KINGSTON SOCIAL ENTERPRISE & INNOVATION TOOLKIT: EXECUTIVE SUMMARY

Social enterprise and innovation is an emerging trend. Now, in the year 2011, there can be many examples of social enterprise and innovation found around the world, in Canada and in Kingston. Essentially a form of community economic development, social enterprises simultaneously generate revenue while also achieving positive community impacts. Social enterprises take many different forms, exemplify differing governance structures and exchange a multitude of different types of goods and/or services. Despite the diverse nature of this concept, the most common forms of social enterprise include not-for-profit organizations, co-operative organizations and charitable organizations.

Further to the varying forms there are also deviations in the way social enterprise and social innovation is captured in a definition. In section One of this Toolkit these variations will be further explored. For the purposes of this Toolkit, however, the project team has identified one definition for each of these terms and used

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'…‹ƒŽ ‹••'˜ƒ–‹'• are ideas that work for the public good. More specifically, it refers to new ideas that resolve existing social, cultural, economic and environmental chƒŽŽ‡•‰‡• ˆ'" –Š‡ „‡•‡ˆ‹– 'ˆ '‡'''Ž‡ ƒ•† 'Žƒ•‡–óä

The production of a social enterprise and innovation Toolkit was identified by the Social Planning Council as a useful and necessary tool that has the potential to promote community economic development in Kingston. Furthermore, it can serve as a practical resource that is simple to implement by the user. Because the Toolkit is a digital document, it can be easily distributed to various organizations and communities in the larger Kingston census area. Most importantly however, the Toolkit is specifically geared towards establishing a social enterprise. Therefore, the tools and resources provided reflect the fundamental differences between a socially minded venture and a conventional business. In order to achieve this, the project team constantly asked themselves:

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Ultimately, the project team hopes that the content offered within this Toolkit will be used and drawn upon by a mix of people, but ultimately it is intended for use in Kingston. The project team captured this vision in a statement of purpose, which states:

> ò Š ‹ • – ' ' Ž • ‹ –provide tools for new and existing social enterprise initiatives in the City of Kingston through the facilitation of community: networking, communication, skill building and collaboration. It is not intended to offer solutions. Instead, it offers techniques, methods, tips and worksheets to steer organizations through a process that gives voice to the community. Implementing the tools in this guide will assist and foster a sustainable and inclusive … ' • • — • ‹ – › – Š ƒ – ™ ' ” • • – ' ™ ƒ ” †. • ƒ … ' • • ' • ‰ ' ƒ Ž ó

The following sections within the toolkit were identified as the most important in establishing a social enterprise within Kingston.

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[1] Adapted from International Development Enterprise Organization (2011.) *Human Centered Design Toolkit, Second Edition.* Accessed ted f dted ltimatf.

GETTING STARTED provides a variety of tools that have the user identify needs and/or wants within Kingston that could be satisfied with a product and/or service. This section also helps an emerging social enterprise identify goals and objectives.

A FEASIBILITY STUDY is important regardless whether you are a conventional business or a social enterprise. Before going any further into creating a social enterprise, the social entrepreneur must know whether or not the idea (product and/or service) is feasible. Identifying stakeholders, securing financing and funding, classifying your social enterprise, and conducting a market analysis will ensure that the social enterprise idea is viable.

Before moving forward to a SOCIAL B sis wil

targeted consumer group (as identified in the feasibility study). Measuring the performance of your social enterprise in terms of your goals and objectives will help you stay on track and identify areas for improvement.

This Toolkit has the potential to have a positive impact on Kingston and the surrounding area, in more ways than one. Firstly, it may encourage the establishment of more social enterprises in Kingston, a city that has been identified as a community that could benefit from more social entrepreneurship. Secondly, because social enterprise has the potential to promote community economic development the Toolkit can help facilitate increased economic activity in a way that has the potential to enhance the quality of life of community members. Finally, ‒Š‡ ʼ”‘•‘‒‹‘• ‘ˆ •‘…‹ƒŽ ‡•‒‡”ʼfirst and has the potential to make Kingston a more inclusive place within which the voice of the community can be heard.

That said none of the wonderful outcomes listed above could eventuate if several key steps are not taken. In order to ensure this Toolkit can realize its full potential the project team has formed several recommendations. These are listed below:

1. The Social Planning Council of Kingston and District to formally adopt this Toolkit as a resource;
2. The City of Kingston to recognize and support social enterprise and innovation in Kingston through endorsing this Toolkit;
3. The Toolkit to be disseminated by: the Social Planning Council, Social Enterprise and Innovation in Kingston (SEIK) the City of Kingston and municipalities within the larger census area, and other relevant business groups and resource hubs. This will help ensure that the Toolkit can be accessed by a wide variety of current and prospective social entrepreneurs;
4. The creation of a supportive network in Kingston made up of social ‡•‒”‡ʼ”‡‡—”•á ‡•‒ƒ„Ž‹•Š‡† „—•‹‡••‡•á „—•‹‡•• •…Š‘‘Ž• and St Lawrence College), academic institutions and the Social Planning

Council. The network could draw on the tools presented in this Toolkit and provide support, advice and inspiration to each other; and

5. Finally, the project team wishes to stress the notion that the development of a social enterprise and innovation Toolkit is a continual development process. Therefore, it is advised that this Toolkit be considered the First Edition. The contents should be revised on an annual basis to ensure the Toolkit compliments the current economic, social and environmental conditions of Kingston.