

From Social to Entrepreneurial Approach

How a social enterprises' network can counter chronic inertia and poor life experiences among people living with a serious intellectual disability, and this while contributing to local community economic development strategies.

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Objectives of today's presentation:

- To share the reasons why and how Convex was created; and what is this organization;
- To explain why this model is one of many other valuable solutions to chronic unemployment among vulnerable people;
- To share what are for us, the keys toward a successful social business;
- It is an empirical and evidence based presentation!!!!!!



Convex Brief History

- o The people's conditions in 2000-2001;
- o The socio economic situation in Prescott-Russell;
- Unsuccessfull efforts toward employment support for a large number of people;
- An idea based on a successful model in US: MDI by John Durand and other models in Europe!
- o One first pilote project to analyse feasability;
- MCSS approval;
- Exclusive agreements with Valoris (formerly SEAPR);
 - Board constituency (50%-50%)
 - o ED is an employee of Valoris
 - Business Cost Recovery for employing their clients (social costs partial reimbursement)

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What is **GROUPE CONVEX?**

- A non-profit organization;
- o A network of 8 different entreprises and numerous related businesses' projects;
- o Average of 172 employees annually, among those, 75%, live with an intellectual disability;
- A centralized accounting with a budget of \$3M;
- o Generates 66% of its revenues;
- o Access to diversified funding sources;
- o A local partner that relies on many partners too!;
- o It's far from perfect...



MISSION

Generate valued employment opportunities for people facing serious job obstacles

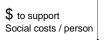
VISION

Combine business and social support within a viable market share.













GROUPE CONVEX

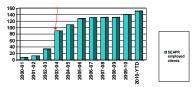




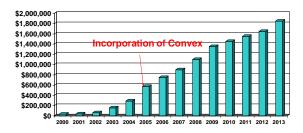


The number of people (living with an intellectual disability) who are at work in one of GCV social entreprises.

Incorporation of Convex



Revenues from sales and operations



Organizational Chart





In your opinion, what are the caracteristics of our clients?



Our clients

- o Rona
- Alexandria Moulding
- Townships
- o Home Hardware
- o Zennith Wood Turner
- Malaket Furniture
- o Botanix
- ReMax Realtors
- o Hawkesbury General Hospital
- o And 400 others on a yearly basis!



At Convex, the person with an intellectual disability is not our client...this person is our employee!

The role of a worker rather than the role of a client!

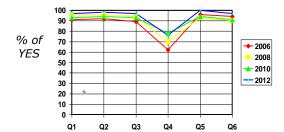
Convex strives to measure some of its results, to make sure it is on track and aligned with the mission

- A) Social Role Valorization
- B) Social Return On Investment

A) Social Role Valorization

- $\textbf{Q1} \colon I \text{ feel } I \text{ am working in a stimulating work environment}$
- Q2: I feel I am important for the business
- ${\bf Q3} \colon {\bf I} \mbox{ feel I have adequate rights and obligations}$
- Q4: I feel I am paid according to my performance at work
- $\textbf{Q5}\colon I \text{ feel } I \text{ am part of a team, among the enterprise}$
- **Q6**: I feel I am more competent than I was before

Results



B) SROI project with Toronto University and Rotman Center allowed us to understand the impact of each affirmative business and put a \$ value on the impacts.

With RA: 39%

Stakeholder	Stakeholder Benefits
Employees	 Greater financial independence Higher level of self-confidence Increased social network Development of social skills Development of job skills Public speaking roles Valorizing social role, employee rather than client Ownership in the success of a business Increased role in environmental stewardship

takeholder	Stakeholder Benefits
Valoris	 Increased quality of life for clients including reduction of potential harmful situations through employment at GC. Ability to meet the mandate of valorizing individuals with intellectual disabilities Ability to provide services in a cost effective manner, i.e. with GC earning market revenues, the cost of contracting with GC is lower than providing the same services in house by Valoris

Stakeholder	Stakeholder Benefits
Family members of employees	 Greater respect in the community for individuals with intellectual disabilities Confidence that family members are treated with respect and responsibility in the workplace Ability to work rather than stay at home as a concerned parent or caregiver Reduction in the number of family member's health issues due to improvement in overall mental health Pride in family members being recognized publicly, e.g., newspaper articles on social businesses. Greater financial flexibility for parents and family; Peace of mind that family member is a safe and healthy work environment. Increase aspirations that the family member can evolve and may eventually seek advancement in his/her career despite his/her disability
Local Businesse	es 1. Availability of local recycling facility reducing
Sasinesse	transportation and waste management costs. 2. Increased customer traffic for local businesses from
	customers dropping off materials for recycling. 3. Increase in revenues due to increase in local employment.
	A. Availability of a trained and experienced labour force S. Local businesses are suppliers of RA and therefore increase their business
	inclease their business
Municipal Government	Save on recycling costs by contracting with GC/RA instead of with an out of region facility
	2. Local job creation with economic spinoffs 3. Funding provincial government 4. Taxes and business permits costs (over \$70K/year)
	(over \$700) early
Regional government	1. Increased revenues due to increase in local employment 2. Increased job creation provides ability for individuals and
(combination of eight municipalities)	3. High level of prestige with organizations such as GC and
municipandes)	employment
Provincial .	
Ministry of 2	 Reduction in waste management costs for the area Increased compliance with recycling requirements Achieve and surpass goals for diversion of waste from
	landfills
Ministry of 2	Better and more effective method of investing public funds Savings in costs per client over long run
Community 3	 Potential reduction in healthcare costs enable to reach their goal of social integration
Services	
Services	Enhancement of local competency and diversity of industry
Services Federal 1 Government 2	Enhancement of local competency and diversity of industry Do creation resulting in additional tax revenues Greater mobility of workforce
Services Federal 1 Government 2	Job creation resulting in additional tax revenues

Citizens	1. Have a place to dispose of their old electronics 6 days a week 2. Provide a positive business model for children increasing awareness about recycling 3. Regular sponsor of golf tournament, charities fundraising, and contributes to local events as an exhibitor	
Schools	Employer for student job placements and co-op placements \$1/Tonne recycled special fund for educational programs Option for work after school for students who will not pursue postsecondary school and part time jobs for students on Saturdays	
SRO	I Analysis	
	s the link to the interview on the lebsite:	
http:/	//socialeconomycentre.ca/	
and he	ere is the link to the page itself	
	//socialeconomycentre.ca/qa-nunity-partner-groupe-convex.	
	GRQUPE CONVEX	
_	Prescott Russell Uncubates d'entegrise athematica	
	A little bit of data:	

Public funds toward Convex's budget

o 2001-2003	99 % @ 100%
0 2004-2005	91%
0 2005-2006	60%
0 2006-2007	44%
o 2007-today	approx. 36% - 40%

12 keys of success according to Convex's experience

- Emphasis, at the right time, the social cause of the business.
- Rely on active board members that are involved in the business sector.
- Benefit from the private sector collaboration; (ex: ExpressNet).
- Seize business opportunities according to the local business needs (ex: Harvesters,).
- Be a loyal competitor (ex: Imprimerie Charles Printing).
- 6. Hire managers that are expert in the field and are "business wise" (ex: Café du Plateau).

12 keys of success according to Convex's experience

- Create an emotional involvement among the managers (ex: Librairie du Coin).
- 8. Do "good business" (ex: Hawkesbury Packaging).
- Seek business exposure and promotion (ex: Recycle-Action).
- Increase the reputation by higher quality of goods and services (ex: Casselman Woodshop).
- Generate revenues, operations & grants, from various sources (Prescott-Russell Packaging).
- 12. Maintain and develop business niches which allow the person's contributions (ex: **Hawkesbury Antiques**).



Our challenges:

- o Balance the ratio of employees with no disability;
- Improve the skills of our employees to increase their productivity and therefore their wages;
- Manage better, all the growing pains!
- Occupy a better place in the business world;
- o Diversify our revenue and our funders;
- o Compensate for the social costs related to HRM at Convex;
- Avoid false perception (however unlikely but potential) to be an unfair competitor;
- o Delete the "tags ..."
- Clarify our role and the expectations of families and social workers;
- Improve our H&S practices;
- o Do not forget the opportunities for those most severely disabled;
- o ED is too Micro management..... we have to build our capacity!

« Do it for business, not for charity »

Liam Black, 3rd National conference on social enterprise, Toronto, Ontario, Nov 2009

Interesting links and literature for you!

- Social Enterprise and the ODSP by Canadian Community Economic Development Network, 2008;
- Strengthening the Social Economy by Ontario Social Economy Roundtable, 2009;
- Social Enterprise Policy Forum by MCSS, 2006;
- The Canadian Social Enterprise Guide, Mr David Lepage at <u>www.enterprisingnonprofits.ca</u>;
- o Quarter & Ryan, What Counts, Toronto Press;
- John Durand, The Affirmative Enterprise, MDI Press, 1990;
- Mrs Anne Jamieson at <u>http://torontoenterprisefund.ca</u>.

GROUPE	CONVEX