

Getting Ontario Ready for the Social Finance Fund



Canadian
CED Network

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CONTRIBUTING PARTNERS



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For the full report as PDF: ccednet-rcdec.ca/OntarioSFF

Executive Summary

In the fall of 2018, the federal government announced an \$805 million investment (\$755 M for a Social Finance Fund and an additional \$50 M for an Investment and Readiness Stream). It was a move that galvanized the Canadian social economy ecosystem and captured the imagination of many community members.¹ This initiative was established in the 2015 mandate letters to the Ministers of Family, Children and Social Development and Employment, Workforce Development and Labour. Their responsibility was to develop a Social Innovation and Social Finance Strategy for Canada so that it would contribute to the development of an inclusive society.

To facilitate this goal, a SI/SF Co-Creation Steering Group was appointed and asked to prepare recommendations for the SI/SF Strategy. In August 2018, its twelve recommendations were released in a report entitled *[Inclusive Innovation: New Ideas and New Partnerships for Strong Communities](#)*. Currently, the focus is on the Investment and Readiness Stream which will support social purpose organizations to improve their readiness for investment, and by so doing, successfully participate in the social finance market and provide creative solutions for the most challenging issues facing vulnerable populations.

There are concerns that the resources made available in this initiative need to be delivered in ways that reach and effectively support the grassroots social economy organizations working directly with vulnerable populations. This has driven convening organizations to undergo processes like this. The outreach and engagement reflected in this report acknowledges different perspectives about barriers and solutions. The sector has no shortage of innovative ideas to develop and is eager to share plans for new projects and create new partnerships. There is no doubt that the federal contributions announced in the 2018 Fall Economic Statement are timely, and represent a major opportunity to strengthen the ecosystem and supports for the social economy, including social innovation and social finance.

This survey was one of the key activities of the Canadian Community Economic Development Network's engagement process to raise awareness of the Social Finance Fund and hear a range of grassroots perspectives. This process was guided by Vision, Mission and Guiding Principles. Through this research, completed with the assistance of 150 social economy leaders (respondents), we gathered ground intelligence on what sector members were thinking about and planning for in terms of projects and partnerships. We learned how best to support grassroots community groups. Through this process, we also mobilized knowledge and raised awareness of the Social Finance Fund.

1 Please refer to [OSER charter](#) for a definition of the social economy.

Survey development took place over a two-week period. As wide a range of respondents as possible was sought in the limited time and resources available. The completed contact list for potential respondents was 60 organizations, eventually producing a total of more than 150 respondents.

The timing of the survey was during the period of February 21 to March 28.

Social innovation and social finance approaches were sampled. We found that in addition to the four approaches itemized in the survey, the respondents were practicing other approaches.

Respondents' needs were identified by the six interconnected areas recommended by the Co-Creation Steering Group. These areas were ranked to assess priorities. All six interconnected areas ranked closely in ratings. This supports the theory that all six are legitimate needs.

Respondents identified barriers and solutions as part of the six interconnected areas including capacity building, funding and capital, market access, policy and regulatory environment, evidence and knowledge sharing, plus awareness and mobilization. This report summarizes many of their views.

What we also discovered is that there is no shortage of innovative ideas or interest in developing new services/tools. Social innovation is alive and well in the social economy sector. However, this initiative must have a unified strategic plan and clarify roles in the ecosystem.

Additionally, new projects were shared that would benefit from Investment Readiness supports, as well as accessible capital for investment. We also confirmed the current key assets in Ontario that support social purpose organizations. The social enterprise ecosystem is well positioned to accelerate, scale and grow a marketplace that puts people and the planet first.

In Summary

- 90% of responses were completed by senior leadership including the executive level management and the Board of Directors,
- Feedback came from Northeastern Ontario (22%), Northwestern Ontario (22%), Southwestern Ontario (41%), Eastern Ontario (38%) and the GTA (53%), some of which serve multiple regions,
- The top four industry sectors out of 12 are Employment/Business Development (19%), Health/Social Services (14%), and Financial Services/Funders (14%), Arts, Culture/Tourism (13%)
- 75% response rate of the 9 types of organizational structures were from Not-for-profit and Charities,
- The top 3 out of 10 populations that are being served are At Risk Youth/Youth (16%), Racialized Communities (14%) and Women (14%),
- 75% of responses were keen to build new partnerships for developing community assets, 59% are interested in developing new business streams and 52% are interested in using new forms of financing as examples of social finance and social innovation initiatives.

Introduction

In the 2018 Fall Economic Statement, the federal government announced a [Social Finance Fund](#) of \$755 million, and an additional \$50 million for an investment-readiness stream. It has been more than a decade since the federal government launched one of Canada’s first social economy initiatives in 2005. Since then “the social economy” has evolved into one of the most compelling and successful ideas about social change in the last twenty years.

Now, the government of Canada is promoting social innovation, and the social economy as a key component of its response to persistent and complex social problems such as, homelessness, mental health, gender inequality, precarious work, youth at risk, and first nations reconciliation and inclusion in our communities. The social economy has rapidly moved from theory to practice as social purpose organizations are now frequently a part of working partnerships that have taken on these “wicked” problems through front-line services. These partnerships are a combination of not-for-profits, charities, co-operatives, private business, foundations, three levels of government and other umbrella organizations. Society is becoming increasingly dependent on the benefits that partnerships provide but significant funding for social economy development has been slow to materialize. That said, the federal contributions announced in the 2018 Fall Economic Statement represent a major opportunity to strengthen the ecosystem of supports for the social economy; social innovation and social finance.

In January of 2019, the Canadian Community Economic Development Network (CCEDNet), and partners commissioned a small project focusing on the emergent Federal Social Finance Fund. This initiative was part of the larger member engagement process to consult with key actors in the social economy ecosystem. One of the primary objectives of this project was to gather “ground intelligence” about what organizations and stakeholders were thinking about and planning for. The priority focus was how best to serve grassroots community benefit groups. The second no less important objective was “knowledge mobilization” delivered to raise awareness of the social finance fund. Project oversight was provided by an advisory group representing the partners.² Project activities included the development and administration of a survey, the findings of which comprise the content of this report.

2 Advisory Group: Michael Toye (CCEDNet), Liz Sutherland (ONN), Peter Frampton (LEF), Elspeth McKay (Operation Come Home), Rosalind Lockyer (PARO Centre for Women’s Enterprise)

This work has been a part of a cross-sector engagement process, which will ultimately increase the capacity of the social economy sector to practice social finance, as well as to better understand needs and assets to which there is already access in Ontario’s social economy ecosystem. Our goal is to raise awareness of the opportunities created by these investments among a wide range of stakeholders, map the current landscape of capacity building programs for the social economy in Ontario, and identify priority projects for action.

Engagement Process

The survey was one of the key activities in Ontario CCEDNet’s engagement process. This process was guided by a Vision, Mission and Guiding Principles as outlined in the following paragraphs.

Our Mission is that the social economy ecosystem in Ontario will:

- reflect new opportunities for sustainable growth and impact
- build on existing asset mapping of the Ontario Social Economy
- create collaborative proposals for the Investment and Readiness Stream (\$50 M over two years across Canada) to be ready for spring 2019

Our Vision is to provide social economy stakeholders with an engagement process that sets the stage for coordination, collaboration, and growth.

Steps in the Engagement Process

Step 1: Inform – raise awareness about SI / SF and the SFF opportunity

Step 2: Involve – discuss and brainstorm

Step 3: Collaborate – work together

Step 4: Empower – create partnerships

Other activities of the member engagement process include focus groups, key informant interviews, documenting the Asset Map and holding partnership meetings.

Guiding Principles

Guiding principles were developed by the Advisory Group and were ratified by a group of key leaders at a meeting in Ottawa on February 5th, 2019. They are:

1. Community Benefit

Grassroots community impacts are the focus for this initiative. The value proposition to communities must be clear.

2. Inclusive

This engagement process will allow and encourage a diversity of stakeholders from various industry sectors and organizations to contribute and to develop a balanced perspective. It will support peer-to-peer outreach and support.

3. Early Involvement

It is key to get stakeholders involved as early as possible in the engagement process.

4. Transparent and Accountable

Social Economy stakeholders should understand their role in the ecosystem for an engaged process of co-creation of priority solutions. Initiatives should have democratic accountability to the communities they serve.

5. Co-ordinated Approach

This process will identify and build on the existing assets, competencies and knowledge of the stakeholders who are part of the Social Economy ecosystem.

6. Mutual Trust and Respect

This initiative will foster understanding between diverse views, values and interests.

7. Reflection and Evaluation

The engagement process will have a culture of continuous improvement.

Survey Process

Survey Development

The software Survey Monkey was used for survey compilation, delivery and analysis. Survey development took place over a two-week period during which questions were circulated to CCEDnet and feedback was incorporated into the survey document. The survey was translated into French. Recruitment of the research participants was the most time consuming and demanding part of the process, and to mobilize the message, recruitment did not close until March 28th. The original list of CCEDNet social economy members was supplemented by contacts from associations and across industry sectors. Many people gave very generously of their time in aid of this project and referred the researchers to colleagues and co-workers. Thank you for those many contributions. Appendix A contains a list of individuals and organizations that participated in the survey.

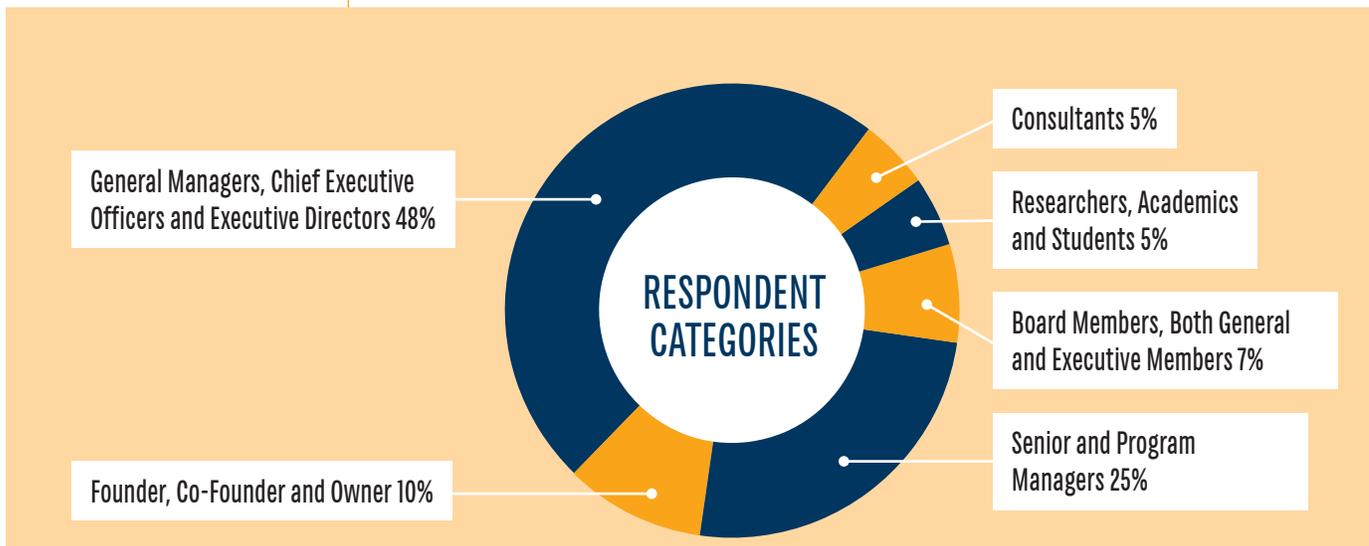
Survey Results — Who Responded to the Call?

As noted, time and energy were committed to recruiting a wide range of respondents-however these resources were limited. The completed contact list for potential respondents was 60 organizations, eventually producing a total of more than 150 respondents. Outreach was done to include different stakeholders as follows:

- Canadian Community Economic Development Network members
- Center for Social Innovation
- Indigenous organizations (Ontario Federation of Indigenous Friendship Centers, Ontario Native Women's Association, Toronto Aboriginal Support Services Council)
- Black-owned social enterprises in Ontario
- Newcomer groups (Ontario Council of Agencies Serving Immigrants)
- Persons with disabilities—Ontario Agencies Supporting Individuals with Special Needs and Ontario Disability Justice Network
- Franco-Ontarians
- Women-led social enterprises, via PARO Centre for Women's Enterprise and women's shelters
- Agricultural organizations
- Provincial associations of nonprofits (Ontario Nonprofit Network has a list of about 80)
- Conseil de la coopération de l'Ontario
- Ontario Co-operative Association
- Ontario Community Futures
- Community Foundations in Ontario
- Credit Unions
- Social finance organizations
- Social economy actors
- Universities

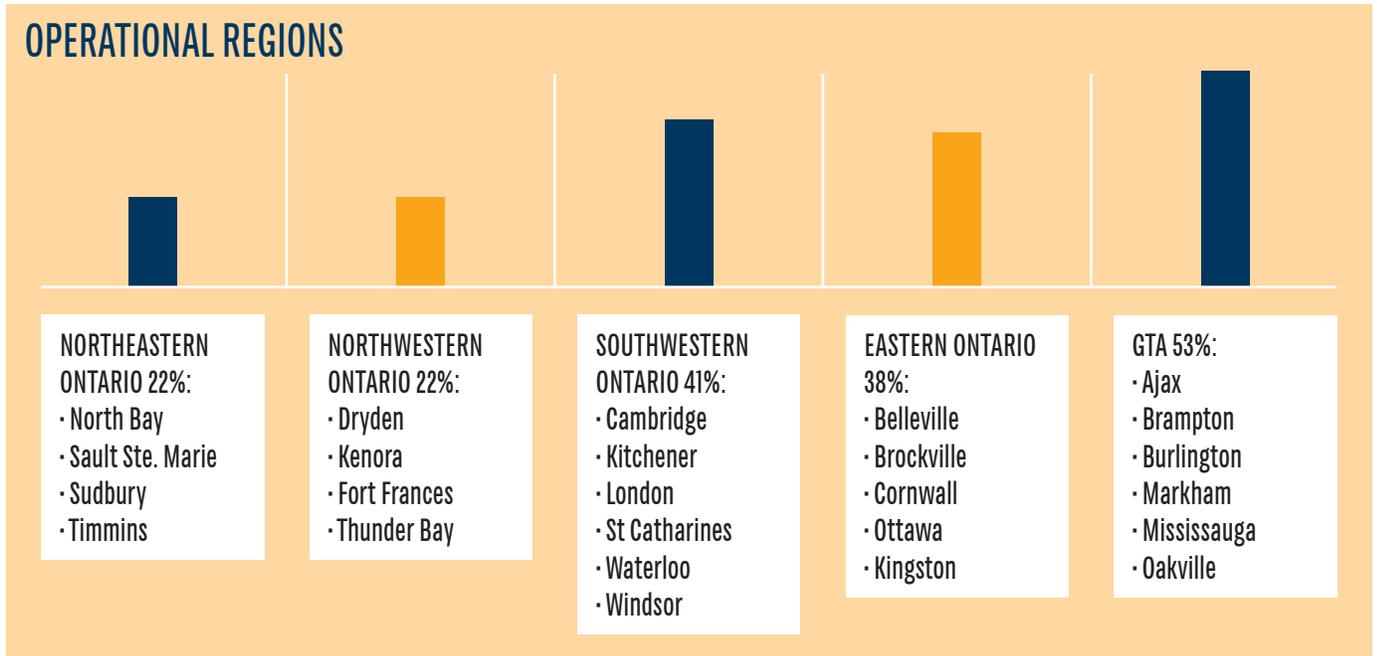
- Colleges
- Consultants – legal, network development, capacity building, financial management

The sample grew organically, typically by word of mouth or email, but is not technically representative of any one group. It can accurately be described as a “convenience sample” of organizations that are members of the social economy and had an interest in social finance and social innovation. Analysis of the responses identified six main categories of respondents. The category “other” was coded and reallocated according to existing and new categories. The six categories are:



Three surveys were disqualified as one was a test and the others were from Newfoundland and Quebec. As expected, the bulk of responses were completed by the executive level with the addition of “founder, co-founder and owner.” Categories 1-3 totaled approximately 83% of survey respondents. When Board level respondents were included, 90% (categories 1-4) of respondents were in positions of senior leadership, and as such, we can say with confidence that these results reflect the views of the organizations.

OPERATIONAL REGIONS



NORTHEASTERN ONTARIO 22%:
 · North Bay
 · Sault Ste. Marie
 · Sudbury
 · Timmins

NORTHWESTERN ONTARIO 22%:
 · Dryden
 · Kenora
 · Fort Frances
 · Thunder Bay

SOUTHWESTERN ONTARIO 41%:
 · Cambridge
 · Kitchener
 · London
 · St Catharines
 · Waterloo
 · Windsor

EASTERN ONTARIO 38%:
 · Belleville
 · Brockville
 · Cornwall
 · Ottawa
 · Kingston

GTA 53%:
 · Ajax
 · Brampton
 · Burlington
 · Markham
 · Mississauga
 · Oakville

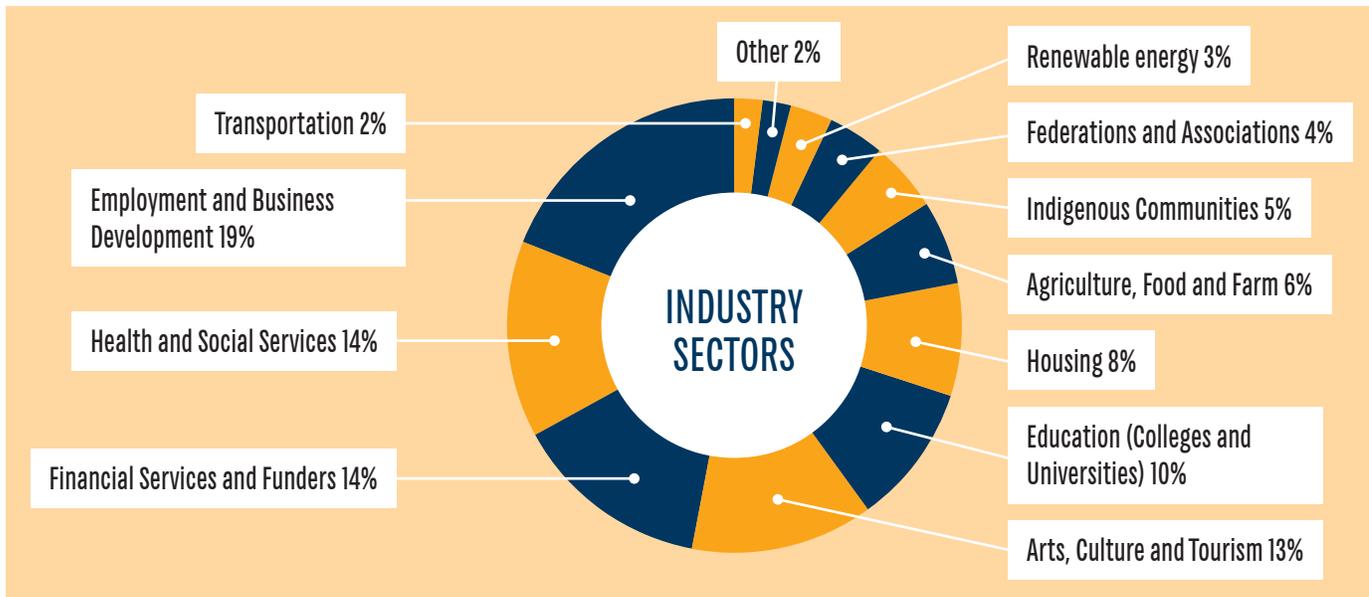
Operational Regions

This question required respondents to check all answers that applied, with the understanding that an organization may well have more than one operational area. In this case the total area served is more than 100%, confirming that many do operate in more than one region.

Ontario’s total population is 14,193,384 (2017)³ of which 6,346,088 (2017) call the GTA home. That means that approximately 45% Ontario’s total population lives in the GTA. The percentage of respondents from urban based organizations (more than 50% from the GTA alone) is proportional representation given the total population of Ontario. The rural respondents formed a small but important subset (18%) of the total⁴. This was achieved by identifying participating rural communities with a population of under 15,000.

3 Statistics Canada, Retrieved on March 28, 2019 at <https://www150.statcan.gc.ca/n1/pub/12-581-x/2018000/pop-eng.htm>

4 1.4 million live in areas under 10,000 in population. Statistics Canada (2016) retrieved on March 28, at <https://www.statcan.gc.ca/eng/subjects/standard/pcrac/2016/introduction>



Industry Sectors

Respondents were given a choice of 12 industry sectors to choose from and were asked to select as many as applied. The category “other” was coded and reallocated according to existing and new categories. Starting with the highest concentration of respondents in Employment and Business Development, and in descending order these sectors are:

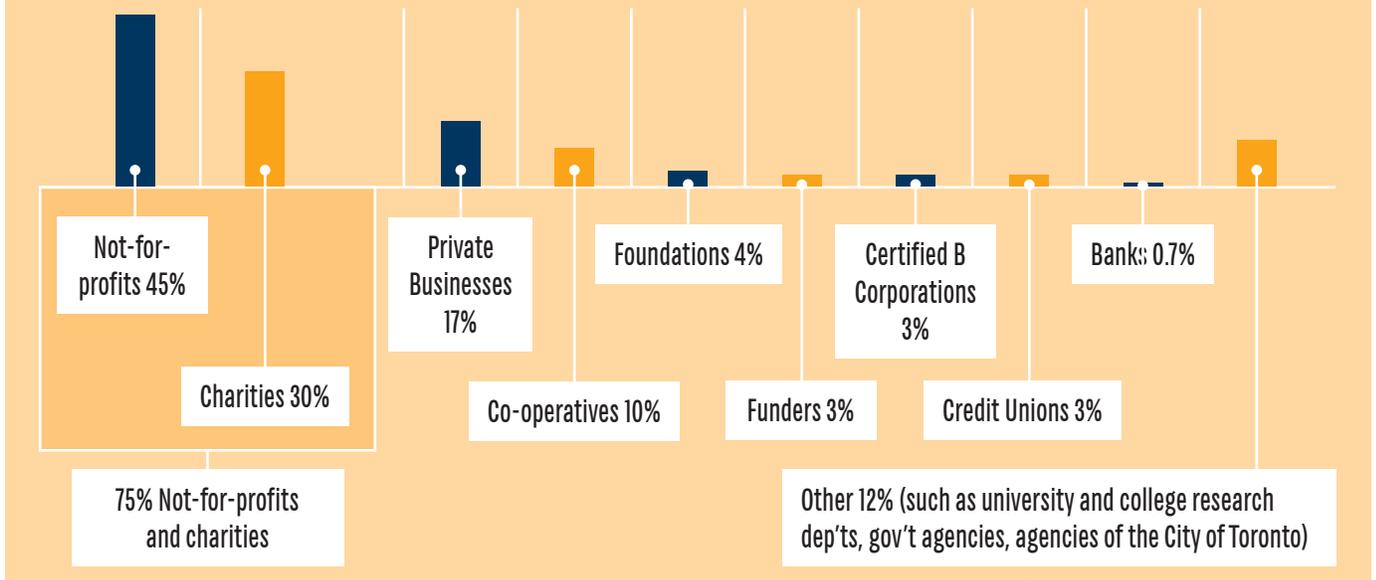
Health and Social Services plus Financial Services and Funders are tied for second place and Arts, Culture and Tourism ranked close third.

Organizational Structure

Identification of organizational structure was more complex than imagined. In this case as well, respondents were able to make more than one choice. The majority or more than 75% of the respondents chose the corporate structures of not-for-profit and charitable at least for one of the answers. The frequency of selection is listed in descending order:

To verify we cross-checked the surveys manually and out of 151 surveys; 101 are charities/not for profits, 26 businesses, 16 co-operatives/credit unions, 4 B-Corps and 4 Foundations/Funds. In summary the majority were NFP and charities including grassroots organizations, social enterprises, community futures, community foundations, colleges/universities and churches.

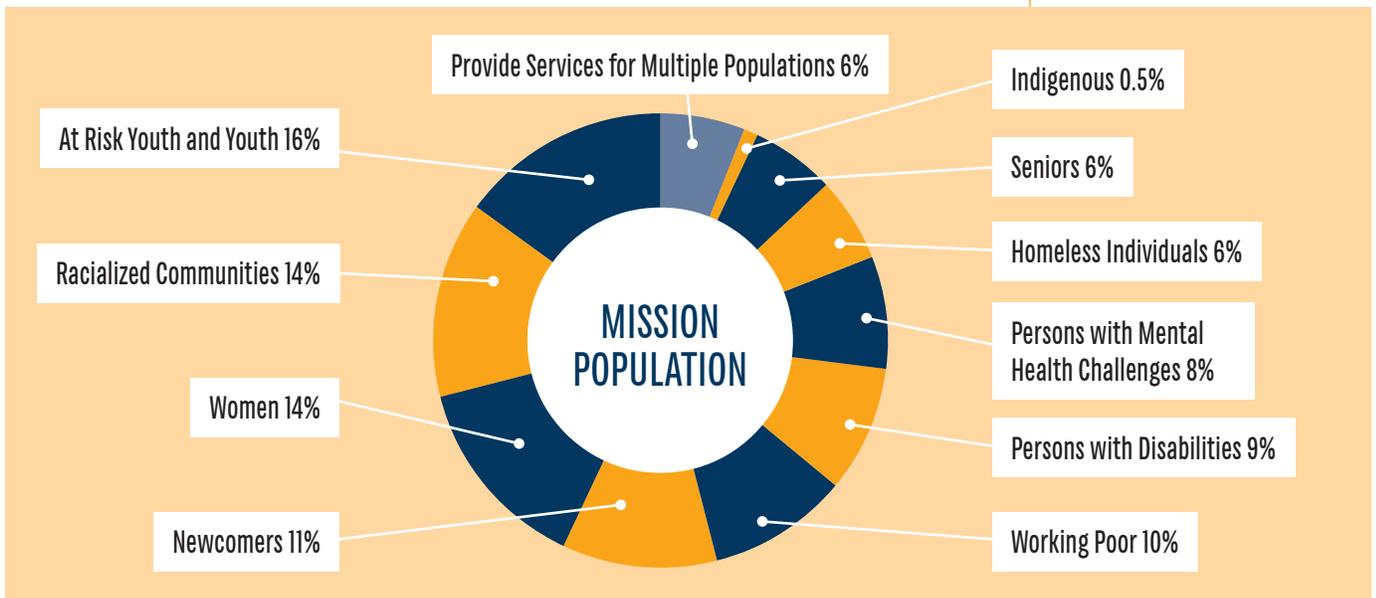
ORGANIZATIONAL STRUCTURE



Mission Population

Because Social Purpose Organizations operate for the benefit of the community, it would be logical to assume that social purpose organizations have a mission that is focused on a population or community. In this survey, respondents were able to choose more than one community if applicable.

The category “other” was coded and reallocated according to existing and new categories.



Social Innovation and Social Finance Approaches

Respondents were asked what social innovation and social finance approaches they currently used, to choose all that applied and add other if necessary. The category 'other' was coded and reallocated according to existing and new categories. By far the most popular approach, was creating new partnerships for developing community assets, chosen by 75 plus % of respondents. This is the first of a few indications in the survey findings that partnerships are high on the list and are of interest and concern to communities. Next, 59% of the respondents chose developing new business streams, this answer was augmented by a few 'other' comments such as the design of new initiatives and prototyping/scaling. Clearly, a lot of innovation is happening.

The third option, using new forms of financing was chosen by 43 plus % of respondents and was also expanded when the 'other' category was redistributed. This increase raised the total of those using new forms of financing to 52%. Many forms of social finance include incubating grants, low-interest capital, community bonds, held at various financial institutions (second or tier organizations, credit unions/caisses populaires, not-for-profit community foundations, community futures, funds and trusts).

Scaling up in new communities, was chosen by 39% of respondents. Several respondents (4) indicated that they facilitated social innovation through co-operative and community development. Impact measurement, evaluation and knowledge mobilization were also mentioned as approaches, as were research and education and the integration of a gender perspective.

Government Framework for Needs of Social Purpose Organizations

The federal government has recently committed resources to defining the needs of social purpose organizations interested in becoming more active in social innovation and social finance. These needs have been summarized into six key areas. The survey asked respondents to prioritize:

Social Purpose Organizational Needs Key Areas	Average Ranking
Awareness and Mobilization efforts to spur the growth of social innovation and social finance approaches	3.74
Evidence and Knowledge sharing that enable funders and organizations to work together based on what works, develop better goods and services, scale their impact and evaluate progress	3.66
An enabling Policy and Regulatory environment that creates the conditions for social innovation social finance and social purpose organizations to flourish	3.59
Funding and Capital opportunities so that social purpose organizations have the financial resources to develop and grow innovative solutions to social and environmental problems	3.57
Market Access to enable organization to find buyers for their products	3.46
Skills and Capacity to equip social purpose organizations with the knowledge and resources to adopt social innovation and social finance approaches	3.44

As with most data there are qualifiers; not everyone answered all of the questions or in this case ranked all of the areas, and two people reported problems with the functionality of the Survey Monkey software when responding to this question. Nevertheless, with this data we can assess how respondents rated or ranked each of areas of need identified by the federal government. The category of awareness and mobilization efforts to spur the growth of social innovation and social finance approaches ranked highest followed by evidence and knowledge sharing, and an enabling policy and regulatory environment came in third. Fourth was funding and capital opportunities, an area that commonly leads most needs assessment lists. Fifth was market access and at the bottom of the list is skills and capacity.

Responses within some areas of need were relatively evenly dispersed such as in skills and capacity. Uniformity within areas may indicate that the issue is not polarizing. It is important to note however that the band of distribution is relatively narrow so while the differences in ranking between the six areas is interesting, in this context it is not particularly significant. All areas are legitimate.

What We Heard from Our Respondents About Barriers and Solutions

Respondents shared their thoughts about any barriers that were covered in the conceptual six interconnected areas recommended by the Co-Creation Steering Group. Responses were coded, comments were summarized and examples are shared. All references to the organization or location were removed. Some of the solutions are tied to the UN Sustainable Development Goals.

We heard that strategic planning will be key for the success for this federal government initiative.

Strategic Planning: Clarity of Roles in the Ecosystem

The social economy sector must develop a strategic plan to better understand the role of each stakeholder and be united in the common goals. It will be important to respect and appreciate the function of each player including grassroots organizations, consultants, intermediaries (regional, provincial and federal), financial institutions, business development agencies, incubators and post-secondary institutions. There is a sense that we need to put our resources (financial and human) into action and not just talk about it.

Survey #8: “Too much funding going to other funders and intermediaries as opposed to charities doing the innovating projects”

Survey #11: “Better ecosystem, acknowledge the importance of grassroots organizations, consultants, intermediaries, funders and investors and networks...better networking, less empire building, better value driven movement, more cohesive action...”

Survey #44: “Third party organizations that delivers services and funds think they know best. Too many nos and nepotism”

Survey #81: “There is a strong need to demystify investing and move people from walking on this “journey” to actually running!”

Survey #138: “Templates: proof of success/efficiency from other jurisdictions. We don’t want to have to reinvent the wheel”

Key Insights

The following summarizes key insights from our respondents:

1. Capacity and skills

a) Provide technical assistance / grants

It was acknowledged that there is a need to financially support the early development of social purpose organizations. This includes pre-revenue activity such as feasibility studies, legal, accounting and governance supports.

Survey #29: “Lack of financial support to early stage organizations”

Survey #72: “Grant funding to pay for legal and accounting expertise”

Survey #87: “Access to relevant supportive expertise – the role played so well by the CMHC-funded resource groups in developing social housing from the 70s to the 90s groups”

b) Support human resources / staffing

Talented and knowledgeable staff will be a priority for the implementation of this initiative. On-going funding for staff including professional development, mentorship and networking will be crucial.

Survey #7: “Peer to peer mentoring”

Survey #49: “Finding staff who can do/ implement instead of talking about it!”

Survey #62: “Need staff complement and funding model”

Survey #73: “Provide some funding that can be allocated for staff which could enable a greater focus and chance of success”

Survey #98: “We would need more staff”

2. Funding and Capital

We heard that social finance must continue to develop key products and services. In terms of financing, we need to have a variety of tools that support the continuum of the development of a social purpose organization including start-up grants and investment patient capital with low interest rates. The social economy sector needs to cultivate professional expertise who understand the social finance world. Additionally, we also need to develop more financial literacy in clients.

Survey #4: “Require investment capital”

Survey #14: “Funders awareness of the sector and practices. Create/expand network of sector practitioners with real support to leverage capacity and tolls to succeed”

Survey #45: “Accessing affordable financial experts who understand social purpose enterprises”

Survey #71: “We have assets currently invested in markets that could be reallocated to social finance projects increasing the impact from just granting to the investment side as well”

Survey #74: “Within the not-for-profit sector there are differing opinions about charitable organizations making money”

Survey #75: “Longer term funding to organizations that support the development of social purpose businesses. It takes a decade to generate a new culture of social entrepreneurship; new technical tools that facilitate collaboration over distance”

Survey #85: “Resetting the return expectations on direct impact investing to something more reasonable such as the rate of inflation”

Survey #104: “Lack of adequate funding allows limited time to be spent on cultivating environments for our chosen demographic to flourish: newcomers, racialized communities and at-risk-youth”

Survey #131: “Most funders will need to see more money, more government support, more of a developed marketplace, etc. (that is, all transitional ecosystem development factors) before they become more comfortable investing for a social purpose”

Survey #135: “Lack of financial literacy in clients”

3. Market Access

Access to markets is essential.

Survey #148: “Access to clear and accessible social procurement bids that work with different levels of government and community-led initiatives (such as community benefit agreements)”

4. Policy and Regulatory Environment

Create policy development: stakeholders and government

There is a need to develop a united coalition that has both human and financial resources to advocate changes to policy and regulations.

Survey #23: “...We are interested in more support in changing programming, policies and protocols that will increase access for women and especially those who live in rural and remote communities... We must put a gender, diversity and age lens on policies and programming”

Survey #59: “Awareness building of the co-operative business model in government and throughout the SE ecosystem”

Survey #63: “The limited number of qualified donors in a small community. Changes to CRA Rules”

Survey #69: “The biggest gap is the enabling legislative and regulatory environment. There are few resources to support effective advocacy and government relations in the nonprofit sector”

Survey #74: “Education on the changing landscape of government and long-term sustainability for not-for-profits”

Survey #134: “Government to allow year over year excess revenues to be utilized in next year to funds social enterprise development”

5. Evidence and Knowledge Sharing

Participatory research from post-secondary institutions (colleges and universities) and from intermediaries will be key for the ongoing evaluation process that will support the success of this initiative.

Survey #124: “Support for research in this area – especially when partnering with the community”

6. Awareness and Mobilization

Educate government officials

An outreach program about understanding social finance must target staff at various departments at the municipal, provincial and federal levels.

Survey #32: “Allow the same opportunities to gov’t officials to be trained and educated about social finance; transparent reporting”

Survey #54: “current ministry funding is in silos”

Some Key Elements to Consider

i) Equitable funding services to all regions / cultural minorities with a gender lens

(UN SDG 5 – Gender Equality and UN SDG 10 – Reduced Inequalities)

The development of this social innovation and finance initiative must understand the uniqueness of each region across Ontario at the same time it focuses on the urban/rural/remote realities. It will be important to develop programming with cultural sensitivity including a gender lens.

Survey #9: “Intentional rural and remote programming”

Survey #11: “Also integrate a gender perspective to any development”

Survey #14: “Connecting and enhancing capacities of small rural communities to identify and utilize local access towards their development, working together with a purpose”

Survey #23: “Vast geography and population disparity makes it challenging to provide the support and outreach needed to provide equitable service as other more densely populated areas”

Survey #80: “Access to funding option which acknowledges the diversity of form social innovation can take”

Survey #90: “Lack of diversity in the SE/ CED space. Racialized communities are unaware and not involved”

Survey #116: “Recognition of distinct needs of different regions and communities including rural, northern, indigenous, newcomer, people with disabilities; and focus on benefits of non-profit and cooperative approaches rather than privileging private enterprise over the other business forms”

ii) Effective and Impactful Partnerships

(UN SDG 17 – Partnerships for the Goals)

Partnership development among the various stakeholders will be key to the implementation of this social finance initiative. Adhering to the guiding principles will also facilitate better working relationships.

Survey #26: “On-going launchpad to increase cross-sector collaboration and impact”

Survey #49: “Open to partnerships with some conditions. There is far too much talk and networking and not enough on the ground application”

Survey #79: “this is the only way we can meet our goals is through new and different partnerships”

Survey #81: ...“There is growing collaboration, however, if there were more opportunities for people (funders, funded, field builders etc.) to work together, that would mean we don’t need to reinvent the wheel every time, and together, we can keep moving more capital to what truly matters”

iii) Shift old paradigms

Having new visionary leaders who are willing to build this initiative over the decade will be important. The focus needs to be on the needs of the community.

Survey #11: “A change in mindset on the part of funders, investors and government. Mechanisms to have community assets owned and controlled by community.”

Survey #77: “Willingness to take a chance on smaller agencies based on their good works vs strictly financial variables”

Survey #118: “...Working towards a more regenerative economic system would require leadership willing to let go of some of our old perspectives and make room for new ones.”

Survey #123: “Pipeline and readiness work takes years. Leveraging the existing assets and infrastructure and preparing to think different!”

Potential Projects

There is no shortage of potential projects ideas. This is a summary of some key projects under key industry sectors. Each project is in a different phase of development.

Housing

Survey #17 – “Affordable Housing preservation strategy in our community that requires patient capital, a new funding stream within the National Housing Strategy, development expertise, and a workforce strategy”

Survey #64 – “Address youth housing, undertaking needs assessment and survey of youth”

Survey #72 – “To democratize city-building by empowering its members to collectively buy, upgrade, and manage commercial and residential properties to improve the economic, social and environment health of our Region....one of the impacts is to provide housing to incoming government assisted refugees.”

Survey #103 – “Business plans for possible new housing co-operative development which would include feasibility studies”

Survey #107 – “Major energy retrofits of all housing co-ops and senior homes”

Survey #133 – “We have also identified opportunities with local partners for new Canadian supports and affordable housing initiatives. Both have critical federal programs than make or break success but seem to be volatile regarding policy and funding.

Youth

Survey #30 – “Collaboration Event for Youth in our program to develop social innovation strategy, soft-skills, team work, employability”

Survey #55 – “Creating a new delivery model for one of our successful, in-demand programs for young children. The social enterprise goals are to create an online product that can be sold to programs remotely”

Survey #72 – “A project for young men to be able to gain advice from older men in different career paths and walks of life. And to have them shadow these successful men to gain an understanding of what a career in their field will be like”

Survey #73 – “Being in a rural community we are looking at services that can be offered for youth. How do we retained them in our community and how do we provide opportunities for them while they are here”?

Survey #77 – “Funding to support the expansion of our agency in order to build of a services hub specific to youth experiencing homelessness in our Region, thereby addressing gaps in services to youth”

Survey #101 – “Addressing the lack of resources and information to marginalized kids and youth across Canada to follow their passions. We need funding”

Survey #121 – “Micro loans for young entrepreneurs from marginalized / racialized communities”

Survey #134: “Programs for young tweens and teens on the ASD spectrum. Trial projects developed will need funding for expansion of services”

Employment

(UN SDG 8 – Decent Work and Economic Growth)

Survey #20 – “We have several projects we are working on all based on co-operative structures: 1) Welding and Machining Shop 2) Solar Farm Project 3) Heavy Manufacturing Plant”

Survey #26 – “Work exchange and social innovation training for youth, newcomers and Canadians in employment transition”

Survey #29 – “I’d like to run Social Enterprises Strategy as an employment social enterprise providing opportunities for newcomers to use their skills and experience to contribute to the development of social enterprises and non-profits...”

Survey #39 – “We have 2 commercial kitchens. We would like to be able to incubate small kitchen/catering social enterprise opportunities...”

Survey #79: “We would like to work with other social service organizations outside the disability sector in transitional planning that assists people to become full and participating citizens of the community”

Survey #106: “Black Innovation Fellow. Pre-Incubator, incubator and acceleration support for black tech entrepreneurs with a mandate for 50% female-led ventures”

Survey #119 – “Social Service Traineeship program requires support to scale up. Objective (with proven success on small scale) is to move people from Ontario Works payments to sustainable employment”

Survey #121 – “Micro loans for young entrepreneurs from marginalized / racialized communities”

Survey #130 – “We have a 10-year strategy to create 10,000 new employment opportunities for people facing multiple barriers to employment by catalyzing the start-up of 250 new Employment Social Enterprises in Peel, Toronto and York Region, sustaining them in the long term and scaling those that are ready to grow significantly...”

Survey #141 – “We would engage in product development in an existing social enterprise which would increase our competitive position in the market”

Survey #146 – “We are at the business planning stage of offering bicycle mechanic training, apprenticeships, and certification to marginalized community members...”

Health

(UN SDG 3 – Good Health and Well Being)

Survey #13 – Survey #15 – “Growth of residential hospice services through a social capital fund-raising campaign”

Survey #57 – “Grass roots initiative to raise awareness of supports available in my community for those suffering the effects of suicide/attempts/thoughts or acting out”

Survey #70 – “When we have the tea shop open in April of this year, we think it will be good to have something like it to interview deaf artists, deaf businesspersons, etc. to share with the public so that they can learn from those. This will help shift from a closed model to an open model. So many deaf persons are on ODSP. They do not have access to role models and with today’s technology if we can have something like Ted’s Talk, it will be fantastic”

Survey #74 – “Travelling” nurse – next phase of our present social enterprise on controlled acts. Presently training is online and via technology...”

Survey #85 – “Commercialization of web-based application addressing mental health needs of young adults – providing text-based peer support to quickly assess and connect individuals in distress to appropriate services”

Food Production

(UN SDG 2 – Zero Hunger)

Survey #9 – “Food production and marketing co-operatives – feasibility study is done and working on pilots and business planning”

Survey #111 – “We are working on carbon sequestration through species selection for our northern climate. Our hope is to transition to a carbon negative farm...”

Indigenous

Survey #19 – “We are working with 4 first nations on food self-determination planning and social enterprise development...”

Survey #21 – “Indigenous Healing Lodge”

Arts

Survey #37 – “As the point person for all things art, culture and heritage at the foundation, I am working with a consortium of arts funders to see how we can support the culture sector around readiness for social finance. The culture sector has not been part of the work on social finance in Canada. In the US & UK they are much more involved”

Survey #52: “We are working towards a Mortgage for Artists program (MFA) that will provide subsidies for artists looking to relocate to a rural town or village. These subsidized mortgages will allow artists the ability to purchase a commercial, live/work space in downtown areas of the local towns and villages....”

Survey #87: “Existing non-profit music venue needs to acquire property to ensure its sustainability. Huge delay getting charitable registration, creating some urgency...”

Survey #93 – “We currently have an artists-based series called “The Battle of the Arts.” We have held two major events with this series. We would like to expand and create more exposure for these events”

Survey #95 – “African Music Week – North America’s first music conference targeting minority communities, where we bring industry experts to be part of panel to educate our community about the music business. We also do the ladies first panel, empowering women in the sector as well as give them a platform to showcase their talent...”

Green Technologies

(UN SDG 7 – Affordable and Clean Energy)

Survey #22 – “Construction of pilot plant to convert cattails into liquid biofuel replacement for gasoline-ethanol in ICEs”

Survey #100 – “Startup help for capital equipment for new innovative green building technologies”

Information Technology

Survey #32 – “Digital platform to match soc fin opportunities with NPOs, academia and the private sector...”

Survey #51 – “IT projects for underfunded NFPs”

Survey #68 – “Scaling our Social Enterprise Platform designed to be multi-sectoral and multi-purpose in order to support Social Enterprise Development in the sector”

Information Sharing

Survey #41 – “Growing our accreditation program”

Survey #67 – “Launch a robust support and mentorship program for loan recipients, as well as increase the level of investment to achieve self-sufficiency”

Survey #145 – “Grants to universities, colleges, non-profits and for -profits to design and deliver management training in social entrepreneurship and impact investing, delivered in a combination of electronic and face-to-face modalities”

Survey #148 – “Cooperative development network in Central Canada region that would work with developers in Quebec to develop such a network in Ontario to kick-start the creation of new cooperatives of all kinds, including conversions to coops and worker buyouts.”

Asset-Mapping

Who Supported Your Growth as a Social Purpose Organization in Ontario?

Many respondents skipped this question (60%), as it was difficult to enter data in the electronic Asset Mapping excel spreadsheet. However, some respondents shared their access to services that support and grow their social innovation initiative:

Survey #1: Caisses populaires, Ontario

Survey #9: Community Futures Development Corporation, Ontario

Survey #49: In with Forward, Sarah Schulman

Survey #52: RBC, municipality, Social Enterprise Network of Central Ontario (SENCO) – Georgian College, Durham/Barrie

Survey #53: Causeway, Ottawa

Survey #55: Innoweave, McConnell Foundation, Canada

Survey #66: Centre for Social Innovation and Toronto Enterprise Fund, Toronto

Survey #71: Community Foundations of Canada, Ontario and 10C, Guelph

Survey #72: Ontario Co-operative Association and Co-operatives and Mutual Canada

Survey #75: Social Enterprise Partnership Northern Region, Nordik Institute, Sault-Saint Marie

Survey #78: St. Paul's University College, Waterloo

Survey #80: Communitel, Waterloo and Innovation Guelph, Guelph

Survey #82: Kitchener-Waterloo Community Foundation

Survey #85: Aboriginal Finance Institutions and Social Ventures Zone, Ryerson College, Toronto

Survey #86 and #89: National Impact Investment Practitioners and CCIF, Canada

Survey #89: Verge, Pillar Non-Profit, London

Survey #90: Learning Enrichment Foundation, Toronto

Survey #100: Ric Center, Mississauga

Survey #116: SENCO – Georgian College, Barrie

Survey #124: College and Community Innovation Program, Ontario

Survey #134: Center for Social Enterprise Development and Groupe Convex, Ottawa

Survey #141: York University, Innovation Center, Toronto

Survey #143: Procurement and Investment Readiness Fund, Ontario

Survey #146: Canadian Worker Co-op Federation, Tenacity Fund, Canada

Concluding Remarks

The Federal Government's announcement of a Social Finance Fund of 805 million as an investment in the social economy has been met with both relief and concern. Relief that at last funding has been secured, is tempered with concern is about fair and equitable distribution to the organizations who are doing the work of the social economy. It has led some convening organizations to undergo processes like this survey. It has however also forced us to expand our understanding of the social economy and create; new funds, marketplaces, networks, measurement frameworks, communities of practice that are part of the social enterprise ecosystem. Having said that, lack of awareness of social finance and social innovation remains a challenge.

The goal remains to find out how best to enable vibrant and innovative grass roots community groups. Through this process we mobilized and raised awareness of the Social Finance initiative. What we learned is that there is no shortage of innovative ideas or interest in developing new projects. Social innovation is alive and well in this sector. The sector has strong business skills and strong leaders who are willing and able to support each other. Strategic alliances are growing all the time, and innovation financing may be the necessary catalyst in making ideas real and concrete if it is delivered in a way that meets the needs of the community.

This survey was able to begin to determine what needs, barriers and solutions to the success of this funding scheme exist. The reality of administrating a program to the social economy that is composed of many kinds of organizations, from many different sectors, serving many different populations, dictates that program approaches need to be customized and flexible.

A snapshot of the Social Enterprise Asset Map which represents current programs was highlighted. We also confirmed key organizations who support the development of the social innovation initiatives and social purpose organizations. Through this group of 150 social economy leaders, we fulfilled the mandate of this project which was to gather 'ground intelligence' about what sector members were thinking about and planning for in terms of projects and partnerships.

Some of these potential projects included:

- Affordable housing- with new funding stream and national housing strategy
- Youth-employment- mentoring, homelessness, micro loans,
- Employment – good Jobs, work exchange, incubator kitchen, 10,000 new jobs in 10 years
- Health – suicide prevention, travelling nurse, web- based application for mental health needs
- Food – production and marketing co-operatives
- Indigenous – self-determination, healing lodge
- Arts – Mortgage for Artists program, The battle of the arts, African Music Week
- Green Technologies – liquid biofuel replacement, innovative green building technologies
- IT-digital platform to match social finances opportunities with NGOs.

Final Note

The guidelines for the Investment and Readiness (IR) Stream of the Social Finance Fund were released on March 19th, 2019. Now stakeholders can organize themselves to be part of this initiative. The IR Stream will support projects with a focus on the following four intersecting areas:

1. Technical Capacity
2. Impact Measurement and Knowledge Mobilization
3. Emergence and growth of social finance intermediaries
4. Early-stage innovation

This intervention will establish the foundation to deliver new, community-based solutions through social finance to address Canada’s most persistent social and economic challenges. Communities will work with investors to create innovative solutions to assist vulnerable populations in areas such as employment, integration, equality, poverty reduction and inclusive growth.

Appendix: Respondent Organizations and Cities

Atikokan Economic Development Corporation, Atikokan	Edge of Walton Community Project, Walton
Afro-Caribbean Business Network Foundation, Mississauga	Eko Nomos Inc., Kimberley
Aim 2 Impact / African music week, Toronto	Elgin – St. Thomas Community Foundation, St. Thomas
Alternna Savings, Toronto	En'tyce Mentorship & Community Services, Toronto
ARAMINTA 5 Lady Hummingbird Culinary Arts, Toronto	Ethereal lens, Toronto
Atlas 365 Inc, Mississauga	Evolving Doors, Brampton
Avocado Co-op, Waterloo	Fanshawe College, London
Buy Social Canada, Vancouver	Field Good Farms, Cache Bay
C. Lang Consulting, Toronto	FirstOntario Credit Union, Hamilton
Cadasse Consulting Group Inc., Ajax	Footsteps 2 Success, Pickering
Campbellford/Seymour Community Foundation, Campbellford	Fred Victor, Toronto
Canadian Alternative Investment Foundation, Toronto	Freedom Justice Academy, Toronto
Canadian Cultural Society of the Deaf, Toronto	Frontenac Community Futures Development Corporation, Harrowsmith
Carleton Centre for Community Innovation, Carleton University, Ottawa	GIAG Child And Youth Programs, Winchester
Carleton University, SCSE/CSES, Ottawa	GIAG Employment Services, Alexandria
Causeway Work Centre, Ottawa	Global Sunrise Productions Inc., Toronto
CCEDNet, Ottawa	Grandslammers inc, Toronto
Centre 105, Cornwall	Iler Campbell LLP, Toronto
Centre for Social Innovation, Toronto	Imagine Canada, Toronto
Centre of Learning and Development, Toronto	indie95, Toronto
Centre Wellington Community Foundation, Elora	Integral North, Ottawa
Conseil de la coopération de l'Ontario, Ottawa	Intuit Consulting, Toronto
Co-operative Housing Federation of Canada, Toronto	Kamora Community, Vaughn
Community Forward Fund Assistance Corp, Toronto	Kindred Credit Union, Kitchener
Community Futures Huron, Brussels	Kitchener Waterloo Community Foundation, Kitchener
Deep River and District Community Foundation, Deep River	Kojo Institute, Etobicoke
Dream Insurance Brokers Inc., North York	Lake of the Woods Business Incentive Corp, Kenora
Dream Maker Ventures, North York	LaCloche Manitoulin Business Assistance Corporation, Gore Bay
Durham College, Oshawa	Lambton College, Sarnia
Early On, Cornwall	Land O'Lakes Community Services, Northbrook
Eastern Ontario Training Board, Cornwall	Libro Credit Union, London
Eastview Neighbourhood Community Centre, Toronto	Local Food and Farm Co-ops, Warren
	Mainstreet Credit Union, Strathroy
	Marigold Capital, Toronto
	MCIS Language Solutions, Toronto
	mécènESS inc., Ottawa, Canada

MennoHomes Inc., Kitchener
Metro Business Opportunities Corp, Mount Pearl
Mustard Seed Co-op, Hamilton
NORDIK Institute, Sault Ste. Marie
Ogun Boxing Academy, North York
oneROOF Youth Services, Kitchener
Ontario Association of Art Galleries, Toronto
Ontario Co-operative Association, Guelph
Ontario Institute for Studies in Education, University of Toronto, Toronto
Ontario Nonprofit Network, Toronto
Ontario Trillium Foundation, Toronto
Operation Come Home, Ottawa
OrKidstra, Ottawa
Ontario Trillium Foundation, Toronto
Ottawa Community Foundation, Ottawa
Ottawa Renewable Energy Co-op, Ottawa
Patricia Area Community Endeavours, Dryden
Parkdale Activity – Recreation Centre (PARC), The, Toronto
PARO Centre for Women’s Enterprise, Thunder Bay
PeaceWorks Technology Solutions, Waterloo
Pearl Street Communications, Elora
Perth and District Community Foundation, Perth
Pillar Nonprofit Network, London
Pillar Nonprofit Network, London
R.I.S.E Edutainment, Toronto
Ralph Thornton Community Centre, Toronto
ReSolve Research Solutions, Inc., Whitby
Return The Love Community Support, Mississauga
Sarnia Community Foundation, Sarnia
Sarnia-Lambton Business Development Corporation, Sarnia
Saugeen Economic Development Corporation, Neustadt
Social Enterprise Institute CCC, York
Social Enterprise Network Kawarthas, Peterborough
Social Enterprise Strategy, Toronto
SpaceiShare Inc., Toronto
SproutCo, Espanola
St. Lawrence College, Brockville
St. Paul’s University College @University of Waterloo, Waterloo

St.Lawrence College, Cornwall
Sustain Ontario, Toronto
Sustainable Futures Farm and Food Business Consult, Dashwood
SVX, Toronto
Tapestry Community Capital, Toronto
Terrapin Social Finance, Lion’s Head
The Bridge/The HUB, Niagara Falls
The Catherine Donnelly Foundation, Toronto
The Circle of Turtle Lodge, Golden Lake
The Durham Art Gallery, Durham
The Guelph Community Foundation, Guelph
The Lansdowne Cone, Toronto
The Learning Enrichment Foundation, Toronto
The Nourish and Develop Found, Cannington
The Ottawa Rotary Home, Ottawa
The Temiskaming Foundation, New Liskeard
The Thrive Project, Brampton
The United Church of Canada, Etobicoke
Trenval Business Development, BELLEVILLE
TrickleUp Design, Toronto
Union: Sustainable Development Co-operative Inc., Kitchener
United Achievers’ Community Services, Brampton
United Way Greater Toronto, Toronto
University of Ottawa, Ottawa
Urbane Cyclist Co-op, Toronto
WelcomeHomeTO, Toronto
West Neighbourhood House, Toronto
Willow Springs Creative Centre, Kaministiquia
WoodGreen Community Services, Toronto
Working for Change, Toronto
Y’s Owl Maclure Co-operative Centre, Ottawa
York University, Toronto
Your Neighbourhood Credit Union, Kitchener
Youth Fusion, Toronto
ZooShare Biogas Co-operative Inc., Toronto



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