

## Development Wheel Project: Summary of Significant Changes

### 1. Changes in understanding and awareness of Social Enterprise development

#### Within CBO's: (see also Domain #4 for changes related to CBO's)

1. Hands on learning for our organizations through the local delivery of the ENP workshop in Haida Gwaii. Non-profits in the workshops have been able to identify much more with their communities (geographic or of interest) and to see the social and economic connections. (The basic notion of looking at options for earning revenue went over some people's heads, so I needed to explain a lot after the workshop. Not sure if it was language, or education levels, or what was going on here.)
2. Rural engagement and thus awareness has been significant & is due in part to DW collaboration: the leveraging of your resources with ours made a huge difference; the grants were also key since demand went up & we had to increase funds to match demand. As more workshops create more demand, the grant contribution of this project was important to help us meet that demand. As we were able to meet demand (although still not all of it) it established the (local) need, which helps us position the program with other funders. So, some of our renewed or new funders are designating funds for rural areas.
3. Some clients started with us early on and I had to explain terms; now we can talk using a common language – and the concepts – she really understands them.
4. More interest from organizations across the province and more diversity.

#### Within Development (or Intermediary) Organizations:

5. So another change is related to the increased knowledge and tools for our staff, so they can explain and work with people. The DW checklist has been very useful for this purpose.
6. The project has put me in touch with others doing this work and expanded how I think about it all and my networks.
7. There is definitely a heightened awareness and collaboration because of the DW project. So we work more with ENP now than we used to – would we have got there anyway? – perhaps – hard to say.
8. I understand more about the difference between "big E" and "small E" activities. So a lot of members are beginning to be more "enterprising" but not necessarily forming SE's.
9. The biggest change here for my understanding was the whole area of doing traditional business development versus business development in a NFP setting. The culture shifts, the capacity questions, the level of supports required. This has left me still wondering if effort doesn't need to be targeted even more at mature, high capacity organizations. We've learned this travelling this road together.
10. RS realised the importance of SE to other organizations as your project looked at options/partners – your selection process at the beginning and throughout the process.
11. Rural team is more aware of SE in general & aware of DW project – presentations etc. (20 in person & 250 by email plus the listserv of 1,000 or so)

## Development Wheel Project: Summary of Significant Changes

### Within the Province:

12. It feels like DW/ENP are galvanizing the sector the way the BCSERT had hoped to. We are not waiting for government anymore, we're just getting on with it.
13. There is finally a recognition and ability to collaborate around TA and other issues that didn't exist before the DW project. Remember that first meeting (how awkward it was) and how far we have come together.
14. The DW has helped to frame SE from a sector cluster perspective (around food for example), and as a solution for community problems – this was key to engaging the CFDCs but is useful more broadly as well. There is also an increased understanding within RS of how SE can help or make a difference to solving local problems; so staff see/suggest SE as a solution appropriately.
15. Seems to be an increased willingness to talk about the private sector – their role and how we need to engage them. I see this around the DW table as a new development.
15. Increased awareness is suggested by things like the BIV articles. There was a full page on SE and now another on SE/disability income. The investment community, media, the public all seem to be somewhat more aware, it is not just among those of us doing this work. All the CFDCs who are around the table is another example. The private sector (like Business Objects) is more aware too.
16. In general there is more interest in understanding more about it.

### Changes Unrelated to the DW Project:

- The transition in ENP when David came on has been very positive (the focus on TA quality, rural outreach, using regional providers, etc.) (several comments on this)

### What hasn't changed or still needs attention:

While there is an increased awareness, there are still gaps in isolated rural areas where the language has not taken hold – so we have museum galleries and gift shops but they don't see themselves as part of this – they don't think "I operate a SE". There is no question there is more SE awareness and activity among our members, however they don't always see themselves as doing SE work – they don't think in those terms, but in terms of local or organizational problems which they then solve with an entrepreneurial solution. The clinic in Port Alberni for example – they think co-op, or clinic, but not SE and they aren't necessarily connected to this field, but to healthcare. Others with similar problems will go looking under healthcare, not under SE for examples. Will they find it that way – I don't know. I met a member in Coquitlam and suggested an ENP grant, but they were already employing young people, training them, getting contracts with the city etc. I never knew this was going on and the ED didn't know it was called a SE. They don't have the label, so they aren't connected and they just did it. They could still benefit from networking with others – but how?

The blush seems to be off of the rose. Supporters who may have been on the fringes at the beginning (3 years ago) have departed as there has been little measurable growth in the sector over the past few years. Those who are not 'in it' don't realize that the past

## Development Wheel Project: Summary of Significant Changes

few years have been ones of reorganization and exploration and discovery, with attendant relationship building within the sector. We need ways to share the SE story with the next circle. Public and business sector support could take SE mainstream.

**My Vote for the Most Significant Change (or cluster of common changes) in this Domain is:**

**My reason for choosing this change as most significant is:**

### 2. Changes in your practice (tools, approaches, strategy, activity focus, relationships)

#### Changes related to strategy and approaches:

1. Personally, I think I have a greater consciousness about the limits of ideology. Regardless of our idea of how things should work, the compelling need, vision is always local. This means ideas about supply, demand, challenges are quite different in every situation. We can bring the framework to bear and our steps from feasibility to business planning, but it never really works that way. People miss whole steps and may be resistant to going back or doing the work we think they need to do. We had one that was way down the road & we took them back to the beginning. They had started with a worker co-op & we didn't think they needed that. This group was willing to go back, but in every situation we start at a different place in the process. ENP applications demonstrate this. They are all very different, but is it their difficulty putting it into words or is it a reflection of their reality? The implication is that local investigation is key to knowing what folks need.
2. Over past three years, have moved from expecting clients to come to FVCSE if they needed help, to heavier and more intentional follow-up with NFP's, to starting to focus on larger, higher capacity organizations. These groups don't need pushing – they are self-motivated.
3. We have more of a framework for SE now that puts it in the context of community building. We understand SE now as part of this, rather than as an isolated tool, and the DW put us all around the table & made us hang in there past the first meeting. DW created the table – all the staff time beyond resources – policy was always on the table – sharing values and resources.
4. The level of interest in the sector was all new to me. Definitely fostered by the project. The most significant learning for me was the interest in the province and the level of uptake within the project.

#### Changes related to tools/materials:

## **Development Wheel Project: Summary of Significant Changes**

5. I don't know what the FVCSE would have done without the DW curriculum! This was a ready-made set of information and checklists that it would have taken years for us to approximate. Also, I was able to rip off of the DW piece on venture selection, and create a more in-depth session for my clients.
6. The checklists in both guides have been a huge help to me and my staff. We need more tools to help us work off the same page.
7. Incorporation of co-ops in the materials & discussion helped us. It located co-ops as part of the spectrum of SE's. The materials adaptation was useful; it was very concrete.

### **Changes related to individual skills/abilities:**

8. I'm no longer afraid to ask for help. I used to view it as an indication of my inadequacy. I am now seeing concepts that I tried to float for years (separate business structure for SE, an urging to look to the UK approach, the need for more organization within the sector, the need for real business involvement) being supported by the more experienced guys, and this validates my thinking. This confidence is due in part to MC coaching and being frank and supportive and calling me on things.
9. I can speak to audiences at different levels – I can adapt now. The checklists themselves are very powerful: they name things and help clients articulate issues they had a sense of, but couldn't name.
10. I am also better at assessing an SE and where it's at more quickly and efficiently than a year ago.
11. This has paid off for me with learning, co-op delivery of more and better product and getting to know great people. The relationships will continue.

### **Changes related to relationships:**

12. Personally, the contacts with the steering committee and my knowledge of resources and the field has been increased. I am more able to promote it appropriately and refer people appropriately.
13. I started at zero so personally I have learned a lot: new relationships for me with steering group and new awareness of what they were doing/concerns.
14. The project has helped us formalize relationships and as a result of that we get to explore this subject more often with others who are doing this work.

### **Changes related to organizational capacity:**

15. Have shifted from expecting to originate curricula and events to promoting those of others such as enp, CoastCap Helping the Helper series, etc., and using the DW curriculum. Recognition that curricula and event origination cannot flow from a .5 fte.
16. Our organization has a greater range of experience now; we are more aware of what's happening in the field; we have better relationships.
17. The ENP regional coach pilot got us connected with Wayne Penny and he is now working with us on other things. This has been a helpful resource for us that compliments my skills (and strengthens our organization).

## **Development Wheel Project: Summary of Significant Changes**

### **Changes related to research and learning activities:**

18. RS has learned more about organizational capacity; about relationship development and tool development; the project approach to learning was most significant. We got important lessons about what worked and didn't, or what makes a certain approach work. We were also interested in how it evolved as you learned and how it was different in BC/Ontario.
19. The RS learned a lot from your candour about what worked and didn't work. It exposed us to a new way of thinking about this kind of research/work.

### **Changes unrelated to the DW Project:**

- Closer integration of social enterprise into the Commercial Lending area of Vancity; closer attention to measuring impact and refining our understanding of a development path for social enterprises.

**My Vote for the Most Significant Change (or cluster of common changes) in this Domain is:**

**My reason for choosing this change as most significant is:**

**3. Changes in the degree and quality of collaboration around common goals aimed at strengthening the supports for social enterprise development in B.C.**

### **The Scope of Collaboration:**

1. Getting the CFDCs to sit around a common table and talk about this and have them hooked into ENP & the project has been the most striking collaboration and could have huge impact – these are guys that work with municipalities and Chambers and could have influence politically. This was all through the project.
2. The project has done a good job of engaging others and linking with BALTA & the CFDCs – enhanced across different stakeholders.
3. Interaction with other groups – enp & cce & cfcds – and opportunities to strengthen relationships.

### **Collaboration around TA and the ENP delivery:**

4. Certainly the ENP program has focused much more and invigorated under David and combined with the project, the expanded number of workshops around the province.
5. Likewise the regional coaches and our getting together to share and learn is good. Collaboration on the strategy is also a positive increase.
6. The TA initiative was the most significant collaboration for me - where we have the providers working together and our connecting them to ENP – building a larger table. Improving the quality of TA and thus increased quality of SE's.

## **Development Wheel Project: Summary of Significant Changes**

7. The TA working group around ENP, but the relationships are broader & will sustain now perhaps.
8. Certainly improvements in TA that the project has stimulated (had the resources to support); the whole thing is of higher quality. Who knows if ENP would have got there eventually but clearly there has been learning and changes to how we think about and do this work. Quality and accessibility have improved.

### **The Quality and Focus of Collaboration:**

9. We have built a level of trust with each other (in the sector), in addition to a comfort in contending on issues. This means more and deeper impacts more quickly. It feels as if we have just now ramped up to this point. Compare the energy/openness of the first PSG meeting with the last!
10. With both the DW (RS) and the FVCSE (WD) projects, it feels like: just as impacts were beginning to be felt, the funding ran out! To my mind, the DW project was instrumental in establishing that a coordinated SE TA system is essential, that we must use language that others outside the sector understand, that workshops aren't enough, that people can't be rushed, that so much more can be achieved within the sector (policy, financing, TA provision) when the silos are merged!
11. DW funding and the personalities have made a big difference in our ability to collaborate.
12. What DW has done is bring a higher level of analysis – upped the ante if you will – and intensified the relationship building. The project played a framing role that has helped us step outside of our own function area to help support broader system.
13. Increased time together and the quality was markedly higher; collaboration became very focused around TA for example, which allowed better focus and learning about what worked and if not why not. The convening role and testing different approaches was key.
14. The project has identified gaps and been able to refocus the project to respond to those gaps as you moved through it. The process of being able to ID the needs and get people involved in developing new solutions has been very significant. The fact that it developed very differently in BC/Ontario is a testament to this tailored approach.
15. Sometimes felt like we (CCE) were pushing an agenda when that's not where people were at. There is a fine line; we did have to push to be a catalyst and that's a part of the success, but it generated tension sometimes. It was challenging to know how much detail to provide, when to back off and wait for greater readiness.

### **What hasn't changed or still needs attention:**

We have spoken about sharing feasibility studies, business plans, and best practices with each other, but it still feels as if there is hesitation there. We could each save so much time if TA work was available to the group as a whole.

The sector has failed to communicate the importance/benefits of SE procurement to the general public, and has failed to establish ways to measure social impacts (which funders need). We talk of SROI among ourselves, but have not determined adequate ways to measure and communicate it. We haven't been good at communicating or

## **Development Wheel Project: Summary of Significant Changes**

proving impacts. I am reminded of what a fed govt official said when given a book of SE stories by the BCSER – if only this book contained with each story how many jobs created, taxes saved / generated, welfare saved etc., it would be of use to her. WD has made the comment to me that the SE sector has failed abysmally at measuring impacts. It seems to me that if we could build an effective means of measuring and communicating SROI, there would be an injection of funding, and with that comes increased strength and capacity to make greater impacts.

**My Vote for the Most Significant Change (or cluster of common changes) in this Domain is:**

**My reason for choosing this change as most significant is:**

### **4. Changes in the effectiveness of the approach community based organizations or groups take in developing social enterprises.**

**Changes related to general awareness and understanding as well as deeper levels of knowledge, use of common language and a sense of connection to others:**

1. The understanding of social and economic connections among non-profits. So in our co-op, the board has a much better understanding of the business we run and the social impacts we want to have. Again though, this is learning by doing, solving problems, applying concepts and seeing impacts over many discussions. This understanding has expanded to members as well (eg: AGM) so there is no debate now when it is suggested we have a role in responding to local food (or other) issues, that this was something the co-op should be doing – they get it now.
2. They are using the language now; they have a sense they are not alone, a sense of movement; the project has linked them with others. They are also passing that understanding onto their boards now as well. The common language helps us establish a common cause or story. We are better at telling the story now – more consistent language.
3. We don't have a baseline from pre-DW to compare to, but those who have experienced the DW session understand the amount of work required to launch an SE. Perhaps we have less start-ups (so less disappointments and undue strain within the sector) as more folks reach a 'no' decision at the session, or shortly afterwards?

## **Development Wheel Project: Summary of Significant Changes**

4. More workshops so we are seeing more CBOs (not sure of numbers), but there is a sense of growth in interest. The applications have language that is clearer; the workshops, conference, the guide – all of these have helped that.
5. Can't say around any particular group, but in general they are definitely more aware through workshops, newsletters and other communications.
6. The DW follow-up surveys with CBO's that were undertaken by the FVCSE have resulted in more comfortable relationships with clients, and a greater understanding of their needs and challenges. Due to these conversations, the clients feel a greater comfort in approaching us.
7. Increased ENP TA grants mean more assistance has been provided to more CBO's. The ENP grants that have flowed to the FVCSE (LACL, JHS) have been valuable, both from the perspective of those CBO's, and capacity building/reputation building of the FVCSE.
8. More organizations requiring early stage support. DW helped reinforce importance of (early stage) capacity building work.

### **Changes unrelated to the DW Project:**

- The biggest change for them that I see is that funding has dried up from a number of sources (like CDI). The DW stepped in, but there isn't as much direct trickle down in cash to the local level. Grants that do exist are smaller.
- Overall there is less energy to innovate – particularly among those with provincial funding. The earlier cuts increased innovation and now folks are more comfortable so it seems they are doing less of that.

**My Vote for the Most Significant Change (or cluster of common changes) in this Domain is:**

**My reason for choosing this change as most significant is:**

### **5. Changes that have improved the environment for social enterprise development in B.C.**

#### **Changes related to engagement or relationships:**

1. See previous comments about CFDCs (Domain 3. #1), and the potential for downstream impacts they could have on schools, UBCM, etc. This effort to educate and engage them needs to continue to see these benefits however.
2. The lessons learned have improved the environment. There is a better quality of practice due to the way DW brought people together and expanded the discussion. The partnerships are most significant change to the environment.

## **Development Wheel Project: Summary of Significant Changes**

3. Another is the environment for collaboration re TA in particular: the relationships, practitioner understanding, focus on practice. The involvement of CFDCs is an example where it seems like this environment has been improved by the project.
4. The linkages of organizations/projects and people is the most significant impact for me.
5. Better understanding of what's required, more groups involved in this activity. Broader participation and improved understanding of issues.

### **Changes related to visibility and awareness:**

6. There is more visibility and branding of SE: what it is and how to do it. The workshops are more visible. DW has contributed to more of a presence.
7. One change is the appreciation/understanding of SE and what it takes among CBOs that stems directly from workshops and proactive TA; the screening and checklists have helped focus groups on what it takes.
8. The environment has changed. There is a higher profile, more networking and collaboration; there are more tools available and awareness of tools. The DW has been an important part of that.
9. ENP has strengthened its geographical reach and scope of offerings. The links to TA providers and others from DW project.
10. It seems we are on the edge of a major change and it wouldn't take much more to create links for a fully functioning system; there are some very successful SE's now and that's powerful. How do we use them and link everything up to promote SE, to get greater scale and get procurement policy in place?

### **Changes around public policy and services:**

11. Government cutbacks have stimulated more attention to SE as an alternative. The protests have faded and folks are more settled; energy for innovation is gearing up among those who have capacity; those without capacity maintain status quo. SE trend is definitely growing. The Community living sector may be a tipping point with the move to individuals buying own services?
12. Finally the work on policy re tax credits. There is not an improvement yet, but it is a start. Some beaurocrats are way more aware of SE and we'll see if we get the policy;

### **Changes unrelated to the DW project:**

- The SE conference is the best example for me (January 06). There were 300 people from BC alone. Now we have some quite specific policy changes being promoted, ENP has more funders now, and others are paying attention to SE development like the Centre for Sustainability. This is not directly related but it is important.
- Sometimes younger staff bring more of an SE orientation as well and there are more of them. These new staff are looking for challenge, to make a difference as opposed to building a career necessarily.
- Significantly less support from the Federal Government, and less money overall.
- More sophistication among investors in social enterprise.

### **What hasn't changed or still needs attention:**

## **Development Wheel Project: Summary of Significant Changes**

Early Childhood Education has seen much more money in the last five years than before. Success by Six for example. These are being done as programs, not enterprises, yet those involved see it as leading edge. The funding is quite difficult to get and requires community planning with every stakeholder at the table. It is not very enterprising: it relies totally on government funding; they have no other model.

With government out of the picture key funders are carrying too much of the load; without government recognition and support for core dollars SE development faces an uphill battle. (see FVCSE Case Study by Stewart Perry)

There is still no understanding or concern in government about this stuff. Not all bad, but could be more support. Possibility of new understanding with province now, that we didn't have two years ago. Someone like Carol Taylor would get it – new CEO at VanCity could help – but now Carol Taylor is leaving.

Are we being successful at building SE knowledge in very small communities? Nagging concern that we are missing the mark in these areas. They have a great need & some have opportunities (such as Inuit with soap stone for example, their market was world wide). We need to find ways to help people stay in these places they are attached to and still earn a living wage. SE is a part of that solution. Food is a big one for these areas. How to capitalize on the life style/local knowledge/resources. There just isn't the money or will to invest in these areas. People have to leave to get training and most never come back, but what potential can they aspire to without training and education. These communities can fight back. (The rural network should be helping these communities develop a common agenda & advance it federally & provincially).

**My Vote for the Most Significant Change (or cluster of common changes) in this Domain is:**

**My reason for choosing this change as most significant is:**

**My Vote for the Most Significant Change (or cluster of common changes) ACROSS ALL DOMAINS is:**

**My reason for choosing this change as most significant OVERALL is:**