

**Good Jobs
+ Good Business
= Better Community**

**THE MAYOR'S TASK FORCE ON SOCIAL ENTERPRISE
AND SOCIAL PROCUREMENT DRAFT ACTION PLAN**

Good Jobs + Good Business = Better Community

An Action Plan on Social Procurement and Social Enterprise Development

Since September 2016, the members of the Mayor's Task Force on Social Enterprise and Social Procurement have been working together to develop this action plan.

In draft form, the action plan is now ready for public input. We need your input to make this document stronger. In particular, we would like to know do we have the actions right? Are the organizations identified as the "Leads" and "Supports" the right ones? And most importantly, are the actions laid out here achievable? If not, what needs to be adjusted?

This is a five-year action plan; if the outcomes are all achieved we will have a more inclusive economy with an opportunity for everyone to prosper. Please take the time to give us feedback to make this so!

Sincerely,



Mayor Helps
Task Force Chair



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Background

The Mayor's Social Enterprise and Social Procurement Task Force was a recommendation of the Task Force on Economic Development and Prosperity. The Economic Development Task Force concluded its work in the fall of 2015 with the publication of the City's Economic Action Plan, *Making Victoria: Unleashing Potential*. That action plan identifies six sectors that serve as the primary engines to driving economic prosperity, generating jobs and raising household incomes. One engine that encompasses the rest is entrepreneurship and social enterprise.

The Social Enterprise and Social Procurement Task Force has developed an Action Plan with recommendations that are meant to help people who are out of the workforce get to work and to grow a strong, inclusive economy at the same time. The plan recommends actions the City can take to ensure it is procuring goods and services in a way that also maximizes social/community benefit. Second, it makes recommendations to strengthen the small business and social enterprise sectors to the benefit of the community.

Many businesses in Victoria already do business in such a way as to benefit the community. The aim of the recommendations in this action plan is to recognize and reward these and to increase the number of businesses operating in this way.

Less understood is the term "social enterprise", which has been used since the early 1980s. Few people outside the non-profit sector have a clear understanding of what a social enterprise is, and the benefits that it can offer to both the host organization and to the community. Even within the non-profit sector, social enterprise, as an opportunity for non-profit development, is only now becoming commonly accepted. And still only a relatively small number of non-profits in our region have successfully adopted a social enterprise model. (SEE APPENDIX A FOR DEFINITIONS.)

The "knowledge gap" is even worse for social procurement – at the time of this writing, Wikipedia does not have an article at all about social procurement, despite significant efforts to introduce social procurement policies around the world, including at the national level in Scotland and the UK. One of the important goals of this Task Force is to raise awareness of the value of these approaches in order to build a community where there is always an opportunity for everyone to prosper.

The members of the Social Enterprise and Social Procurement Task Force believe that in order to build a truly sustainable economy, we must create an inclusive economy. An inclusive economy includes opportunities created with and for those who are so often left behind including youth, First Nations people, people with mental health and addictions challenges, people who have been homeless, those with disabilities, and people released from prison. In addition to sometimes lacking the skills and training needed for employment, many of the people in these groups also face stigma from employers or it is simply 'easier' not to hire them because of the sometimes multiple barriers they face or are perceived to face.

The members of the Mayor's Task Force on Social Enterprise and Social Procurement believe that the City's procurement practices and social enterprise and social purpose business development should be focused to a large degree, though not exclusively, on efforts to ladder the unemployed, underemployed and marginalized into employment. Access to meaningful work is part of what gives us dignity as human beings and it is also a key indicator of individual and community well-being. In addition, achieving the outcomes recommended by the Task Force will reduce pressure on social services budgets and resources throughout the region which is a benefit to all levels of government and the broader population.

Task Force Membership

Lisa Helps

Task Force Chair
Mayor, City of Victoria

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The Approach

We're all in this together. As in *Making Victoria: Unleashing Potential*, the Social Enterprise and Social Procurement Task Force recommends taking an ecosystem-based approach to community economic development. The idea of the economy as an ecosystem is not new. Yet approaching community economic development in this way generates a particular line of inquiry. It requires the City, businesses, and the non-profit sector to ask: What are your needs in this situation? In what ways are your needs or goals aligned with others? What other stakeholders might also benefit from collaborating? How will our decisions affect those around us? Can we adjust our actions for greater mutual benefit? How can we help our neighbours and benefit ourselves through their prosperity? How can we create and sustain a positive feedback cycle?

Values, Assets and Obstacles

Values

As a City and community committed to the development of social enterprises and social procurement as an approach to economic development we value:

1. Inclusive, sustainable economic growth
2. Creating community benefit through economic activity
3. Community wellness
4. Diversity, inclusion and an egalitarian approach
5. Learning by doing/testing and learning
6. Celebrating successes
7. Celebrating the courage to try and learning through failure
8. Leadership, modelling the way and sharing our learning
9. Intergenerational collaboration and learning
10. A recognition that we're all in this together

Values, Assets and Obstacles

Assets

This plan builds on our existing and emerging assets for developing social enterprises and social procurement as an approach to economic development.

At the City:

1. Orientation towards community benefit in the City's current spending – 70% of City's vendors are from the region
2. There is \$40–\$60 million of annual City spending on goods and services that the Task Force recommendations can influence
3. Current procurement already has a focus on community benefit
4. People in City purchasing are already working on this/thinking like this

In the Community:

1. Values alignment; a sense that creating belonging, inclusion and adding social value is important
2. Two First Nations and the Victoria Native Friendship Centre working on economic development
3. Partnerships already exist to build the supply side, e.g. Vancouver Island Social Innovation Zone and the South Island Prosperity Project
4. The provincial government has social innovation on its radar
5. Developed models and practices around the world that we can draw on
6. Diverse economy industry/sector on the supply side
7. A large non-profit community looking for social enterprise opportunities in order to diversify their revenues and to increase their community benefit, as well as many for-profit businesses integrating social and/or environmental missions into their operations
8. A large number of investors in town, including socially-minded investors
9. Three strong post-secondary institutions to generate a pipeline of social enterprises and to provide relevant education and training

Obstacles

1. Lack of understanding of social enterprise and social procurement in general and as economic development tools
2. Trade agreements are often perceived to be an obstacle to considering local procurement options, which can sometimes stop the conversation
3. Readiness of people who have been marginalized to engage in work or to re-enter the workforce
4. Discrimination, especially against First Nations and people with mental health and addictions challenges, and people released from prison
5. Not enough companies willing to respond to Requests for Proposals (RFPs) that include delivering a community benefit as well as a product or service
6. Supply side readiness (social enterprises and small and medium sized businesses) with specific challenges in the areas of:
 - a. Access to capital
 - b. Lack of risk-taking culture
 - c. Workforce
 - d. Networks
7. Red tape/bureaucracy
8. Ineffective communication regarding RFPs and RFQs that the City puts out
9. Too hard for small business to interface with government
10. No opportunities for pilot projects with local government – to test concepts
11. Not enough City capacity to look at companies for social value – staff time to do the needed work
12. Investors lack awareness of blended-value opportunities
13. Limited networks for connecting capital to the blended-value opportunities offered through social innovation and social enterprise
14. Landowners lack awareness of blended-value opportunities, and limited willingness to take risks on tenants operating social enterprises
15. No financial incentives for landlords to rent to social enterprises and social purpose business start-ups
16. Co-operatives are not included as an enterprise model in school, college and university curricula except for a very small focus on co-ops for students already oriented towards this model

Community Economic Development and Genuine Well-Being



The ultimate purpose of economic development is to increase the genuine well-being of citizens.

Well-being is defined as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. (World Health Organization)

Economic development objectives that would improve well-being include:

1. Moving people from unemployed to employed
2. Increasing incomes for those who earn less than the median income
3. Reducing number of Victorians living below the low-income cut-off
4. Implementing recommendations from the Mayor's Task Force on Housing Affordability in order to increase workforce housing
5. Reducing red-tape and barriers for small business and social-enterprise start-ups
6. Supporting innovation, creativity and collaboration
7. Increasing connections, belonging, trust, and community cohesion

Please suggest or send images that could go here to:
economicchange@victoria.ca

Value Proposition

A review of the City's annual capital and operating budgets reveals that there is between \$40 to \$60 million annually that the recommendations in this action plan can influence and that can be used to create social value in the community.

Overview

The City typically procures between \$40–\$60 million in materials, equipment and services each year. As outlined in the City's 2016 Financial Plan, approximately 18% of the operating budget, or \$40 million, is planned to be spent for these categories. On top of that is capital spending, which is delivered partially in-house, and partially contracted out.

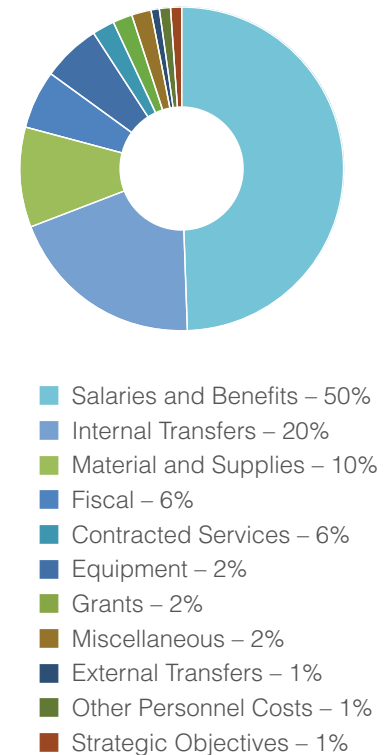
The City's Statement of Financial Information (SOFI) for 2015 lists all payments made to suppliers, including payments made to government agencies such as WorkSafeBC and Canada Revenue Agency. In 2015, \$87 million was listed in total. Removing payments that are statutorily obligated or to other governmental agencies, and payments made for the Johnson Street Bridge replacement, the City spent approximately \$48.3 million, which is in line with the typical annual spend level.

To provide further context, we have taken 2015 accounts payable information and grouped the expenditures by type (equipment, materials and services). We have then categorized the grouped expenditures by the level of skill required: highly technical, mixed skill and low skill. Some municipalities have focused their social procurement efforts in areas that are not highly technical. This analysis represents the City's expenditures at a particular point in time, but it does provide an indication of the level of expertise required to meet the City's needs in terms of what it purchases. Here is the very high-level summary:

Highly Technical	\$10.4 million
Mixed Skill	\$36.2 million
Low Skill	\$4 million

Operating Expenditures by Type

2016 Budget Expenditures (\$223.9 million)



Please suggest or send images that could go here to: economicchange@victoria.ca

Recommendations

Recommendation #1: Leading Economic Change

Taken together, the recommendations in this action plan are meant to lead change in the mainstream economy, making it more inclusive and ensuring that there is always an opportunity for everyone to prosper.

Outcomes

1. It is common sense for the City of Victoria and others to purchase with community benefit in mind.
2. Social procurement, social enterprise development and social entrepreneurship become the preferred way of doing business in Victoria; the City's economic policy drives economic change in the mainstream economy.
3. "Internal economies" of existing charities, non-profits and businesses have been examined to maximize community benefit opportunities through procurement. It's not all just City procurement.

Action #1: Review and continuously improve City's Social Procurement Framework

Lead: City of Victoria, Mayor

Support: Department of Finance, Business Hub, Vancouver Island Social Innovation Zone, Chamber of Commerce, Downtown Victoria Business Association

Tasks:

- **Year 1:** Establish a stewardship body as mechanism for review and refinement of Social Procurement Framework with representatives from City, business and social enterprise communities
- **Ongoing:** Capture and incorporate learnings on a continuous basis
- **Ongoing:** Annually report out on impact of Social Procurement Framework, practice and engagement. Is the Social Procurement Framework helping to drive the social and economic outcomes identified in this action plan?
- **Ongoing:** Every five years, review and update Social Procurement Framework

Action #2: Celebrate and promote social enterprise and community benefit procurement success

Lead: Business Hub, Vancouver Island Social Innovation Zone

Support: Department of Finance

Task:

- **Ongoing:** Consider awards, recognition dinner, and/or use existing channels to share stories of success such as Douglas Magazine, Vancouver Island Economic Alliance, EcoStar Awards, Thinklandia, Victoria Leadership Awards, etc.

Action #3: Promote culture of social enterprise and community benefit procurement

Lead: Department of Engagement

Support: Business Hub, media and community partners, Vancouver Island Social Innovation Zone, Department of Finance

Task:

- **Year 2 and Ongoing:** Share the City's approach to social procurement to promote community benefit procurement in other organizations and businesses through workshops, info sessions, 'lunch and learns' for businesses, not-for-profits, and institutional players in the community

Action #4: Create regular Social Enterprise and Community Benefit Procurement networking opportunities

Lead: Business Hub

Support: Chamber of Commerce, Downtown Victoria Business Association (DVBA), Tourism Victoria, Vancouver Island Social Innovation Zone

Tasks:

- **Year 2:** Collaborate with the Chamber, DVBA, Tourism Victoria and Synergy Enterprises to create a network of local businesses committed to social procurement
- **Ongoing:** Create information sharing and best practice platform (potentially through partnership with an existing platform such as hubcapbc.ca)

Recommendation #2: Community Benefit Procurement

The current objectives contained in the City's current Purchasing Policy are “to balance the efficiency of purchasing processes to obtain goods, services and construction services to achieve the City's objectives, and to obtain the best value for all funds expended.” In its purchasing, the City is committed to open, transparent, fair and accountable access to City business, utilizing leading practice and adhering to legislation and applicable trade agreements.

To help Victoria's economic ecosystem thrive and improve the well-being of Victoria residents, we must adjust our thinking and realize the potential to drive social good and economic opportunity at the same time as prudently, responsibly, and transparently managing tax dollars and spending decisions. Purchases should be leveraged to improve the economic, social and environmental well-being of the community.

Outcomes

1. The City of Victoria has implemented a procurement policy that weighs, on a case-by-case basis, innovation, social value, and employment creation for people currently on the margins of the economy.
2. City staff, businesses, and social enterprises understand what social/community benefit procurement is and are engaged in creating community benefit through the City's procurement process.
3. City staff and businesses understand what social enterprises and social purpose businesses are and know how to engage them to be part of the supply chain.
4. Social enterprises and businesses understand the City's procurement process and feel confident in submitting qualified bids.
5. There are new part-time and full-time employment opportunities generated for people currently unemployed or underemployed including people who have recently exited homelessness, First Nations, youth, those with disabilities, and people released from prison.
6. There are supportive employment opportunities for people with mental health and addictions challenges who need support to hold a job.

Action #1: Establish a Social Procurement Framework at the City of Victoria (See Appendix B for focus of proposed Framework)

Lead: Department of Finance, City Council

Support: Business Hub

Tasks:

- **Year 1:** Brief Chamber of Commerce, BC Construction Association and other relevant industry associations and get their input on proposed policy direction
- **Year 1:** Review and revise City of Victoria procurement policies to ensure future procurements maximize social value. Make policy plain language and user friendly
- **Year 1:** Put in place a measurement system to evaluate the social value and community benefit driven out by this approach
- **Year 1:** Communicate proactively with the vendor community about the City's new procurement policies to ensure the purposes of the new policy are well understood and that vendors can put their best foot forward in responding
- **Years 3 – 5:** Create case studies of successful social procurements and share these with other regional municipalities, institutions and the vendor community to inspire more use of social procurement tools and better responses

Action #2: Develop and disseminate educational materials about City’s new procurement policy and processes, including opportunities for businesses and social enterprises

Lead: City of Victoria, Department of Finance

Support: Business Hub, Department of Engagement, Vancouver Island Social Innovation Zone

Tasks:

- **Year 1:** Begin with targeted outreach to current City of Victoria vendors about new procurement policy and approach
- **Year 1:** Make website easy to access and understand and clearly highlight community benefit procurement opportunities
- **Year 1 and Ongoing:** Hold annual workshop for private sector on how to:
 - a) Hire and re/train people or partner with other agencies that are doing so
 - b) Sub-contract with and incorporate employment-focused social enterprises into their supply chains
- **Ongoing:** Highlight successes of community benefit procurement using City’s website, press releases and social media channels
- **Ongoing:** Provide information through established events to encourage and highlight procurement opportunities and successes. Some events might include seCatalyst, Vancouver Island Economic Summit, Association of Vancouver Island and Coastal Communities events, Union of BC Municipalities, Thinklandia, Vancouver Island Social Innovation Zone events
- **Ongoing:** Measure and promote positive economic and social impact on a contract-by-contract basis

Action #3: Survey businesses to shine light on the extent of their current community benefit practices and identify ways to enhance

Lead: Business Hub

Support: Chamber of Commerce, Downtown Victoria Business Association (DVBA), Tourism Victoria

Tasks:

- **Year 1:** Survey current City of Victoria vendors with three simple questions:
 - a) Do you consider the business that you do and the way you do business to have a community benefit?
 - b) What are the community benefits?
 - c) What supports/tools/resources do you need to integrate community benefits into your business and/or enhance existing community benefits?
- **Year 2:** Survey Chamber, DVBA and Tourism Victoria members with three simple questions:
 - a) Do you consider the business that you do and the way you do business to have a community benefit?
 - b) What are the community benefits?
 - c) What supports/tools/resources do you need to integrate community benefits into your business and/or enhance existing community benefits?
- **Year 3 – 4:** Celebrate and highlight businesses that provide community benefits
- **Year 3 – 4:** As appropriate, adapt supports/tools/resources identified by businesses to enhance community benefits
- **Year 5:** Re-survey both groups identified above and track increase in number of businesses and range of community benefits

Action #4: Educate City staff and business sector

Lead: Business Hub, Department of Finance

Support: Vancouver Island Social Innovation Zone

Tasks:

- **Year 1 and ongoing:** Host initial and annual information session with City staff and business sector so they understand the City's policy related to community benefit of social enterprise and social purpose businesses and to determine concrete actions both staff and business sector can take
- **Year 2:** Identify companies already creating community benefit through their procurement practices. Ask them to help draft a "How we benefit from buying from social enterprises and social purpose businesses?" document to help the City and other interested businesses in adding social enterprises and social purpose businesses to their supply chain

Action #5: Educate social enterprises, social entrepreneurs and business sector

Lead: Department of Finance, Vancouver Island Social Innovation Zone

Support: South Island Prosperity Project, Business Hub

Task:

- **Year 1 and ongoing:** Host two workshops per year for social enterprises and businesses on how to bid on City contracts

Action #6: Take part in Vancouver Island Community Benefit Procurement Pilot

Lead: Department of Finance and Sandra Hamilton

Support: Vancouver Island Construction Association, Association of Vancouver Island and Coastal Communities (AVICC) Working Group

Tasks:

- **Year 1:** Participate in a community benefit procurement pilot with at least two other local governments in the AVICC region
- **Year 1:** Evaluate results of pilot project
- **Year 2:** Based on learnings from pilot project, work with Sandra Hamilton and Vancouver Island Construction Association and other AVICC local governments to advance the practice of community benefit procurement

Action #7: Create specific support for employment social enterprises

Lead: Vancouver Island Social Innovation Zone, Community Social Planning Council

Support: Victoria Foundation, Department of Finance

Tasks:

- **Year 2:** Create tools and resources for social enterprises that want to develop supportive employment models
- **Year 2:** Learn from existing employment social enterprises and collaborate with local social agencies that understand the needs and opportunities for people in our community with barriers to employment
- **Years 3 – 5:** Measure increase in number of employment social enterprises and number involved in City procurement either directly or as part of supply chain

Action #8: Focus on First Nations*

Lead: Songhees and Esquimalt Nations, Aboriginal Coalition to End Homelessness, Victoria Native Friendship Centre

Support: Business Hub, Vancouver Island Social Innovation Zone

Task:

- **Year 2 and ongoing:** Collaborate with the Victoria Native Friendship Centre to support the urban Aboriginal population; connect individuals with programs and mentors to develop pre-employment skills, job readiness and job opportunities

*First Nations are overrepresented as a percentage of the homeless and underemployed population compared to their representation in the population as a whole.

Recommendation #3: Social Enterprise Development

These recommended actions are meant to strengthen and grow the businesses already doing business with community benefit in mind and to grow the social enterprise sector.

Outcomes

1. There are more viable social enterprises, social entrepreneurs and social purpose businesses in Victoria.
2. There is a clear process for social impact and venture capital to help stimulate social enterprise and social entrepreneurship.
3. There is more general awareness about social enterprise and social procurement as economic development tools.
4. Social enterprises have places to rent or lease in a way that allows them to grow sustainably.
5. Economic disparity is decreased.

Action #1: Identify and survey social enterprises in the city

Lead: Vancouver Island Social Innovation Zone

Support: Community Social Planning Council, hubcapbc.ca

Tasks:

- **Year 1:** Build on the social enterprise and social innovation mapping currently hosted on hubcapbc.ca and list all Victoria social enterprises and social purpose businesses (Vancouver Island information was recently populated on this site by Vancouver Island Social Innovation Zone) <http://visocialinnovation.ca/resources-2/social-innovation-map/>
- **Year 1:** Publicize Victoria-based businesses and social enterprises registered on hubcapbc.ca to all institutional purchasers in the Capital Region
- **Year 2:** Survey all social enterprises and other small and medium-sized enterprises and social purpose businesses to establish baseline measures, including measures of supply chain access
- **Year 3 and beyond:** Maintain the list of social enterprises using hubcapbc.ca and survey at suitable intervals to update measures, track progress, and account for any increase in number of social enterprises

Action #2: Convene cross-industry/multi-sector events to increase exposure and opportunities for social enterprises

Lead: Vancouver Island Social Innovation Zone

Support: Community Social Planning Council, Vancouver Island Green Business Certification (VIGBC), Business Hub

Tasks:

- **Year 1:** Identify a prospective list of non-profits, social enterprises, local government and institutional purchasers, and socially-minded companies and invite to a focused event to identify the opportunity represented by social enterprise and social procurement, and to encourage people to create new ties across industries and sectors
- **Year 1:** Follow-up with participants to assess outcomes, document connections made and deal flow, and to build momentum
- **Year 2:** Host additional functions to introduce social entrepreneurs and social enterprises to sources of social venture capital (SEE ALSO OUTCOME #2) and to highlight how all sectors can work together to alleviate social issues in our communities
- **Years 3 – 5:** Evaluate first two years and continue the event(s) if there is momentum

Action #3: Educate existing and aspiring social enterprises

Lead: Scale Collaborative, Community Social Planning Council (CSPC)

Support: Business Hub, Vancouver Social Innovation Zone, Victoria Foundation

Tasks:

- **Year 1 and ongoing:** Hold workshops featuring successful local social enterprises and co-ops such as but not limited to VIATEC, Fernwood NRG, Adrenaline Motorcycle Co-op, Stocksy, Women In Need, Victoria Health Co-op, Home Hardware, Pharmasave, and social enterprises from the seCatalyst network
- **Year 1 and ongoing:** Partner with Vancouver Island Social Innovation Zone and support the efforts to launch best practice incubator and accelerator program(s) for social enterprise – and also leverage existing social enterprise capacity-building assets such as CSPC social enterprise incubator, Scale Collaborative offerings, post-secondary offerings, etc
- **Year 2 and ongoing:** Hold regular workshops to educate local social entrepreneurs on examples of workable social enterprises from other jurisdictions such as but not limited to Teamworks in Thunder Bay, Ontario, Y's Owl Maclure Cooperative Centre in Ottawa, Ontario, Open Sky Cooperative in Sackville, New Brunswick
- **Year 2 and ongoing:** Host workshops on how the benefits and how-to's of co-ops as a corporate form

Action #4: Build a co-op enterprise network in Victoria including but not limited to health and social service co-ops, housing co-ops, and worker co-ops

Lead: Victoria Health Co-op

Support: Coastal Community Credit Union

Tasks:

- **Year 1 and ongoing:** Victoria Health Co-op to offer workshops tailored for people re-entering or entering the workforce, focusing on basic wellness awareness, dealing with stress, good sleep, nutrition, etc
- **Year 1 and ongoing:** Hold regular networking events for co-ops to increase purchases made between co-ops
- **Ongoing:** Work with financial institutions and Co-op Zone to provide the financing and co-op training

Action #5: Build relationships and connect the dots between the pool of human and financial capital that will support social enterprise, social entrepreneurship and social purpose business

Lead: Greenangels Financial Ltd.

Support: Scale Collaborative, Vancouver Island Social Innovation Zone, credit unions, Victoria Foundation

Tasks:

- **Year 1 – 2:** Examine successful models from elsewhere
- **Year 1 – 2:** Identify and approach donors and investors interested in contributing to a social enterprise fund
- **Year 3 – 4:** Develop criteria for investment and launch fund

Action #6: Make existing funding opportunities for social entrepreneurship and social enterprise more widely known and accessible (Ongoing)

Lead: Scale Collaborative, Vancouver Island Social Innovation Zone

Support: Credit Unions, Greenangels Financial Ltd.

Action #7: Investigate and share local success stories (e.g. Ralmax) where larger companies facilitate the involvement of smaller suppliers both social enterprises and businesses generally (Year 2)

Lead: Business Hub

Support: Vancouver Island Social Innovation Zone

Action #8: Based on above, create a Joint Venture Platform, between Social Entrepreneurs & Traditional Suppliers to the City; insurance, bonding, Past Experience, WorkSafeBC (Year 2)

Lead: Greenangels Financial Ltd.

Support: Vancity

Action #9: Educate new social entrepreneurs

Lead: CityStudio

Support: Coast Capital Savings Innovation Centre at UVIC, Camosun and Royal Roads social innovation certificate programs, CityStudio courses

Tasks:

- **Year 1:** Develop materials for post-secondary students that present social enterprise, social entrepreneurship and social finance as viable career paths
- **Years 2 – 5:** Make presentations during university/college clubs week and career fairs
- **Years 2 – 5:** Seize opportunities with post-secondary institutions to ensure that students and community have access to Vancouver Island-based education in social innovation, social enterprise and social finance, through individual courses, programs and/or certificates

Action #10: Help social enterprises find spaces to lease

Lead: Business Hub

Support: Local leasing agents

Tasks:

- **Year 1:** Establish a database of landlords that understand social enterprise and social entrepreneurship
- **Year 1 and ongoing:** Help match social enterprises with vacant spaces
- **Year 1 and ongoing:** Help social enterprises with the development of business cases that establish a win-win for landlords and social enterprise tenants e.g. shorter term lease, rent geared to income, etc

Action #11: Create a City-led social enterprise co-working and incubation space

Lead: City of Victoria Manager of Strategic Real Estate

Support: Business Hub

Tasks:

- **Year 1 – 2:** As part of inventory of City-owned land, and land used for strategic purposes, research existing co-working and incubation spaces and if it makes sense based on the research, investigate the possibility of social enterprise incubator using the “Newmarket Model” from Vancouver
- **Year 3 – 5:** Depending on feasibility of above, use/redevelop underutilized City property for social and economically productive purposes

*The Newmarket model in brief:

- City contributes underutilized, under-productive land
- Newmarket finances construction of a building using business dollars with a mandate for social housing and social enterprise services as occupants
- After eight years of operation post-build, the business investors are bought out when a bank is brought in to re-finance the project based on proven operating experience
- The land and the building return to the contributor (the City) with a mandate to maintain the social obligations for a minimum of 99 years
- The land gets productive use, investors get a socially responsible return, and below-market housing and social enterprise space is created

RECOMMENDATIONS

Action #12: Measure economic disparity

Lead: To be determined; potentially UVic researchers – professors or graduate students

Support: Community Social Planning Council

Tasks:

- **Year 2:** Establish standards by which a decrease in disparity can be measured, set out objective benchmarks for a reasonable degree of difference between the top and bottom levels of earned income
- **Year 3 – 5 and beyond:** Measure economic disparity in Victoria

Action #13: Support a living wage policy (SEE APPENDIX A)

Lead: City Council, Vancity

Support: Community Social Planning Council

Tasks:

- **Year 1:** Adopt a living wage policy at the City of Victoria to model corporate responsibility as a building block of social enterprise
- **Year 2 – 5:** Promote the Living Wage campaign with local businesses and institutions. Encourage other employers to explore the business benefits and societal impacts of paying a living wage



PHOTO CREDIT: CONCEPT PHOTOGRAPHY

Appendix A – Definitions

Living Wage

The Living Wage rate reflects the real costs of living through the hourly wage required to enjoy an adequate quality of life. In 2016, the Living Wage required in the Capital Region is calculated at \$20.02 per hour.

This calculation assumes two adults working 35 hours per week each, while providing a home for two children, one in preschool and the other in grade two. More than a survival wage or minimum wage, it is not an affluent wage.

This Living Wage calculation does include sick time benefits but does not include other employment benefits such as extended health, pension plans, bonuses, or transportation incentives. In determining whether a business pays a Living Wage, such benefits would need to be included in the calculation.

The Community Social Planning Council of Greater Victoria calculates the local Living Wage each year, based on the best data available about costs in the Capital Regional District.

Social/Community Benefit Procurement

Sandra Hamilton, Canada's first Social MBA and leading social procurement advisor notes that "Social procurement moves us beyond the 'Do no harm' of the environmental movement to pro-actively leveraging tax dollars to 'Do some good'. Social procurement works on the premise that tax payer-funded contracts should enhance, rather than diminish social value in our communities. Social procurement better leverages existing public expenditure to diversify supply chains and improve small business access to government contracts. Social procurement involves educating public sector buyers in how to structure and evaluate contracts to maximize value for taxpayers."

Source: http://www.sandrahamilton.ca/assets/uploads/sandra_hamilton__avicc_public_policy__web_59814.pdf

Social Enterprise/Social Venture

The purpose of social enterprises is to utilize business strategies to earn revenues and achieve social, environmental and/or cultural impact. These are also referred to as social ventures, impact businesses or social purpose businesses. Non-profits, co-ops and community contribution companies tend to be called social enterprises, whereas for-profits are social ventures. For the purposes of this action plan, we use these terms interchangeably.

Source: Vancouver Island Social Innovation Zone Strategic Plan
http://visocialinnovation.ca/Vancouver_Island_Social_Innovation_Zone-strategic-plan-august-2016/

Social Innovation

Social innovation provides new ways of approaching persistent problems faced by society. At the heart, social innovation involves collaboration between governments, institutions, businesses, non-profit organizations and communities. By working together, these groups can creatively re-mix ideas, expertise and resources to build new solutions that inspire lasting social change.

Source: Vancouver Island Social Innovation Zone Strategic Plan
http://visocialinnovation.ca/Vancouver_Island_Social_Innovation_Zone-strategic-plan-august-2016/

Social Value

Social Value is about maximizing the impact of public expenditure. It's a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is when a public body chooses to award a contract. Social value asks the question if a dollar is spent on the delivery of services, can that same dollar be used to also produce a wider benefit to the community at the same time? Social value is created when resources, inputs, processes or policies are combined to generate improvements in the lives of individuals or society as a whole.

Sources: Social Enterprise UK,
via <http://socialvaluebusiness.com/social-value/>
NACVA, via <http://socialvaluebusiness.com/social-value/>
Social Return on Investment (SROI): Exploring Aspects of Value
Creation," Jed Emerson, Jay Wachowicz, and Suzi Chun, Harvard
Business School: <http://hbswk.hbs.edu/archive/1957.html#3>

Appendix B – Elements to be Included in City’s Social Procurement Framework

The City of Victoria Procurement Framework should include weighting for the hiring and training/retraining of unemployed and underemployed people, especially First Nations, youth, those with disabilities, those who have recently exited homelessness and those with mental health and addictions challenges.

City procurement activities provide preference for vendors that hire and, if needed, train First Nations, youth and those who have recently exited homelessness or have as part of their supply chains social enterprises or SMEs that do so.

RFPs and City procurement activities include and have a priority for vendors that hire from or work with EI programs and programs for those on disability benefits.

RFPs and City procurement activities provide preference for vendors who can demonstrate they are hiring skills-retrained employees, employees returning to the workforce after parental leave or other types of leave.

Support current and potential City vendors in the hiring and training/retraining of unemployed and underemployed people, especially First Nations, youth, those with disabilities, those who have recently exited homelessness, and those with mental health and addictions challenges.

City RFPs and procurement activities have links to federal and provincial employment programs that support youth, First Nations, people with disabilities, people with mental health and/or addictions challenges, people released from prison and any other related program for employers wishing to hire unemployed or underemployed people.

Please suggest or send images that could go here to:
economicchange@victoria.ca

Appendix C – Social Enterprises Needed in Victoria

The Task Force has identified some of the types of social enterprises that could help meet some of the community needs and opportunities in Victoria. This list is a starting point and is not meant to be complete or exclusive:

- Train and employ people who have recently exited homelessness
- Train and employ youth
- Train and employ First Nations people
- Provide supportive employment opportunities for people with mental health and addictions challenges
- Provide supportive employment opportunities for people with disabilities
- Hire and support people released from prison
- Homecare
- Childcare
- Food co-op
- Wellness education and support enterprises

