

The Centre for Literacy Fall Institute 2012  
**SOCIAL FINANCE AND INNOVATION**  
**FOR ADULT BASIC LEARNING:**  
Opportunities and Challenges  
October 14-16, 2012  
Saint John, NB

*Dynamic tensions:*  
**Balancing our social ideals  
with the need for revenue**

# The Organizations

- Saint John Learning Exchange
  - Social enterprise: *Voila Cleaning Services*
- PTP Adult Learning and Employment Programs
  - Social enterprise: *CAMERA System Consulting*



# The Context

- A need to boost *unrestricted* funds
- Grow *sustainable, ongoing* revenue streams
- Goal: to *re-invest* and – hopefully! – expand social programs
- Stagnant or *declining funding* over time
- A *need to move away* from old school fund raising
- A *philosophical* shift is needed

But PTP and SJLE have responded to the context differently by building very different social enterprise models

# PTP Adult Learning and Employment Programs

- Literacy and Essential Skills
  - TEAMWORK program
- Employment Programs
  - Job Solutions
  - Pre Employment Programs
- Fee for Service and Resource Development
  - Workplace and injured workers
  - Publications - consulting

# The Connection

- WESCan (Workforce Essential Skills across Canada) was an *Office of Literacy and Essential Skills* funded project
- Aim: to build meaningful workforce oriented programming for low-skilled individuals
- PTP joined forces with partner communities across Canada – like Saint John Learning Exchange – with similar missions, visions and values
- The project used PTP's *CAMERA system* as its foundation, combined with the knowledge gained through years of research and analysis on effective ways to transition low-skilled adults to work

# PTP's Social Enterprise

## CAMERA System Consulting

- A professional, expert consulting unit
- Focused on:
  - training, accreditation,
  - teaching resources,
  - specialist projects

= **fee income**
- Centered around a standardized CAMERA assessment and system

# The Saint John Learning Exchange

- Adult Education
- Essential Skills Training
  - Project based learning with our Fuel the Brain Healthy snack program
- Work Links: Employment Preparation, access and maintenance
- Social Enterprises
  - Community Kitchen Catering
  - **Voila!** Eco-friendly residential cleaning



# SJLE's social enterprise

- Eco-friendly residential cleaning company
- Provides living wage employment to learners who have gone through our programs
- Profits from the company go back into the Saint John Learning Exchange as a continuous non restricted stream of revenue





# Discussion points

Key challenges for social enterprises

# Discussion point #1

- A philosophical shift is required: from receiving funding to deliver programs – to assessing profit margins, managing debt and attracting or retaining customers

How do we **acquire or develop the skills** needed for success?

How do we help stakeholders, staff and Board make the shift with us?

## Discussion point #2

- 50% of small business start-ups fail in the first five years
- Not-for-profits increase their risk of failure by adding a social outcome

How can social enterprises maximize their chance of success, while staying focused on both **social purpose** and **profitability**?

## Discussion point #3

- Social enterprise is one tool not-for-profits can use to achieve both their mission and financial sustainability
- Funding is still necessary to maintain programs and services.

How can not-for-profits **work with government** to ensure both play a role in building healthy and sustainable communities?

## Discussion point #4

- Once you have a social enterprise up and running, the range of skills needed starts to change and evolve

How do we balance **project management skills** with **new business development skills**?

# Resource list

For information on CAMERA, WESCan or other PTP initiatives, please visit: [www.ptp.ca](http://www.ptp.ca)

For information on the Saint John Learning Exchange, please visit: [www.sjle.org](http://www.sjle.org)

# Thank you!

Saint John Learning Exchange

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