

**REPORT NO. 103 of the
SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held August 8, 2012

Present: Councillor Ed Sleiman, Vice Chair
Councillor Percy Hatfield
Councillor Hilary Payne
Councillor Alan Halberstadt

Regrets: Councillor Ron Jones

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Hatfield, seconded by Councillor Halberstadt,
THAT the City of Windsor Social Enterprise Model **BE APPROVED**.
Carried.

LIVELINK #16058, SS2012

Clerk's Note: The report authored by the Community Development & Health Commissioner dated July 16, 2012 entitled "Social Enterprise in Action" is attached as background information.



VICE CHAIRPERSON



COUNCIL SECRETARIAT

NOTIFICATION:		
Name	Address	Email
See notification in report		

THE CORPORATION OF THE CITY OF WINDSOR
Social Development, Health and Culture Standing Committee-
Administrative Report



MISSION STATEMENT:

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

LiveLink REPORT #: 16058 SS2012	Report Date: July 16, 2012
Author's Name: Mary Ellen Bernard	Date to Standing Committee: Aug. 8, 2012
Author's Phone: 519 255-5200 ext. 5270	Classification #:
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To: Social Development, Health and Culture Standing Committee

Subject: Social Enterprise in Action

1. RECOMMENDATION: City Wide: Ward(s): _____

That the City of Windsor Social Enterprise Model **BE APPROVED.**

EXECUTIVE SUMMARY:

N/A

2. BACKGROUND:

The top priority identified by Council for this term is Job Creation and Economic Diversification. Under that priority, Council further identified the need to create a project which would, "Create a Social Enterprise initiative to leverage provincial funds for job creation." This report outlines the work completed to date in the creation of a Windsor Social Enterprise model.

3. DISCUSSION:

Our model focuses on a collaborative partnership approach which more fully addresses the reasons for the establishment of social enterprise initiatives in the first place - to help people who face barriers to move towards employment. To assist in shaping the Windsor Social Enterprise Model, an Advisory team was assembled comprised of key community stakeholders from a variety of sectors within Windsor and Essex County. The list of Task Force members is attached.

The City of Windsor Social Enterprise Model has four pillars:

1) Enhanced Support for Self Employment

An innovative partnership (**City Thrive**) has been created between the Students in Free Enterprise (SIFE) program (University of Windsor, Odette School of Business) and Employment and Social Services (E&SS). City Thrive matches SIFE students with OW participants who are developing their own business. The SIFE students volunteer their time to assist the participants over a 4 month period with a review of the overall feasibility of the business idea, creation of the business case, conducting workshops on topics including communication skills, marketing and financial literacy and 1 to 1 consultation under the guidance of a Business professor. The first 'graduation' was recently held for the first 4 participants with an estimated 12 people ready for the next session in September. The first 4 business starts are:

- Cleaning Service
- Carpet store
- Dance studio
- Coupon book

There are 2 next steps for this pillar:

- Create a roster of mentors drawn from the over 100 employers who have conducted employee recruitment and hired through City of Windsor Employment and Social Services. These employers are a prime source of information and experience and our goal is to match local entrepreneurs with OW participants transitioning to self-employment;
- Linking people with organizations which offer workshops, online learning, information sessions which are all directed at the small business audience.

2) Enhanced Support for Non Profit Organizations

At the February 2012 meeting of the Social Enterprise Task Force, the guest speaker was David LePage, Executive Director of Enterprising Non Profits (ENP). This organization provides information to nonprofit organizations which are considering or operating social enterprise initiatives. This organization provides support to business ventures operated by non-profits which sell goods and services in the market for the purpose of creating a blended return on investment, both financial and social. These types of initiatives are not new to Windsor Essex. There are many examples of past and/or current social enterprise businesses such as cafes, caterers, landscaping, office cleaning and a printing business. The City of Windsor model will strive to assist current and future nonprofit organizations in these ventures. Sometimes these ventures hire people with barriers to work for them while allowing the non-profit to be more sustainable.

In May 2012, a meeting was held with a group of nonprofit organizations from the City and County to create a dialogue among a sample of nonprofit organizations to determine level of interest in social enterprise ventures as a means of revenue generation for their organization and/or employment training for the clients. The organizations represented at that meeting is attached.

We will continue to work with the group to:

- Help them examine and select sustainable business ideas. We will create opportunities for nonprofit sector members that are interested or already engaged in social enterprise initiatives, to learn from each other and to gauge levels of interest for collaborations between organizations to develop and execute a business idea which meets mutual goals; and

- We will also ask this group to help us to approach the Provincial government to remove the 'disincentive' for OW or ODSP participants to work at jobs (including self-employment) which can result in a reduction in financial entitlement or health care benefits.

3) Enhanced Financial Support for Small Business

In order to help new businesses succeed, we will:

- Create an inventory of existing funding opportunities to which entrepreneurs/small businesses can apply and develop a plan for the creation of a Community Loan Fund which would be a new and locally- based source of funding for eligible applicants.
- This fund would be established with the goal to financially assist social enterprise initiatives and/or eligible small businesses, which are unable to secure financial assistance through traditional financial institutions. Provincial and Federal levels of government would also be approached to contribute to this 'job creation' fund as well as foundations and local investors. Community funds in Ottawa and Winnipeg will be examined for best practices.

4) Enhanced Support for Social Enterprise Initiatives

For social enterprise initiatives to succeed in the community, they must be initially supported through access to information, to financial start up funding and mostly through promoted use of their product or service. This level of support by the City of Windsor is demonstrated by promoting to the community the benefits of social enterprise initiatives. There are a range of actions which municipalities can take to support social enterprise initiatives including the following:

- The development of a strategy to encourage all sectors (public, private and non profit) to employ individuals with employment barriers and/or purchase services from social enterprises operated by persons with employment barriers;
- The development of an enhancement to the Ethical Considerations Section (9) of the existing Purchasing By-Law # 400-2004 to support individuals with employment barriers and their related social enterprise businesses provided the cost and quality of service is at par. We will review how other cities have achieved this, and work with the Purchasing Department on this project.
- We may also examine the development of a Social Purchasing Portal, as available in communities such as Waterloo Region, Ottawa, Winnipeg, Calgary and Toronto, where the Municipality participates in the creation and maintenance of a site which promotes social enterprises businesses within their region.

4. RISK ANALYSIS:

Council's directive was to, "create a social enterprise initiative to leverage provincial funds for job creation." The City of Windsor is in the midst of multiple large, world class construction projects. This social enterprise model is one piece in the economic strategy designed to support small businesses in Windsor and Essex County. In the absence of a Council approved social enterprise model, there is a risk that current and future social enterprise initiatives will not be capable of sustaining and hence contributing to growth of the local economy.

5. FINANCIAL MATTERS:

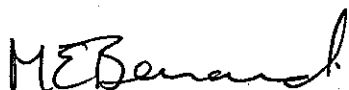
No municipal funds are being requested at this time.

6. CONSULTATIONS:

The framework of this 'Made in Windsor' social enterprise model was reviewed at the first meeting of the Social Enterprise Task Force meeting. Acknowledging that it was a framework, there was significant support for the model as it stretched the boundaries of the traditional definition of social enterprise but still remains committed to the principle that even individuals with employment barriers can make an economic contribution to their community. Furthermore, the proposed approach lays the groundwork for the creation of a range of social enterprise-related projects.

7. CONCLUSION:

This social enterprise model is built on partnerships - existing and new ones coupled with the philosophy that economies can change one business at a time. The challenge for the City of Windsor will be to create a holistic tool kit for the prospective entrepreneur that includes resources offered through all community organizations and to work with our partners to create the resources which are essential, but not yet available.



Mary Ellen Bernard
Acting Manager – Social Planning and
Policy



Ronna Warsh
Community Development and Health
Commissioner and Corporate Leader Social
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MEB:kk

APPENDICES:

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