



ADMINISTRATIVE REPORT

Report Date: May 1, 2013
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VanRIMS No.: 08-2000-20
Meeting Date: May 16, 2013

TO: Standing Committee on City Finance and Services
FROM: General Manager of Community Services
SUBJECT: Social Enterprise Development Project Grant

RECOMMENDATION

- A. THAT Council approve a grant of \$300,000 to the Vancity Community Foundation's Social Enterprise Portfolio Program, including recommended conditions on the grant, to support social enterprises with business and management development, marketing and small capital costs. Source of funding is the Innovation Fund.
- B. THAT Council approve a grant of \$80,000 to Potluck Café Society's Recipes for Success Program, including recommended conditions on the grant, to provide resources and support to social enterprises and small businesses in the DTES, to hire and retain residents who have encountered barriers to employment. Source of funding is the Innovation Fund.

Recommendations A and B authorize grants and require eight affirmative votes for approval.

REPORT SUMMARY

This report recommends two grants from the Innovation Fund over a two year period (2013 & 2014) totalling \$380,000 to be allocated to Vancity Community Foundation (\$300,000) and the Potluck Café Society (\$80,000).

The funding will establish the City as a key partner in the Vancity Social Enterprise Portfolio Program and Potluck Café Society's Recipes for Success initiative. The City's investment will leverage a further \$950,000 from other partners including Vancity Community Foundation, Vancity Credit Union, Enterprising Non-Profits, Bell Canada and Price Waterhouse Coopers.

All City funding will be restricted to providing mentorship, training and other supports to Vancouver based social enterprises that support City priorities for Vancouver and DTES residents (see Appendix A for project logic model).

COUNCIL AUTHORITY/PREVIOUS DECISIONS

On February 29, 2012, as part of the 2012 Operating Budget Report, Vancouver City Council moved and passed the following recommendation:

“AND FURTHER THAT, as part of the 2012 operating budget, Council request the City Manager to report back with a range of options for the creation of an Innovation Fund that would be used to leverage additional monies from external funding sources. (e.g. other orders of government, not for profit organizations, private sector, universities and foundations). The use of the Innovation Fund is to advance City policy while attaining an enhanced value for the City's investment.”

In a memo to Council on March 1, 2012, staff outlined options for the fund. Subsequently, as part of the 2012 and 2013 Operating budgets, Council has approved the Innovation Fund, at a level of \$2 million per year.

Further information about the City of Vancouver Innovation Fund, including the criteria and guidelines for accessing this funding, is contained in Appendix I.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The General Manager of Community Services RECOMMENDS approval of the foregoing.

REPORT

Background/Context

“Social enterprises are businesses owned by nonprofit organizations, that are directly involved in the production and/or selling of goods and services for the blended purpose of generating income and achieving social, cultural, and/or environmental aims. Social enterprises are one more tool for non-profits to use to meet their mission to contribute to healthy communities.” Social Enterprise Council of Canada (see Appendix B for a more detailed outline and examples of why non-profits start social enterprises)

Increasingly non-profits are using a social enterprise model to help them advance their social, environmental and cultural goals. Social enterprises contribute to community capacity by often hiring people with barriers to employment while addressing other priorities such as environmental sustainability.

Social enterprises, due to the additional commitment to community capacity building, carry with them increased challenges to their viability, sustainability and growth. Many non-profits commit considerable time and capital to the development of a social enterprise only to see it fail in its early stages. This failure leads not only to a loss of valuable and very scarce resources but also runs the risk of further marginalizing employees who may already have barriers to employment.

To address these risks, best practice demonstrates that social enterprises require:

- I. strong business support and mentoring in their early stages;
- II. the skills, knowledge and capacity to effectively support employees with barriers toward success in the workplace.

This report recommends that the City partner with Vancity Foundation and other partners to achieve these goals.

Report Recommendations:

I. Strong Business Support and Mentoring - Vancity - Social Enterprise Portfolio Program (Recommendation A)

This report recommends \$150,000 in funding for each of 2013 and 2014 towards the Vancity Community Foundation's (VCF) Social Enterprise Portfolio Program (SEPP).

Table 1: Propose funding for Vancity Portfolio Program (see Appendix C for full budget)

	2013	2014	Outcomes
CoV - Innovation Fund	\$150,000	\$150,000	<ul style="list-style-type: none"> • 3 new Social Enterprises (SEs) created • 15 emerging SEs have increase capacity and stability • 90 new jobs & 110 jobs retained
Vancity Community Foundation	\$150,000	\$150,000	
Vancity Credit Union	\$150,000	\$150,000	
Vancity - in kind (mentorship: business development, planning, marketing etc.)	\$90,000	\$90,000	
TOTAL	\$540,000	\$540,000	

Established in 2011, the Portfolio Program combines grants for small capital and resources from both the Vancity Credit Union and the Vancity Community Foundation to support social enterprises that have growth potential. (See Appendix D for Vancity's organizational chart)

The City's \$150,000 per year contribution will help support experienced business mentorship to assess ideas and opportunities, grants for staffing to develop and launch operational plans and other forms of vital business support to ensure their long-term success, viability and growth. (See Appendix E for Vancity's Social Enterprise Strategic Plan)

Table 2: 2012 examples of social enterprises funded by Vancity's Portfolio Program

Social Enterprise	Description
Mission Possible Enterprises (MP)	MP is a property maintenance business offering a range of services to residential and commercial property owners and managers. MP offers people challenged by homelessness and poverty a renewed sense of dignity and purpose.
JustRenos	Working with commercial, strata, and residential clients, JustRenos offers a wide array of services including painting and complete renovations. JustRenos provides work opportunities to people with disabilities and other barriers.

EMBERS: Embers Green Renovations (ERG)	EGR was established to create new green jobs, help the City of Vancouver reduce its carbon footprint and become a source of income for EMBERS to help people with barriers return to work.
Family Services of Greater Vancouver: Mobile Steam Car Wash	Street Youth Job Action and Directions Youth Services operate a mobile steam car washing service at corporate parking lots and for car sharing companies. Steam car washing uses a fraction of the water required for other car washes and no harsh products.

Social Enterprise Portfolio Program (SEPP) - Application Process and Granting Criteria

To be eligible to apply to the SEPP enterprises must demonstrate that they have the potential to be financially sustainable and resilient so that they can deliver high social and environmental impacts to the community.

Criteria for SEPP - Applicants must have (see Appendix F for detailed selection criteria):

- completed a business plan or feasibility study;
- potential to achieve significant impact - to provide measurable social, environmental or cultural benefits to the community;
- potential to achieve financial viability or sustainability in a reasonable timeframe;
- organizational and management capacity to launch and/or operate a successful social enterprise.

Additionally, they will meet priority social/environmental interests which include:

- employment for marginalized populations, including youth;
- providing products and services to underserved communities;
- providing innovative products and services that enhance and build sustainable, safe and secure local economies and/or encourage market transformation (eg. green businesses and/or products, local food enterprises, etc.)

SEPP Advisory Committee (see Appendix G for Advisory Committee terms of reference)

Reporting to the Vancity Foundation and Vancity Credit Union Boards, the Advisory Committee plays a critical role in guiding the fund. The Committee oversees the selection of fund participants, provides guidance on participant support and engagement, tracks participant results and makes recommendations for fund improvements. Committee members play a critical leadership role and bring expertise and strategic thinking to the program.

With City funding the six member Advisory Committee would include one City staff member. This staff member would retain the right to ensure that all City funding would be restricted to supporting Vancouver based social enterprises that support City priorities.

Supports for Employees with Barriers - Potluck Café - Recipes for Success Program (Recommendation B)

This report recommends a \$40,000 grant to Recipes for Success in each of 2013 and 2014 to build the capacity of social enterprises and local businesses to hire and support people with barriers to employment, with a particular focus on supporting the employees of social enterprises that are funded through Vancity's Portfolio Program. (see Appendix H for Recipes for Success business plan)

Table 3: Proposed funding for Recipes for Success (see Appendix C for full budget)

	2013	2014	Outcomes
CoV - Innovation Fund	\$40,000	\$40,000	<ul style="list-style-type: none"> • 288 staff of social enterprises & businesses attend info sessions and gain capacity & understanding of best practice in supporting people with barriers • 10 - 15 SEs & businesses receive mentorship & training supporting • 30 - 50 employees with barriers supported
Potluck - in kind	\$13,000		
Bell Canada	\$10,000		
Price Waterhouse Coopers	\$5,500		
Enterprising Non-profits	\$3,000		
Corporate Sponsorship	\$27,673	\$43,564	
Earned revenue	\$27,673	\$43,564	
TOTAL	\$126,846	\$127,128	

For people with barriers to employment, extensive research has shown that ongoing on-the-job life skills support is often the key to their ability to remain employed and attain independence (Removing Barriers to Work - CCPA). There is, however, a lack of services helping employers (both social enterprises and traditional businesses) build capacity to provide this type of ongoing employee support.

Recipes for Success Program Components (see Appendix H for Recipes business plan)

Recipes for Success, the first program of its kind in Canada, provides employers with practical, proactive strategies to assist their workers in improving their stability in life, and thus, their ability to maintain employment over the long term. The program provides employers with guidance to assist their own staff in increasing their self-sufficiency and access to affordable housing, mental health and addictions services, and other critical resources. Employers also receive guidance on cost considerations, flexible scheduling, hiring practices and other best practices for employing people with barriers. This work is accomplished through information sessions for social enterprise and other local businesses, mentorship and training support, as well as direct support to the employee. Some enterprises may also contract with Recipes for Success to directly support employees. In this case, Recipes for Success will provide regular and ongoing support to help ensure that employees are in the best possible position to succeed in the workplace.

Potluck conducted market research including in-depth interviews with seven DTES social enterprises and businesses confirming substantial interest in employing people with barriers but that needed help and support in doing so. In some cases, employers unable to provide on-the-job support experienced 80% attrition. All interviewees expressed interest in receiving support, including paying or seeking funding for these services.

Strategic Analysis

Provincial and Federal Government Engagement in Social Enterprise

In the past five years the City of Vancouver has seen strong growth in the number of social enterprises with over 60 currently in operation according to the Canadian Social Enterprise Marketplace. This growth is mirrored by a similar growth both nationally and internationally. Many municipal, provincial/state and national governments are recognizing that social enterprises are an innovative and effective way to address community, economic and environmental priorities while simultaneously providing added stability to the non-profit sector. Governments at every level in countries such as Australia and the UK have developed extensive policy, funding and procurement frameworks aimed at supporting the social enterprise sector. In Canada there is also growing government interest in social enterprise.

Provincially, the BC Social Innovation Council was appointed in January 2011 to make recommendations to the Parliamentary Secretary for Non-Profit Partnerships and the Minister of Social Development *“on how best to maximize social innovation in British Columbia, with an emphasis on social finance and social enterprise.”* In the BC Social Innovation Council’s March 2012 report it notes, *“we believe there is great promise in the fields of social innovation, social enterprise and social finance. We see social innovation as a means to achieve better results, deliver more effective solutions and to lower the human and financial costs of our social and environmental problems.”* The report goes on to make specific recommendations about how the Province can support social enterprises including the use of tax credits, procurement strategies, and enhanced access to financing and business skills development.

Federally, in early 2013, Human Resources and Skills Development Canada closed a National Call for Concepts in Social Finance focused on forging new partnerships with not-for-profits, charities, businesses, and foundations to examine the barriers to social innovation and how to enable social entrepreneurs.

City of Vancouver Opportunity to Become a Leader in Social Enterprise

Vancouver is already on its way to becoming a social enterprise hotspot with over 60 enterprises operating in the city, more than anywhere else in Canada (Social Enterprise Council of Canada). Vancouver is also home to key social enterprise enabling organizations like Enterprising Non-Profits, Vancity, Potluck Café Society and BC Social Venture Partners.

As outlined in a March 13th, 2013 report to Council on gaps and opportunities in funding to the non-profit sector, community services in Vancouver are experiencing high levels of stress due to funding cuts, increased service demands and rising costs. The report notes that *“Imagine Canada’s 2012 report on the health of the non-profit sector indicates that over 50% of non-profits in BC were under stress due to increased demand and reduced revenues and 26% indicated that their existence was at risk.”* A strategic investment in developing the capacity of social enterprises is one key tool to address these pressing needs.

Social enterprises also have strong potential to address other city priorities including:

- **Healthy City Strategy**
Many social enterprises address fundamental components of the City's Draft Healthy City Strategy including the creation of meaningful and supported employment for people with barriers, enhanced social connectivity and a sense of purpose and belonging (e.g. The Cleaning Solution & EMBERS Staffing Solutions).
- **Vancouver Food Strategy**
Social enterprises have the potential to be utilized in the development of key areas of the Food Strategy including community food markets (e.g. Westside Community Food Market) or urban farming (e.g. Sole Food Farms).
- **Greenest City 2020**
Several Greenest City 2020 goals can be addressed using a social enterprise model including the creation of green jobs that tackle issues of reduced carbon (e.g. Shift Urban Cargo Delivery) and reduced waste (e.g. reBOOT Vancouver).
- **Housing and Homelessness Strategy**
Enterprises like EMBERS Green Renovations not only employ people who have experienced homelessness, but were also contracted by the City to renovate four unused spaces into emergency winter shelters.
- **Cultural Strategy**
Social enterprise is frequently used by cultural institutions to support their organisations financially while simultaneously advancing their cultural goals.
- **Local Area Planning Process and DTES Social Impact Assessment**
Social enterprise development has been identified by the DTES community as a critical element to be incorporated into the planning process for the City, in part because of the positive impact that social enterprise has already had in the area. This is evidenced by a concentration of some of the most successful SEs in the DTES including United We Can, Potluck and Mission Possible. Social enterprises are not only important employers in the area but also well placed to help to mitigate the effect of new developments in the DTES.
- **Supply Chain Management**
In addition, working in parallel with this project, the City's Supply Chain Management department will be investigating purchasing opportunities with local social enterprises.

Implications/Related Issues/Risk (if applicable)

Financial

The proposed financial contribution from the City will be \$190,000 for each of two years for a total of \$380,000. The second year allocation will be released upon City staff being satisfied with the performance of the two funded programs. Source of funds is to be the City's Innovation Fund.

As part of the 2012 and 2013 Operating budgets, Council has approved an Innovation Fund, at a level of \$2 million per year. To date, Council has approved use of the innovation fund for the

City's contribution of \$148,800 toward the Vancouver Rent Bank (RTS#9484), which leveraged resources from the Vancouver Foundation and Streethome Foundation. The Vancouver Rent Bank aims to increase housing stability by preventing evictions or loss of essential utilities.

In addition, Council earmarked \$1,000,000 from the Innovation Fund for incremental investment in Community Social Services grant funds to help meet the existing and emerging funding gaps (RTS# 9991).

Currently there is an unallocated balance of \$2,851,200 in the Innovation Fund.

Information about the City of Vancouver Innovation Fund, including the criteria and guidelines for accessing this funding, is contained in Appendix I.

As outlined in Table 4 below, this project aligns fully with the criteria for the Innovation Fund.

Table 4: Project alignment to Innovation Fund criteria

Innovation Fund Criteria	Project Alignment
Aligns with Council Priorities Supports transformation and innovation in meeting City goals	<ul style="list-style-type: none"> ✓ Healthy City Strategy ✓ Vancouver Food Strategy ✓ Greenest City 2020 ✓ Housing & Homelessness Strategy ✓ Cultural Plan ✓ LAPP & DTES SIA ✓ Vancouver Economic Commission
Leverages minimum 1:1 3 rd party investment	✓ \$380k City investment leverages \$950k by external private & non-profit partners (2.5:1 leverage)
One-time opportunity (2 year maximum) \$250k maximum/year	<ul style="list-style-type: none"> ✓ 2 years: April 2013 - March 2015 ✓ \$190k/year (\$380k total)
Demonstrates clear outcomes & transformation toward CoV goals	✓ Clear outcomes and metrics

CONCLUSION

The City of Vancouver has the opportunity to leverage the expertise and resources of key partners to make an important contribution to the development of the social enterprise sector in Vancouver. Through targeted funding and support of new and emerging social enterprises and building the capacity of the sector to support people with barriers, the City can simultaneously make progress toward many of its top priorities while also addressing pressing needs in the non-profit sector under stress from shrinking funding, rising costs and increasing demands.

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Social Enterprise Sector Development Project Logic Model

MEETS FUND CRITERIA

Aligns with Council Agenda:

- Healthy City
- Food Strategy
- Greenest City
- Housing & Homelessness
- Cultural Strategy
- DTES LAPP
- VEC Economic Strategy

Leverage 2.5:1

One time funding
Over 2 years

\$190k x 2yrs
totalling \$380k

Clear outcomes,
measureable goals

Shines spotlight on
Vancouver

GOALS

- Build capacity of social enterprises that support City priorities
- Create low barrier employment opportunities

ACTIVITIES

1) Vancity Social Enterprise Portfolio Program:

Funding to support early stage social enterprise:

- business & management development,
- marketing, small capital costs

2) Potluck Recipes for Success:

Funding to provide resources and support to:

- social enterprises referred from the Vancity SE Portfolio program
- other social enterprise in Vancouver
- small businesses in DTES, to hire & retain people with barriers

PARTNERSHIPS

Vancity Credit Union

Vancity Foundation

Enterprising Non Profits

Potluck Café Society

Bell Canada (Potluck)

Price Waterhouse Coopers (Potluck)

Vancouver Community College (Potluck)

METRICS

3 new SEs

15 emerging SEs have increased capacity & stability

90 new jobs & 110 retained

288 social enterprises & businesses gain capacity/ understand best practices

30-50 employees with barriers supported

Reasons that Non-profits Start Social Enterprises

Non-profits typically start a social enterprise for three key reasons:

- 1) **To meet a need in the community not met through traditional businesses:**
Due to the nature of traditional businesses there are often community needs that might be effectively supported using a business model but are left unaddressed because of a lack of financial incentive.

A good example of a common market need that is well addressed by social enterprises is the provision of employment opportunities for people with barriers. The private sector may do some targeted employment, but given their incentive to achieve a financial return, this will not likely be a priority. However, a social enterprise, focused on achieving a social purpose in their business, will often commit to targeted employment objectives. The employment opportunities and the additional operating costs are acceptable in their blended value return on investment. An example, the Cleaning Solution, is a commercial janitorial service employing over 50 people with mental health issues in Vancouver.

- 2) **To advance or achieve a social goal:**
Because social enterprises are run by non-profits, their goals are aligned with the social or environmental goals of the parent organization and their work is targeted at achieving those goals.

EMBERS Green Renovation (EGR) is an example of a social enterprise, whose goal is the creation of low barrier green jobs while advancing sustainable building practices. As a result of their work since 2010, ERG has helped home owners reduce their carbon footprint by 1,100 tones and have successfully supported the employment of 7 staff who face barriers.

- 3) **To contribute to the financial sustainability of a non-profit:**
The sources of income for the non-profit sector continues to be a challenge, as some traditional sources, especially direct government support, begin to diminish or disappear. In response, the non-profit sector has looked more to a business model to contribute to their mix of revenue sources and allow for diversification and enhanced sustainability.

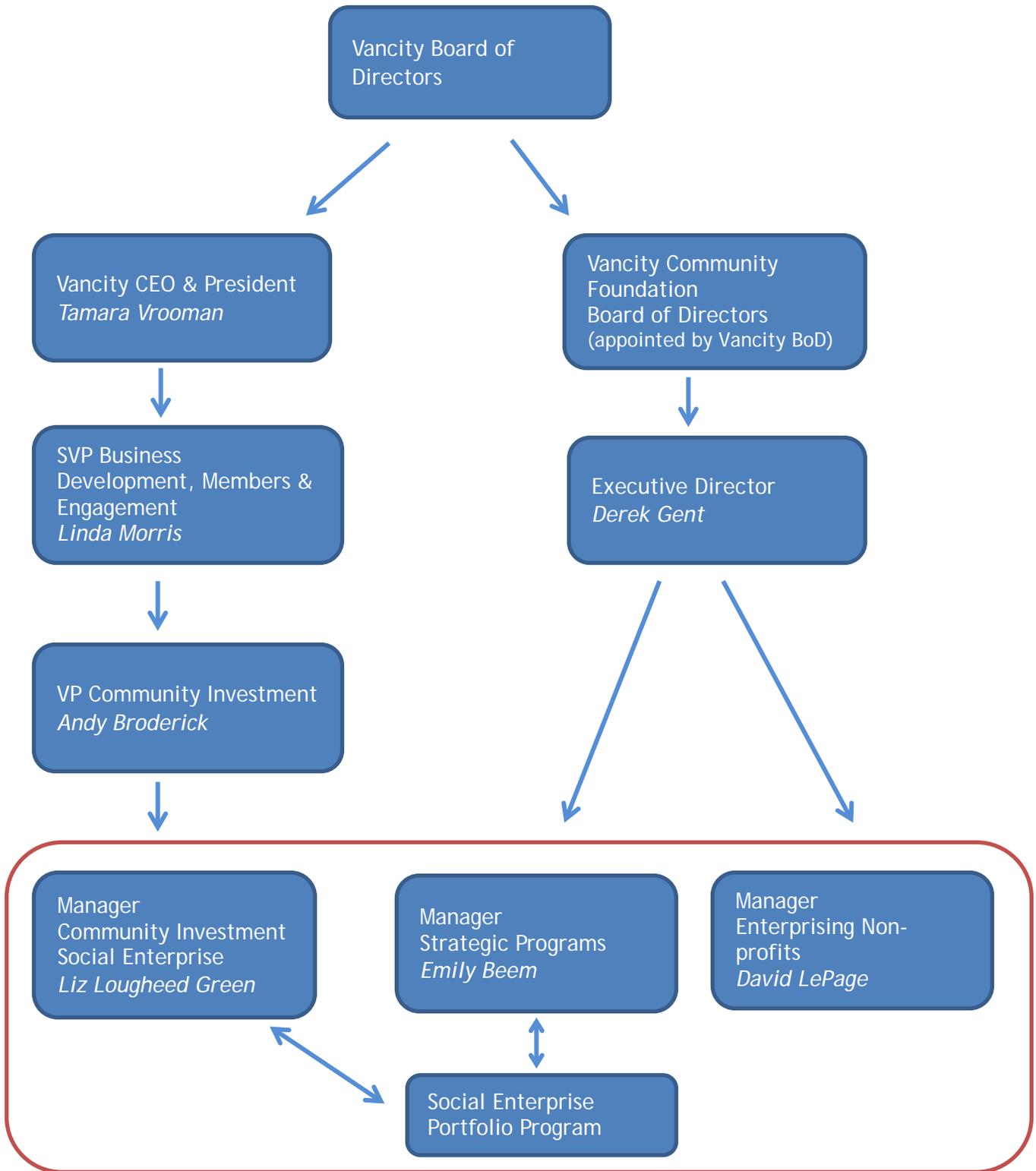
An example of this is the mobile steam car wash enterprise operated by Family Services of Greater Vancouver. The aim of the enterprise is not only to train and employ at-risk youth but also to have profits used to support the work of Directions Youth Services.

Innovation Fund - Social Enterprise - Budget 2013/14

	Budget 2013	Budget 2014
REVENUE		
CoV - Innovation Fund	190,000	190,000
Vancity Foundation	150,000	150,000
Vancity Credit Union	150,000	150,000
Vancity - in kind	90,000	90,000
Potluck – Recipes for Success – in kind	13,000	
Bell Canada (Potluck)	10,000	
Price Waterhouse Coopers (Potluck)	5,500	
Enterprising Non-Profits - pending (Potluck)	3,000	
Corporate sponsorship – pending (Potluck)	27,673	43,564
Earned Revenue (Potluck)	27,673	43,564
Total	666,846	667,128
EXPENSES		
New & Emerging Social Enterprises		
<ul style="list-style-type: none"> • Direct funding to support SEs - Vancity's Portfolio Program • CoV Contribution = \$150,000/yr x 2 years 		
Operations/Management staff (SEs) - wages	162,000	162,000
Business Development staff (SEs) - wages	162,000	162,000
Business & management consultation & mentorship	81,000	81,000
Business & management consultation & mentorship – in kind	90,000	90,000
Capital costs – equipment purchase (SEs)	45,000	45,000
Sub Total	540,000	540,000
Recipes for Success		
<ul style="list-style-type: none"> • HR support to SEs and businesses to hire/support people with barriers to employment • HR support directly with people with barriers to employment. • CoV contribution = \$40,000/yr x 2 years 		
Development of best practice materials	31,500	0
Staff – facilitator & manager	59,413	79,217
Info. sessions venue rental & food	11,919	15,892
Travel	11,183	14,911
Administration	12,831	17,108
Sub total	126,846	127,128
Total	666,846	667,128

CoV contribution: \$380,000 Leverage from other partners: \$953,974 Total: \$1,333,974

Vancity Organizational Chart Social Enterprise Program



Social Enterprise Program



2013 *Vancity Community Foundation Social Enterprise Strategy*

Introduction

Non-profit organizations are facing a decrease in traditional funding sources while at the same time seeing an increase in demand for their services caused by the changing economy. This is particularly evident in rural communities and inner cities, and by the working poor, a demographic change that is shifting critical areas of need. As organizations need to do more with less, they are looking for creative and innovative ways to continue to deliver needed programs and services. Social enterprise - businesses operated by non-profits for the dual purpose of generating income and achieving a social/environmental mission - offers a real solution. Since 1996, the Vancity Community Foundation (VCF), together with Vancity Credit Union (VCU) and other partners, has incrementally taken on a larger role in supporting the sector and has used its resources and expertise to support the development and expansion of social enterprises in British Columbia. This program plan outlines VCF's strategy for continuing to support social enterprise development in 2013.

Strategic Objectives

We ultimately seek to support non-profit organizations to operate social enterprises that are financially sustainable and resilient so that they can meet the evolving social, environmental and economic needs of our communities.

Through this program we expect to achieve the following results:

- More non-profits launch well planned social enterprises as a means to achieve their mission goals and serve their communities more effectively
- Increased success of existing social enterprises, including improved financial viability and mission results
- Improved ability of non-profits to monitor and report on their social enterprise performance, resulting in improved business performance and increased support from funders, government and community
- Enhanced organizational capacity within non-profit organizations

Our priority social/environmental areas are:

- employment for marginalized populations
- products and services to underserved communities
- Innovative products and services that enhance and build sustainable, safe and secure local economies and/or encourage market transformation (e.g. green businesses and/or products, local food enterprises, etc.)

How we support social enterprise / Support mechanisms

Successfully developing, launching and operating a social enterprise can be very challenging. Non-profits often lack the necessary knowledge, skills and capacity. In the early stages, organizations do not have the resources and experience to assess their business ideas and opportunities, and to develop a strong plan to support launch and operation. Once operating, social enterprises often face challenges in accessing financial investment and other forms of business support to ensure their long-term success, viability and growth.

VCF's Social Enterprise Strategy aims to support non-profit social enterprises in British Columbia to address these challenges through the following mechanisms that are delivered through two related programs - the Enterprising Non-Profits Program (a funding partnership housed at VCF) and the Social Enterprise Portfolio Program (a VCU/VCF partnership).

Grants and Financing

A key feature of VCF's social enterprise program is the delivery of granting programs to support the successful development and growth of individual social enterprises. Through the Enterprising Non-Profits program, we support non-profit organizations in the planning and development stage, from organizational readiness to feasibility study to marketing plan. The Social Enterprise Portfolio Program funds growth and launch stage social enterprises that have potential for financial viability and strong mission impact. We also support social enterprises with strong financial capacity to access more conventional sources of financing that can be structured to meet their unique 'blended-value' needs. For a comprehensive overview of available investment opportunities, see table below.

Type of Funds	Fund Description	Delivered By
Technical Assistance Grants	Grants up to \$10,000, primarily for outside advisory services.	enterprising non-profits
Capacity Development and Growth Grants	Grants usually \$15,000 to \$60,000 to support operations	Social Enterprise Portfolio Program
Patient Capital	Financing with minimum interest rate and long term exit strategy, 5 years plus	Vancity's Resilient Capital Program
Loans	Conventional financing and micro-loans	Vancity's Community Investment & Community Business

Strategic Business Supports

Our 15 years of experience in social enterprise has shown us that combining strategic business support with funding (or financing) is much more effective than providing funding on its own. As a result, we provide strategic business support to compliment funding. We do this in three ways:

1. Skilled staff provide hands on technical assistance directly to social enterprises to help them plan, launch and grow their businesses

2. Brokering technical assistance for specific content areas through partnerships with other skilled professionals e.g. accounting support through KPMG, Performance Process Improvement through JDQ Systems Inc.
3. Leveraging the human resources of the Credit Union for everything from marketing and communications assistance to human resources and finance expertise through the Each One Coach One project.

Sector DEVELOPMENT / Tools and Resources

VCF has been actively involved in the development and dissemination of research, tools and resources specific to social enterprise development in British Columbia, both directly and through partnerships. VCF will invest resources in continuing to build the field of social enterprise through engaging in and supporting capacity building, knowledge and tools development, and relevant policy initiatives. Past and current development includes:

- Workshops for budding social enterprises
- Canadian Social Enterprise Guide
- ENP's website and marketplace
- Social enterprise purchasing toolkit
- A Social Enterprise Heroes event (formerly Social Enterprise Dragons)
- Support of a mature SE practitioner's group who share insights with each other and with us
- The Demonstrating Value Initiative which supports enterprises to systematize their monitoring and reporting processes in order to fully demonstrate and manage their impact
- Deep dive learning opportunities primarily aimed at launch to growth stage enterprises who are looking to improve their skills and effectiveness in their operations e.g. targeted workshops, administration of the Vancity SE Leadership Bursary

VCF also supports the growth of the social enterprise sector through advocacy. Staff spend significant time building the sector ecosystem through engagement with three levels of government, other funders etc. Past and current initiatives include: the BC Social Impact Partners and Social Impact Purchasing Summit.

Leverage and Program Delivery Resources

Through many years of work, the Foundation has gained considerable experience and knowledge about social enterprise development and is seen as a leader in the social enterprise sector. This creates sufficient credibility to leverage a variety of partnerships to deliver investment and strategic business support. Through partnerships with other foundations and credit unions, as well as individual donors, mentors and strategic business supporters, our strategy is to maximize the potential of our programs and simultaneously continue to encourage other partners to support social enterprise. In addition, we are uniquely positioned to leverage and mobilize financial capital to support social enterprise through Vancity.

Strategic support for social enterprises at different stages of development

We strategically use the mechanisms described in the preceding section to comprehensively support social enterprises at different stages of their development. During the past fifteen years, we've learned that differentiating support is critical because as an enterprise moves along the development path, it requires different types of financing and supportive instruments to fulfill its evolving needs. The needs of social enterprises at each stage of development are articulated in the diagram below.



Vancity Community Foundation and Vancity Credit Union have tailored our investment and business support to meet the needs of social enterprises through their stages of development. The diagram below illustrates the supports (funding/financing in blue and strategic business support in green) provided to enterprises as they progress from pre-launch to early stage to expansion and growth.

Seed and PRE-Launch

Many social enterprises in the seed and pre-launch phases do not have significant resources to invest, nor the management capacity, networks, or organizational culture necessary to enter into new types of activities and manage the risks and market elements associated with beginning a new business. In response, VCF, directly and through key partnerships, provides programs to enterprises that are focused on:

- Educating non-profit organizations about the steps, needs and risks of developing social enterprise
- Connecting non-profits and social enterprise operators with planning expertise
- Connecting new enterprises with the local social enterprise community and peer support
- Providing funding for planning and initial development
- Facilitating access to other funding opportunities

These programs are primarily delivered through the enterprising non-profits program and are directed to reach a large number of organizations.

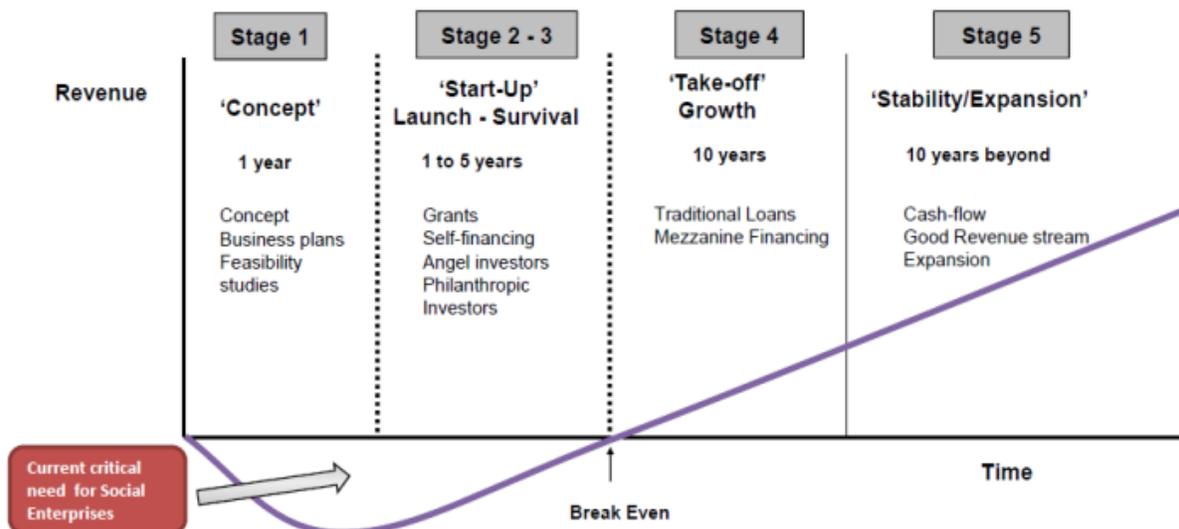
POST LAUNCH

Once a non-profit enterprise launches a social enterprise, it will often take several years to achieve sustainability, a process that requires significant investments of time, resources and capacity building. Enterprises will typically be in the building phase of their business and will be working to establish their markets. During this phase, enterprises will often have limited financial resources and may still be in the process of developing the appropriate skills and knowledge for the task at hand. VCF's key approach at this stage is to ensure that promising social enterprises have access to appropriate financial and technical supports. VCF, directly and through key partnerships, provides programs that:

- Provide learning and networking opportunities
- Broker expertise, funding, and financing
- Provide grant support for capacity development (staff, systems, etc.) that can be multi-year
- Direct mature social enterprises (in the growth and maturity phases) to financing
- Provide engaged one-on-one technical support in which staff work directly with an organization to support achievement of their specific social enterprise goals. This includes support to develop the necessary systems to monitor and report their performance and impact.

In addition to providing direct support to social enterprise, VCF also develops and disseminates resources and tools that enhance both individual social enterprise development, and that of the sector. This includes the operation of a website resource for social enterprises (enterprisingnonprofits.ca), tools to support access to consumer markets, resources for evaluation and business performance management, support for advocacy and policy change, and the coordination of networking and learning events.

Portfolio Program Focus on First Three Stages of SE Development



VCF Social Enterprise Operations

The process of coordinating the pipeline can take place in a number of ways including;

1. Staff from Vancity Community Foundation or Vancity Credit Union identifies a social enterprise or potential social enterprise that may require support for either planning, launch or operations and make a referral to the appropriate program manager based on their stage of development and their needs.
2. Organizations self refer to one of the programs based on their own research (website, word of mouth etc.) and organizational goals.

The funding streams and their use along the development path include:

1. Enterprising Non-Profits Program (Manager - David LePage)
 - Seed stage planning and technical assistance
 - Launch through growth stage planning and technical assistance
2. The Portfolio Fund (VCF Manager, Strategic Programs - Emily Beam)
 - Larger, potential multi-year grants given strategically to groups who will work in close on-going collaboration with VCF/VCU staff in achieving their goals
3. The Social Enterprise Leadership Bursary (Programs Specialist)
 - Support for senior social enterprise managers/leaders that have been funded through a VCF/VCU program to attend skill building and knowledge development events.

Vancity Social Enterprise Portfolio Program Criteria Grid

	Guideline
Management	<ul style="list-style-type: none"> • Managements track record • Managements expertise • Ability to grow the enterprise • Management's history overcoming challenges
Governance	<ul style="list-style-type: none"> • Suitability of governance model • Board involvement and leadership • Operational relationship to parent organization (if applicable) • Strategic planning that reflects enterprise goals and the ability to deliver on those goals
Status	<ul style="list-style-type: none"> • How long has enterprise been operating? • Clear business planning process • Development of other funding partners to help support launch or enterprise operation • Evidence of growth (for those post launch)
Rational for the Business and Concept Viability	<ul style="list-style-type: none"> • Identified need for enterprise within the community • Alignment with organizational objectives • Is the product/service demand large enough? • Has potential competition been accounted for? • Is the enterprise potentially sustainable as evidenced by: <ul style="list-style-type: none"> ○ Feasibility Study ○ Business Planning ○ Initial Operations (where applicable) • Is sustainability articulated in a reasonable way
Impact	<ul style="list-style-type: none"> • Does the enterprise product/service meet a critical need? • Is there a viable plan for addressing the need? • Is the enterprise positioned to address the need? • Does the enterprise have the skills/expertise to address the need? • Can the impact be valued (demonstrating value?)
Links to the Community	<ul style="list-style-type: none"> • Does the enterprise have strong community or sectorial support? • Has the enterprise developed partnership to support their work?
Financial Status	<ul style="list-style-type: none"> • Are the financial analysis and projections reasonable? • Is cash flow adequate for start-up/implementation and operations in the next 12 months? • Will the organization's finances withstand unforeseen challenges during early stage development?

Vancity Foundation Social Enterprise Portfolio Program Advisory Committee Terms of Reference

Background:

The Social Enterprise Portfolio Program is a launch through growth stage fund that provides potential multi-year funding and support for organizations with a strong business plan and high impact potential. It is a highly engaged program that works to accelerate viable mission-based businesses through coaching and mentorship and by brokering much needed resources through funder networks.

Program support to the fund is provided by the Vancity Community Foundation's program staff, who coordinate grant delivery and management, strategic business support to the program participants, and brokering and referrals of other funds and resources through Vancity networks.

The Portfolio Program will provide funding support for 6 – 8 social enterprises each year and strategic business support to at least 10 more. Initially, it will have a granting budget of \$225,000 per year and we will work to leverage this with other sources of funding and collaboration.

The Social Enterprise Portfolio Program has the following key goal:

- Support social enterprises that can demonstrate they have the potential to be financially sustainable and resilient so that they can deliver high social and environmental impacts to our communities.

Additionally, Portfolio Program participants will meet our priority social/environmental interests which include:

- employment for marginalized populations, including youth
- products and services to underserved communities
- Innovative products and services that enhance and build sustainable, safe and secure local economies and/or encourage market transformation (e.g. green businesses and/or products, local food enterprises, etc.)

Process for Social Enterprise Grant Selection

Social Enterprise program staff will do an initial screening to eliminate groups that do not meet the above identified parameters of the program. Business plans and/or other relevant planning documents of enterprises with a potential fit for the Portfolio Program would be forwarded to an Advisory Committee, with recommendations from program staff.

Role of the Advisory Committee:

Reporting to the VCF and VCU Boards, the Advisory Committee will play a critical role in guiding the fund. The Committee will oversee the selection of fund participants, provide guidance on participant support and engagement, track participant results and make recommendations for fund improvements. Committee members will play a critical leadership role and bring expertise and strategic thinking to the program.

Responsibilities:

The Committee will act in an advisory capacity to support program's participant selection. Key responsibilities include:

1. Review pre-screened social enterprise grant applications to assess their potential to be financially sustainable and resilient, and for their ability to meet the evolving social, environmental and economic needs of our communities.
2. Make program participant selections and recommendations for future engagement and support.
3. Make recommendations for planning and strengthening activities for unsuccessful candidates to support future funding requests.
4. Monitor results of participant groups and make recommendations for those groups and for fund improvements.

Grant Amounts

Grants in the Social Enterprise Portfolio Program will be relative to the funding available and the number of groups requiring support. Wherever possible, grants are responsive to organizational need and are anticipated to be in diminishing amounts in each successive year.

In addition, when grants are made in this stream, a small discretionary fund is set aside for emerging resource needs e.g. business performance support for a specific aspect of the enterprise's work.

Terms and Frequency of Meetings

The Advisory Committee's term is ongoing. Initially, there will be three meetings annually in February, June and September. This schedule will be revised as needed, based on the growth of the fund. Meeting duration will be determined by the number of applications being reviewed but are anticipated to be approximately 3 hours long.

**Recipes for Success Services
Business Plan (Amended for Public Dissemination)****Potluck Café Society
Heather O'Hara – Executive Director
March 2013****BACKGROUND – Recipes for Success Services**

Recipes for Success Background Overview

- Since its inception in 2001, Potluck Café Society has operated a successful Social Enterprise doing business as Potluck Café & Catering. The primary social mission of Potluck is creating employment with training opportunities for DTES residents facing barriers to traditional employment as well as improving Community Nutrition in the DTES. In this time, Potluck has acquired extensive and direct experience in creating a workplace that successfully accommodates trainees/employees with barriers to employment. The complex barriers we typically accommodate in our workplace are people living with Mental Illness, Addictions Recovery along with other barriers connected to material poverty such as Inadequate Housing, Financial Resources and a lack of Self-Esteem and Confidence.
- At Potluck, success is not merely defined by a person's ability to simply "get" a job/training opportunity in our organization. Rather, we define success in terms of stabilizing their ongoing training employment and a person's ability to "keep" their job at Potluck or elsewhere when they move on from our organization in the future. Whilst there are many factors that have contributed to our success in stabilizing a person's training/employment at Potluck, one of the most important ingredients is our unique on the job wrap around Life Skills support model. At Potluck, for people facing barriers in our workplace we provide regular ongoing job Life Skills support in addition to food services training and employment. As indicated above, the Life Skills mentorship we provide to staff is some combination of the following: Finding suitable, affordable Housing, ensuring they have the appropriate Mental Health resources in place, accommodating their Addictions recovery needs, along with Workplace Etiquette, Relationships and working with people to improve their Self-Esteem and Confidence.
- Potluck has provided Life Skills mentorship alongside Food Services training throughout our history at Potluck. Between 2005 and 2007 with the growing interest in hiring people from the DTES and inner city Potluck recognized an emerging need for businesses to share their experiences and best practices for employing people with barriers to employment. With the assistance of the Vancouver Foundation, over a two-year period, Potluck began to gather research and experiences from a network of social enterprise employers such as Atira and Cleaning Solution and other businesses who were hiring people from the DTES such as Mills Basics. We were also gathering and including our own Potluck experiences and best practices at the same time along with those of others. From there, Potluck created a small toolkit of one-pager documents which capture some of the key themes that emerged from our own experiences and those of the others, including input from the staff and trainees with barriers we were supporting. At this time, we also created a user-friendly name for our work aptly titled "Recipes for Success".
- Prior to and after 2007/08 Potluck Managers, including Executive Director, who have other regular work duties at Potluck have informally shared our experiences and best practices through our Recipes for Success toolkit one-pagers with those Social Enterprises and other

businesses and organizations who have sought our advice and experience in this area. While we have always been pleased to share our experiences in training/employing with people with barriers, among other topics, we are extremely limited in our capacity to do this amongst our daily work demands without more formal expansion of our Recipes for Success program. Specifically, a person(s) who can deliver Recipes for Success services in a proactive and formal capacity for a variety of client needs. At the same time, Potluck needs to sustain the cost of delivering this program through an enterprising fee-for-services model. We believe there is a demand for our experiences, information and best practices in the marketplace with the growth of Social Enterprises and mission-based businesses along with other traditional businesses and organizations interested in the topic of Accommodation and Diversity in the workplace.

- Our expanded Recipes for Success Services will include unique fee-for-service on the job employment-support services to social enterprises and mission-based businesses, including traditional small and medium sized businesses that hire individuals with barriers to traditional work. We will also deliver free 2 hour information sessions to a broader Social Enterprise and small business network interested in employing people facing barriers, as well as other corporate and government clientele in which the topic of Accommodation and Diversity in the workplace is an increasingly relevant topic.
- Potluck takes an entrepreneurial approach to creating solutions which address community needs, and the expansion Recipes for Success Services is an extension of our approach to community building.

Potluck Recipes for Success (RSS) Fee-for-Services will include providing:

1. **Information Sessions** – A 2-hour overview of RSS key concepts and real world best practices designed to inspire employers, including social enterprises and small businesses, to hire people facing barriers and further invest in RSS mentorship & training services. These sessions will target employers interested in increasing their social impact through social hiring while meeting their business goals.

A series of 48 Information Sessions offered for free and open to any business or organization to attend, are planned in the first year of RSS.

2. **Mentorship & Training** – One-on-one guidance from a RSS employment support expert that increases employers' in-house skills to provide on-the-job support to staff with barriers.
3. **Direct Support** - A RSS employment support expert provides businesses with direct one-on-one support to their employees facing barriers.
4. **RSS Toolkit** – A comprehensive resource of best practices for employing people with barriers.

Recipes for Success Services Goals

The goals of Recipes for Success Services are:

- To improve employment outcomes for people facing barriers to employment working in the DTES and inner city or other marginalized communities across Vancouver, BC and other Canadian communities. Our own experience demonstrates that providing ongoing and wrap

around on the job life skills support and creating a supportive workplace culture is an essential ingredient in successfully keeping a job or completing a training program.

- To create a simple, practical and business service model that can sustain the services it provides over the long-term through a combination of financial contributions through funders, sponsors and RSS participant fees.

THE NEED FOR RECIPES FOR SUCCESS SERVICES

Too often, other training and employment initiatives that have emerged, especially those in the DTES and inner city, focus on “pre”-training or “pre”-employment activities such as resume building, job search and interview techniques. In other words, building skills to find a job with little attention focused on building and stabilizing life skills to *keep* that job. Furthermore, pre-employment focused initiatives are generally tailored to the masses, as opposed to those people who experience the most difficulty in finding suitable employment living with multiple barriers such as mental illness, addictions recovery and other challenges that come with material poverty. The systemic gap in our experience is a lack of “*on the job*” or “*in training*” life skills supports that can assist people in achieving stable employment in the workplace or training program success *after* they have secured the job. Too few resources and very few life skills supports exist for people once they have secured a job or training program opportunity. In our experience in the DTES, people with barriers such as Mental Illness and Addictions Recovery among other challenges require ongoing life skills support for the duration of their employment in order to stabilize and be successful over the long-term. Typically, the kinds of multiple barriers faced by people do not often come with a quick start and end date unfortunately.

The Current Situation

As noted above, the goal of the Recipes for Success program is to improve employment outcomes by increasing the number of people with barriers to employment who successfully “keep” their jobs over the long-term. In Potluck’s experience, ongoing, on-the-job life skills support for both the staff member with barriers and their employer (supervisor/manager) is an important part of achieving this goal through preventive, proactive life skills support throughout the duration of their employment or training program.

Today, the current situation in the DTES and inner city is as follows:

- There continues to be a systemic gap for providing resources to deliver *ON THE JOB* or *IN TRAINING* life skills support as needed. Most initiatives and resources focus on pre-employment or pre-training activities only.
- In 2012, with consolidation and changes to Work BC/Employment Services delivery in Vancouver and across BC in which DTES professionals and agencies with a specialized understanding of the needs of the most marginalized people seeking employment and training opportunities have ceased or downsized their operations in the inner city. These skills and resources are no longer available to access to employees or employers.
- Even following the consolidation and launch of Work BC employment service delivery, *on the job* life skills supports still do not exist to employees and employers.

- There continues to be growth of the Social Enterprise Sector in Vancouver, BC and across Canada with a mandate to employ people with barriers to traditional employment.
- There is the growth of Mission Based Businesses and Community Contribution Corporations (C3) or conventional small business located in the inner city interested in employing people with barriers living in the communities where they operate. For example, Save On Meats.
- The Hastings Crossing BIA that covers a significant area of the DTES has an explicit interest in promoting inclusive, community friendly business practices among its members and more and more businesses emerging in the area are interested in employing DTES residents.

Employers

In our real world experience over 12 years, there are a growing number of traditional small and medium sized businesses, in addition to Social Enterprises, who are interested in employing people with barriers but who lack the skills, capacity, real world know-how and resources to do this successfully. These employers need Recipes for Success Services to provide these direct resources and/or guidance to them on an as needed basis.

Employees & Trainees

Given the complexity of the multiple barriers that we see in our own workplace, it is our experience that employees need life skills support at different times and in different ways in their working lives. Life Skills support that is provided on an as needed basis, proactive and preventive before crisis hits and the stability of their employment is jeopardized. Without this approach, too often employees or trainees do not succeed.

THE MARKET OPPORTUNITY FOR RECIPES FOR SUCCESS SERVICES

External & Industry Context

Market Trends

- As noted above, the Social Enterprise sector and Mission Based Businesses are growing in Vancouver and across BC and Canada.
- Also illustrated above, there is a lack of on the job life skills support resources, mentorship and know-how for employers who are hiring people with barriers to employment in the DTES and inner city to access as needed. Work BC does not offer these services. Similarly, DTES and inner city agencies that did have these skills and expertise are no longer operating at all or to the same level in the community following the introduction of a new Employment Services delivery model by the provincial government.

Market Description

There is market growth in terms of small and medium sized businesses, including social enterprises at the forefront, with an interest in hiring people facing barriers. Some of these key groups include:

- Existing and emerging Social Enterprise sector comprised of diverse businesses seeking to increase their social impact by employing people living with barriers. eg; Social Enterprises

being supported by Vancity Community Foundation, Vancity Credit Union and Enterprising Non-Profits.

- Business Improvement Associations which encompass areas of the inner city with a high level of unemployment and people facing barriers to employment eg; Hastings Crossing BIA, Strathcona BIA, Gastown BIA
- Organizations with an interest in supporting and growing local business eg; LOCO BC.

Target Customers

Recipes for Success is targeting 4 main areas:

1. **Information Sessions** – A 2-hour overview of RSS key concepts and real world best practices designed to inspire employers, including social enterprises and small businesses, to hire people facing barriers and further invest in RSS mentorship & training services. These sessions will target employers interested in increasing their social impact through social hiring while meeting their business goals.

A series of 48 Information Sessions offered for free and open to any business or organization to attend, are planned in the first year of RSS.

2. **Mentorship & Training** – One-on-one guidance from a RSS employment support expert to other businesses/social enterprises that increases employers' in-house skills to provide on-the-job support to staff with barriers. Mentorship will be targeted at:
 - Mentoring & Training Employers and their Managerial & Supervisor staff without barriers, including their own in-house Life Skills Support Person if they have one, to build more internal capacity for providing life skills support in their workplace.
 - Employers who would like to *create* their own in-house life skills support program to build their own internal capacity.

For this client group, we will provide tailored services to help them build their own capacity to deliver their own life skills support to their staff with barriers.

3. **Direct Support** - A RSS employment support expert provides businesses with direct one-on-one support to their employees facing barriers. In our model, we can provide fee for service contract services on an as needed basis to those enterprises without an in-house capacity to provide this support themselves. For a small business, this is a practical approach with reasonable professional fees they can accommodate in their operating budgets.
4. **Recipes for Success Toolkit** – A comprehensive resource of best practices for employing people with barriers without any direct guidance or input from a RSS expert.

THE RECIPES FOR SUCCESS SERVICES BUSINESS MODEL

Description of Recipes for Success Services

To answer the needs of Employers including Social Enterprises and Businesses and Employees facing barriers to employment, our strategy is to:

- Conduct Information Sessions that are manageable in terms of time (2 hours breakfast or lunch sessions) enabling busy social enterprise and business operators the ability to participate. Content will focus on practical solutions and real-world experiences of an actual small business/social enterprise i.e.; Potluck Café & Catering.
- Mentorship and/or Direct Support is available in 1 hour increments and will be tailored and focused to the individual employer or employees' needs.

SHORT TERM SOLUTION – Year 1

The short term goal of RSS is to create awareness and build skills, capacity and incentive for employers to provide ongoing on-the-job life skills support as a means to keep people facing barriers working over the long term. RSS is a practical resource for businesses, including social enterprises, to access in running a successful business while employing people facing barriers.

MID TERM SOLUTION – Year 2 to 3

To increase the number of people facing barriers to employment securing and maintaining jobs over the long-term as the willingness of business and social enterprise operators to hire more people with barriers also increases.

LONG TERM SOLUTION – Year 3 to 5 +

Improvements in the overall socio-economic health of the inner city community, especially the DTES, including the lives of people facing barriers to employment who through employment can increase earned income, purchasing power among other improvements in their overall quality of life in addition to an increase in successful inner city businesses.

Social Mission/Goals

Goal: To increase the number of stably employed people facing barriers in Metro Vancouver, especially the Downtown Eastside where there are higher numbers of people facing barriers to employment.

Objectives:

1. Provide direct mentorship, training and resources to employers/managers to increase their in-house capacity to provide staff with barriers with ongoing, on-the-job life skills training and support, as needed, through the duration of their employment.
2. Host 48 information sessions reaching approximately 288 employer participants (social enterprises, businesses or other organizations) and participate in speaking opportunities that encourage employers to hire people with barriers by sharing the business and social benefits of supported employment.

3. Provide 10 to 15 employers with ongoing direct one-on-one mentorship to support their own employees with barriers to increase their ability to maintain their jobs. Thereby, increasing employment success for approximately 10 to 30 or more employees with barriers with jobs in those businesses.
4. Provide 30 to 40 employees facing barriers with direct one on one support who are employed in various businesses and social enterprises.
5. Influence policymakers to invest in preventive, ongoing, on-the-job life skills support in the workplace for employees facing barriers to employment.

Competitive Advantage of Recipes for Success Services

Competitive advantages of Recipes for Success Services include:

- *Services that are based on real-world business best practices for supporting people facing barriers in the workplace delivered by a RSS employment support expert that has been providing these services in a high growth business (Potluck Café & Catering) for over a decade.*
- *Services and on-the-job strategies that are preventive and pro-active*
- *Services that can be focused and tailored dependent upon each social enterprise or business operators' needs.*

Implementation & Timeline

Development: May 2012 to June 2013
Launch: July 2013 (pending funding and sponsorship contributions)

City of Vancouver Innovation Fund:

Increasingly, more opportunities exist to work with other parties to leverage expertise, funding, and access to various in kind resources in order to focus on strategic areas important to the city. This form of leverage allows the City to continue to advance its policy priorities at a lower cost to taxpayers.

The Innovation Fund is expected to build on the City's experience in leveraging funding and expertise with outside agencies, other levels of government, private sector, universities and not-for-profits to advance key City priorities through aggressive leveraging of external partners.

Some examples of these types of unique opportunities would include: Enhancing the success of our urban aboriginal residents; enhancing our local economy with an emphasis on social enterprise particularly in the green sector; innovative child care programs for children at risk; cultural programs which enhance the community and create local jobs for artists; enhancing the involvement of our seniors in community; enhancing our sport strategy through partnerships o significant sporting initiatives; sport for youth at risk; and others.

Guidelines for accessing City of Vancouver Innovation Fund:

With the establishment of an Innovation Fund, one time innovative projects can be funded to advance key agendas in the city. Accessing the City of Vancouver Innovation is at Council discretion; however, the following guidelines have been established to optimize the use of the fund:

- Aligns with Council Agenda (Housing, Public Safety, Economy, Environment)
- Demonstrates clear outcomes
- Matching requirements - target leverage of 3:1 (minimum 1:1) 3rd party investment (cash and in-kind) to City funding
- Size of CoV contribution should enable a broad range of programs to be supported by fund (Guideline - maximum project size of \$250,000 recommended).
- Projects which are one-time innovative opportunities; maximum commitment for expenditure of funds - up to 2 years
- Supports transformation and innovation in meeting City goals; shines a spotlight on Vancouver

To date, Council has approved use of the innovation fund for the City's contribution of \$148,800 toward the Vancouver Rent Bank (RTS#9484), which leveraged resources from the Vancouver Foundation and Streetohome Foundation. The Vancouver Rent Bank aims to increase housing stability by preventing evictions or loss of essential utilities. As well, Council earmarked \$1,000,000 of the fund for an addition of \$1 million dollars to the Community Social Services and related grant funds to help meet the existing and emerging funding gaps (RTS# 9991).

Additional projects will come forward to council over the next few months which will be aligned to the above guidelines. Council has full discretion regarding the application of the guidelines.