, and social clubs in Ireland. This company type is appropriate for non-profit companies or NGO's (non-governmental organizations). <https://growremote.ie/>

Chapters are the most important part of Grow Remote as they help with the last mile of remote work. They usually use remote work to achieve one of the following three goals:

1. Help their community find employment
2. Help repopulate their community
3. Help remote workers engage locally

The goal for this model was to establish a local chapter of Grow Remote in Stephenville, Newfoundland and Labrador, connect people who work remotely with remote employers, and build a community of remote workers in Stephenville. Horizon TNL was the lead organization for this initiative. <https://www.changex.org/co/growremote/stephenville-nl-canada-division-no-4>; <https://www.horizontnl.ca/grow-remote>

WITSE POWER POINT PRESENTATION

A presentation of the WITSE Project was provided to NLWIC and other government representatives in May 2022. The Power Point presentation can be found at <https://communityeducationnetwork.ca/initiatives/witse/>

SECTION III - KEY LEARNINGS

“This initiative is about people taking ownership of the responsibility to develop our local economy. Never let anyone tell you what you are doing is unimportant. This work is absolutely vital for the future sustainability of our region. Keep up the good work.” (MHA Tony Wakeham, Public Forum, 2020)

Ongoing evaluation was embedded into the project with a number of key learnings emerging:

1. A network of support, including government agencies, academic community, non-profit community organizations, businesses, as well as public support is needed in the promotion and development of social enterprise. Such support can also drive inclusion and equity by encouraging businesses owned by visible minorities and other employment equity groups. If considered, this potential to establish social enterprises must, however, be targeted with improved funding to ensure sustainability and increased inclusion.
2. Based on project experiences, there needs to be someone to navigate at the local level, to be a main point of contact to support/assist/promote and help sustain social enterprise for the region. The literature indicates that community-based navigators do not need to be experts. They need to be able to guide people and bring out their expertise. Having someone who is solely responsible for social enterprise activity, increases its chances of success by maintaining the continuum of support.
3. Social Enterprise Research is time consuming and requires expertise in a number of fields to enable detailed analyses and adequate time for reflection and feedback.

4. Government and community-based organizations delivering employment and training programs and services must be working in tandem, and action should be taken to ensure a community-based approach to program delivery.
5. On-the-job technological tools are key to skills advancement, improved productivity, and increased sales/revenue which was particularly evident during the Covid-19 pandemic.
6. Partnerships are the key to success and finding the right partner(s) is essential.
7. It is evident that social enterprise is a business model that adapts itself well to inclusivity. Whatever the strategy, it requires an employed navigator who can assist those working within programs and provide guidance and support to those who need it.
8. Although project implementers were aware of the necessity of using virtual platforms such as Zoom as well as various forms of social media, they were not aware of the value of the extensive use upon which they became dependent. With mandates from the Chief Medical Officer of Health limiting face-to-face contact due to Covid 19, project and service implementers quickly learned that virtual meeting platforms such as Zoom would become a cost-effective medium for people needing supports and services. It became social capacity building through a virtual and social media medium. It opened doors for people, provided alternate ways to communicate, educate, and support through Facebook, private emails, Facebook messages, texting, delivering remotely and virtually, as well as using a hybrid model of in-person and virtual communication and knowledge exchange.

Social Enterprise is another innovative tool for advancing regional growth opportunities to benefit the economy, support rural sustainability and encourage entrepreneurial governance models and service delivery.

Government will benefit from collaborating with the non-profit sector to develop policies, programs, and service delivery mechanisms designed to support this vision and address identified key issues .



<https://www.gov.nl.ca/thewayforward/action/increase-the-number-of-social-enterprises-in-newfoundland-and-labrador/>

PROJECT IMPACT

Project Impact defines effects which the social enterprises produced upon environment, organization, community, and people. These include:

- Increased networking on a local, regional, national and international level for both team and organization
- New untapped business experience for the organization and other partner organizations
- Employment opportunities for people with employment barriers
- The ongoing pandemic had both a positive and negative impact on the piloting of social enterprise ventures.

- Research shows that the social determinants can be more important than health care or lifestyle choices in influencing health. It also indicates that the contribution of sectors outside health to population health outcomes exceeds the contribution from the health sector. Non-profit collaborative grass-roots community-based organizations, like CEN, have a positive impact on the social determinates of health for individuals and families.
https://thecanadianfacts.org/the_canadian_facts.pdf

- ▶ Flexible and responsive policies and programs must be designed to support the development of social enterprise in rural and remote communities.
- ▶ This would include the development of a work plan with accountability mechanisms which includes concrete objectives, actions, outcomes, indicators and specific timelines.



Policies must support social enterprise development in the non-profit sector through:

- training and skills development for marginalized and vulnerable populations
- adequate and accessible funding for social enterprise development within the non-profit sector
- ongoing support for existing social enterprises to thrive and expand.



Non-profits offer inclusive employment programs and services for individuals facing multiple employment barriers.

These programs can be further expanded through flexible government policy, program delivery and accessible funding opportunities.

UNINTENDED OUTCOMES:

UNINTENDED LEARNINGS AND OUTCOMES

The value of technology

Changing Times Calls for Changing Measures

Financial benefits

The Pandemic

The Building of Trust



1. The bulk of Community Education Network Social Enterprise has taken place under a global pandemic. When the proponent began this pilot there was no inkling of what was to occur in the form of the Covid-19 Pandemic. When it began there was anticipation that it would be short term and the project would simply continue with its initial plan. When that did not happen, staff and CEN had to re-adjust not only the timelines but also the social enterprise ventures. Juniper printing, by that time, was established enough to continue as a pilot, but other potential enterprises were put on hold.

Focus shifted to more e-enterprise ventures that could be built virtually. One of those was the Long Range Market and the other was Grow Remote. Both were very timely as people were in a continuous public health emergency mode that required minimal physical contact with others.

Grow Remote established in Ireland, can certainly be show-cased as a direct result of the pandemic. Being introduced to Ireland’s work has opened doors as project staff for Workforce Innovation Through Social Enterprise have experienced networking at a national and international level. According to the project coordinator, the scale of the networking opportunities has been of great benefit in their learnings.

2. Working from home became a necessary phenomenon. From an employer perspective working from home has the potential to create a savings in operational costs such as rent. Businesses are not leasing as much property which has an economic impact on people who own these buildings. Heat and lights as brick and mortar are becoming less and less popular the longer people (employees) have opportunity to work from home in some combination (Home, Hybrid, Hub). Businesses and government agencies are transitioning to e-commerce and e-transactions that demand working online.

The same change occurred with the non-profit community organizations after the pandemic. It has demonstrated to a lot of people that offices are not a necessity anymore. People incorporate offices into their home, a point that is important to note as well for its benefit to the employer.

3. The trust that has been built from employers to employees through the pandemic and directly caused by the pandemic, is worthy of note. There had to be a shift in the delivery of services that was a forced kind of leap of faith. Those involved had to do it (e-commerce, e-meets) and then realized it was okay.
4. Two key documents demonstrate Government's recognition of the challenges experienced by communities in Newfoundland and Labrador:
 - *The Way Forward on Workforce Development* identifies labour market conditions and dynamics in NL and prepares NL for future labour market opportunities by identifying skills gaps.
<https://www.gov.nl.ca/ipgs/feature/the-way-forward-on-workforce-development/>
 - *The Health Accord* creates an awareness of and intervention in the social factors that influence health (social determinants).
<https://www.healthaccordnl.ca/>

Social enterprise plays an important role in both. The three models demonstrate its significance in the labour market. In health care it addresses the socio-environmental factors that influence the physical, mental, social and spiritual components of health and well-being.

Current observations and quantitative data indicate that need continues to drive social enterprise activity. And, considering that social enterprise is about “breaking even” while providing a service to the community and employing people, for organizers implementing the *Workforce Innovation Through Social Enterprise* project, both their ability to provide a service and address a need were pillars for success. <https://www.nlwic.ca/workforce-innovation-through-social-enterprise/>

Many strengths emerged because of the *Work Force Innovations Through Social Enterprise* project. One was the ability of staff and other stakeholders to adapt to the pandemic environment. The second was the potential for partnership building by engaging in e-commerce, shared services, and external organization support. Both are drivers of rural sustainability. When it comes to sustainability, stakeholders in this project ascertained that there is no better plan for rural sustainability, than diverse enterprises that break even and support remote work.

Social Enterprise has been identified as an innovative opportunity to address workforce challenges and economic sustainability in rural and remote communities. The world of work is changing. Digitalization, globalization, and population aging are having a profound impact on the type and quality of jobs that are available and the skills required to perform them. Both the Long Range Market and Grow Remote were timely enterprise adventures, having a focus on various forms of social media it invited a platform into the world of change, especially as it pertains to working remotely. Remote work is seen by project stakeholders as one potential solution for revitalizing rural areas and increasing job opportunities.

SECTION IV - RESOURCES

EXAMPLES OF SOCIAL ENTERPRISE

Types of Models

Work Integration Social Enterprise (WISE) Model



The work integration social enterprise (WISE) model is one promising approach to facilitating employment for those who face significant, multiple employment barriers. WISE uses an employment-oriented system centred on providing social value to efficiently generate and fill job positions with people who would otherwise have limited or non-existent opportunities in the workforce. Such people may include, among others, individuals living with disabilities, migrants, the homeless, and low-income individuals.

While some WISE social mission programs provide individuals with direct employment, many others provide supported or transitional employment¹.² The former advocates for self-sufficiency while the latter advocates for self-help. With direct employments, WISE provides their employees with real jobs, paychecks, job and life assistance, and overall support to either retain them as employees or help them transition into private-sector jobs. Such direct jobs are offered through the social enterprise's earned-income activities, and revenues cover costs such as wages, benefits, and purchase of work assets. On the other hand, WISE that offer supported employments provide an entry point to employment by developing individuals' employable skills to best position them for both successful workforce transition and sustainable employment. Many WISEs build relationships with community employers to either create job pathways for participants or to collaborate to increase workforce participation and on-the-job trainings for those who face employment barriers.

<https://ccednet-rcdec.ca/project/work-integration-social-enterprises/>

<https://www.gov.nl.ca/iet/regional-economic-development-division/social-enterprise-development/>

¹ Simon Teasdale, "Models of Social Enterprise in the Homelessness Field," *Social Enterprise Journal* 6, no. 1 (2010): 23–34.

² Andrea Chan, Sherida Ryan, and Jack Quarter, "Supported Social Enterprise: A Modified Social Welfare Organization," *Nonprofit and Voluntary Sector Quarterly* 46, no. 2 (2017): 261–79.

Business Support Model

In the business world, increased visibility aids business growth. Yet for many small enterprises, achieving commercial visibility is a challenge. The business support social enterprise undertakes this challenge and provides a variety of support channels to businesses to increase visibility. The primary medium of support could be through a subsidized or free platform created to showcase businesses and their products or services to a wider audience and market. Support could also be in the form of technology innovations, financial consultations, brand evaluations, and business plan advisory. While the support channels accelerate visibility, growth, and financial independence for small businesses, subsidized service payments charged by the social enterprise serve as income or revenue to cover operational and day-to-day expenses. A notable benefit of the business support model is that it promotes small business enterprises and start-ups that would otherwise struggle to secure business support from traditional sources.

With the present expansion in the number of start-ups and small businesses in Canadian provinces and the potential for increased employment and diversified workforce engagements, the business support model is now more vital in the social economy than ever. Recent evidence shows that small businesses account for a large percentage of employments in many provinces. For instance, in 2018, 78.7% of employments in Newfoundland and Labrador (NL) were through small businesses—the third-highest percentage of private-sector jobs on a provincial level³. In addition, evidence also shows that the higher the number of employees in a small business, the higher the sustainability or survival rate of the business⁴. Therefore, it is important to ensure that small enterprises have the necessary assistance for development and expansion, as this results, indirectly, to increase in employment.

<https://www.gov.nl.ca/iet/regional-economic-development-division/social-enterprise-development/>

³ Innovation, Science and Economic Development Canada, “Archived — Key Small Business Statistics - January 2019 - SME Research and Statistics” (Ottawa: Government of Canada, 2019).

⁴ Ibid

Cooperatives

Cooperatives are unique social enterprises that offer benefits to their members and the community and are collectively owned by members. Depending on the membership structure, cooperatives are represented in almost every economic sector in Canada and assume one of six distinct forms: consumer, producer, worker, financial, federated, or solidarity. While the most common cooperative structure in Canada is the consumer cooperative, which focuses on delivering specific consumer goods to members and the community at low and affordable prices⁵, producer cooperatives have continued to emerge, especially in the agricultural sector. The producer cooperatives mostly unite rural agricultural producers to form large markets that create significant economies of scale capable of boosting their local communities' economies. Examples of consumer and producer cooperatives include Neechi Foods in Winnipeg and St. John's Farmers' Market in NL, respectively.

Cooperatives accomplish, innovatively, economic and social goals while engaging the community's workforce. They make use of earned income, primarily from membership fees and rentals, to expand the enterprise and pay workers who oversee the cooperative's day-to-day activities. Moreover, cooperatives source a wide variety of agricultural products and manufactured consumer items locally, to avoid high transportation costs.

This, in turn, strengthens local agricultural and industrial sectors and supports rural development. Additionally, cooperatives ensure that goods and agricultural products are sold at affordable prices, which promotes communities' prosperity by providing residents with more disposable income to save or invest.

<https://www.gov.nl.ca/iet/funding/community-capacity-building-program/co-operative-development/>

<https://nlfc.coop/start-a-co-op/>

⁵ J.J. McMurtry et al., "Social Enterprise in Canada: Context, Models, and Institutions," Working Paper, ICSEM Working Papers (Belgium: Liege: The International Comparative Social Enterprise Models (ICSEM) Project., 2015)

Entrepreneurial Non-Profit (ENP) Model

The ENP model is primarily described as any social enterprise resulting from a “*non-profit organisation developing any type of earned-income business in support of their social mission.*”⁶ The earned-income strategies are usually developed to compensate for decreases or stalls in other funding sources, as well as to complement financial efforts to achieve social objectives. Because it is rooted in the parent non-profit organization, the ENP model’s commercialization strategies may assume one of three distinct forms.

First, the commercialization strategy may involve a business activity that is not directly related to the organization’s mission. The parent non-profit operates and controls this activity, which could, for example, be a shop established to sell goods and services to generate revenue for which the surplus is used to support the non-profit organisation’s social mission.

Secondly, the commercialization strategy may involve a business activity that is related to the organization’s mission. For instance, this could be a shop that sells or produces any type of good or service centred on the mission, such as training labour force participants who face employment barriers, while simultaneously, selling or producing the goods and services.

Finally, the commercialization strategy may involve a separate entity that the non-profit parent establishes to act as a subsidiary or independent entity for the purposes of developing commercial businesses that garner profits. These businesses, in turn, contribute to the financial viability of the parent non-profit.

The ENP model is widely contested because of its divergent context and varied jurisdictional history. The dominant school of thought in the United States views the model as a well-established non-profit sector developing commercial activities to supplement funding⁷. In Asia, the model is described as a “*trading non-profit,*” and stems from an interplay between

⁶ Jacques Defourny and Marthe Nyssens, “Fundamentals for an International Typology of Social Enterprise Models,” Working Paper, ICSEM Working Papers (Belgium: Liege: The International Comparative Social Enterprise Models (ICSEM) Project., 2016).

⁷ Janelle A. Kerlin, “A Comparative Analysis of the Global Emergence of Social Enterprise,” *Voluntas: International Journal of Voluntary and Nonprofit Organizations* 21, no. 2 (2010): 162–79.

the state promoting initiatives that address social challenges and developing contractual bonds with non-profit organizations to establish the enterprises⁸. In Canada, where non-profit organizations are active in almost every region, the ENP model encompasses remarkably diverse activities emanating from long and varied histories in the social enterprise sphere. Despite the model's variations in different jurisdictions, similarities also abound—most non-profits are “charities”. For example, the Canadian government awards “charitable status” to non-profits, and legislative change, such as Canada’s 2012 legislation change (cite this), increases the potential for non-profits to own enterprises and venture into social enterprise activities.

Overall, the literature on the ENP model suggests that mere program or mission-related short-term service delivery typical of most non-profits is not, under most definitions, considered a social enterprise. However, incubated income-generating enterprises, either as a core part of the non-profit or as a separate entity, could be described as a social enterprise.

<https://www.bdc.ca/en/articles-tools/sustainability/environment/what-is-social-entrepreneurship>

<https://www.gov.nl.ca/iet/regional-economic-development-division/social-enterprise-development/>

Indigenous Social Enterprise Model

In Canada, indigenous social enterprises are more precisely referred to, in part, as First Nations enterprises⁹ and may include conventional businesses (such as cafés or restaurants) or non-conventional businesses (such as for environmental services). Although the literature suggests that these enterprises are incorporated and owned by indigenous people, many such enterprises are now founded by non-indigenous people. Nonetheless, the indigenous community members often head the affairs of these social enterprises or are part of the decision-makers. A dual core social mission is often maintained—to use earned-income to develop indigenous communities and to cater to the needs of the local community without

⁸ Jacques Defourny and Shin-Yang Kim, “Emerging Models of Social Enterprise in Eastern Asia: A Cross-country Analysis,” ed. Jacques Defourny, *Social Enterprise Journal* 7, no. 1 (May 24, 2011): 86–111.

⁹ J.J. McMurtry et al., “Social Enterprise in Canada: Context, Models, and Institutions,” Working Paper, ICSEM Working Papers (Belgium: Liege: The International Comparative Social Enterprise Models (ICSEM) Project., 2015).”.

altering cultural obligations and norms. By meeting community needs, indigenous social enterprises contribute to local outcomes, such as enhanced employment-related skills and knowledge, improved economic conditions, and reductions in criminal-like behaviours¹⁰.

Indigenous people experience unique employment barriers in Canada. <https://www.ourcommons.ca/Content/Committee/441/INAN/Reports/RP11714230/inanrp02/inanrp02-e.pdf> Consequently, indigenous social enterprises can help researchers both understand these barriers and better assist indigenous people in overcoming them. The barriers include, among others, low literacy and education rates, cultural differences, language, discrimination, self-esteem issues, poverty, transportation, and poor housing. Inarguably, these barriers were responsible for the unchanged employment rates between 2006 and 2016¹¹, and they continue to affect, negatively, many indigenous people seeking employment. Other statistics in a survey show that 65% of sampled indigenous people were employed, compared to 75% of non-indigenous individuals¹². Additionally, 27% of indigenous people had withdrawn from the labour force altogether, and indigenous unemployment rates were higher than those of non-indigenous people¹³.

Many social enterprises (models) have adopted indigenous employment and training as part of their social objectives to help indigenous people overcome specific barriers. Around 29% of the 1,350 social enterprises that responded to a 2016 survey employed, trained, or provided services to indigenous people¹⁴. Despite this, the uniqueness of the indigenous social enterprise model is better suited to help indigenous people overcome employment barriers. <https://indigenouscanada.org/employment-barriers-indigenous-people/> To begin with, recruiting indigenous community people is prioritized in the model, and skill training is specifically developed to meet the distinctive employment needs of indigenous people while simultaneously helping them maintain their local traditions and customs.

¹⁰ *ibid*

¹¹ Statistics Canada, “First Nations People, Métis and Inuit in Canada: Diverse and Growing Populations” (Ottawa: Statistics Canada, 2018).

¹² Colin Busby and Parisa Mahboubi, “Closing the Divide: Progress and Challenges in Adult Skills Development Among Indigenous Peoples,” E-Brief (Toronto: C.D Howe Institute, 2017)

¹³ *ibid*

¹⁴ Peter Elson, Peter Hall, and Priscilla Wamucii, “Canadian National Social Enterprise Sector Survey Report 2016” (Mount Royal University, Simon Fraser University, 2016).

Using a concurrent, multiple case study approach¹⁵, the research team carried out primary research, virtually, in five local case study locations, each of which represented a separate social enterprise model.

<https://www.oecd-ilibrary.org/sites/16f0fc77-en/index.html?itemId=/content/component/16f0fc77-en>

<https://sprott.carleton.ca/scse/wp-content/uploads/Canada-national-McMurtry-et-al.pdf>

¹⁵ Robert Yin, *Case study research : Design and methods*, Fifth edition (Los Angeles: SAGE, 2014).

Case Studies

Case Studies are a bounded integrated system with working parts investigating perspectives and operations of people from a variety of contexts. Data is usually collected through participant observation and in-depth interviewing.

Summary of Case Studies

Case study	Social enterprise Model	Purpose	Legal structure	Some activities
St. John's Farmers Market https://sjfm.ca/	Cooperative	Bring together vendors and consumers for trade activities	Non-profit Cooperative	Vendors trade/provide services on market days
Bay St. George Community Employment Corporation	Work Integration Social Enterprise (WISE)	Provide supported employment to people with intellectual disabilities	Community enterprise	Source people with intellectual disabilities (participants in the program) in the community Train participants to possess employable skills Match participants with potential suitable employers in the community
Guide to the Good https://www.guidetothegood.ca/g2g-social-enterprise/	Business Support	Provide support (marketing, technological tools, etc.) to local businesses in NL, and build everyday local purchasing and lifestyle choices	Community enterprise	Feature local businesses on an online platform/hub Provide digital marketing tools to improve local business presence and clientele-base
SmartICE https://smartice.org/	Indigenous social enterprise	Create technological solutions to assist Indigenous people in adapting to, and safely navigating, rapidly changing sea-ice conditions	Community enterprise	Train indigenous youth to learn how to construct/assemble sea-ice equipment Provide employable skills training to Indigenous people Deploy and sell sea-ice equipment to other arctic regions
Stella's Circle https://stellascircle.ca/	Entrepreneurial Non-profit	Provide real homes, real help, and real work to community members	Non-profit charity	Operate three social enterprises that employ people with employment barriers Raise funds for social mission programs through campaigns and projects

SETTING UP FOR SOCIAL ENTERPRISE

Social Enterprise Checklist



PLANNING FOR SOCIAL ENTERPRISE

The planning process follows the sequence below and provides a logical step by step approach.

1. Identify your Stakeholders and Customers 10 By knowing who your stakeholders and customers are you can better understand the context in which you will work, how to engage with them and how to produce a product/service they will want to purchase.
<https://www.mun.ca/social-enterprise/community-engagement/>
2. Develop the Social Enterprise Idea In relation to the stakeholders and customers you need to come up with a product/service idea that is commercially viable and socially and environmentally of good quality.
Ideas: https://www.re-generation.ca/sectoral-guides/?gclid=Cj0KCQjw8e-gBhDOARIsAJiDsaVtKxJseuBqoi0-Xir05VXmZAiwLt8VZLf2d4S4OaZZa6z17WRwRllaAu0kEALw_wcB
3. Marketing is about getting the mix of the product/service and the customer right. It helps you learn about the commercial context in which you plan to operate and how to design your product/service in such a way that it continuously attracts an increasing customer base.
<https://www.gov.nl.ca/tcar/tourism-division/programs-and-tools-marketing/>
4. Finance Once you have collected information on customers, product/service idea, and if it is commercially saleable then you need to look into the finance; how much it will cost and how much you can expect to receive from sales. This section will also look at how to keep good records of all financial transactions. <https://www.gov.nl.ca/iet/funding/>
5. Social Enterprise Organisation Once the commercial plan is drafted and looks achievable then you will need to design the organisation for the social enterprise that will include: membership; management; structure, team working and governance.
<https://www.gov.nl.ca/iet/regional-economic-development-division/social-enterprise-development/>
https://www3.weforum.org/docs/WEF_Governance_Social_Enterprises_2106_light.pdf

6. Social Accounting and Audit As a social enterprise it is important to have some way of measuring your financial and social operations. You will be obliged to undertake a financial audit annually and we would suggest building in a way of measuring your stated social and environmental objectives.
7. Legal Issues You will need to identify or design a legal structure for the social enterprise and, depending on the regulatory framework in your country, you can either use existing model legal charters or you will have to adapt an inappropriate charter to your needs.

<https://www.gov.nl.ca/iet/files/TWFSocialEntActionPlan.pdf>

https://www.torontoenterprisefund.ca/images/documents/doing_well_while_doing_good.pdf

<http://secouncil.ca/wp-content/uploads/2017/10/the-Canadian-Social-Enterprise-Guide.pdf>

Identify your Stakeholders and Customers

If you know who your stakeholders are it helps in planning the development of your social enterprise and helps you to understand the best way of engaging with partners and customers.

Social enterprises can have both stakeholders and customers; some will be in both categories, in other cases they will be different; each will have a different type of relationship with the social enterprise.

It is important to know who they are in order for the social enterprise to create good working relationships with stakeholders and to know who their customers are in order to provide the best product or service. Knowing your customer is part of normal business research and knowing your stakeholder is part of good social economy practice. The process of identifying and categorising them can be done at the same time.

The questions that need answering are:

- Who are your customers?
- Who are the beneficiaries of the enterprise?
- Who are the other stakeholders?
- Who will own the enterprise?
- Who will govern the enterprise?
- To whom will it be accountable?

Potential Role of Stakeholders

GOVERNMENT

Support	Support social enterprise research
Provide	Provide the funding to nurture social enterprise growth in the province
Create	Create a navigator position in regions that can provide support for people interested in social enterprise ventures

TRAINING PROVIDERS

Provide	Accommodate	Organize
Provide training opportunities for individuals facing employment barriers	Accommodate individuals facing employment barriers	Organize town halls and networking events in their community

COMMUNITY

Provide necessary training for staff and volunteers to build a supportive environment for employees with employment barriers.



Preparing Workers for the Workplace

It is also imperative, if we are contributing to preparing people for the workplace, that people be suitable as well as trained. Questions to ponder:

- What kind of barriers are employees facing?
- What barriers can the project handle?
- What supports are needed?
- Can the organization provide the support required of a person

Social enterprise lends itself to inclusive hiring with emphasis on hiring persons with disabilities. <https://www.gov.nl.ca/psc/disability-supports/> Over the course of our project two people were hired through PowerUp.

<https://communityeducationnetwork.ca/initiatives/power-up/>

What was learned is that in order for the employee to experience success, wrap around supports are required. The following are factors to consider:

- Employers need to be experienced or trained in social capacity building such as:
 - (a) Responding to individual needs without going into personal information
 - (b) Establishing boundaries outside conventional workplace relationships
 - (c) Providing constructive criticism, striking a balance, being sensitive to an employee's mindset but also getting the job done
 - (d) Determining and providing appropriate training both job related (in this case, printing) and health related (i.e. injury First Aid, mental health first aid, trauma informed practice, employment readiness) to both current staff as well as to new employees is important.

The question as to how one supports a person in becoming employment ready is an important question for social enterprise initiatives. The recommendation is that those needs require determination and addressing before the person is hired.

Suggestions include:

- (a) Have a 30-day evaluation process that provides feedback and the setting of boundaries on an ongoing basis
- (b) Have a subsidized work placement that includes training programs to support skill development. <https://www.gov.nl.ca/ipgs/skills-development/>
- (c) Provide mandatory training for anyone accepting employment in a social enterprise (SE) initiative such as Power Up and Transitions to Work Programs. This would provide adequate training and support before engaging in the SE initiative to ensure ample time for an individual preparing for the workplace. The importance of providing employment readiness training and ongoing support cannot be overstated.

Aspects of Social Enterprise to Consider

PROJECT FINDINGS



Workforce
Innovation



Community
Collaboration



Financial
Support



Networking



Employment
Training



Workforce Innovation

- ▶ Social enterprises should include an employee base with a diverse range of needs and employment barriers.
- ▶ Identifying and understanding specific barriers, and providing support to remove such barriers, should be a priority, before and during, workforce engagements.
- ▶ A bridging agency can provide employment guidance.

It takes the parent organization, as a whole, to make the social enterprise work; building formal collaborations with other social enterprises, and continued assistance, are very important to the success of the subsidiary earned-income social enterprise.



Community Collaboration



Financial Support

New and existing social enterprises need support from a diverse range of funding sources. Financial support from the government, as well as subsidy programs, are necessary to increase capacity and engage people in the community to work.

A grassroots, collective decision-making approach to operating a social enterprise or developing a project, empowers participants and community members. Business opportunities and visibility can be expanded by regular conversations within the community, such as town halls and networking events. Surveys and development evaluations can be used to gauge Key Performance Indicators (KPI) for trained workforce as well as community impact.



Networking



Employment Training

- On-the-job technological tools are key to skills advancement, improved productivity, and increased sales/revenue which was particularly evident during the Covid19 pandemic.
- Lack of necessary training and resources for employers to effectively tend to the needs of an individual experiencing barriers to employment. For example: mental health training, soft skills training etc
- Partnerships are the key to success and finding the right partner(s) is essential.

SECTION V - COMMUNICATION

MANAGING YOUR ONLINE PRESENCE

Google My Business is a free and easy-to-use tool for businesses and organizations to manage their online presence across Google, including Search and Maps. To help customers find your business, and to tell them your story, you can verify your business and edit your business information.

https://www.google.com/intl/en_ca/business/

HOW TO SET UP A FACEBOOK PAGE

For a step by step guide to assist you in setting up a facebook page click the link below:

<https://www.facebook.com/business/help/1199464373557428?id=418112142508425>

Sample Facebook Page:



GETTING THE MESSAGE OUT

<https://venngage.com/blog/how-to-make-an-infographic-in-5-steps/#1>

Sample Infogram



SAMPLE SOCIAL ENTERPRISE POWER POINT

Slide 1: Name your organization:



Slide 2: Background of organization:



A non-profit organization,
established in 1991 as the Port au
Port Community Education Initiative

Mission to create a learning culture
through a lifelong learning process
which promotes personal enrichment
and healthy, sustainable communities

CEN Collaborative: Community
Action Committee and Community
Youth Network

Slide 3: Vision of your organization

Community Education Network & Associates Vision:

To make a positive difference in people's lives



Slide 4: Define your Project:



Ideas. Innovation. Impact.



Workforce Innovation Through Social Enterprise

research project led by the Community Education Network and funded by the NL Workforce Innovation Centre (NLWIC).

The NLWIC, administered by the College of the North Atlantic (CNA), has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development.

Slide 5: Define Social Enterprise

Defining Social Enterprise



“Social enterprise is both a different way of doing business and a different way of supporting social, cultural and economic growth. At its essence, social enterprise is about a not-for-profit organization earning revenue in the marketplace by producing goods and services, but the heart of it is about building opportunities to generate employment, meeting social, cultural and economic needs in a manner different from traditional nonprofit models, and finding new ways to support economic development in local communities”.

“Ready for Takeoff: Social Enterprise in Newfoundland and Labrador”, Community Sector Council

Slide 6: Provide the Goal of your project

Workforce Innovation Through Social Enterprise



Our Goal

Facilitate evidence-based research and analysis and to disseminate resources and practical tools which encourages and supports Social Enterprise growth in Newfoundland and Labrador as an innovative tool for addressing workforce challenges, supporting rural sustainability, encouraging small business enterprise, and building a stronger economic foundation for the future.

Slide 7: How your goal will be accomplished:

Workforce Innovation Through Social Enterprise



Our goal will be accomplished through collaborative partnerships and stakeholder engagement, applied research, piloting and evaluation, data analysis and documentation, as well as knowledge mobilization and dissemination of information and practical tools and resources.

Slide 8: Show the benefits

BACKGROUND INFORMATION

Strategic Advantages of Social Enterprise Ventures

- They involve the collective commitment of people.
- They go where private business may not be able or willing to go, such as rural or remote communities.
- They expect less profit and profits stay in the community.
- They are responsive to the need for Labour Force Adjustment
- They mobilize vulnerable people in disadvantaged regions, communities or neighborhoods.
- They generate economic activity, add social value, and provide training and employment opportunities for individuals experiencing employment barriers and challenges entering or rejoining the workforce.
- For individuals requiring additional supports and services and more time to adjust to a new workplace environment, Social Enterprise provides the supports and wrap-around services needed for a successful transition to the workforce.
- Through research and consultation, social enterprise has been identified as an innovative opportunity to address workforce challenges and economic sustainability in Southwestern Newfoundland.

Slide 9: Sample Methodologies and Scope

METHODOLOGY AND SCOPE

- ▶ Community Consultation
- ▶ Labour Market Research
- ▶ Inter-jurisdictional Scan
- ▶ Literature Review
- ▶ Case Studies
- ▶ Data and Document Analysis
- ▶ Piloting and Evaluation
- ▶ Knowledge Mobilization and Dissemination



Slide 10: Show examples



IMPACT CONSTRUCTION BUILDING WHAT MATTERS

Created in 2008 by Choices for Youth

Was originally called Train for Trades Program

Partnered with Carpenters Millwrights College to provide safety and construction training to 10 youths with employment barriers.

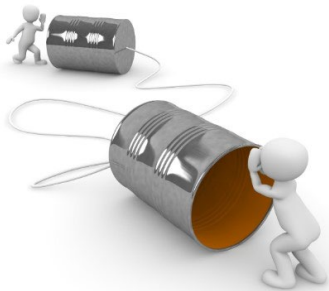
Provides housing, training and connects youth to mental health and addiction resources which reduces barriers to employment



es

Slide 11: Questions? Connections? Leave a contact.

Connect With Us!



bhancock.cen@gmail.com

apomeroy.cen@gmail.com

jfrench.cen@gmail.com

709.643.3570

Follow us on Facebook
facebook.com/ CENSocialEnterprise

USE OF LEARNING STORIES: OBSERVATION, REFLECTION, NARRATIVE

<https://www.naeyc.org/resources/pubs/yc/summer2021/learning-stories>

Learning Stories are **written vignettes of individuals**. It is an account of a significant experience in a person's life. Service providers can use Learning Stories to identify developmental milestones with links to specific assessment measures; however, the purpose is not to test a hypothesis or to evaluate, and the story comes from the person receiving the service. At the root of any Learning Story is a genuine interest in understanding a person's lived experiences and the meaning all those involved make of those experiences to augment their learning.

Why Use Learning Stories?...

Learning Stories serve as a meaningful pedagogical tool to assess a participant's strengths and help service providers reflect on their roles in the complex processes of support for social and economic development. As formative assessments, it offers the possibility of reimagining all people as competent, inquisitive learners and service providers as critical thinkers, genuinely invested in their participant's work.

Learning Stories break away from the more traditional methods of assessment that often view people from a deficit perspective, highlighting what they cannot do. What follows as an example is based on a true story.



CRAIG'S STORY

Craig is a 28 year old young man and new father who faced difficult life circumstances and had been out of the workforce for many years. He had little work experience, no post secondary training and was receiving income support. Craig was also hard of hearing and communicated through lip reading and sign language, which often left him feeling isolated and unmotivated to look for work due to past negative experiences. He joined the nine-week Transitions to Work Program hoping for some help in finding a job to improve life for himself and his family.

Craig's Story (continued)...

When Craig joined the program he was greeted with a hot meal prepared by two experienced and caring co-facilitators, a retired teacher and a retired social worker, and a small group of six other participants who were also facing multiple barriers to employment. During the nine weeks, he participated in interactive workshops and discussions designed to build self-confidence, develop life skills, and improve communication and job skills; one-on-one supportive interviews and personal action planning; community engagement and building of social support networks; as well as a two-week coached job search. Through this program, Craig was connected with "Empower" a provincial organization which supports individuals with disabilities in finding and maintaining employment through subsidized work placements. He is currently working full-time in an entry level position he thoroughly enjoys and is planning to attend post-secondary training in the near future.

<https://empowernl.ca/>

Impact of Craig's Story ...

Craig's story speaks to the importance of an inclusive environment to engage and support participants, particularly vulnerable and marginalized individuals who often face multiple barriers such as poverty, childhood trauma, mental health and addictions issues, and lack of social support. It is essential to provide a warm, friendly, non-judgemental environment; ensure basic needs such as food and shelter are addressed daily; build trusting relationships with participants; provide inclusive and flexible community-based programs based on identified needs; build social support networks through community engagement; and collaborate with partners to provide a coordinated approach to service delivery.

"What a difference the past nine weeks has made in my life. I feel like I am part of the community, like I belong. I have hope."

SECTION VI – RESEARCH AND SUPPORT

AGENCY SUPPORT/REQUIREMENTS

Municipal and Civic Government Considerations

Permits, Licensing, Zoning Regulations

- (1) Most Municipal Town Councils require that you notify them about the start of your new business. They also require that they be contacted regarding the construction of new buildings and/or renovations, and that you have a building permit before you commence any work. As well, for those individuals interested in starting a home-based business, it may be a requirement of your local Town office that, you follow criteria relative to such a business.

Zoning laws are a municipal or civic concern so they should be consulted before you locate your business.

- (2) The local Fire Department is usually notified by the Registering and Licensing Boards, except in the case of an unregistered sole proprietorship.

Most Municipal Governments require that you obtain an "**occupancy permit**" for your business, which requires approval of some or all of the Departments (to be mentioned throughout).

It is strongly recommended that these offices be consulted at the initial planning stage. A violation of their criteria could be extremely expensive to correct.

Provincial Government Considerations

Corporations Act

The Corporations Act provides for the incorporation of a limited liability company. For further particulars, please contact the:

Registry of Companies (Deeds)
P. O. Box 8700
59 Elizabeth Avenue
St. John's, NL, A1B 4J6

website:

<https://cado.eservices.gov.nl.ca/CADOInternet/Company/CompanyMain.aspx>

email: gsinfo@gov.nl.ca

Telephone: 1.709.729.3317

Should you opt to proceed with the incorporation of your business provincially, contact must then be made with the Canada Revenue Agency for your Corporate Income Tax Number.

- Each appropriate business is required to register with their local Government Service Centre, when one is looking to register for a food establishment license, a health food inspector, fire and safety, liquor license, tobacco, daycare, to name a few. Online services available: www.Bizpal.gov.nl.ca
Service NL: www.servicenl.gov.nl.ca

Workplace Health, Safety and Compensation Commission



- Any business undertaking with one or more employees must register with the Worker's Compensation Commission. If you are a sole proprietor, your registration is voluntary. This program protects both the worker and the employer.

Workplace Health, Safety and Compensation Commission

Website: <https://workplacenl.ca/login/>

Telephone: 1.800.563.2772

Newfoundland Department of Labour

- The Newfoundland Department of Labour should be contacted to obtain the minimum wage orders and the Labour Standards Code Regulations.

Labour Relations Agency

Website: www.gov.nl.ca/lra/

Telephone: 1.877.563.1063

Federal Government Considerations

Canada Revenue Agency

The **Canada Revenue Agency (CRA)** requires that you register with them and receive a **Revenue Canada Business Number**. This is for the purpose of filing tax returns and the system whereby you can submit employee deductions. You can register online at www.cra-arc.gc.ca, select your language, then select business, Click the "Registering Your GST/HST" account link and it will guide you through the process. You can also file over the phone at **1.800.959.5525**. Should you register

for **H.S.T. (Harmonized Sales Tax)**? If you are a person, business or organization with annual Sales and Revenues over \$30,000, please contact **CRA** to determine whether you should register.

If you have recently provincially incorporated your business, contact must be made with **CRA** for the purpose of acquiring a **Corporate Income Tax Number**.

Should your business have an annual payroll exceeding \$400,000, you must contact **CRA** for the purpose of registering for the **Health and Post-Secondary Education Tax**.

If your business is involved with **importing or exporting**, contact must be made with **CRA** for the purpose of acquiring the appropriate tax number.

Telephone: 1.709.754.5928

Canada Revenue Agency

165 Duckworth Street St. John's, NL, A1B 4R5

Corporation Canada

Corporation Canada is the agency through which you can obtain a **Federal Incorporation** for your company. You should request an Incorporation Kit and meet its requirements with the assistance of your lawyer.

Corporation Canada

C.D. Howe Building

235 Queen Street

Ottawa, ON, K1A 0H5

Website: <http://www.ic.gc.ca>

TOLL FREE 1.866.333.5556

Service Canada

Service Canada is your contact for the Record of Employment Forms. You are required to submit one of these forms for each employee who leaves. Direct contact should be made with the local offices of Service Canada.

<https://www.canada.ca/en/employment-social-development/corporate/portfolio/service-canada.html>

ADDITIONAL SUPPORT AND FUNDING OPPORTUNITIES

Atlantic Canada Opportunities Agency



Atlantic Canada Opportunities Agency (A.C.O.A.) is a federal government of Canada business and economic development support group. Programs offered include Business Development Program and the Atlantic Innovation Fund.

<https://www.canada.ca/en/atlantic-canada-opportunities.html>

Department of Immigration, Population Growth and Skills

For wage subsidies, employee work skills enhancement and other programs such as the Human Resources Manager Toolkit and Smartforce (an on-line learning network), Linkages, Seasonal Employment Generation Program, Employee Training Programs. <https://www.gov.nl.ca/ipgs/>

Department of Innovation, Energy & Technology

The Department offers various programs and services to assist new business start-ups as well as to assist business growth. Experts in trade exporting are available. Craft Development, Film Industry and Marketing Specialists are located within the Department as well. Programs offered include Trade Missions, Marketing Grants, and Edge Facilitator.

<https://www.gov.nl.ca/iet/>

Memorial University of Newfoundland and Labrador

<https://www.mun.ca/social-enterprise/student-programs/social-ventures-incubator/>

Since its official launch in 2017, the Centre for Social Enterprise has established itself as a hub of social enterprise expertise and activity with a wide network of collaborators and partners both within the province and beyond.

We leverage existing resources at Memorial in different ways to support existing social enterprises, create new ones and promote social enterprise education.

Newfoundland and Labrador Organization of Women Entrepreneurs



Helping Women in Business. Start. Grow. Advance.
WWW. nlowe.org

93 West Street
Goodhouse Mall Building (Upper Level)
Corner Brook, NL, A2H 2Y6

Local Representative:

Marvella Wells - email: mwells@nlowe.org

Carla May – email: cmay@nlowe.org

Telephone: 1.709.632.5069 or Toll Free: 1.866.632.5069

<https://www.nlowe.org/>

NL Workforce Innovation Centre

<https://www.nlwic.ca/>

The goal of the NL Workforce Innovation Centre (NLWIC) is to promote the research, testing and sharing of ideas and models of innovation in workforce development that will positively impact individual employability and attachment to the workforce. NLWIC provides funding for research projects, promotes best practices, and builds capacity through stakeholder engagement.

Ulnooweg



At Ulnooweg, we help aboriginals in Atlantic Canada develop strong business by providing loans and business support services.

ABORIGINAL BUSINESS CANADA
P. O. Box 20007
90 Main Street
Stephenville, NL, A2N 3R8

Local Representative:

Arlene White - email: awhite@ulnooweg.ca

Telephone: 1.709.643.5005

Toll Free: 1.888.766.2376

<https://www.ulnooweg.ca/>

SOURCES OF MARKET RESEARCH INFORMATION

<https://www.britishcouncil.org/>

Markets

What is the size of the market (in terms of volume and/or value) and is it increasing or decreasing?

- How is the size and trend of the market influenced by various factors; i.e. economic, social, seasonal?
- What is the composition of the market; i.e. age groups, income groups, size of company, geographic area?
- What are the main distribution channels, and how do they function?

Competitors

- What competitors are there and how do their product ranges/ services, prices, etc. compare?
- How are their products/services distributed, advertised or packaged?
- What is the market share of your competitors and what is the (anticipated) market share of the enterprise. Are these changing?
- How does their sales force operate?

Products

- Which products do consumers prefer, and why?
- Are proposed new products acceptable?
- Do consumers have complaints about products presently on the market?

Advertising

- Which formats are appropriate for your organisation and your budget: publications and print media, T.V., website, email, twitter, Facebook, etc.?
- Is existing advertising communication effective?
- What are the motivations of the consumer, and is your planned advertising correctly interpreting them?

Primary Data Collection Sources (first-hand research)

- Personal interviews in the street
- Focus group discussions with potential customers
- Surveys and questionnaires
- Observation and recording
- Visiting other enterprises
- Talking to sympathetic traders in similar businesses
- Thinking of yourself as the customer – what would influence you to buy your product/service?

Secondary Data Collection Sources (existing reference information)

- Online search engines
- Local Chamber of Commerce/business support services
- Trade and Professional Associations and their newsletters and websites
- Trade and Professional Publications - as various trades have become more specialised
- Free market and industry data from Government Sources
- Market Research organisations and publishers
- Directories held in reference libraries
- Competitors' literature and promotional material
- Records from your own enterprise

<https://www.gov.nl.ca/labourmarketinformation/>

<https://www.canada.ca/en/services/business/research/conductingmarketresearch.html>

<http://communitysector.nl.ca/resource-centre/social-enterprise/social-enterprises-nl>

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