



Social Enterprise Sector Development

STRATEGY HIGHLIGHTS

Contents

03

Introduction

06

Theory of Change

10

Catalyst Stream

14

Connector Stream

20Social Enterprise Sector
Development Groups (SESDG)**23**

Summary

senco is an initiative of Georgian College's Centre for Changemaking and Social Innovation (CCSI).

Our region of Central Ontario aligns with the footprint of Georgian's seven campuses in the counties of Simcoe, Grey, Bruce, Dufferin and the district of Muskoka. senco is part of a larger action plan created in conjunction with Georgian College's designation as an Ashoka Changemaker Campus. Ashoka is a global organization that identifies, equips and accelerates social entrepreneurs and changemaker activity around the globe.

senco inspires,
connects and
equips those
looking to engage
in social enterprise
to face **cultural,**
environmental and
social challenges in
our region.

Introduction



senco works with social enterprises, budding social entrepreneurs, organizations, intermediaries and community leaders to support innovative economic approaches to strengthen our communities.

The definition of social enterprise is a largely debated topic and is also typically one of the first questions asked of senco. Part of the work senco is undertaking includes uncovering local context-specific definitions of social enterprise, which can further complicate the matter of definition. In a recent work on rural social enterprise by local resident and recent PhD recipient Mary Ferguson, the importance of financial use and financial transparency are connected to the definition of social enterprise. With this in mind, a social enterprise must generate and redistribute finances in a way that aligns with their social purpose and this redistribution can be validated through financial transparency.

Our working definition of social enterprise is, an initiative with the primary purpose of creating positive social, environmental or cultural impact through business activity. The measure of this primary purpose is found in financial allocation and validated by its transparency. The business activity created may address a community challenge or systematic issue with an innovative and sustainable economic model.

Theory of Change



A theory of change is a way to help understand how specific action can lead to an intended social impact¹. A theory of change can be developed and used in two ways, where objectives and activities can be identified and tightly planned beforehand, or where changes inform the response to emerging issues and to decisions made by engaged stakeholders.

The theory of change developed by senco most closely relates to the second description above. A strategy and anticipated outcomes have been identified but our theory of change will adapt as needed in each community based on the issues that emerge and the decisions of all engaged partners and stakeholders.

ACCOUNTABILITY AND TIMELINE

senco will measure and evaluate our efforts with an established accountability statement broken down with three primary areas of measurement and evaluation looking to 2022.

35
Established
Partnerships

7000
Individuals
Engaged

70
Accelerated
Social Enterprises

GOAL

senco's goal is to build a flourishing regional social enterprise ecosystem in Central Ontario, an area that is primarily rural.

VISION

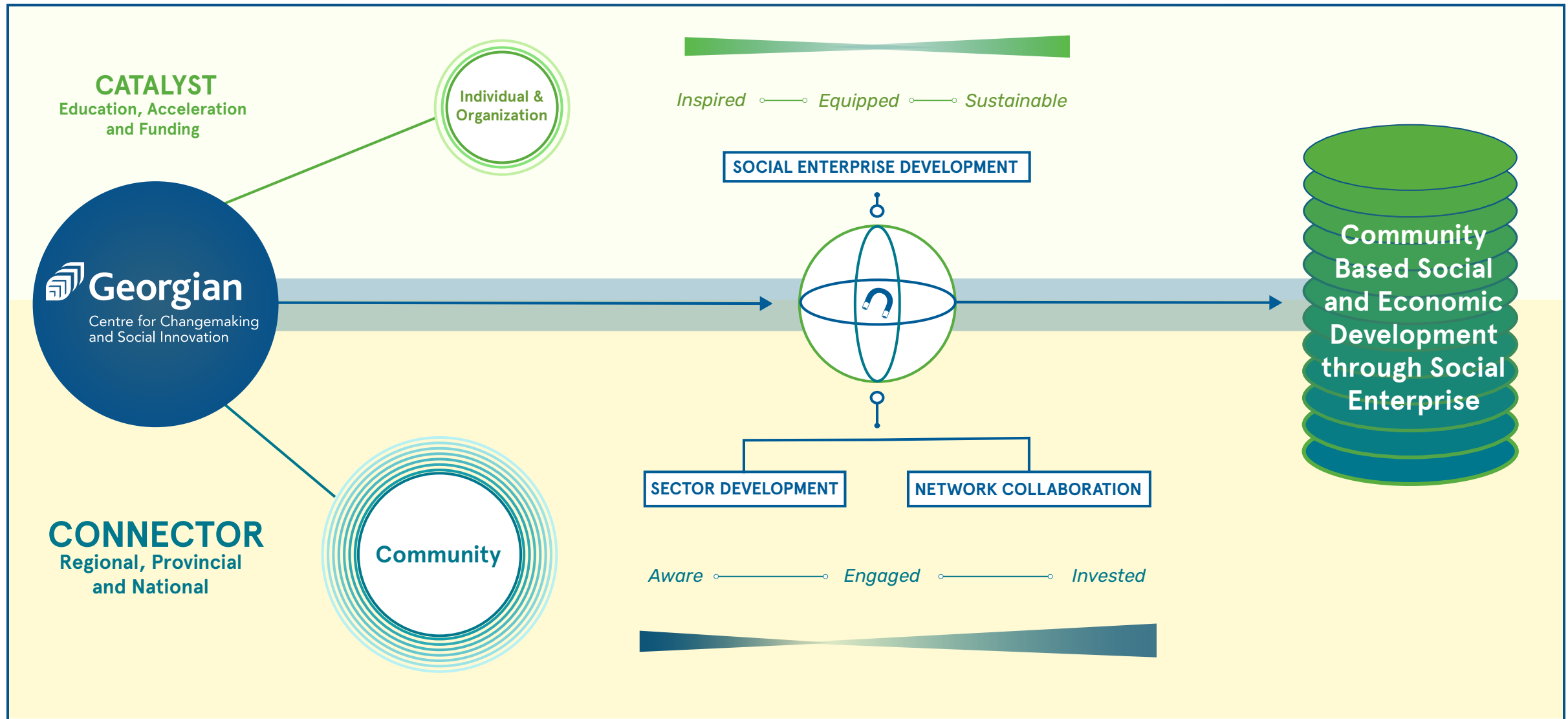
senco's vision is sustainable community based social and economic development through social enterprise across the region.

FOUNDATION

senco is an initiative of Georgian College's Centre for Changemaking and Social Innovation that aligns with both the college wide strategies as well as the Ashoka action plan. senco is a regional leader supporting social enterprise development and sector development apart of a larger provincial and national ecosystem of intermediaries pursuing similar work across our country.



¹ Rogers, Patricia (2014). Theory of Change, UNICEF office of research, Methodological Brief.



Defining senco's Theory of Change Terms

senco's STAKEHOLDER STREAMS

- Connector: core work for Community
- Catalyst: complimentary work for Individuals and Organizations

senco's PILLARS

- Social Enterprise Development
- Sector Development
- Network Collaboration

senco's OUTCOMES

- FOR INDIVIDUALS:**
Inspired * Equipped * Sustainable
- FOR COMMUNITIES:**
Aware* Engaged * Invested

Catalyst Stream

senco-Catalyst For Individuals & Organizations



Individuals and Organizations are the enactors of social enterprise development and senco will serve as a catalyst for these enactors. A social entrepreneur can build an idea from scratch or expand on an existing idea. This social enterprise activity can also take place within an existing organization that is committed to exploring social enterprise in the context of their existing activity, knowledge and resources.



Research Supporting our Strategy

As part of a landscape analysis, a survey for organizations and individuals within our region was distributed and 71 stakeholders participated.

The survey results played a part of informing the creation of our theory of change and our strategy. For individuals and organizations, senco identified three key areas to focus - responding to the uncertainty of what social enterprise is, support individuals and organizations to build their capacity in development and to establish new funding opportunities. These research themes are elaborated upon in the illustration below:



UNCERTAINTY

- o General need for answering the question “what is social enterprise?”
- o Defining social enterprise within our region and within a local context
- o Increase the awareness of social enterprise across the region



CAPACITY

- o Building individuals and organizations capacity through knowledge transfer opportunities
- o Establishing the role of senco as a network facilitator, sharing resources and tools
- o Providing expertise in social enterprise development across the region



FUNDING

- o Providing flow through grant funding
- o Establishing new partnerships to secure new funding for the region
- o Introducing social enterprise impact measurement tools to support growth and sustainability



Desired Outcomes

The outcomes or stages will indicate the development and acceleration of individuals and organizations creating or operating social enterprises. These desired outcomes lead to our ultimate goal of community based social and economic development through social enterprise.

As seen in the senco theory of change, individuals and organizations will move through activities that fall into one or more of the following outcome stages: inspired, equipped, and sustainable. These outcomes are elaborated upon in the chart below:

Outcomes	Definition	Activities & Resources
 INSPIRED	Those that are aware of social enterprise and engaging in ideation, collaborative work, planning and further education on the topic and their ideas.	<ul style="list-style-type: none"> o senco.io online platform o Social enterprise video series o Increased social media presence o Regional audio podcast
 EQUIPPED	Have a feasible social enterprise idea and have brought it to a pilot or launch stage with the resources and capacity to carry it out.	<ul style="list-style-type: none"> o Delivery of a monthly social enterprise 101 session o Development of a collaborative workshop series covering ideation through to growth and scaling o Georgian College resources, programs and offerings, including
 SUSTAINABLE	Operating a social enterprise in a sustainable model and may be entertaining questions of scaling.	<ul style="list-style-type: none"> o Traction grants for individuals and organizations to test, pilot or launch a new social enterprises idea or initiative o Social enterprise impact measurement community of practice



Connector Stream

senco-Connector For Communities



senco will engage the region as a connector building community partnerships to fulfill senco's core work. Community partnerships will be established with intermediaries, service providers, municipalities, community and business leaders, along with any other group or individuals that are in a position to support social enterprise activity.



Research Supporting Our Strategy




As part of a landscape analysis, a qualitative assessment was compiled based on senco’s initial interactions across the region, through sessions, workshops, events and directly engaging community stakeholders. While this is not a comprehensive review, this qualitative information provided senco with a baseline to then plan engagement and activities for this stream across the region.

These results revealed the importance for both senco and community stakeholders to collectively move towards community specific sector development. These focus areas are reflected upon and defined in the accompanying illustration.



Desired Outcomes

In pursuing the desired outcomes associated with this stream senco will set out to create a culture excited about social enterprise within each targeted community, and then foster interconnections between communities across the region. These outcomes each lead to the ultimate goal of community based social and economic development through social enterprise.

Outcomes	 AWARE	 ENGAGED	 INVESTED
Research Response	<ul style="list-style-type: none"> o Network creation to establish a greater social enterprise presence that is interconnected across the region o Creating seven Social Enterprise Sector Development Groups (SESDGs) across the region 	<ul style="list-style-type: none"> o Aligning senco's work to support service providers and intermediary to better equip social enterprises in development o Social enterprise awareness events across the region in partnership with regional SESDGs o Co-creating complementary activities and programs with partners to strengthen both the work of senco and community partners 	<ul style="list-style-type: none"> o Demonstrate the long-term viability of the social enterprise model o Fostering localized invested stakeholders across the region o Collective exploration of new revenue sources and ongoing funding for social enterprise development
Definition	Have an awareness and working knowledge of social enterprise theory and practice.	Are actively engaged in supporting social enterprise activity. Engagement may take the form of acknowledgements, participation, ongoing dialogue, or advocacy.	Those that are actively investing resources, funds or in-kind investment into the development of social enterprise activity in their community.



Community



Individual & Organization



INVESTED

In partnership new investment is leveraged to support social enterprises and the social enterprise ecosystem across the region

Increased social enterprise activity and investment of the sector across the region

Social enterprises demonstrate potential for sustainability and increased social impact



ENGAGED

The profile of social enterprise is raised in targeted areas across the region in partnership and collaboration of SESDGs

New partnerships and opportunities are fostered within and between areas across the region to support social enterprises development and sector development

People from priority populations benefit from jobs or services through supported social enterprises

Social enterprise sector development groups (SESDG) are formed and participating stakeholders have increased knowledge and understanding of social enterprises in their area

Stakeholders across the region become social enterprise ecosystem actors

Social enterprises access senco funding and support beyond senco offerings



AWARE

Diverse stakeholders including indigenous leaders participate in social enterprise sector development learning

Pathways and opportunities are in place within targeted areas across the region for social enterprises engagement

Social entrepreneurs and non-profit leaders gain knowledge, skills and peer supports

Social entrepreneurs and non-profit leaders are motivated and engaged in social enterprise development pathways

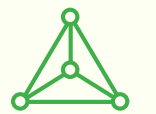
Social entrepreneurs and non-profit leaders are aware of opportunities for capacity building through senco



SUSTAINABLE



EQUIPPED



INSPIRED



SESDGs MAP



Social Enterprise Sector Development Groups

For Communities to achieve the desired outcomes across the region, senco will create seven Social Enterprise Sector Development Groups (SESDGs) that will be rooted in each Georgian Campus community and will support surrounding communities across the counties of Simcoe, Grey, Bruce, Dufferin and the district of Muskoka.

These groups will consist of those with an awareness of social enterprise, along with those with increased knowledge of the sector, as well as with those who are invested and eager to support localized sector development across all seven campus communities.



senco's ultimate goal is to build a flourishing regional social enterprise ecosystem

Summary



The social enterprise sector development strategy developed by senco is rooted in our theory of change. This theory of change is based on establishing and cultivating relationships with individuals, organizations and community stakeholders with a vision of community based social and economic development through social enterprise. The process of social enterprise development, sector development and network collaboration will work best when approached through a regional collective impact framework.

senco's ultimate goal is to build a flourishing regional social enterprise ecosystem and senco is dedicated to acting as a connector and catalyst to support this task. senco alone cannot achieve this vision, but this can be achieved with the support of those that are inspired by social enterprise as a model for creating positive social, environmental and cultural impact within our region.

