

# BUILDING COMMUNITY WEALTH

## A Resource For Social Enterprise Development



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September 2006

Available in French & English at [www.cedworks.com](http://www.cedworks.com)

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## Phase 2: Building the Base for Social Enterprise Development—Organisational Development

Phase 1 gave your group a sense of your general suitability for social enterprise development. Phase 2 helps you pinpoint the tasks you need to act on to maximise the potential for success. Answer the questions carefully, then put together a work plan. It may range over several areas: board and staff training, establishment of a work group, specific technical assistance or training requirements, the development of specific policies (e.g., mission, definition of role, etc.), and an action plan for making the organisational changes necessary to prepare for social enterprise.

<b>Checklist # 4 Phase Two: Building the Base for Social Enterprise Development—Organisational Development</b>	<b>Y</b>	<b>N</b>	<b>P</b>	<b>DN</b>	<b>NA</b>	<b>Problems/Highlights</b>
1. Has your board/committee/senior staff/group members been introduced to social enterprise development, its role in community economic development, and the basics steps in enterprise development?						
2. Has your organisation or group assessed the time, talent, & resources it currently has available for social enterprise development?						
3. Has your organisation or group assigned a group of people to undertake the planning process (working group, advisory body, or committee)?						
4. Does the group include people with the skills, knowledge, commitment, and time to get the work done?						
5. Has your organisation or group established <b>basic policy</b> to guide and direct your social enterprise development activities (answer 5a-5d): 5a) Has a <b>mission</b> been established (or has your existing mission been reviewed) that defines “what” & “for whom” your work in social enterprise development is directed?						
5b) Have you defined your <b>goals</b> relevant to social enterprise development?						
5c) Have you defined your organisation or group <b>role</b> in social enterprise development?						
5d) Have you defined <b>enterprise selection criteria</b> to guide your decision making around what venture ideas to give planning priority to?						
6. Has a work plan been developed to guide your Phase 2 work?						
7. Has a way to monitor progress been established?						
8. Has your organisation or group determined what technical assistance it needs in this section?						

Y = yes, N = no, P = partly, DN = don't know, NA = not applicable

## Phase 2: Building the Base for Social Enterprise Development – Enterprise Development

Once the board approves your Phase 2 work plan, you are free to begin brainstorming and researching enterprise opportunities, and then narrowing them down. By the time you finish this section of Phase 2, you should have a number of enterprise ideas that appear to have a reasonable chance of success. Document these ideas in a 1- or 2-page summary with references on where to get more information, if required.

The enterprise development process outlined in Chapter 4 provides an overview of the enterprise development steps in phases 2, 3, and 4.

<b>Checklist # 5 Phase Two: Building the Base</b>	<b>Y</b>	<b>N</b>	<b>P</b>	<b>DN</b>	<b>NA</b>	<b>Problems/Highlights</b>
<b>Identifying Opportunities &amp; Priorities for Enterprise Development</b>						
1. Has your organisation or group developed a work plan to guide enterprise development?						
2. Has your organisation or group done research and brainstorming to identify venture opportunities relevant to your mission and goals?						
3. Has your organisation or group done its “first cut” selection of opportunities to help focus your planning effort?						
4. Has your organisation or group done pre-feasibility analysis of priority opportunities?						
5. Has your group done a “second cut” to determine one or more opportunities for detailed feasibility analysis?						
6. Has your organisation or group begun to identify possible financing and business resources that may be relevant to your efforts?						
7. Has your organisation or group determined its technical assistance needs (if any) to complete this section?						

Y = yes, N = no, P = partly, DN = don't know, NA = not applicable

**Phase 2: Building the Base for Social Enterprise Development—Community Participation & Strategic Networking**

Once you have made progress in specifying your community base and got a good sense of who you are targeting as key allies and partners, it is time to develop and implement a strategy to keep them involved and informed. Complete the following list and develop a simple action plan to guide your community building and networking efforts. Then let your network know what you are up to and the opportunities for them to be involved.

<b>Checklist # 6 Phase Two: Building the Base Community Participation &amp; Strategic Networking</b>	<b>Y</b>	<b>N</b>	<b>P</b>	<b>DN</b>	<b>NA</b>	<b>Problems/Highlights</b>
1. Has your organisation or group designed and initiated a strategy to engage community and other stakeholders in your social enterprise development process?  a) key members of the community you serve or who you are targeting to benefit						
b) key players in the public sector						
c) key players in the private sector						
d) key players in the non-profit sector						
e) key players in the co-op sector						
2. Has your organisation or group designed and initiated a communication strategy to keep key stakeholders, members and others in touch with your work in social enterprise development?						
3. Has your organisation or group determined what technical assistance it needs in this area?						
<b>For Organisations Only (Including Aboriginal)</b>						
4. Has your organisation held meetings of its members and stakeholders to review and approve how social enterprise fits with the mission and goals of your organisation?						
5. Has your organisation consulted with its members and stakeholders regarding your organisations role in social enterprise development?						
6. Has your organisation consulted with its members and stakeholders regarding the enterprise selection criteria you are using as a screen?						
7. Have you solicited your members and stakeholders on their ideas for possible enterprises?						

Y = yes, N = no, P = partly, DN = don't know, NA = not applicable

### **PHASE 3: FOCUSING THE OPPORTUNITIES (CHECKLIST #7)**

Phase 3 involves some intense analysis as the working group moves toward selecting the most appropriate social enterprise for detailed planning.

#### **Organisational Development**

There will be some ongoing work that was identified in the previous phase. Issues related to structuring the enterprise will now emerge on the agenda. Training of key decision makers in feasibility analysis is also on the list in Phase 3.

#### **Enterprise Development**

With two or three good ideas left over from the screening process, it is time to undertake more in-depth research into their financial viability. Following your work plan, initiate the feasibility studies through your working group team, using outside technical assistance if necessary. It may be that assistance can be secured from a small business and/or sector development expert from a local college or university. Students from business or social work programs can sometimes also be a good source of additional assistance. Once you have concluded the feasibility studies, a decision must be taken on which enterprise you want to focus the detailed business plan on.

#### **Community Participation and Strategic Networking**

At this stage, intensifying your efforts to build support within the community and among stakeholders requires ongoing attention. Focus your networking more on potential funders or others who might be able to contribute resources that your enterprise will need to get off the ground. If appropriate, share an executive summary of the feasibility study. It is also not too early to identify an advisory committee for the selected enterprise, people with specific expertise that they can bring to the kind of business you are going to focus on. By the time you launch your enterprise you need to have a reliable list of participants, volunteers, and partners, all of whom you can identify as bringing value to the table you are setting.

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