Creating a Sustainable Social Enterprise

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Overview

- What is a Social Enterprise?
- EHS Social Enterprise Structure
- Considerations
- SE Program Plan
- Budgeting
- Staffing
- What does a double bottom line look like?
- Q & A
What is a Social Enterprise?

A social enterprise is a business that uses entrepreneurial methods to accomplish social goals and contributes profits back to the organization to enable it to fulfill more of its own social mission.

Operates like a traditional business but the mission is the centre of it with income generating playing an important supporting role.
ENGAGE
EHS Social Enterprise Division

Manager

Administrator, Social Enterprise 1 FT

Humane Educator 1 FT

Supervisor, Canine Enrichment Centre 1 FT

Supervisor, Bingo’s Pet Shop 1 FT

Creators of Fun 3 PT

Doggie Daycare Attendants 4 FT, 1 PT

Customer Service Representatives 3 Casual Staff (24 hours a week)

Camp Counsellors 2 FT Seasonal

Canine Advisor 1 FT

Social Enterprise also employs contract trainers to support many of their deliveries in both Humane Education and the CEC.
Social Enterprise Offerings

- **Humane Education**
  - Humane Education Presentations and Tours (8)
  - Humane Education Programs and Classes (10)
  - Humane Education Birthday Parties (2)
  - Humane Education Events (2)
  - Seminar and Conference (1 pending fall 2018)
  - Dianne L. Blahun Humane Education Classroom and Canine Enrichment Centre Rentals

- **Canine Enrichment Centre**
  - Dog Behaviour and Training Methodology Program
  - Training Academy Classes (12)
  - Doggie Daycare (5 days a week)
  - Central Bark Off-Leash Park

- **Bingo’s Pet Shop**
  - In-Shelter Store
  - Off-site Pop Up Shops
2017 Social Enterprise Results

- Humane Education Presentations
  - 149 presentations, 3973 participants
- Birthdays
  - 208 parties, 2644 participants
- Camps
  - 24 camps, 451 participants
- Classes and Programs
  - 30 classes/programs, 417 people reached
- External Events = 3,000+ reached
- 2017 Budget = Self Sustained + Contribution
- 2018 Revenue Target = Self Sustain plus 100% increase in contribution
CONSIDERATIONS
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Considerations

• Alignment with Mission
• Organization Champion
• Facility and Equipment Requirements
• Marketing and Communications
• Social and Financial Impact
  • You need both mission and margin to be a successful social enterprise.
• Measuring Success
Staffing
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Social Enterprise Team

- Get the right people on board
- Onboard and Train
- Clear delineation of roles
- Provide feedback; good and bad
- Accountable and Ownership
- Constant communication
- Cross collaborate
- Contract Staffing
Social Enterprise Program Planning
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Social Enterprise Program Planning

• Program Title
• Program Mission
• Program Description
• Operation Details
• Program Evaluation
  • Surveys are critical to success
• Disposition Decision Plan

• Venue
• Program Development Process
• Material Needs
• Promotional Plan
• Budget and Pricing
• Registration Plan
• Staffing and Staff Orientation
• Management Plan (multiple activities at one time)
• Cancellation Plan
• Set Up
• Safety Check
• Program Wrap Up

*A copy of a program plan is available as part of your tool kit.*
What would your Social Enterprise program look like?

• Take 5 minutes
• Brainstorm in a group
• Come up with as many possible types offerings you can think of

GO!
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Budgeting

- Price by participant or as group
- Administrative Costs (Indirect Costs)
- Staff/Instructional Costs
- Non Staff Expenses (Direct Costs)
  - Promotion
  - Production
- Budgeted Contribution (20% - 25%)
- Pricing
  - What is the participant willing to pay?
  - What will the market bear?
Cat Yoga with Brunch Budget

- $30/participant (under market value)
- Minimum is 12, Maximum is 20
- Staffing - 1 Creator of Fun
- Volunteer Instructor paid with an honorarium
- Non-Staff Expenses include
  - Paypal Charges
  - Liquor License
  - Alcohol
  - Food
  - Plates, Cutlery, Glasses, etc

- [Social Enterprise BUDGET.xlsx](Social%20Enterprise%20BUDGET.xlsx)
The Double Bottom Line
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Measuring the Double Bottom Line

• You need both **mission** and **margin** to be a successful social enterprise
• Plan and deliver
• Budget and price to be self-sufficient
• Regularly survey participants to measure social & impact value
• Hire skilled people
Questions?

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