Social Enterprises that Promote Employment Skills

Part Two of a Three Part Webinar Series
July 24, 2013

The Counselling Foundation of Canada

enterprising non-profits
Webinar Series Agenda

Today
An Interview with three employment focused Social Enterprises

Part Three: July 31, 2013
Resources and Supports for Social Enterprise
Exploring Different Models: Three Social Enterprises That Promote Employment Skills

StreetSuds/BuandeRue
(St. James Drop-in Center, Montreal, QC)

The Smokehouse Kitchen Project
(The Prince George Native Friendship Centre, Prince George, BC)

Furniture Link
(Furniture Bank, Toronto, ON)
Social Enterprise is a Business Operated by a Non-Profit Organization.

They generate income through the sales of goods and services AND Create a social, cultural or environmental value...
Every Possible Type of Business

- Retail
- Health Care
- Recycle
- Farmers Markets
- Arts
- Recreation
- Manufacturing
- Car Shares
- Maintenance
- Catering
- Landscaping
A Full Array of Potential Community Impacts

- Employment
- Health Care
- Training
- Culture
- Food Security
- Succession Planning
- Social Inclusion
- Disabilities
- Education
- Economic Development
- Youth
Blended Return on Investment

Social Return on Investment

Return on Investment

Blended Value Return on Investment

Financial Return on Investment
Why start social enterprises...

- Fill a community need in the market
- Advance social mission
- Contribute to financial sustainability
### Social Enterprise Employment Continuum

<table>
<thead>
<tr>
<th>Training</th>
<th>Transitional</th>
<th>Long Term</th>
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<tbody>
<tr>
<td>Usually a defined term and focused content</td>
<td>Varying length, focused on moving on to employment, education or further training</td>
<td>On-going, stable, long term employment opportunities</td>
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(offered by St. James Drop-in Center, Montreal, QC)
Q & A
The Smokehouse Kitchen Project

(offered by The Prince George Native Friendship Centre, Prince George, BC)
Q & A
Furniture Link

(Furnished by Furniture Bank, Toronto, ON)
Q & A
Join us for Part Three: July 31, 2013
An Overview of Social Enterprise Resources

www.counselling.net

www.enterprisingnonprofits.ca
STRENGTHENING OUR COMMUNITY THROUGH EMPLOYMENT STRATEGIES FOR THOSE IN NEED

Alyshia Wagstaff & Alain Spitzer
July 24th, 2013
Outline

- Who we are
- What is the problem
- How it is solved through entrepreneurship
- Development
  - Our social and economic objectives
  - Our competitive edge as a social enterprise
- Implementation
  - Finding Balance
- Where we are today
Introduction

- St-James Drop In Centre
- Our Roles
Problem: *employment*

**Challenges**
- entering the workforce
- welfare dependency

**Barriers**
- mental and physical health problems
- substance abuse
- low functional literacy
- extremely volatile living situations
- domestic violence
- few employment programs
Solution: *a Transitional Employment Program*

- StreetSuds laundry service is first and foremost *a social enterprise*

- A transitional vehicle into the workplace for those eager to learn vital skills that are needed to make this possible

- Designed to accept and address the physical and mental health challenges of our participants in a compassionate manner and simultaneously to develop their capacity to enter the workforce successfully
StreetSuds Transitional Employment Program

- Participants work 20 hours per week for the duration of one year
- Work in StreetSuds’ laundry facilities: trained in the laundry business, given relevant work experience for a future in the labour market, given the opportunity to learn about the different areas of a professional business
- Weekly case work sessions and bi-monthly life skill workshops
A Community Laundry Service

Social Objectives:

- Capacity Building
- Stable and long-term employment opportunities
- Life Skills and Responsibility
- Social Inclusion
- Financial literacy
- Help individuals become independent and autonomous, move away from welfare dependency
- Opportunity for local businesses and individuals in the community to becomes engaged in issues of poverty and social justice
A Community Laundry Service

Economic Objectives:

- Pick-up, wash, dry, fold, and delivery laundry
- Cover operating expenses through local client contracts and, by Year 5, make a profit in order to expand and improve our transitional employment program
- Train individuals so that they can successfully enter the labour market upon graduation. Transition from welfare dependency to self-sustaining employment

*Use business principles to maintain more sustainable, socially conscious organizations*
Our Competitive Edge:

Offer a high-quality, professional laundry service that caters to society’s demand for more socially responsible products and services.

- As a transitional employment program, cost efficiency does not rule like it does in conventional private business. Therefore, while our prices remain at par with our competitors, we offer a service with added social responsibility.

- We take the profit margin that our private competitors are individually capitalizing on to put into our social purpose of patiently mentoring participants in a supportive environment.
Where we are today: Finding Balance

1. Finding balance between economic and social objectives of the business
2. Finding balance between financial risk-taking and financial stability
3. Finding balance between charity vs. Business principles
Thank-You For Listening!

For more information or questions, please do not hesitate to contact us!

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SMOKEHOUSE KITCHEN GATHERING PLACE &
HOSPITALITY CATERING SERVICES

“Friendly and Professional Service”

Prince George Native Friendship Centre Society
Our Centre:

- The Prince George Native Friendship Centre (PGNFC) was established in 1969 by a group of young Aboriginal people and was incorporated in 1970;
- The intent was to provide recreational and a social environment for Aboriginal people who left their communities and moved in an urban setting;
- The PGNFC has grown over the past 40+ years to become the largest Friendship Centre in BC, and is in fact the largest Friendship Centre in Canada with over 190 staff; and
**Our Social Enterprise Goals:**

- Make sure short term goals always encompass long term planning;
- Establish long time relationships;
- Know your clients and stay one step ahead of needs of the community and funders;
- Look at forgivable mortgages and ensure assets can become 100% owned by your organization;
- Working on becoming sustainable as funding will no longer be an option in the near future;
- Building on marketing strategies and ventures.
Hospitality and Catering Services:
- Provides professional corporate and non-profit catering (excellent catering menu);
- The River Room Restaurant is open Monday to Friday from 11:30 am to 1:30 pm and have delicious daily specials offered;
- Affordable Hall Rentals and top of the line audio equipment;
- Delivery available for off-site contracts;
- Extras available, as per the client’s needs;
- On staff; an Executive Chef and a Cook’s Assistant, Catering Assistant, Hospitality Coordinator and a Hospitality Assistant;
- Customers consist of corporate and non-profit agencies;
- Currently hold a contract with the “Meals On Wheels” with the Prince George Council of Seniors; and
- Provide meals to our residential off-sites resources.
Smokehouse Kitchen Training Program:
- A six month culinary arts/hospitality employment training program;
- This training program follows a Cook’s level One curriculum;
- Provides participants with work placement experience;
- Participants will receive Certification Training in First Aid, Serving It Right, First Host; and Foodsafe;
- This program is funded in partnership through PGNAETA, UAWG and HRDC.
Furniture Bank History

- Established in 1998 by Sister Anne Schenck as a service focused on ensuring that new Canadians (mostly refugees) received furniture when they arrived to Toronto
- The initial model conceived of participants and staff from communities at risk and remains the same model today

2004
- Furniture Link (social enterprise) founded as a furniture re-finishing business

2008
- Furniture Link evolved and restructured under a business model based on charging for donation pick-ups as well as delivery, founded on existing truck fleet and core expertise in moving logistics
- The share of Furniture Bank’s revenue from Furniture Link has doubled from the initial year to 2012

2012
- Formalized Leg Up, skills building and employment program under Furniture Link to focus on providing skills training and employment opportunities to youth at risk and newcomers to Canada
Furniture Link, our social enterprise is a significant contributor to the financial well-being and sustainability of the Furniture Bank.
Furniture Bank Today
By the Numbers

- 30,000 square foot warehouse, 30 staff, 600 volunteers, 5 trucks, etc.
- Over 70 Partner Agencies
- Over 60,000 people served – or about 5,000 people each year
  - 16,000 youth and children served
  - 13,000 families served
- 100 + social enterprise staff recruited and trained
- Over 5,000 metric tonnes of waste diverted since 2009
Operating Model

1. Pickup from Donors
2. Pickup Sales
3. Program
4. Delivery to Clients

Furniture from Donors to Clients
Leg Up : Building a Skills Building and Employment Program

- Under Furniture Link, we have trained over 100 participants since inception
- Leg Up (under Furniture Link) was formalized in 2012 and over 20 participants trained the same year
- New focus: youth at risk and newcomers to Canada
- Development of Program Logic Model
- Measuring Social Impact and ESAT
Leg Up : Learning What We Do Best

- Two main streams: customer service (call centre) and warehouse to driver’s helper
- Ideal program length: six month to a year
- Permanent participants (staff) 1. Linking participants
- Example: St. Christopher House participant (recently hired at Bell Canada)
- Employer Council Development
- The importance of partnerships: Credit Canada and Tax Clinic (KPMG)
How do we make it work?

- Approximately 70% of the operating revenue we need to sustain Furniture Bank comes from Furniture Link
- Furniture Link is almost self-sustainable
- Service-level agreement with City of Toronto (Streets to Homes program)
- Toronto Enterprise Fund (United Way)
- Leg Up Funders: The Counselling Foundation of Canada, RBC Foundation, Mackenzie Foundation, Intact Insurance and others
What we have learned…

• It is important to take time and develop your business model so it is professionalized and can compete with for-profit alternatives

• Focus on key levers and put energy/resources there (e.g. addition of a new truck)

• Skills building activities must be integrated within social enterprise model

• Acknowledge delicate balance between business goals and social impact: all comes back to mission

• *Don’t be afraid to take risks!*
Thank You

www.furniturebank.org