



Excellence and Innovation in Rural Communities



Chris Higgins
Highlands and Islands Enterprise

Social
Enterprise
World Forum



Diversity of canadian rural social enterprises *Unique cultural & geographic issues facing social and community enterprise in Canada*

Excellence and innovation in rural communities

Ethel Côté

Social Enterprise Development – Centre for Community Enterprise

Board Member and Co-Chair of Policy Council – Community Economic
Development Network

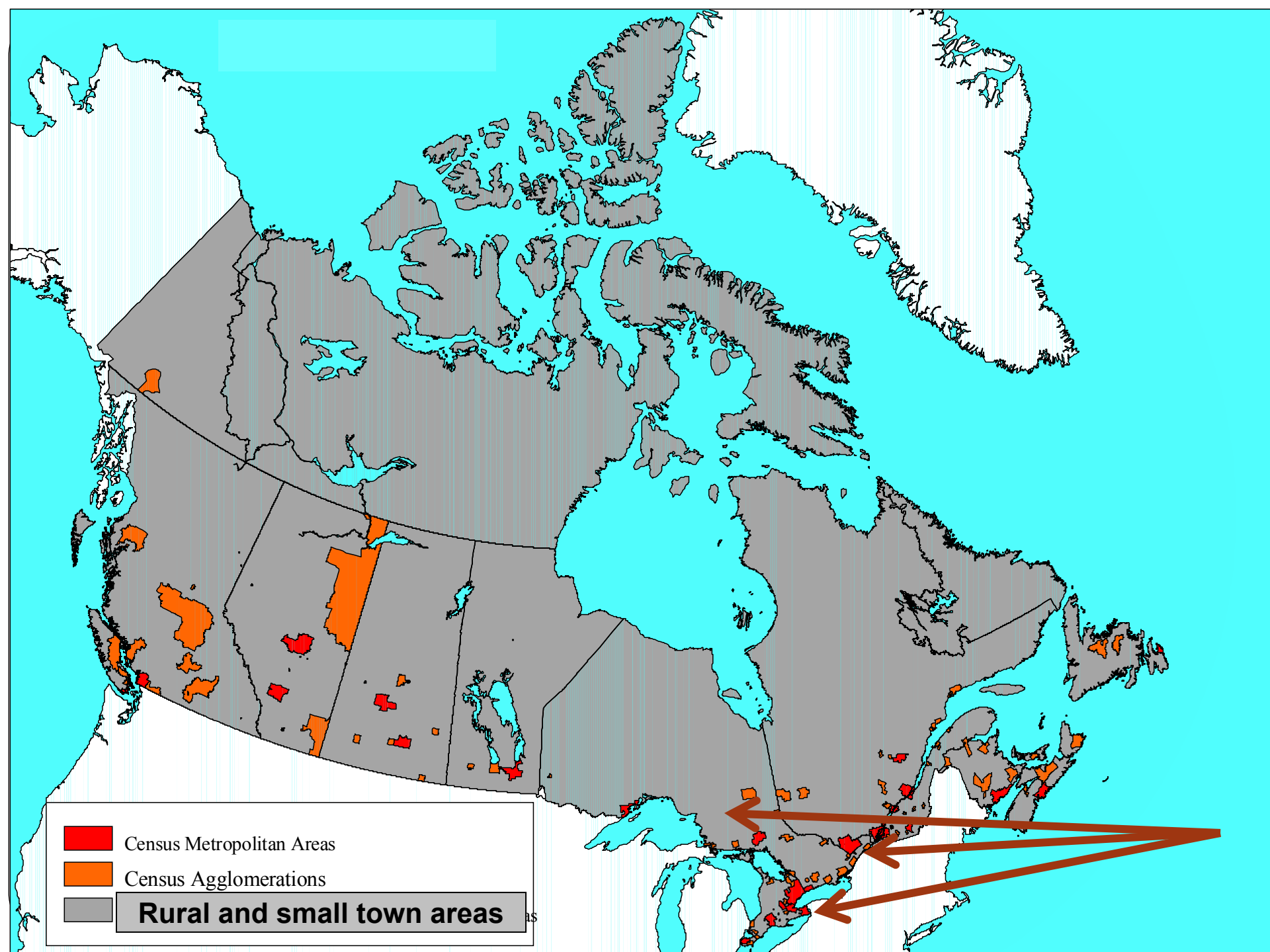
President – Économie solidaire de l'Ontario

North America Representant – Intercontinental Network of Promotion of Social
Solidarity Economy





"It takes a web
of supports to
start & grow a
social
enterprise"



 Census Metropolitan Areas

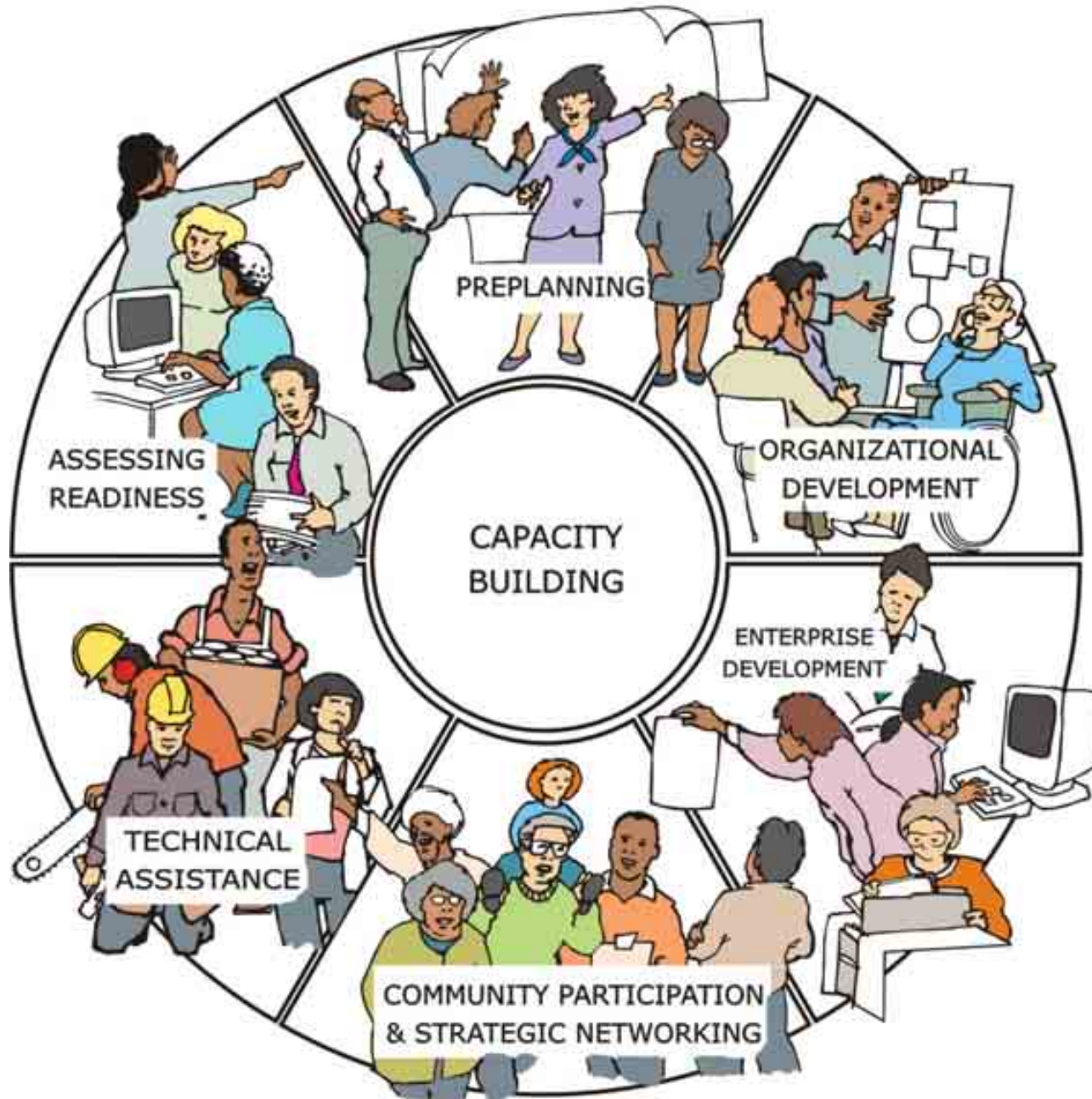
 Census Agglomerations

 **Rural and small town areas**

Social enterprise

- organizations that borrow from the objectives of traditional charities on the one hand and the management principles of the private sector on the other, including in certain cases the need to ensure growth by showing profits and the possibility of providing a financial return on investment.
- **As we know, Social enterprises are**
 - Like a regular business in that they trade goods and services and make money doing so.
 - Their major return on investment is calculated by their social or environmental return, based on a double and in the best of cases a triple bottom line.
 - What revenue their operations may generate over and above costs is reinvested in the enterprise or in the community. While social enterprise is not new, its profile is on the rise.

The Development Wheel



BUILDING COMMUNITY WEALTH

A Resource For Social Enterprise Development



By Mike Lewis
Canadian Centre for Community Based
Centres for Community Enterprise
September 2004

Available in French & English at www.ccbccentre.com

Canadian Rural Partnership – Partenariat rural canadien



OVERVIEW SUMMARY OF SOCIAL ENTERPRISE DEVELOPMENT

	Phase 1 Assessing Readiness and Pre-Planning Checklists 1-3	Phase 2 Building the Base for Social Enterprise Development Checklists 4-6	Phase 3 Focusing the Opportunities Checklist 7	Phase 4 Detailed Planning & Mobilising Resources Checklist 8
ORGANISATIONAL DEVELOPMENT	<ul style="list-style-type: none"> a) Assess your readiness to undertake social enterprise development: attitude, aptitude, and basic capacity b) Form a social enterprise working group 	<ul style="list-style-type: none"> a) Introductory training of key stakeholders in social enterprise development b) Design initial work plan (Who, How, When) c) Organisational development plan to prepare for social enterprise d) Policy-making, mission, goals, CBO roles, enterprise selection criteria 	<ul style="list-style-type: none"> a) Implementation of organisational development plan b) Organisational planning to accommodate social enterprise c) Stakeholder training: enterprise management structures, feasibility studies d) Identification of enterprise management requirements 	<ul style="list-style-type: none"> a) Stakeholder training in financial packaging, business planning b) Establishment of legal structures for enterprise(s) c) Selection of enterprise management d) Establishment of enterprise monitoring system (if necessary)
ENTERPRISE DEVELOPMENT	<ul style="list-style-type: none"> a) Basic Research <ul style="list-style-type: none"> * collecting as much information as possible on the community/sectors you want to engage * relevant economic & social trends * relevant demographics * review of existing economic and social development strategies 	<ul style="list-style-type: none"> a) Identification of social enterprise opportunities b) First Cut: selection based on selection criteria c) Pre-feasibility research into enterprise proposals d) Second Cut: selection based on pre-feasibility analysis 	<ul style="list-style-type: none"> a) Feasibility studies b) Priority enterprise selection(s) based on detailed feasibility analysis c) Contracting technical assistance (volunteer or paid) relevant to enterprises under consideration 	<ul style="list-style-type: none"> a) Business planning b) Financial packaging c) Preparation for enterprise start up d) Enterprise operation & monitoring
COMMUNITY PARTICIPATION & STRATEGIC NETWORKING	<ul style="list-style-type: none"> a) Consultation around some basic policy issues with your stakeholders b) Mapping your current network and partnerships and those you might usefully target 	<ul style="list-style-type: none"> a) Community involved to identify enterprise opportunities b) Initial networking with external agencies & private sector c) Plan communication strategy 	<ul style="list-style-type: none"> a) Community meetings develop support for selected enterprise(s) b) Formation of an enterprise focused advisory body (if applicable) 	<ul style="list-style-type: none"> a) Mobilisation of internal & external networks in support of priority enterprise(s)

TECHNICAL ASSISTANCE: Identifying & mobilising outside skills & knowledge to assist in the SED process

Niagara

Well-known international destination Close to Toronto (1 hour drive)



1. Angel's Place Organic Fruit Farm
Organic Fruit Farm
1870 Lincoln Road, Niagara Falls, ON L2G 1K2
Tel: 905.262.2127

2. Rural Organic
Rural Organic
18 Foshan, N.E.W. Niagara-on-the-Lake, ON N0Y 1P0
Tel: 905.472.2220

3. River Ridge Farms
River Ridge Farms
2000 Highway 10, Niagara Falls, ON L2G 1K2
Tel: 905.271.2002
Special: www.riveridgefarms.com

4. The Ridge Fruit and Wine
The Ridge Fruit and Wine
1801 Niagara Road East, Niagara Falls
Special: www.the-ridge.com

5. Harvest Farm
Harvest Farm
1210 Lincoln Road, Niagara-on-the-Lake, ON N0Y 1P0
Tel: 905.462.2220
Special: www.harvestfarm.com

6. "New Dawn Beard" at Graham Farm
New Dawn Beard
22222 John Road, Welland, ON N0Y 1P0
Tel: 905.929.2212
Special: www.newdawnbeard.com

7. Mark's E' Farm
Mark's E' Farm
424 McLeod Road, Toronto, ON M0S 1S0
Tel: 905.292.8794
Special: www.marksefarm.com

8. Ridge Meadows Farm
Ridge Meadows Farm
214 Ridge Road East, Niagara Falls, ON L2G 1K2
Tel: 905.262.2220
Special: www.ridge-meadows.com

9. Star of Reed's
Star of Reed's
2714 Lincoln Road, Niagara Falls, ON L2G 1K2
Tel: 905.262.2220
Special: www.starofreeds.com

10. Sunnyside Farm
Sunnyside Farm
2770 Sunnyside Road, Niagara Falls, ON L2G 1K2
Tel: 905.262.2220
Special: www.sunnysidefarm.com

11. Sunnyside Farm
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Special: www.sunnysidefarm.com

13. Sunset Farm
Sunset Farm
1210 Lincoln Road, Niagara Falls, ON L2G 1K2
Tel: 905.262.2220
Special: www.sunsetfarm.com

14. The and Long Wellness Vegetable Farm
The and Long Wellness Vegetable Farm
1210 Lincoln Road, Niagara Falls, ON L2G 1K2
Tel: 905.262.2220
Special: www.theandlong.com

15. Zaria Farms Ltd.
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1210 Lincoln Road, Niagara Falls, ON L2G 1K2
Tel: 905.262.2220
Special: www.zariafarms.com

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Bienvenue

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1210 Lincoln Road, Niagara Falls, ON L2G 1K2
Tel: 905.262.2220

Hearst

North of Ontario... Far, far away



**MAISON
VERTE**



RDÉE
Ontario

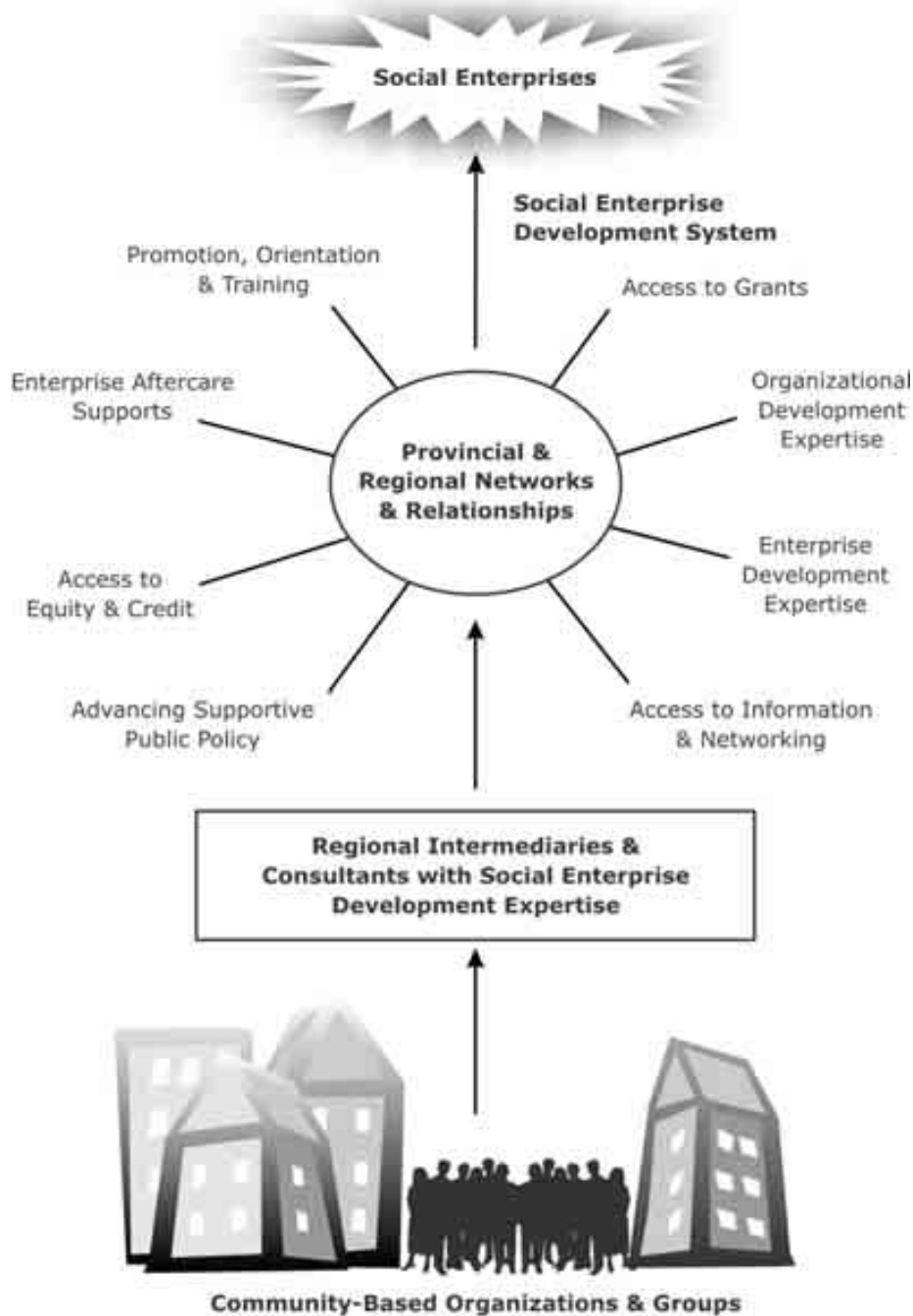
La Boîte à Lettres



EASTERN OF ONTARIO

REGION BETWEEN 2 MAJOR CITIES : OTTAWA & MONTREAL





These functions within a “web” of supports are different, but are all required at some point to strengthen social enterprise development



www.cedworks.com

Free Development Wheel work
book

THANK YOU!



James Hilder
Mull and Iona Community Trust

Mull & Iona Community Trust

A Social Enterprise Case Study

3rd September
2008



UK & Scotland

Mull and Iona



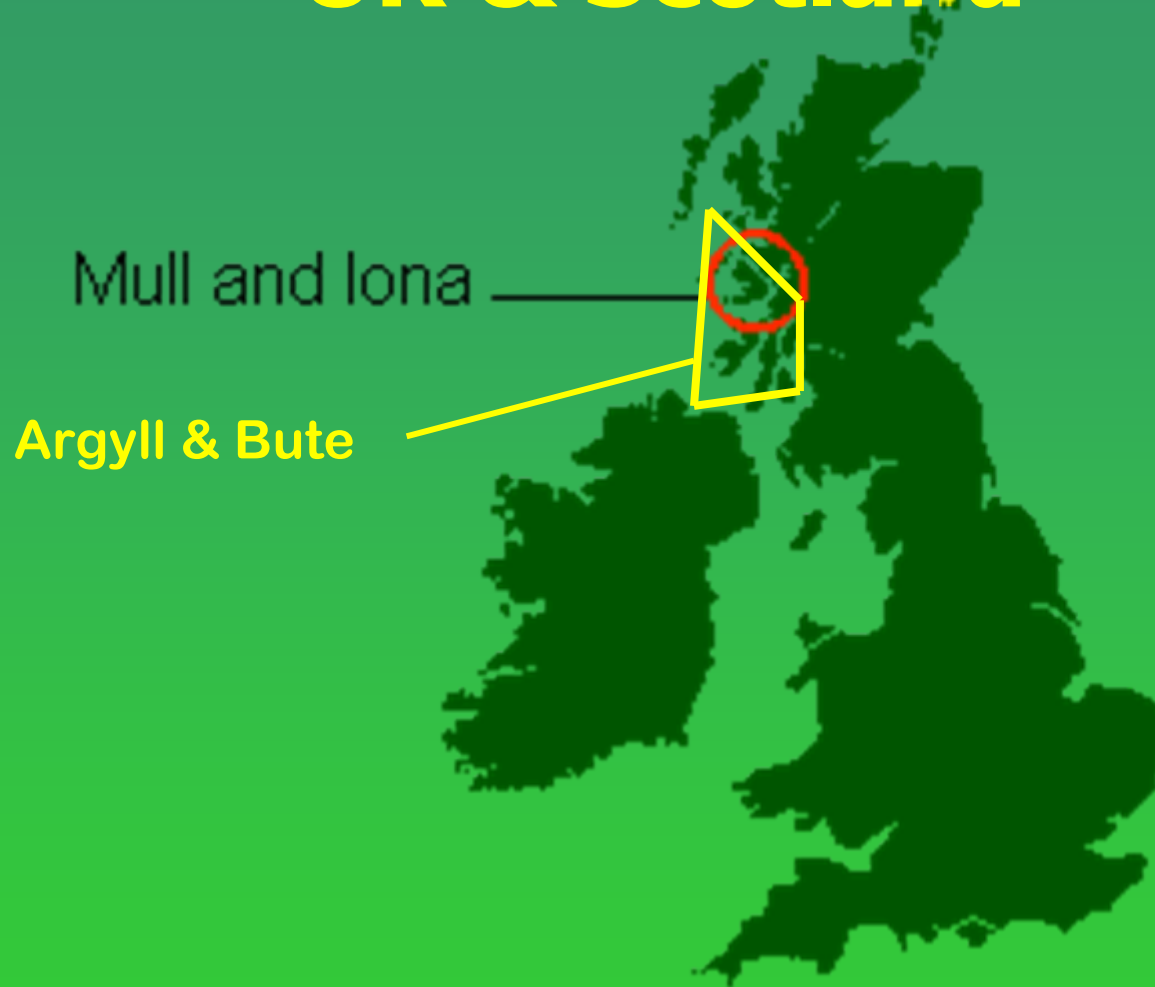
Peru = 22 p.per.km²

Canada = 3 p.per.km²

UK - Population
Density = 245
persons per km²



UK & Scotland



Mull and Iona

Argyll & Bute



Argyll & Bute



Second largest
Local Authority
by Area (6,950
km²)

Population
Density of
13per.p.km²



A map of the Mull, Ulva, and Iona islands in Scotland, colored in a light green shade. The islands are labeled with their names in bold black text. Mull is the largest island at the top, Ulva is a smaller island in the middle, and Iona is a long, thin island at the bottom.

Mull

Ulva

Iona

- 920km²
- 2800 people
- 3 p.per.km²

**250,000
visitors
p.a.**



Mull

Ulva

Iona





• Tourism



Farming & Crofting



st



Fishing and Aquaculture

Forestry



A Development Trust?

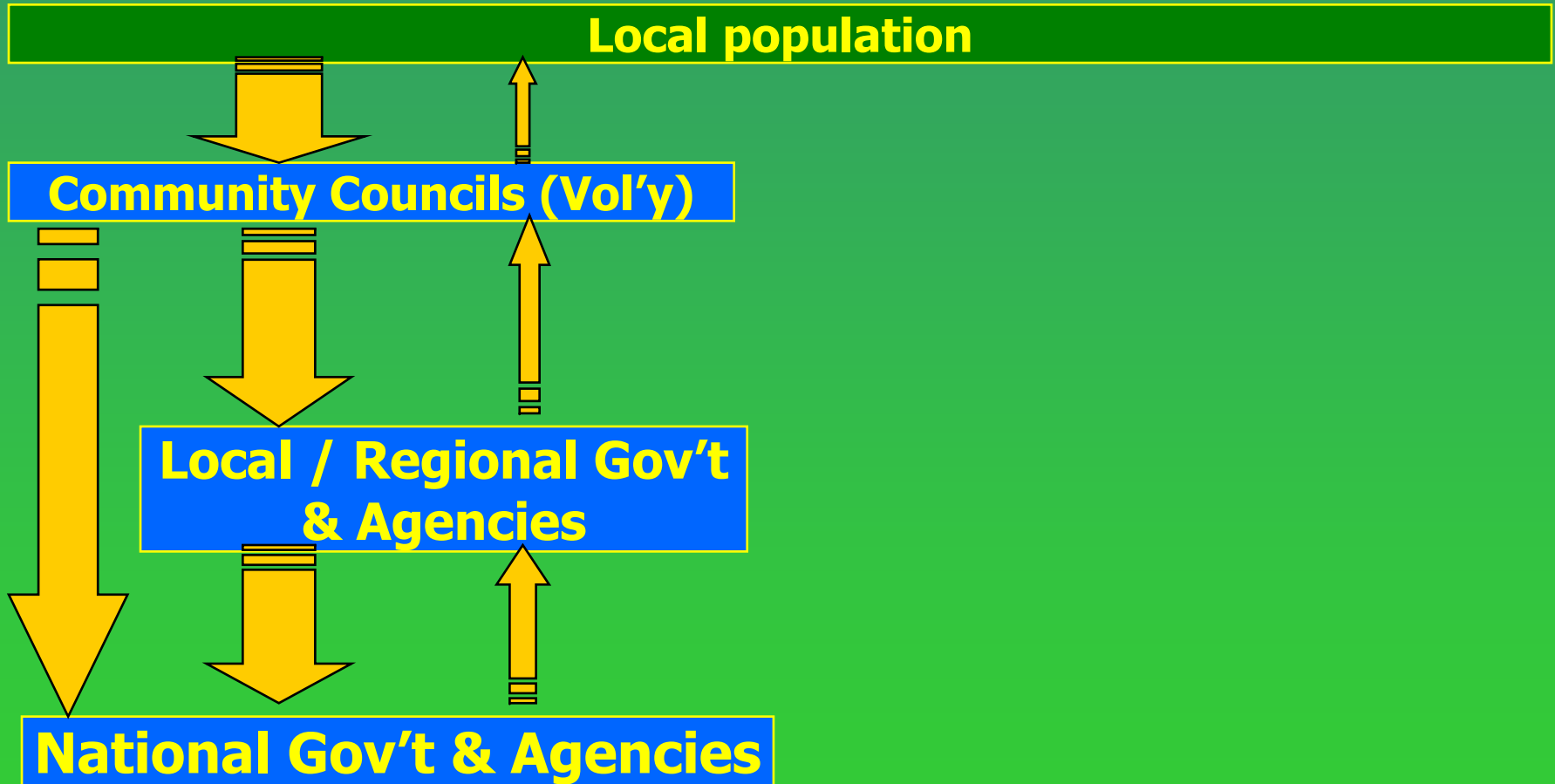
- a charitable company established to support a definable geographic community

Local population



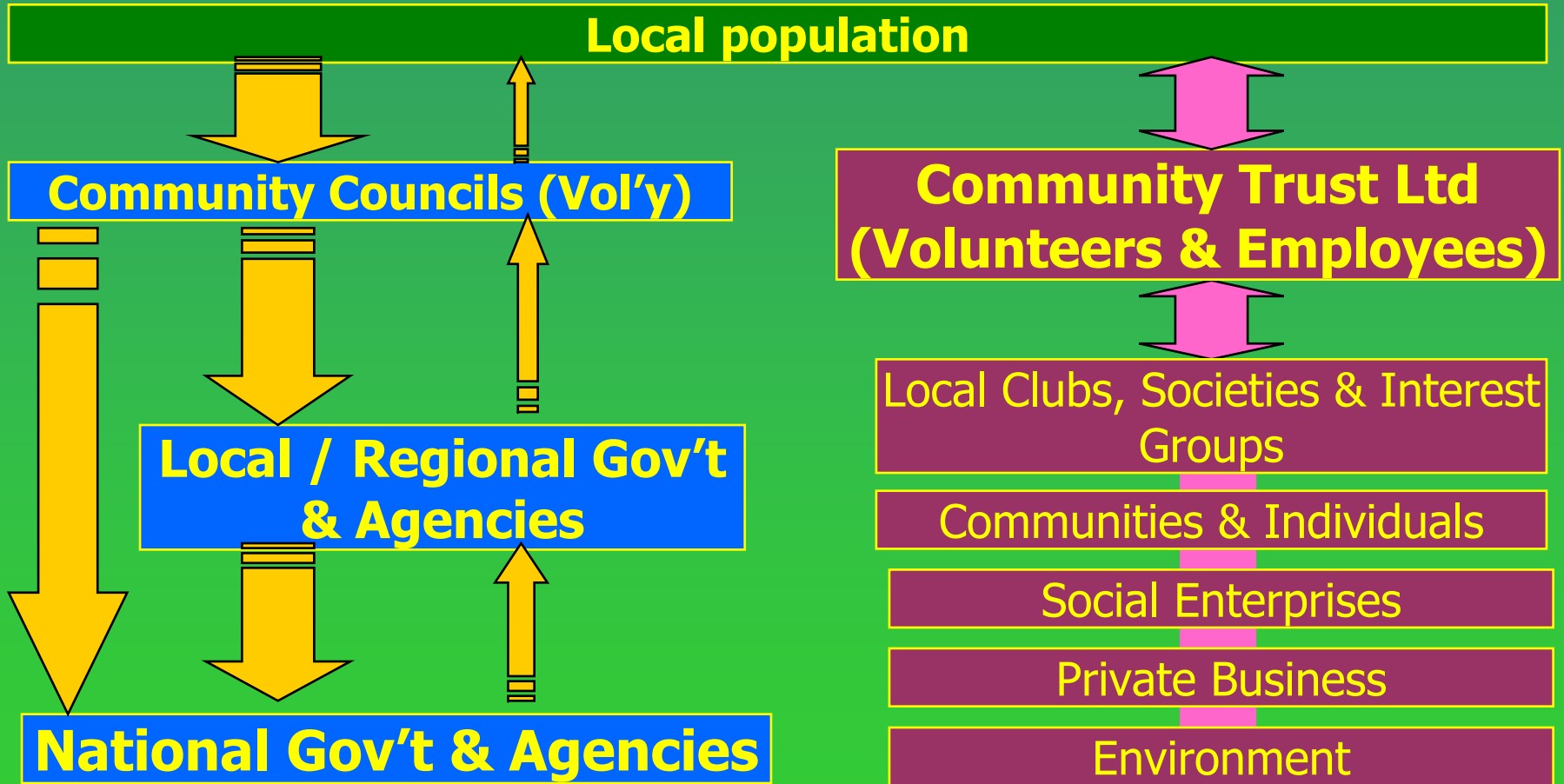
A Development Trust?

- a charitable company established to support a definable geographic community



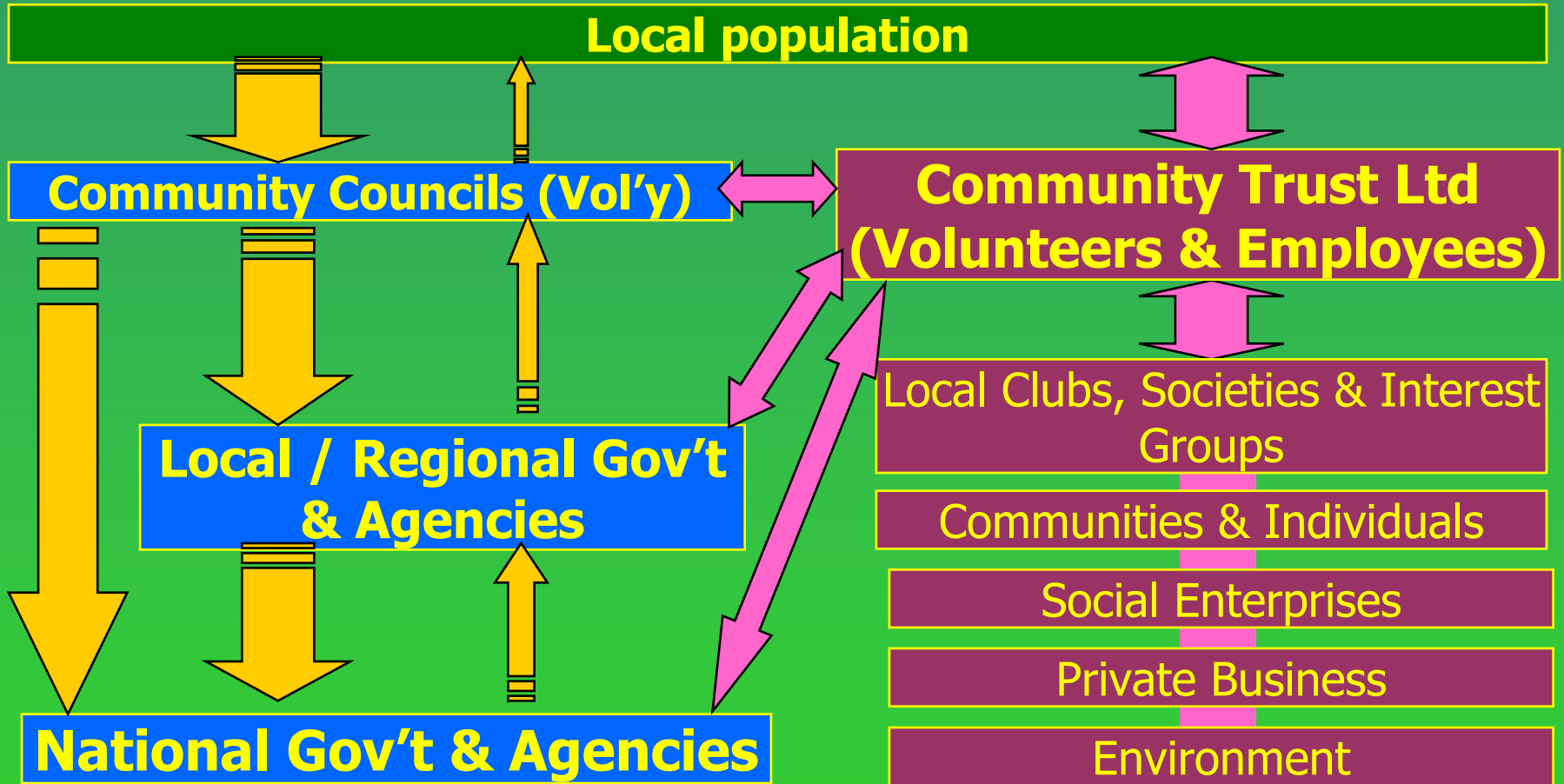
A Development Trust?

- a charitable company established to support a definable geographic community



A Development Trust?

- a charitable company established to support a definable geographic community





Mull & Iona Community Trust

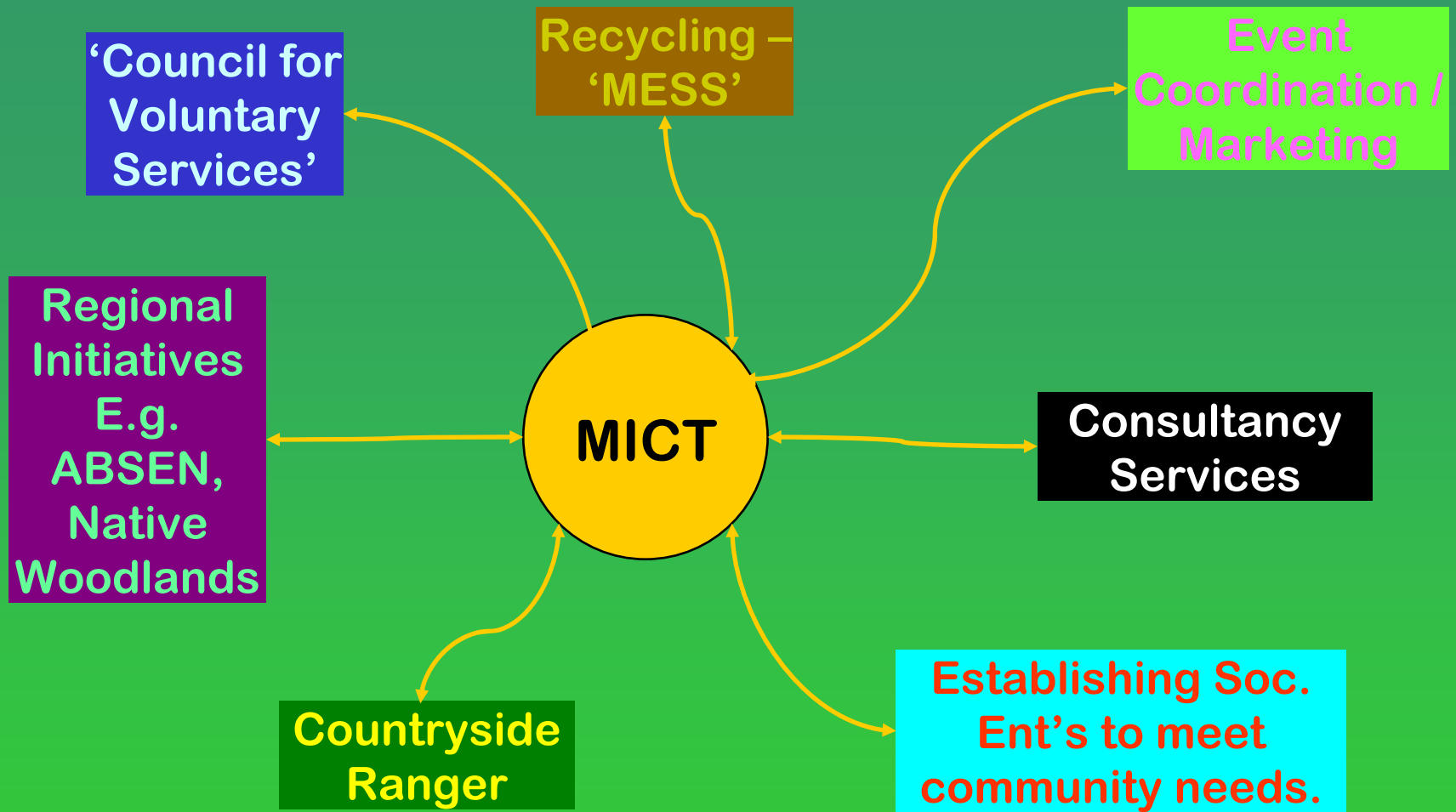
- A Registered Charity
- Company Ltd By Guarantee without Share Capital :-
Based on Individual Members of the Community
- 12 Directors, 2 from the 2 Comm. Councils



The Figures So Far.....

- **In ten years, support for Community Trust projects has now reached £3,500,000**
- **It has helped other voluntary groups & social enterprises secure at least £5,400,000**
- **Combined projects in the pipeline are worth £7 million**
- **Directly created 8 full time jobs, assisted 14 part time.**





T/o £400,000 per annum

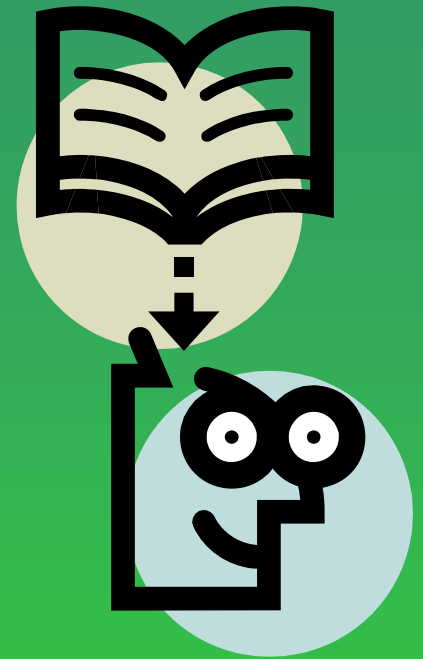


Lessons.....

Demonstrate support (or viability)

Keep all funding options open

Be prepared to be flexible



"CVS" + Rural Regeneration + Social Enterprise.....

- **Preparing Constitutions**
- **Funding advice**
- **Project Management or Assistance**
- **Admin Support Advocacy / Lobbying**
- **Information Giving / Sharing /
Networking**



Mull & Iona Ranger Service

- Sea Eagle Partnership
- Salmon in the Classroom
- Cycling Routes
- New Craignure/ Jav Path
- Tree Planting
- Guided Walks
-Easter Egg Hunt (Swim) !!



Mull & Iona Wildlife Week



Supporting Community Endeavour

- Pennyghael Development Association
- Dervaig Community Hall
- Recreational Facilities
- Renewable Energy Forum



Economic Development



Cluster Approach to Sector - Food Festival /Abattoir /Butchers Shop



"Taste of Mull & Iona Annual Food Festival" - £7k raised



Transport Improvements - E.g.

- **Sound of Mull
Transport Group Ltd**



New Social Enterprises.....

- Ross of Mull Historical Centre (1.5)
- Pennyghael Dev Assoc'n (0)
- Dervaig Community Hall (.75)
- Mull Butchers Ltd (2)
- Tobermory Endeavour
- Dervaig Community Renewables (0)
- Sound of Mull Transport Grp Ltd (1.5)
- Tobermory Harbour Association (2)

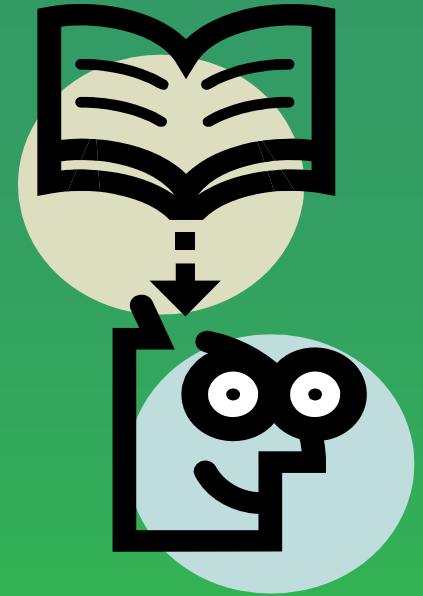


Dervaig Village Hall



LessonPeople.....

- Some have strong Board / Committees or leaders
- Some have influential leaders
- Successful enterprises have opportunists, lateral thinkers,
- “Can Do” mentality
- Many just need support.....





Mull & Iona Environmentally Sensitive Solutions



MESS are servicing can plastic bottle and textile banks around the island. (SLA)



- 40 tonnes diverted from landfill
- £25,000 turnover in Charity Shops – Island Castaways





Mull & Iona Environmentally Sensitive Solutions



eBay Seller: micttob: Kitchenalia, Porcelain China items on eBay.co.uk - Microsoft Internet Explorer provided ...

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites Media Print Mail

Address http://search.ebay.co.uk/_W0QqsassZmicttobQQhtZ-1 Go Links

▾ Pottery (1)

Books, Comics & Magazines (1)

▾ Non-Fiction Books (1)

Search Options

Location:

Items within miles of

Show only:

Items listed with PayPal

Buy It Now items













Get It Fast items

Completed listings

Items listed as lots

Item condition

Listings

<input type="checkbox"/>		Retro Fruit Shaped Plastic Plates	-	£1.99	£3.50		6d 21h 21m
<input type="checkbox"/>		Probus Metricook weights, measures converter	-	£1.99	£3.50		6d 21h 40m
<input type="checkbox"/>		'Albany' charger plate by Clyde Pottery, Greenock	-	£4.99	£5.50		6d 23h 17m
<input type="checkbox"/>		Royal Tara Clam shaped plate - Book of Kells design	-	£1.99	£2.50		6d 23h 22m
<input type="checkbox"/>		Nutella novelty glass, Obelix and friends	-	£0.99	£1.50		6d 23h 30m
<input type="checkbox"/>		'Billy' by Pamela Stephenson - signed by author	-	£0.99	£2.00		7d 01m

start M. W 4 2 M. A. M. m. e. Desktop 15:46



The Future.....



Craignure Community Business Centre

- **Offices for Trust & another local charity**
- **Recycling Depot**
- **Workshops for rent**
- **Offices for rent**
- **One-stop-Shop for voluntary groups**
- **Training suite**

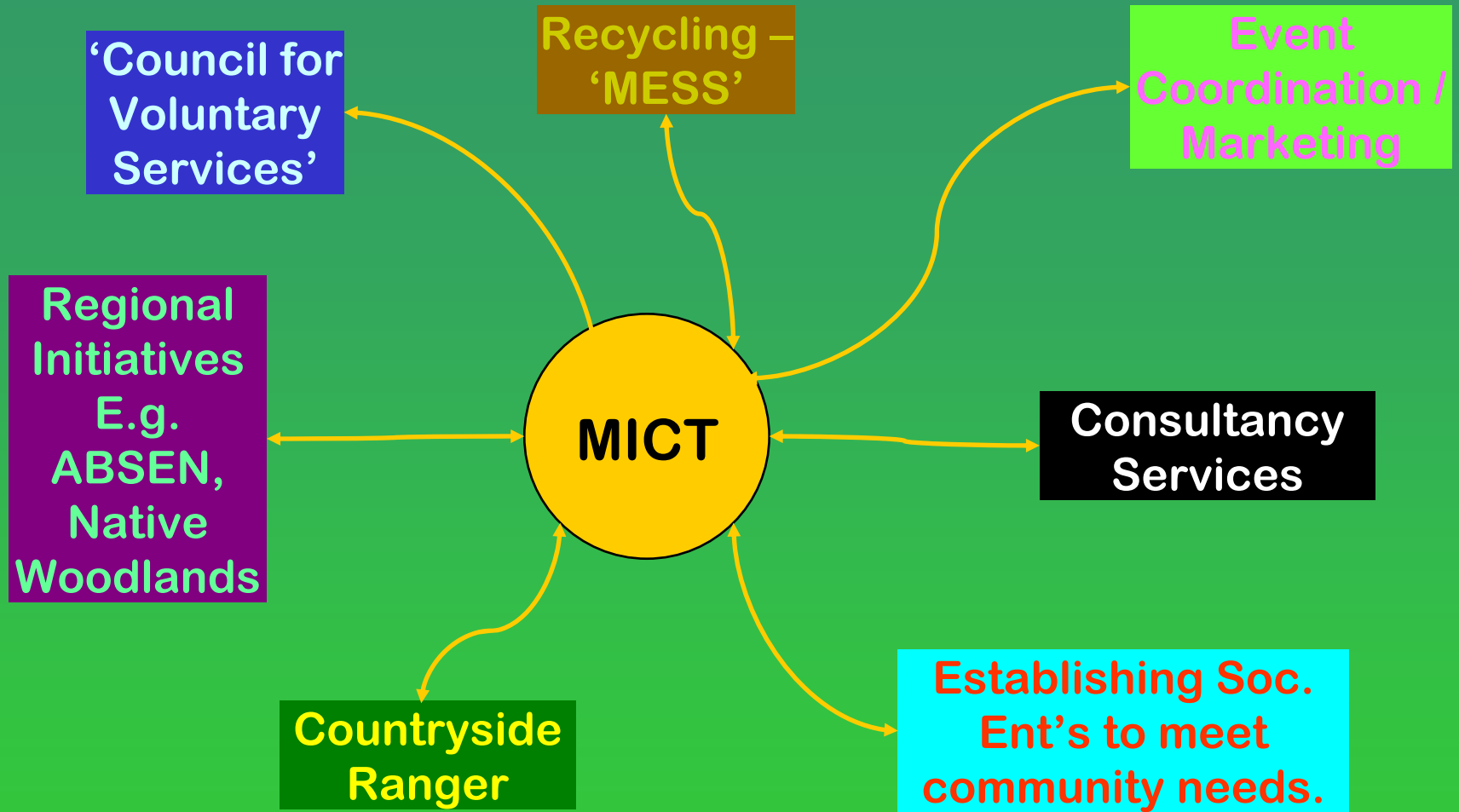


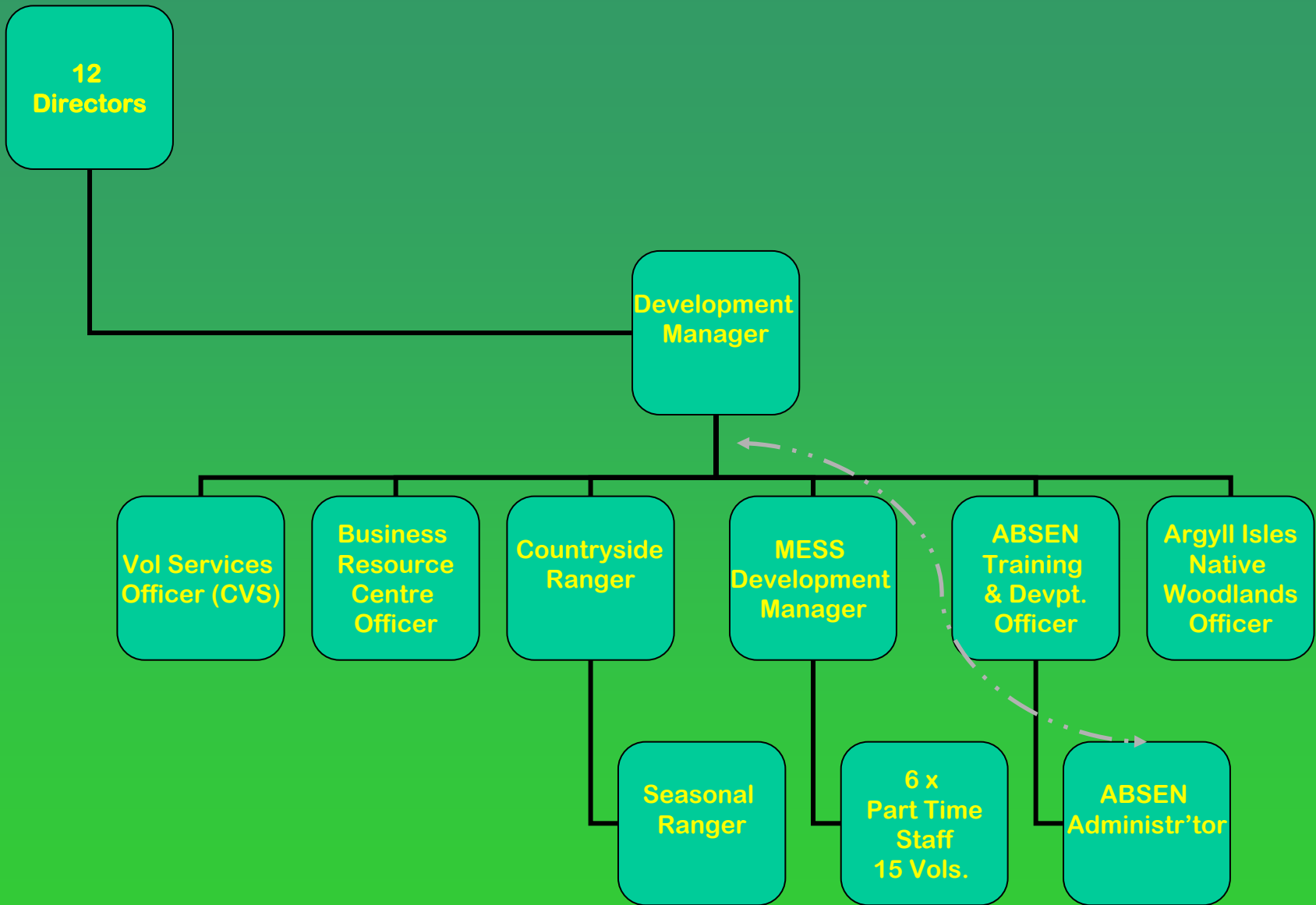
Craignure Community Business Centre



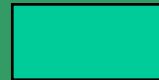
- £1.5million project
- Creating office space, business incubator units, training suite, community contacts point etc
- £1.3million secured







12
Directors



Trading Income



Grant Income

Development
Manager

Vol Services
Officer (CVS)

Business
Resource
Centre
Officer

Countryside
Ranger

MESS
Develop't
Manager

ABSEN
Training
& Devpt.
Officer

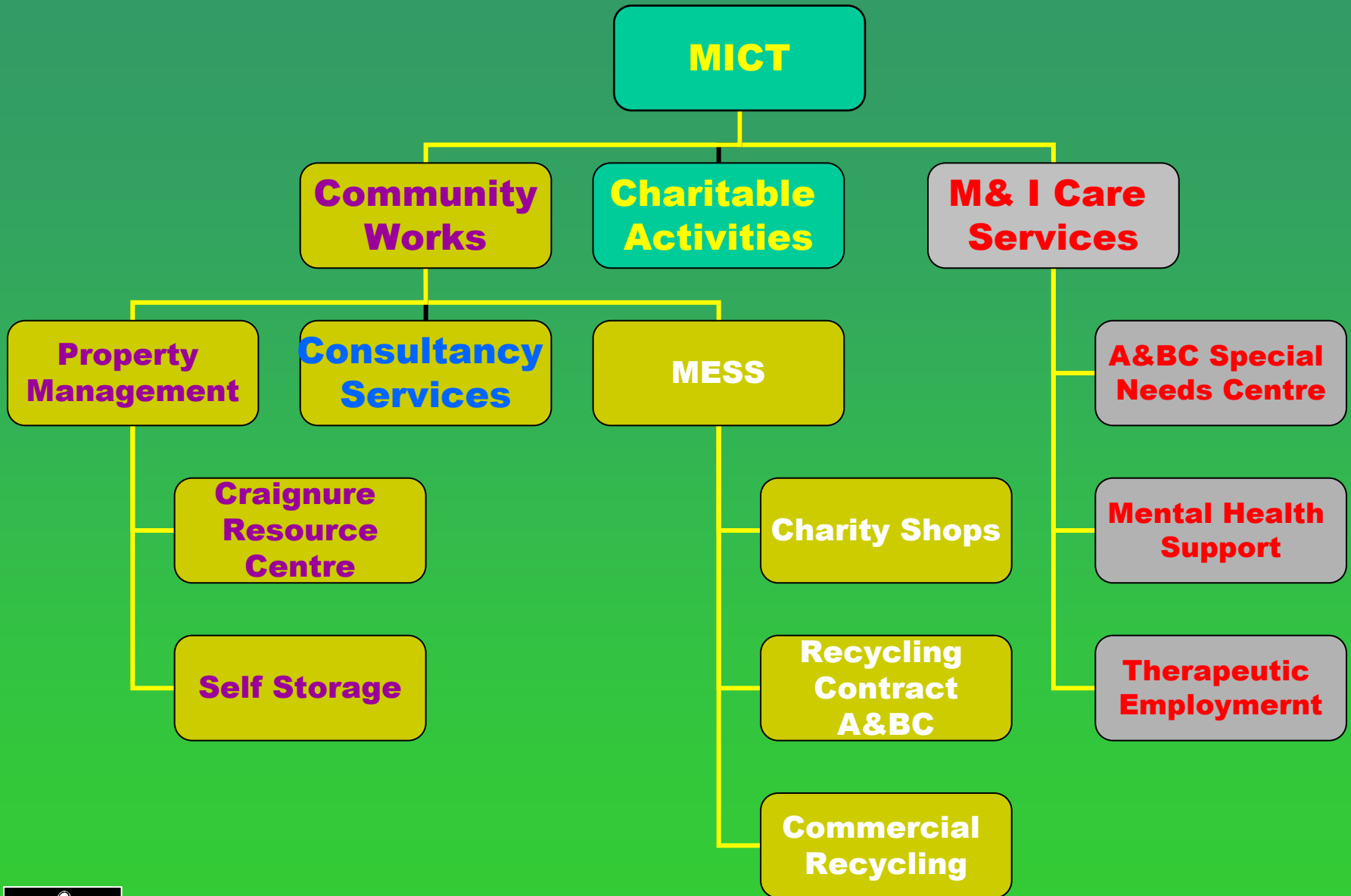
Argyll Isles
Native
Woodlands
Officer

Seasonal
Ranger

6 Part Time
Staff
15 Vols.

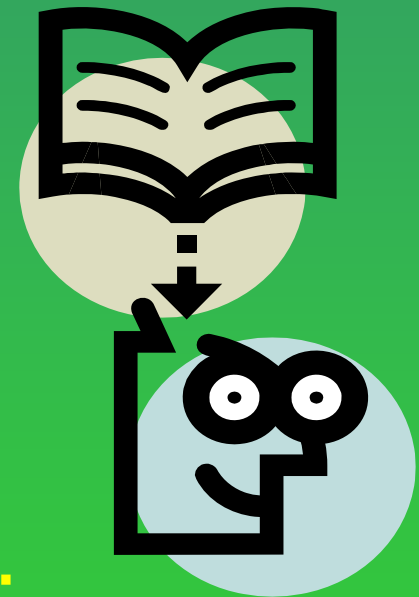
ABSEN
Administr'tor





How have we maintained momentum ?

- Listening to needs
- Monitoring trends
- Taking a bit of risk
- Asking questions
- Seeking out support.....



A scenic view of a harbor with many sailboats and a large rainbow arching across the sky. The harbor is filled with numerous sailboats of various colors and sizes, some with their sails up. The water is calm, and the sky is overcast with a large, vibrant rainbow stretching across it. In the background, there are green hills and a small island.

Thank you very much





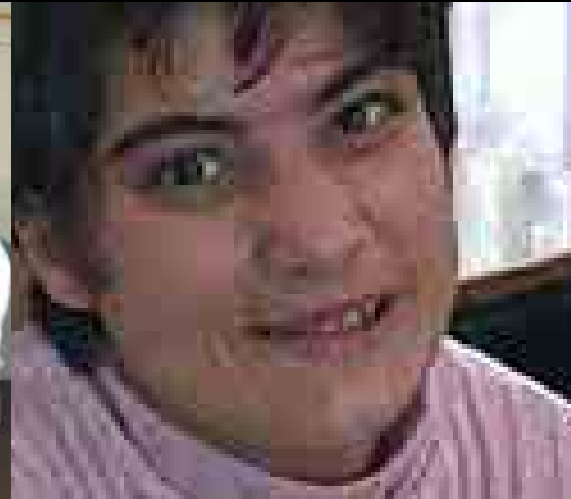
Gonzalo San Martin
Enterprise Director for NESsT
in Latin America



NESsT

NESsT

Nonprofit Enterprise and Self-sustainability Team



**NESsT at the
Social Enterprise
World Forum**

**September 3rd, 2008
Edinburgh,
Scotland**

**Gonzalo San Martín
NESsT**





Objectives

1. Provide an overview of NESsT`s work developing and supporting social enterprises
2. Describe RAMP PERÚ: main characteristics and methodology
3. Share learning, challenges and expectations from working with grasroot innovators



NESsT Mission



NESsT works to **solve critical social problems** in emerging market countries by developing and supporting social enterprises that **strengthen civil society organizations'** financial sustainability and **maximize their social impact.**



The story behind **NESsT**

Founders: Nicole Etchart & Lee Davis

- 1997: NESsT founded in the USA
European Regional Office opened in Budapest, Hungary**
- 1999: Latin American Regional Office opened in Santiago, Chile**
- 2000: NESsT Venture Fund launched in Central Europe**
- 2002: NESsT Venture Fund launched in Chile**
- 2003: NESsT Consulting Services launched**
- 2007: NESsT starts working in Peru, Argentina and Ecuador**



About NESsT: NESsT Initiatives

1

NESsT Venture Fund

Philanthropic investment fund supporting social enterprise portfolios in emerging markets

2

NESsT “University”

Promoting accountability, innovation, leadership and professionalism in the field

3

NESsT Consulting

Providing professional services in social enterprise development



NESsT Venture Fund

1.- Supports
social
enterprise

2.- Financial
and capacity-
building support in
business
management

3.- Long-term
relationship from the
early stage to the later
stage

4.- Participation
of other engaged
philanthropists

5.- Performance
monitoring and
management

6.- Exit strategy. The
organization is ready to
continue on its own

philanthropic investment





NESsT Venture Fund:

Key Accomplishments



Since 2001, the NESsT Venture Fund has provided over **US \$3.0 million** in **capacity-building and financial support** to social enterprises in emerging markets:

- **40 CSO social enterprises** in the Venture Fund portfolio (advanced stage)
- **366 nonprofits trained** in feasibility studies, business planning and overall social enterprise development
- **1335 nonprofits trained** in self-financing principles and tools





NESsT Venture Fund: RAMP PERÚ



Social enterprise initiatives with technology innovators



New experience for NESsT:

- Working with innovators (does empowering individuals imply a greater impact?)
- Proposals to develop tangible technological products
- Proposals to develop social enterprises (now for profit)
- Adaptation of tools and approaches



NESsT Venture Fund: RAMP PERÚ



Component 1

Organize
capacity-building
and mentoring
programs for
technology
creators

Component 2

Contribute to the
national and/or
regional system
to increase and
stimulate
invention and
innovation

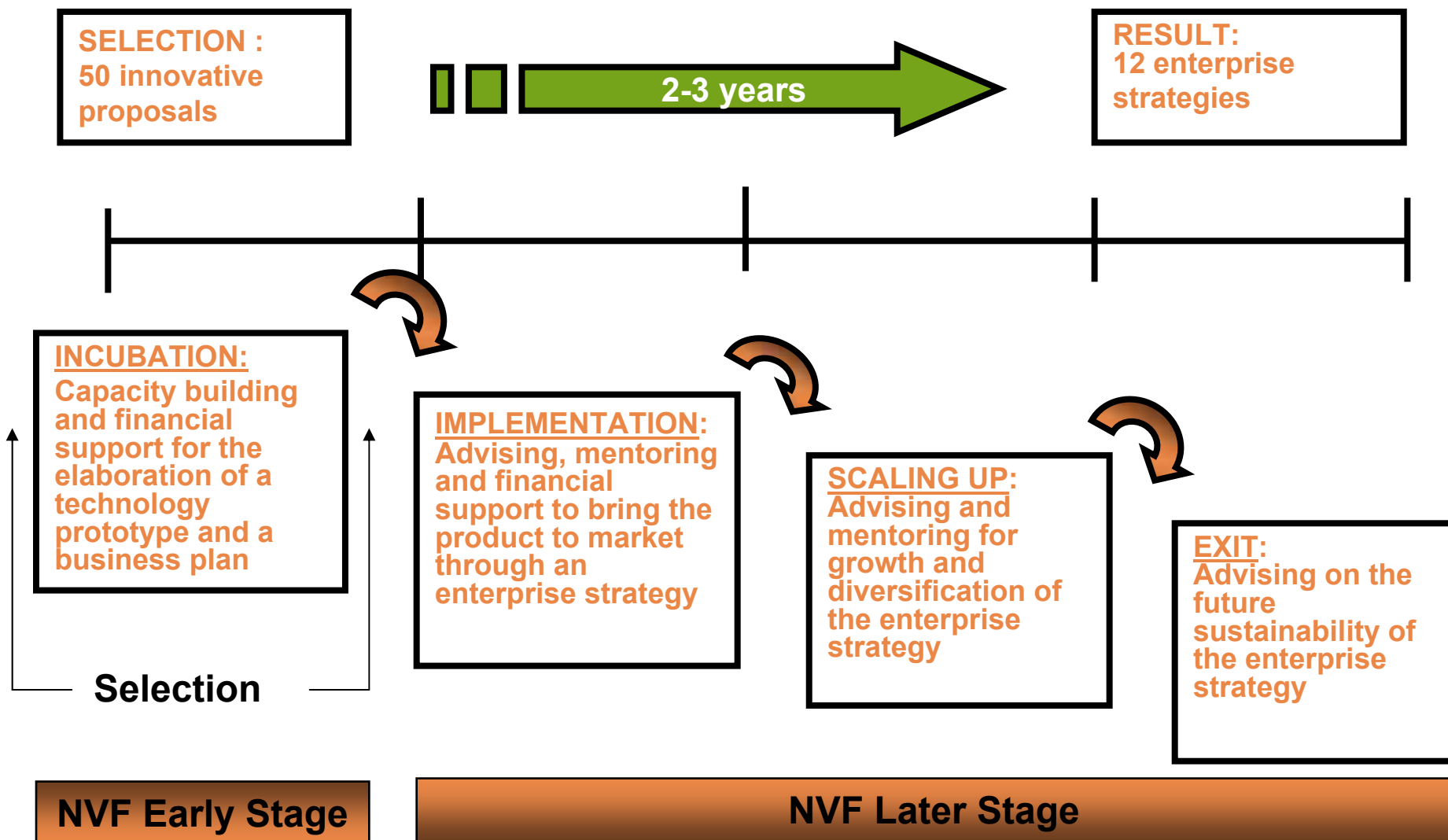
Component 3

Ensure the
sustainability of
the RAMP PERÚ
model

Learning from experience



NESsT Venture Fund: RAMP PERÚ

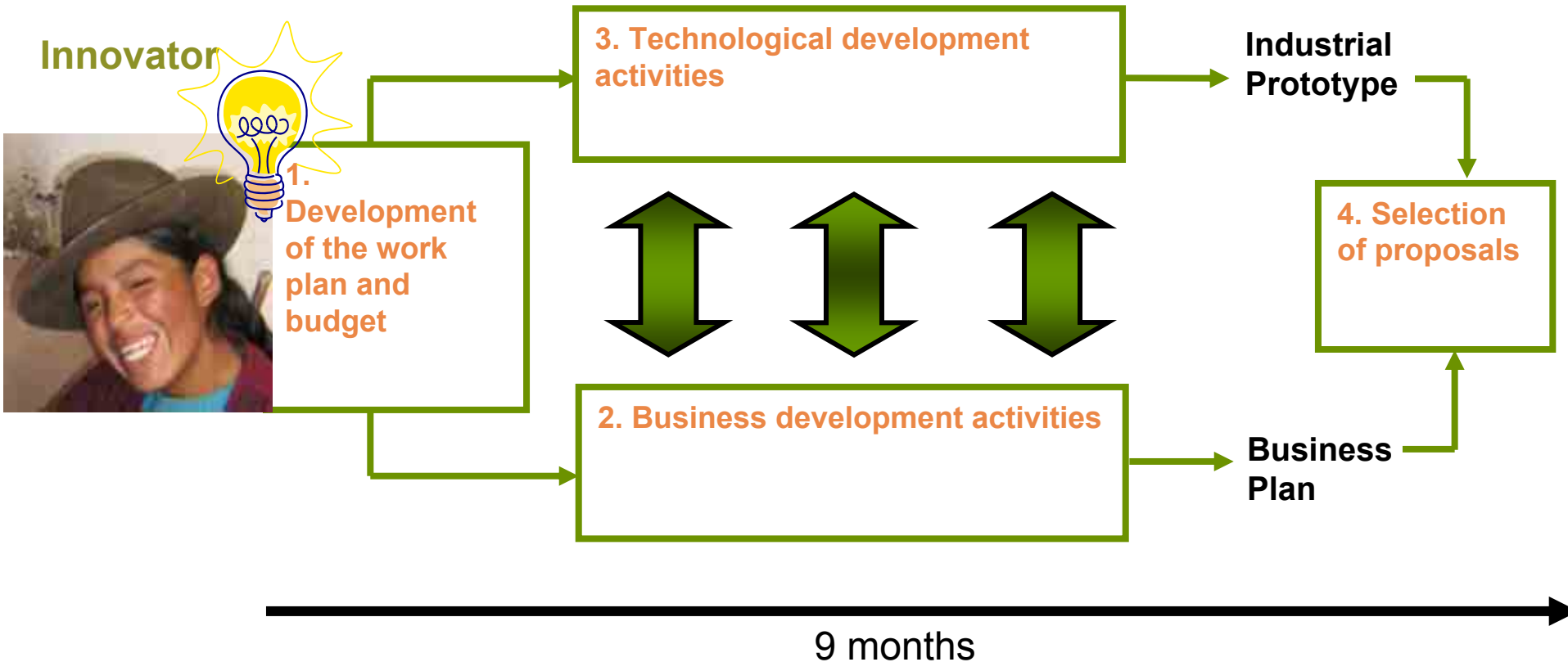




NESsT Venture Fund: RAMP PERÚ



1. Incubation phase: Developing technology and business together





NESsT Venture Fund: RAMP PERÚ



Measuring the social impact

- Impact of the technology on the user (improved quality of life) :
 - Access to basic services (health, energy, water)
 - Improved earnings
- Impact on job creation (direct and indirect)
- Impact on the lives of the innovator and his/her family
 - Improved earnings; additional skills.

Lessons learned from RAMP PERÚ:

NESsT



- **Positive result from allowing strong local participation:**
 - Where the basic needs are
 - Local partners in 3 regions = 160 applications (received advice and support to apply)
- **Generate Trust:**
 - MDA, MoU, innovator will own rights and patent
- **Language: Simplified tools are more appealing and user-friendly**
 - Simplified process; simplified tools; additional one on one support; work plans
- **Importance of the family:**
 - Support, motivation, reduce risk aversion, this is not a personal project
- **Importance of Component 2 (stakeholders):**
 - Highly centralized and cont acting coordinately
 - Eager to participate (developing local additional initiatives)
- **Introducing flexibility to innovators**
 - For technology based social enterprise: the more flexible and adaptable the product and the service, the better





NESsT Venture Fund: RAMP PERÚ



Lessons from the first selection process:

- Innovators can be found everywhere: those in remote regions are very close to the needs of the population.
- Innovators-entrepreneurs were common among applicants; it is possible that the application process screened the type of innovator found
- It is good to have a diversity of innovators: academic, small enterprise and grassroots. We can learn from each type.
- Different challenges arise from different business models:
 - Small enterprise
 - Professional services
 - Alliance with other entrepreneurs
 - Copyright permission in exchange for a job, royalties or other benefits
- Develop additional actions to increase women participation



Lessons learned from NESsT methodology and RAMP PERÚ:

- Always watch the market (avoid having a product first and looking for the market later)
- Get funding to develop a prototype: it might save money
- Overcome the lack of skills: market analysis, costs and break-even point, risk analysis, marketing plan (requires permanent support)
- Avoid having one person with too many hats
- Manage the overly optimistic plan: a realistic plan avoids frustration.
- Rigorous due diligence produces natural selection
- Incorporate the market and business side from the application stage (this acts as a filter as well)
- Keep strict deadlines for motivation



NESsT



Q&A