



# Mapping Social Enterprise in Sunnyside-Hillhurst

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## Towards a Strategic Approach



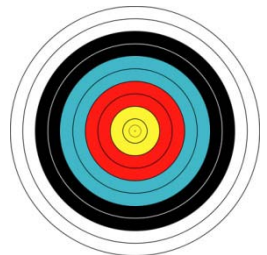




# Project Aims

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1. Discover the various activities, management structures and financial structures found within the local sector
2. Develop an interpretation of the term “social enterprise”
3. Map formal and informal relationships made by social enterprises with other social enterprises, firms, organizations and community members
4. Illuminate key difficulties and opportunities faced by enterprises
5. If appropriate, create a framework for developing the role of the sector in building an environmentally and socially responsible economy.



# Enterprises Interviewed

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The Alberta Wilderness Association

CATCO Carshare

Dairy Lane

PLAN:NET

Sunnyhill Housing Co-op

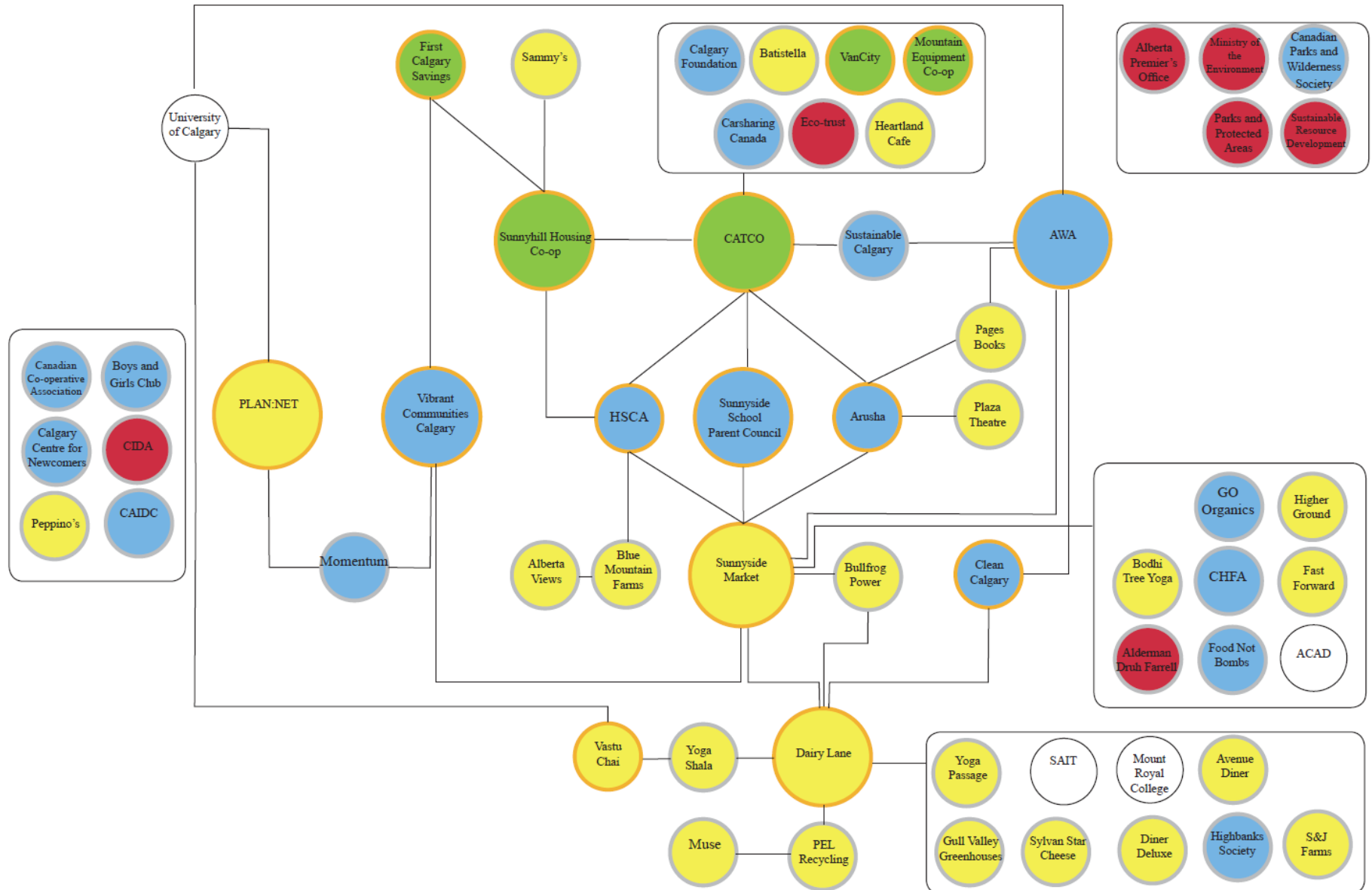
The Sunnyside Market

Sunnyside School Parent Council

Vibrant Communities Calgary



# Mapping



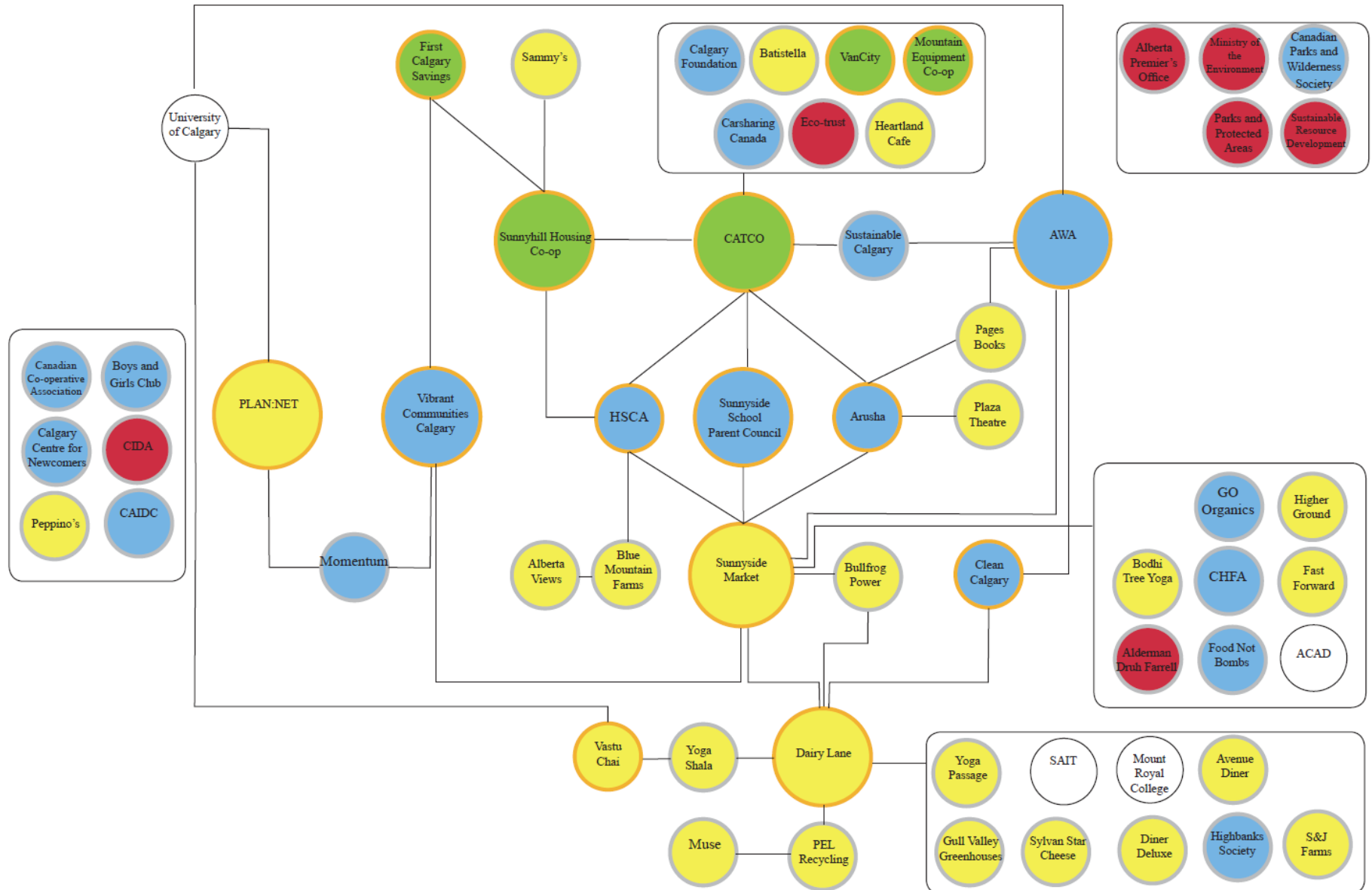
# Mapping – Key Findings

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- Intra- and Inter-Sector Linkages
- Experiential Hubs
- Ideological Hubs
- Recreational Hubs
- Gateway Movements
- Mass Media Linkages
- Alternative Media Linkages



# Mapping



# Mapping – Sunnyside Market

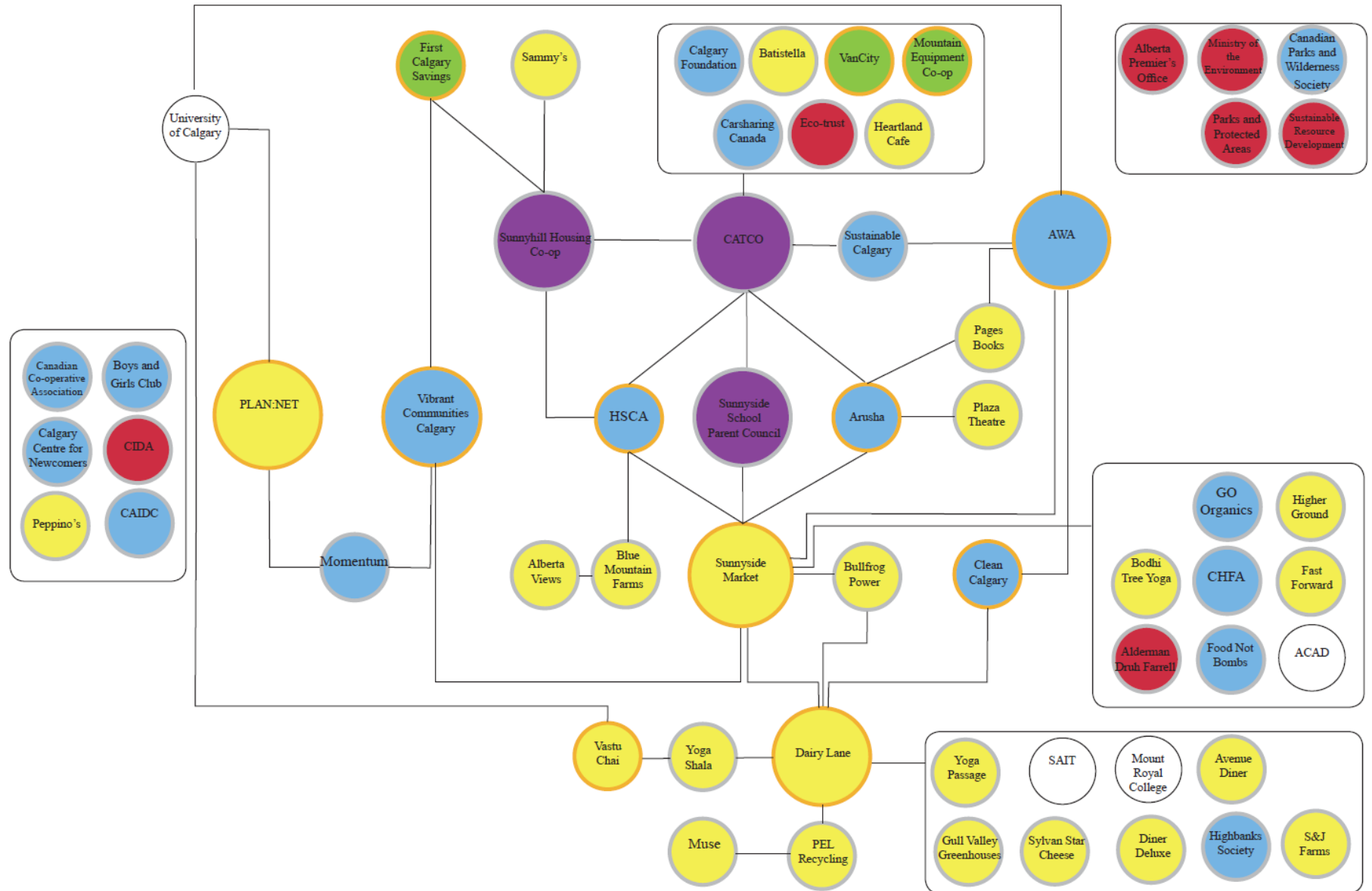
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- High Foot Traffic
- Ideal Location
- Cultural point of reference
- Private Firm
- Experiential Hub

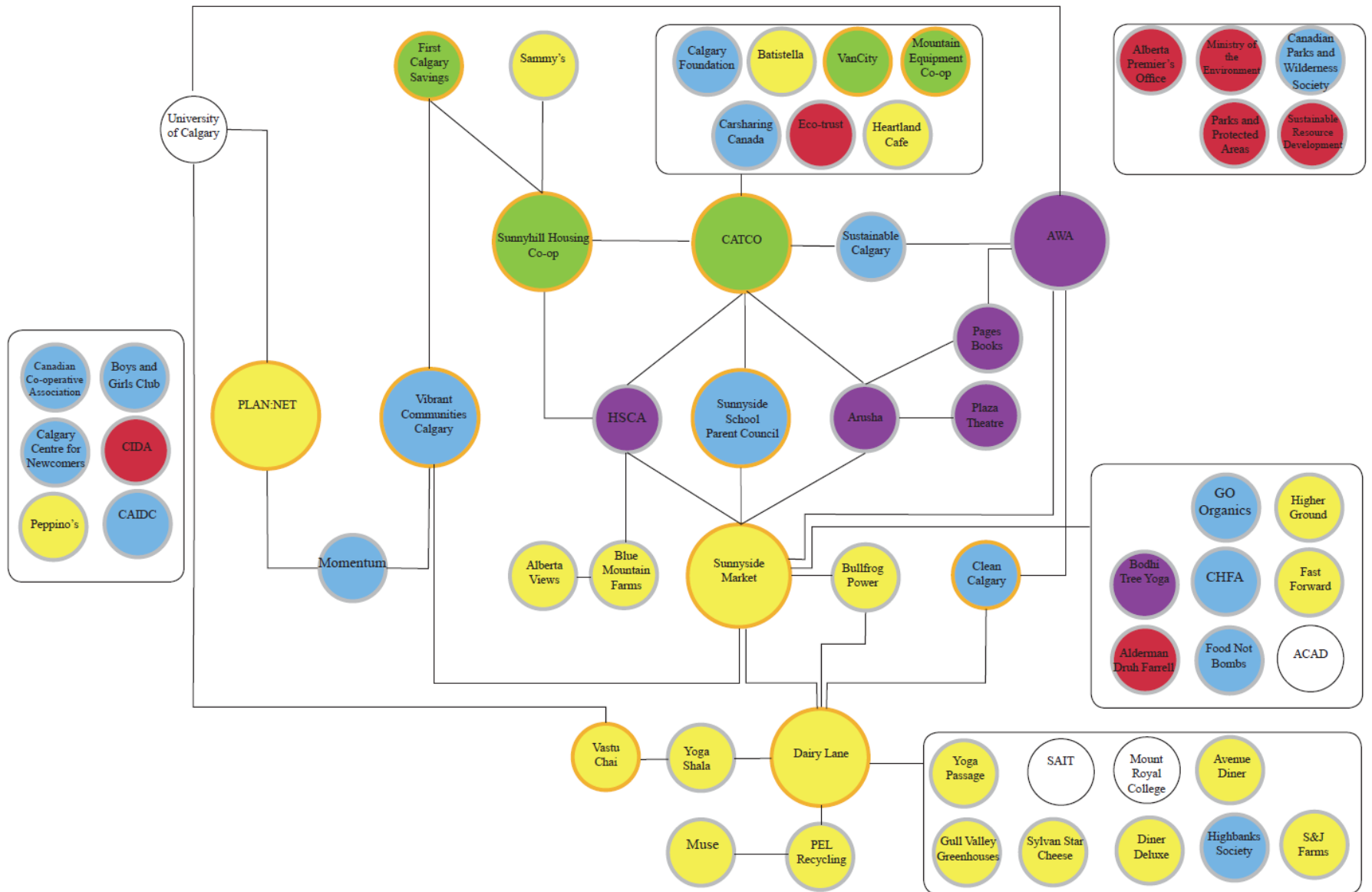




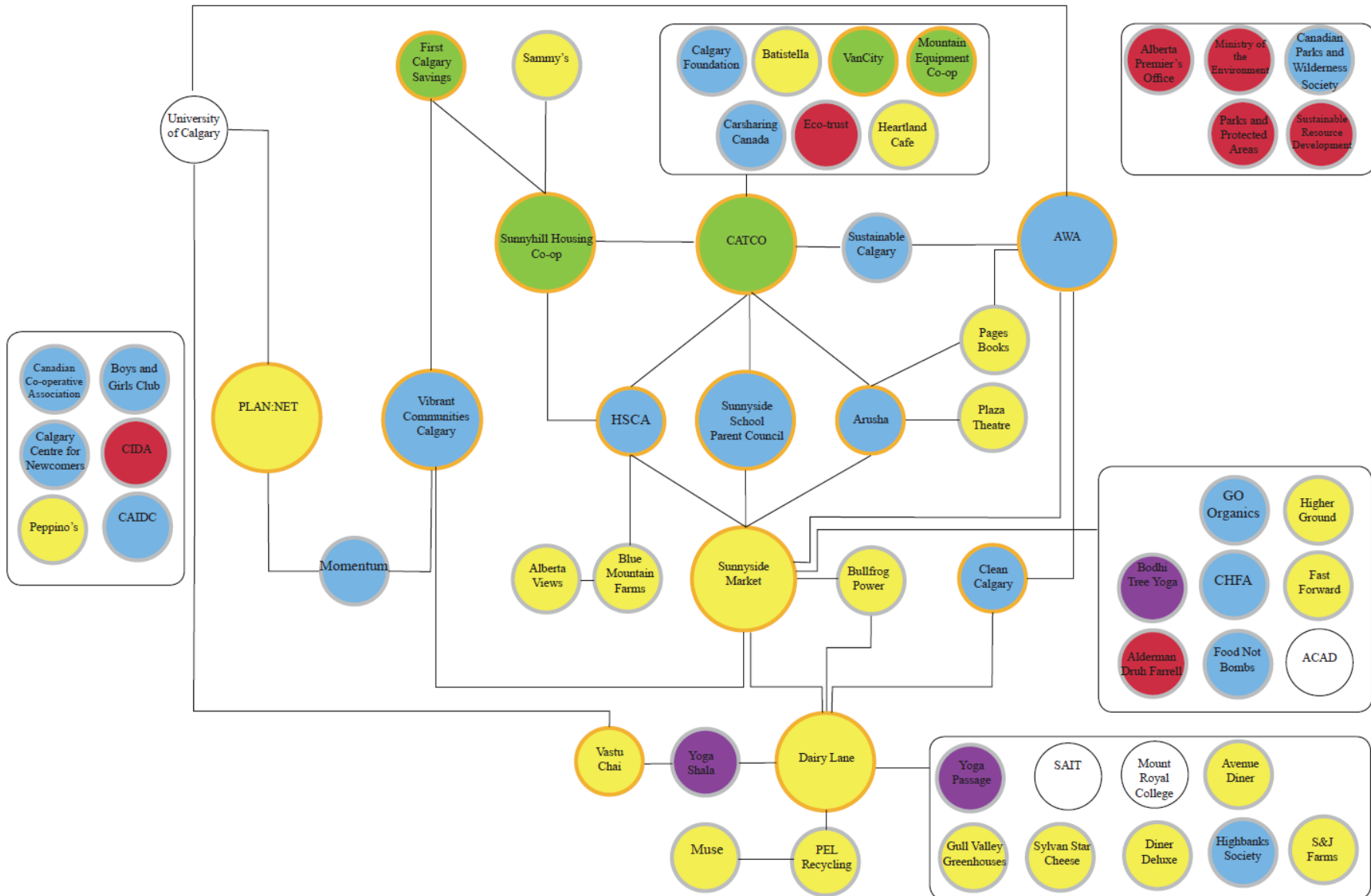
# Experiential Hubs



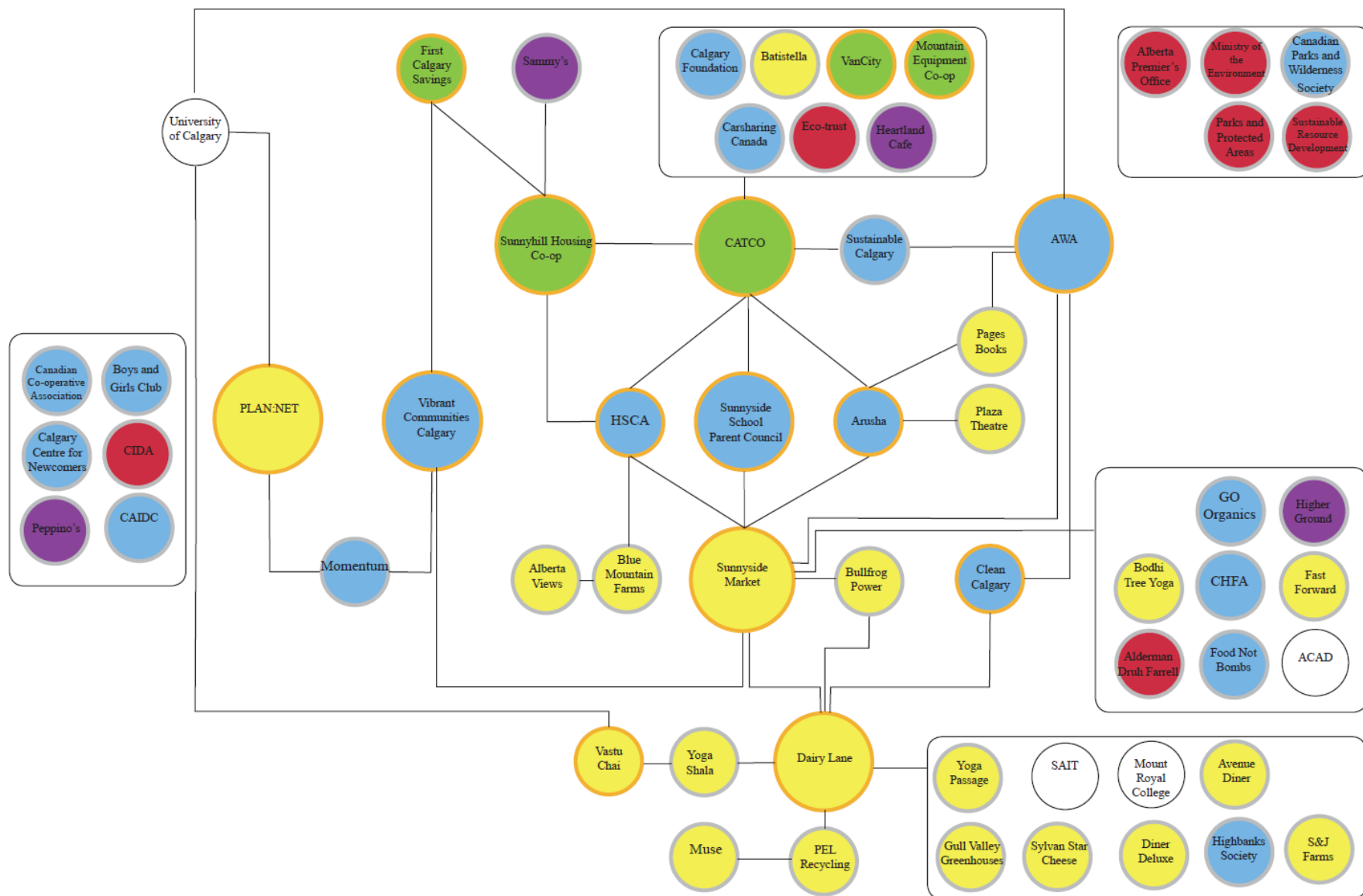
# Ideological Hubs



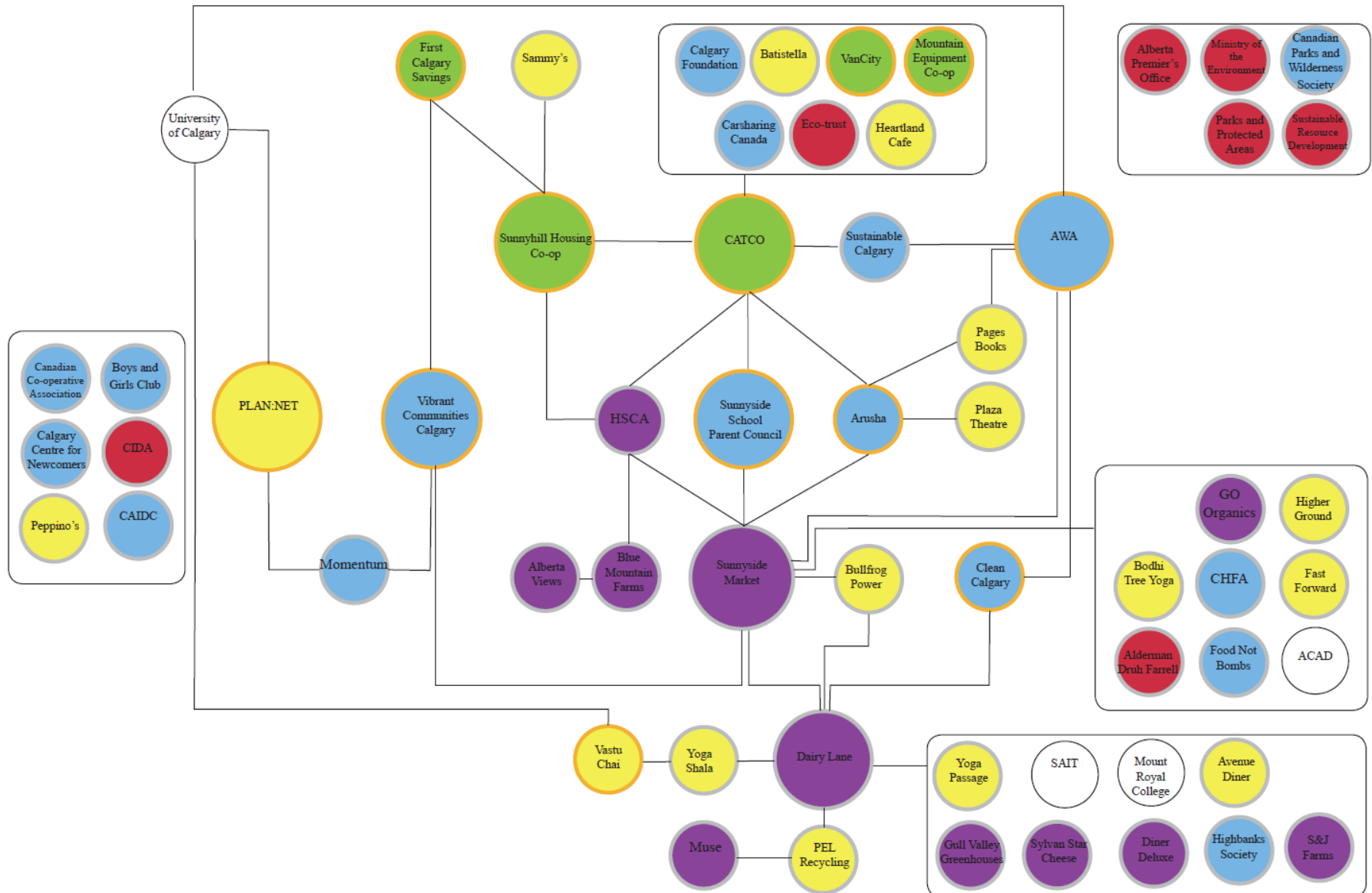
## Recreational Hubs



## Meeting Places

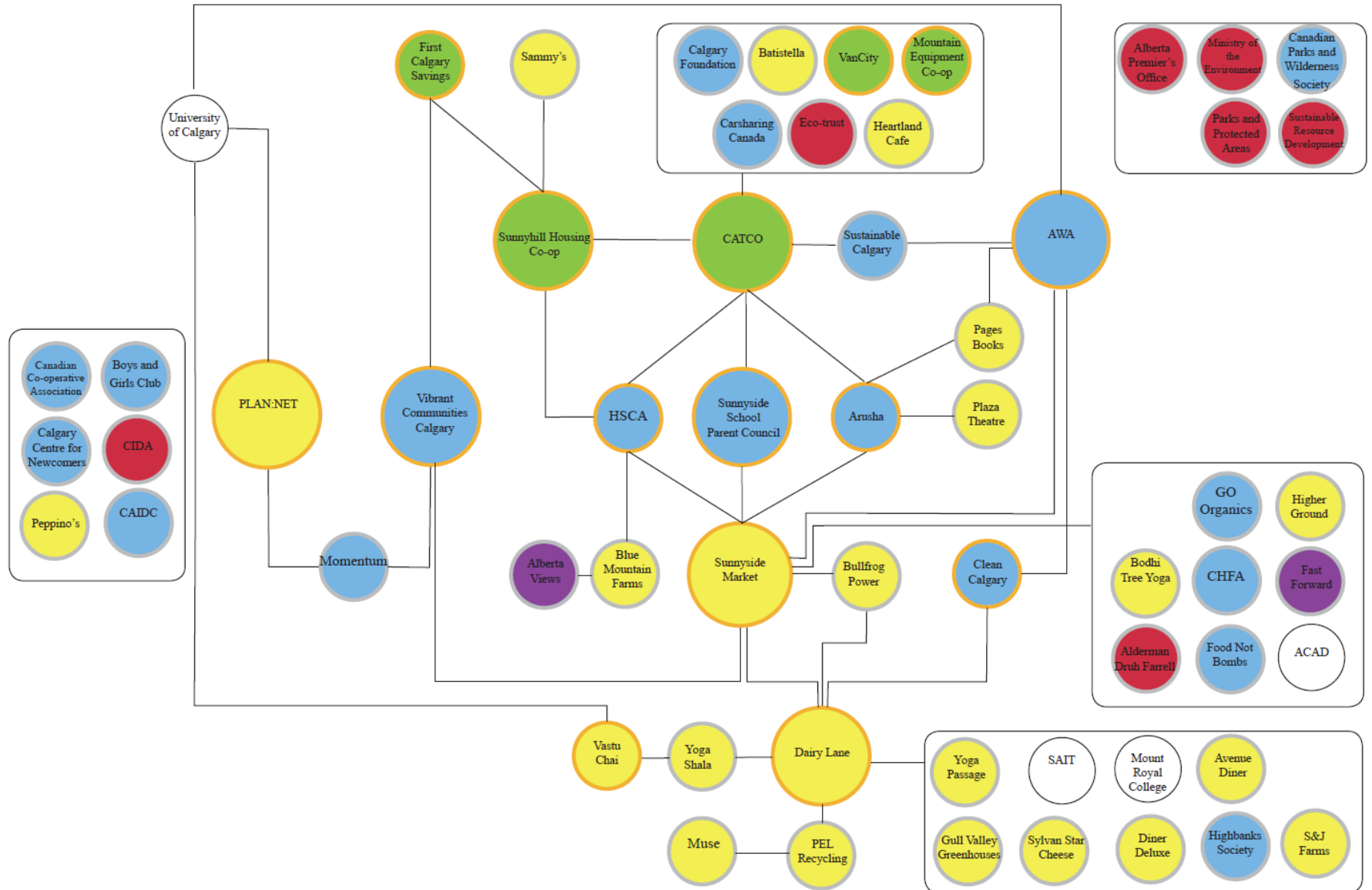


# Gateway Movements: Local Food?



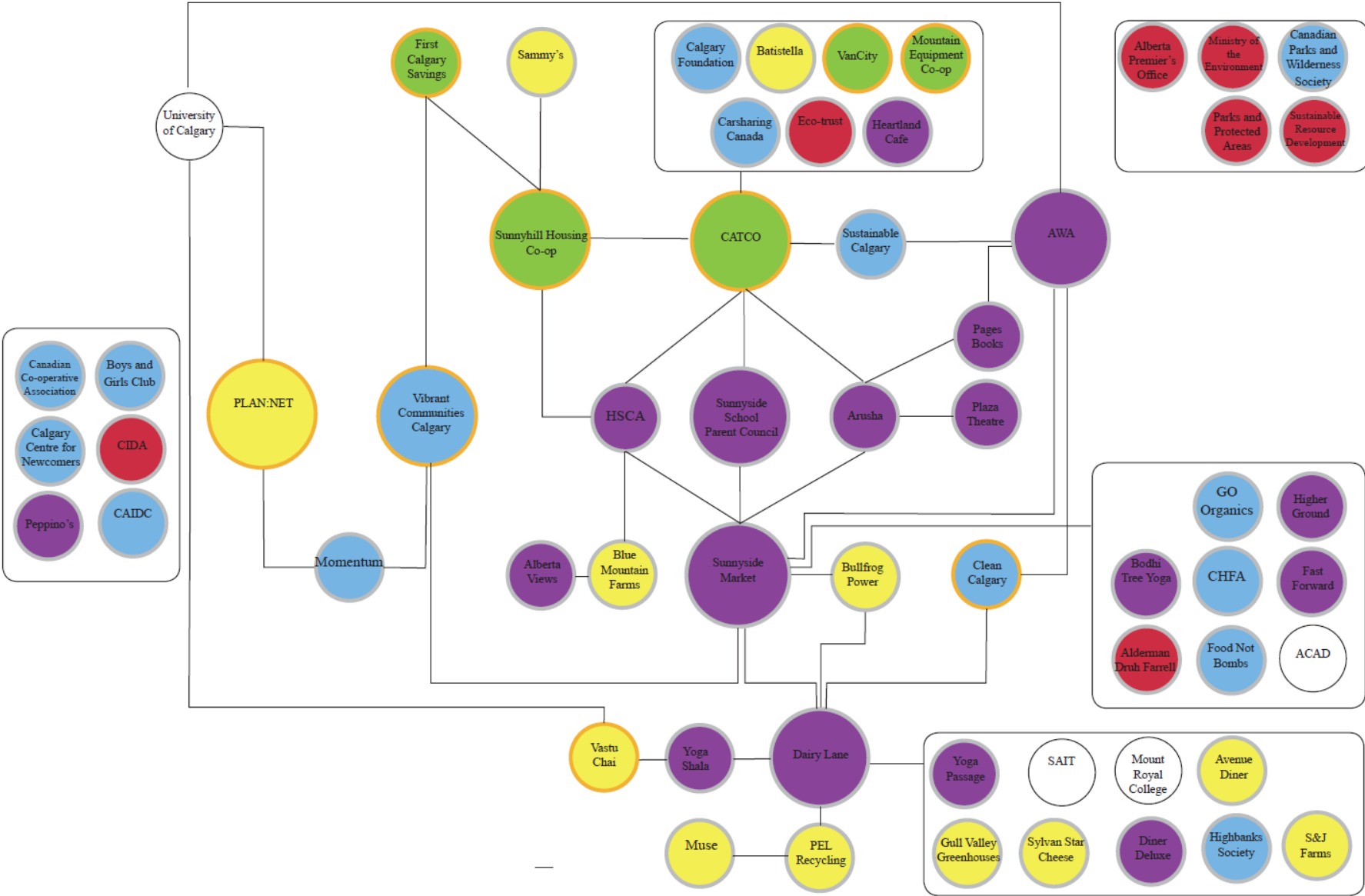


# Mass Media





# Linkages to Conventional Economy



# Growing the Social Economy

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- Alternative Social Spaces
- Hubs, Meeting Places, Events
- Institutional Thickness
- Community Engagement in Non-abstract Activities
- Key individuals
- Bridges to general public & conventional economy
- Linkages to mass/alternative medias

# Growing the Social Economy

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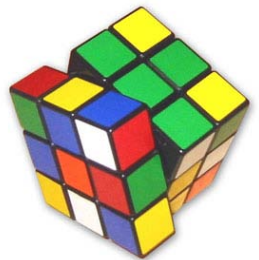
	Rating System
Ideological Hubs	√√√
Experiential/Activating Hubs	√√
Recreational Hub	√√√
Meeting Places	√√√√
Public Spaces	√√
Linkages to government/political power	√√
Linkages within Social Economy	√√√
Linkages to Conventional Economy	√√√
Linkages to Rural	√√√
Access to Mass Media	√√
Access to Alternative Media	√√√
Networkers	√√
Key Individuals	√√√√
Fun factor	√√√

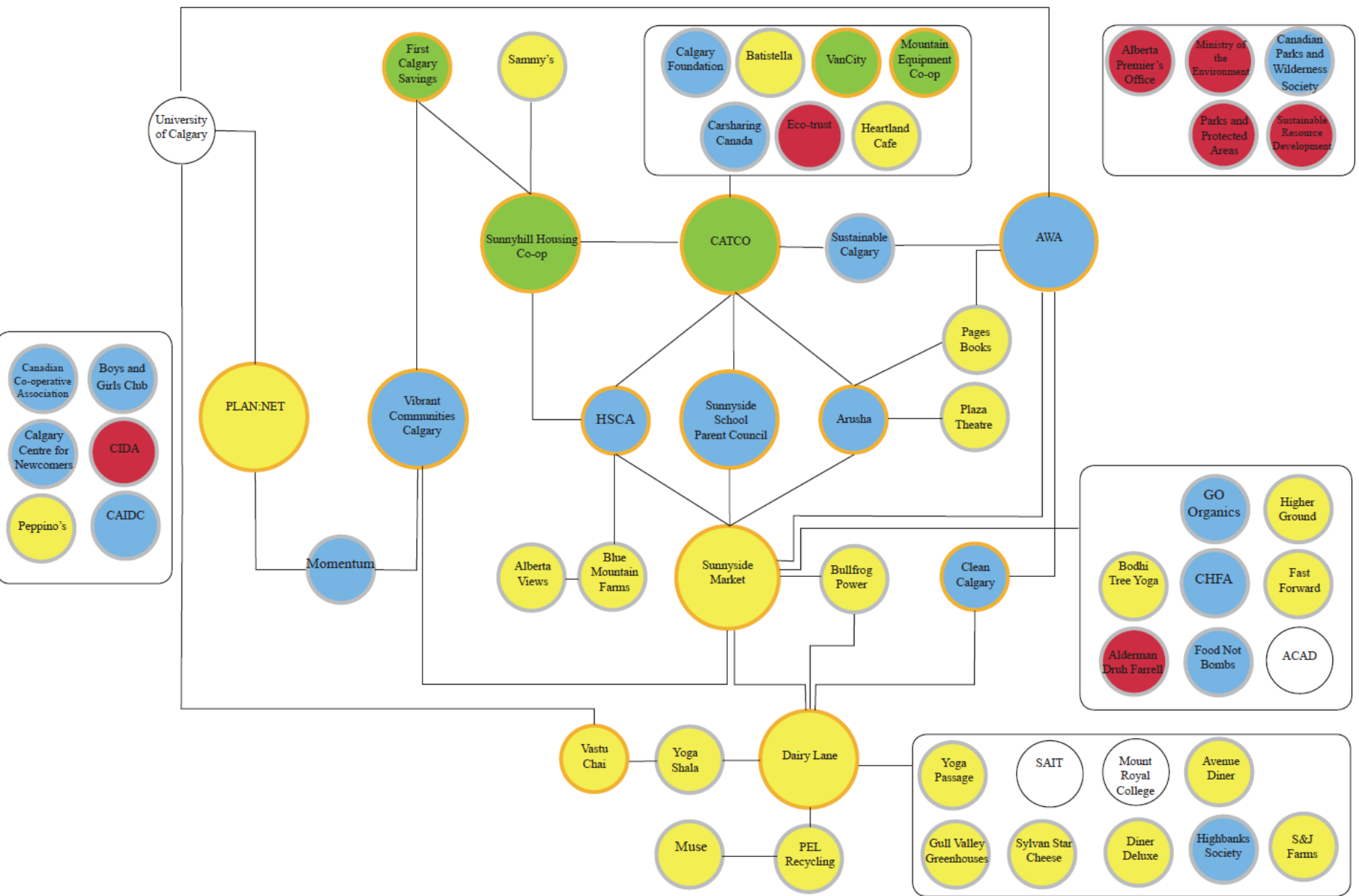


# Mapping – tensions

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Private Enterprise as Social Enterprise





# Characterizing SEs

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Small Private Enterprises are often:

- Small scale – distribute wealth and power
- Local
- Place-based
- Not capitalists
- Compensated proportionately to work

# Characterizing SEs

	Social/ Environmental mission	Market activity	Accountability	Surplus re- investment	Democratic governance
<b>Sunnyside Market</b>	√	√	√	√	
<b>AWA</b>	√		√	√	√
<b>CATCO</b>	√	√	√	√	√
<b>Dairy Lane</b>	√	√	√		
<b>PLAN:NET</b>	√	√	√	√	
<b>Sunnyhill Housing Co-op</b>	√	√	√	√	√
<b>Vibrant Communities Calgary</b>	√		√	√	√

# Characterizing SE

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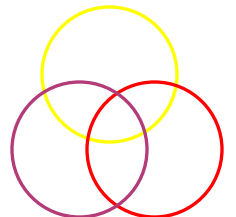
- Informally Non-Hierarchical
- Master-Apprentice Relationships
- Informally Profit-sharing
- Transient Employees – esp. in Calgary
- Small enterprise owners must prepare for retirement



# Defining Social Enterprise

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1. Explicitly stated social and/or environmental mission
2. Engagement in trade-related market activity
3. Contributes democracy to the market economy (distributes power)
4. Does not appropriate the value created by the work of others (distributes wealth)
5. Accountability to a defined constituency

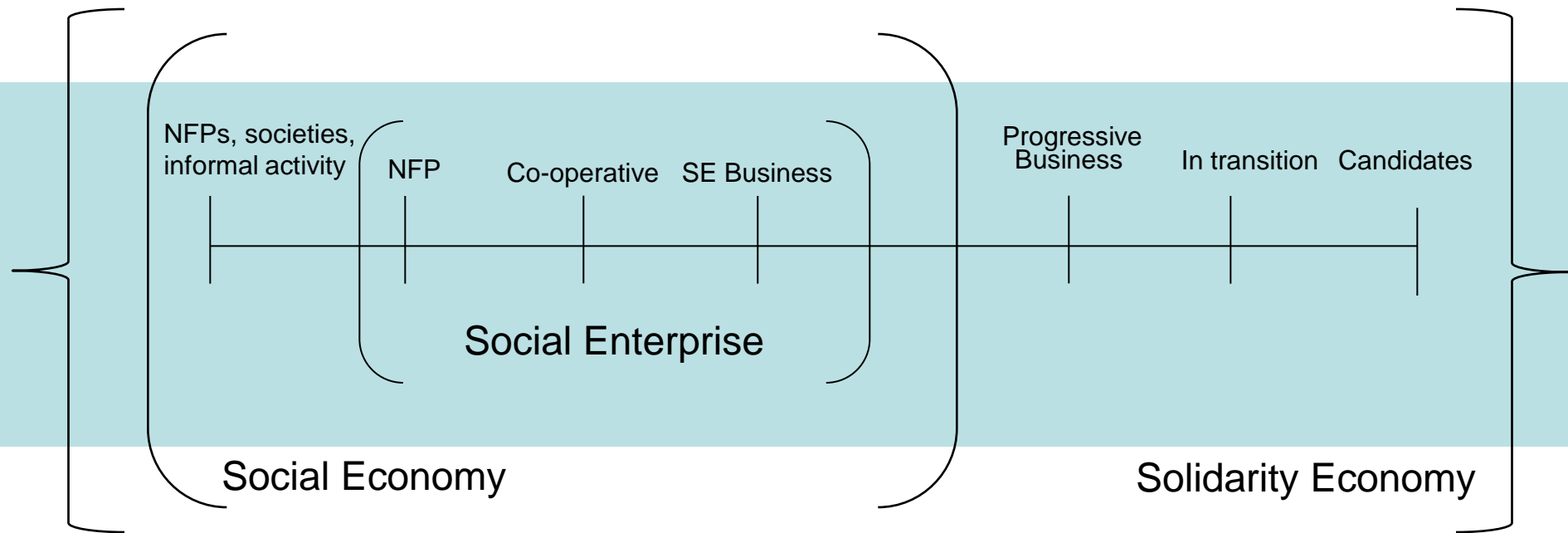


# Characterizing SE

	Structure		S/E Progressive Infrastructur e	Activity				Ethos					
	Financial	Decision-Making		Green	Social	Radical	Reformative	Financial	Decision-making	Commitment	Links to the community	Does not emphasize profit/growth	Consideration for internal/external communities
Sunnyside Market	√√		√√ (E)	√√√√	√√√	√√√√	√√√√	√√√	√√√√	√√√√	√√√√	√√√√	
Sunnyhill Co-op	√√√√√	√√√√√	√ (S)	x	√√√√	√√√√		DNA	√√√	√√√	√√√√	√√√√	
CATCO	√√√√√	√√√√√	√	√√√√	√√√	√√√	√√√√	DNA	√√√√	√√√√	√√√	√√√√	
Dairy Lane	√√		√ (E)	√√√√	√√√	√√√√		√√√	√√√	√√√√	√√√	√√√√	
PLAN:NET	√√√√√			√√√√					√√√			√√√√	
Vibrant Communities	√√√				√√√√		√√√√	DNA		√√√√		√√√√	
Parent Council	√√√√√				√√√			√		√√√√	√√√√	√√√√	
AWA	√√√√√		√√ (heritage)	√√√√√	√√√			DNA	√√√	√√√√√	√√	√√√√	

*Finding a comprehensive way to describe social enterprise*

# Characterizing SE



# Conclusion and Next Steps

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- There is a network of individuals with social values in Sunnyside-Hillhurst
- This is spread out among all three sectors
- Different Facilitators for Supporting/Growing the Network

Applications:

- Social Economy Buildings
- Best Practices
- Furthering a Social Movement







# Social Enterprise Indicators

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Living Wage

Fair Wage Ratios

Social Profit Re-investment

Profit Sharing

No Shareholders

Social Shareholding Contract

Small-/Medium-Sized

Democratic Structure

Fair trade

De-materialization/Up-cycling

Social procurement

Local Procurement

Cleaner Production

Community Hub/Connector

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[illegible]

# 1. Defining Social Enterprise

	The social economy enterprise is autonomous of the State	In its statute and code of conduct, it establishes a democratic decision-making process that implies the necessary participation of users and workers	It gives priority to people and work over capital in the distribution of revenue and surplus	Its activities are based on principles of participation, empowerment, and individual and collective responsibility
Sunnyside Market	X		x	X
AWA	X	X	x	X
CATCO	X	X	x	X
PLAN:NET	X		x	X
Sunnyhill Housing	X	X	X	X
Dairy Lane	X		X	X
Vibrant Communities	X	X	X	X
Parent Council	X		x	X