

Advisory Council for Social Entrepreneurship Terms of Reference

Introduction:

The Parliamentary Secretary for Social Entrepreneurship to the Minister of Finance (Parliamentary Secretary) was created October 25th, 2010. The British Columbia government is seeking new and innovative ways to help communities tackle the most pervasive social challenges of the day. The Advisory Council for Social Entrepreneurship (The Council) is established to ensure direct consultation, advice and feedback on proposals to support social innovation in B.C.

Mandate:

The Council will make recommendations to the Parliamentary Secretary on how to maximize social innovation in British Columbia, with an emphasis on social finance and social enterprise.

Reporting Structure:

There will be three Council chairs – one each from community, business and government – appointed by the Parliamentary Secretary. The Council chairs report directly to the Parliamentary Secretary, who will be a non-voting ex officio member of the Council.

Meeting Schedule:

The Council will meet quarterly. Additional meetings will be called at the discretion of the Chair. It is expected that all meetings will be at the Vancouver Cabinet Offices, Suite 740 - 999 Canada Place.

Membership:

Members of The Council will be appointed by the Parliamentary Secretary. The number of members will be a minimum of ten (10), drawn from government and community agencies with an interest in social entrepreneurship, including credit unions, foundations, academics, local and/or provincial government, business, investors, social entrepreneurs and innovators. Appointments will be made for a term ending March 31, 2012.

Advisory Council for Social Entrepreneurship Terms of Reference

Travel expenses for those outside the lower mainland will be covered, according to established government rates.

Secretariat:

Support services for meetings will be provided by Ministry of Social Development, Social Integration.

Parliamentary Secretary

Gordon Hogg, MLA

Surrey-White Rock

Gordon Hogg was first elected to represent the riding of Surrey-White Rock in a 1997 by-election. He was re-elected in 2001, 2005 and again in 2009.

Gordon is currently a member of the Select Standing Committees on Education, Aboriginal Affairs and Crown Corporations and was appointed Minister of State for mining on June 23, 2008.

Mr. Hogg previously served as Minister of State for ActNow BC and Minister of Children and Family Development. He also served as chair of the Government Caucus and was a member of the Legislative Assembly Management Committee. He was the chair of the Seniors Caucus Committee and has served on the Cabinet Committee for Agenda Development and the Select Standing Committees on Finance and Government Services; Sustainable Aquaculture; Children and Youth; Health and Social Services; Justice; Constitutional Affairs; and Intergovernmental Relations.

Mr. Hogg was a counsellor, probation officer and regional director for corrections prior to his election to the Legislative Assembly. He received his bachelor of arts in sociology and psychology from the University of British Columbia and his master's degree in psychology from Antioch College.

Mr. Hogg served on White Rock council for 20 years, for 10 of which he was mayor. He has been a board member of more than 15 committees and non-profit societies, including the Peace Arch Community Health Council and Peace Arch District Hospital. He has also been a foster parent and little league coach. Gordon and his wife, LaVerne, live in White Rock and have one son.

Chairs

Al Etmanski

Al is an author, blogger, advocate and social entrepreneur specializing in innovative, multi-sector solutions to social challenges.

He is currently a partner in the J W McConnell Family Foundation's, Social Innovation Generation (SIG) collaboration. SiG is dedicated to scaling up solutions to deeply rooted social problems and exploring new methods of financing the social sector.

Al is an Ashoka fellow; a faculty member of John McKnight's Asset Based Community Development Institute (ABCD) and a Vancity Community Investment fellow.

Previously, he helped create Planned Lifetime Advocacy Network (PLAN), assisting families across Canada and globally, address the financial and social well-being of their relative with a disability, particularly after their parents die. He proposed and led the successful campaign to establish the world's first savings plan for people with disabilities – the Registered Disability Savings Plan. (RDSP).

Jim Fletcher

Jim Fletcher is an active investor in and Director of several for-profit and not-for-profit organizations. Over a 30-year career in venture capital, he has launched or funded over 50 companies in areas as diverse as life sciences, communications, software, new media, wind farms, solar panels and toll roads in China. He was a co-founder of BC Social Venture Partners in 2000 and has played an active role in growing SVP to 75 partners with grants to over 15 organizations with innovative solutions to the delivery of improved social outcomes.

Jim currently divides his time between social enterprises and for-profit technology companies such as Recombo and Vision Critical Communications. Jim is an active Director, and Chairs most of the Boards that he sits on, including Tyze Personal Networks Ltd. Jim has an Engineering Physics degree from Queen's University and an MBA from Harvard Business School. He has three grown children and his wife is also actively engaged in the community, currently as a Director of KidSafe, an organization initially funded by SVP.

Heather Wood

Coming Soon

Members

Janice Abbott

Janice Abbott has been the CEO of Atira Women's Resource Society since 1992 and the CEO of Atira Property Management Inc. since its launch in October of 2002.

Since assuming the role of CEO, Abbott has lead the Society through its growth from a single transition house located in South Surrey with a staff of seven and an annual budget of \$180,000, to a large multi-service agency with two, for-profit subsidiaries, a development arm, more than 400 staff, an annual operating budget in excess of \$16 million and five capital projects with a total budget of close to \$100 million.

The recipient of the Ernst & Young 2010 Social Entrepreneur of the Year and described by the Vancouver Sun as one of Canada's leading social entrepreneurs, Abbott conceived of and launched Atira Property Management Inc. in 2002. Atira Property Management Inc. is a wholly-owned for-profit subsidiary of Atira Women's Resource Society in which all profits earned by the property management company are donated to Atira Women's Resource Society to support its social profit activities. With a staff of more than 250, including almost 200 with barriers to employment, Atira Property Management Inc. has grown quickly to become an important player in property management in the Lower Mainland.

Janet Austin

As CEO of the Vancouver YWCA, Janet Austin has overall responsibility for one of BC's largest and most diversified non-profit organizations, offering services for 60,000 people annually in more than 30 locations throughout Metro Vancouver. The YWCA is an entrepreneurial non-profit, with more than 63% of annual revenues self-generated through related business activities – including a 155 room YWCA Hotel and a state-of-

the-art, downtown-based Health and Wellness Centre – and fundraising. The YWCA has an annual operating budget of about \$17 million, 350 employees, and more than 500 volunteers.

The Vancouver YWCA provides a network of services for women and their families including early learning and care for children, permanent and transition housing, and support services for single moms. The organization also offers employment services for women and men, mentorship, leadership development, and school-based programming for youth. YWCA Crabtree Corner is a unique facility, which provides housing, food, health, childcare, parenting, advocacy and support services for women and children living in Vancouver's downtown eastside. The YWCA is also a leader in community fitness, health, and wellness programming for women and men.

Prior to joining the YWCA of Vancouver Janet served as Executive Director of Big Sisters of BC Lower Mainland. She has also served as Director of Development Services for BC Housing, where she oversaw the development of the Province's social housing for seniors and families, as well as transition housing, homeless shelters, and group homes for people with disabilities.

Janet is a recipient of the Business in Vancouver - Influential Woman in Business Award, the Vancouver Board of Trade Community Leadership Award, the Queen's Jubilee Medal and the Big Sisters "Big Heart" Award for outstanding contribution by a volunteer. In 2008, she was named to the WXN (Women's Executive Network) list of Canada's 100 Most Powerful Women.

She currently serves on:

- the Board of the Women's Health Research Institute (Vice Chair);
- the TELUS Vancouver Community Board and Education Sub-Committee;
- the UBC President's Strategic Advisory Council and the UBC Steering Committee on Community Service Learning;
- the Vancouver Board of Trade (VBOT) Board of Directors as well as the Women's Leadership Circle (Chair), the Strategic Planning Task Force, and the Education and Skills Task Force;
- the Honorary Advisory Board of Big Sisters of BC Lower Mainland;
- the BCIT Non-profit Management and Fund Development Program Advisory Committee (Chair);
- the Leadership Council of the BC Government/Non-profit Initiative (GNPI); and
- the Organizing Committee for the National Retreat for Women.

In the past, Janet has been active as a community volunteer with a wide variety of organizations, serving in Board and volunteer positions with the Dr. Peter AIDS Foundation, MOSAIC, United Way of the Lower Mainland, The Council for Early Child Development, Leadership Vancouver and the BC SPCA. She has also served on the Blue Ribbon Council on Vancouver's Business Climate and the City of Vancouver Women's Task Force. As well, she has served as a weekend puppy-sitter for assistance dogs in training with the Pacific Assistance Dogs Society.

David Berge

David Berge is the Senior Vice President of Community Investment at Vancity, with \$14.5 billion in assets and over 420,000 members. He was the Founder of Underdog Ventures, LLC, a company which creates and manages customized community investment venture capital funds, integrating socially responsible investment, community development finance and philanthropic components. Its last venture fund has to date created more than 9 x invested capital in equity and cash gifts from entrepreneurs to benefit non-profits.

Underdog Ventures was recognized as one of ten U.S. financial institutions providing especially strong benefits to the environment and one of the top five funds supporting social mission.

David is the Chairman and founder of the Underdog Foundation. Previously, David was the Director of Vermont National Bank's Socially Responsible Banking Fund. David is a former Chairman of the Social Investment Forum, the trade association for institutions and professionals involved in the \$3.07 trillion socially responsible investment industry in the United States.

David is the former Chairman of the Social Investment Forum Foundation. He is a former board member and current member of the Social Venture Network. He is an advisory board member of Altrushare Securities, LLC, North America's first non-profit owned brokerage firm. He is a member of the Financial Innovations Roundtable.

Jennifer Charlesworth

Coming Soon

Dr. Bill Glackman

Bill Glackman is a psychologist and faculty member of the School of Criminology at Simon Fraser University. He teaches graduate research methods and program evaluation.

His research interests include the assessment of program and organizational initiatives.

Ida Goodreau

Ida Goodreau is Adjunct Professor, Sauder School of Business and Director of Strategy for the Centre for Health Care Management.

Ida has extensive executive experience in both the public and private sectors. From 2002 to 2009, she was the Chief Executive Officer of Vancouver Coastal Health, one of the largest health care organizations in the country, responsible for delivering health services to over 1.1 million people. She has also held senior positions in the forest sector (Fletcher Challenge, Norske Skog) and natural gas (Union Gas).

Ida sits on a number of corporate and non-profit boards including Vancouver Foundation, Genome BC, Canada West Foundation, Justice Institute Foundation, Women's Leadership Circle, as well as Fortis Inc, and Terasen/Fortis BC. She is a former Director of the Vancouver Board of Trade and Shell Canada.

Ida has been selected as one of Canada's 100 Most Powerful Women three times, has been chosen as the 2009 Consumer Choice Awards Vancouver Business Woman of the Year, and received a Business in Vancouver Influential Women in Business award in 2010.

Murry Krause

Murry is currently the Executive Director of the Central Interior Native Health Society, a position he has held since April 1995. Prior to that, he was the Executive Director of the Prince George United Way for 13 years. In his 40 year career in the voluntary sector has held a variety of other leadership positions.

He is currently in his 4th term as a City Councillor with the City of Prince George, Past President of the North Central Municipal Association and a Director at Large on the Union of BC Municipalities Executive. He is currently the Chair of the Beyond Homelessness Standing Committee and Chair of the Finance and Audit Committee for the City of Prince George. He is also Chair of the First Nations Relations Committee and a member of the Healthy Communities Committee for the Union of BC Municipalities Executive.

He is committed to social justice and equity for all. He was named Prince George Citizen of the Year for 2000.

Paul Lacerte

Lacerte is the Provincial Executive Director of the BC Assn of Aboriginal Friendship Centres, a position he has held for the past 15 years. The BCAAFC represents the largest Aboriginal service infrastructure in British Columbia and is engaged in social and community development for Aboriginal Peoples.

Paul also serves as the CEO for the BC Centre of Excellence for Young Indigenous Leaders and has been instrumental in the establishment of an international Indigenous Youth Alliance. Lacerte currently sits as one of the Canadian representatives at the United Nations Permanent Forum for Indigenous Peoples in New York.

Paul is a practitioner of traditional Aboriginal culture and ceremony and is a member of the Carrier First Nation in northern BC. He has a blended family of 5 children and one grand-child and his home is known as the “House of Happiness”!

Alison Lawton

Alison Lawton is an entrepreneur, financier, social innovator and documentary film producer who has channelled her passion for social development into Mindset Social Innovation Foundation (Mindset).

Mindset capitalizes on the power of the collective through open collaborations with partners such as educational institutions, governments, UN organizations, policy makers and artists, to develop new social, economical and political paradigms that can change the world and shift the collective mindset. Under Lawton’s leadership, Mindset and The University of British Columbia launched a major new initiative: OPEN HEALTH. The Open Health Initiative is researching how drugs are developed and distributed around the world, while showcasing and developing innovative and collaborative entrepreneurial solutions to help life-changing drugs reach more people.

As a social venture philanthropist, Lawton has worked with Lloyd Axworthy, former Minister of Foreign Affairs for the Canadian Government and has also toured Africa with Nigel Fisher, President & CEO of UNICEF Canada; The Clinton Foundation; and Richard Branson’s foundation: Virgin Unite. She feels honoured to have held private audiences with other global stewards such as Former President Bill Clinton, Sir Richard Branson, Stephen Lewis, the Dalai Lama, Bill Gates and Nelson Mandela.

Lawton is Chair of the “Unite for Children Unite against AIDS” campaign for UNICEF Canada; was appointed to the John F. Kennedy School of Government Women’s Leadership Board at Harvard University; Chair of the Open Health Initiative Advisory Board; and is a member of the UBC Graduate School of Journalism Advisory Council. She is very honoured to have received UNICEF Canada’s Champion for Children Award and Visionary Award, Business in Vancouver’s Top 40 Under 40 Award and the 2007 Simon Fraser University Outstanding Alumni Award for Community Service.

David LePage

David LePage is the Program Manager for Enterprising Non-Profits, *enp*, <http://www.enterprisingnonprofits.ca>. *enp*, a collaboration of nine funders across British Columbia, provides learning workshops, planning grants, technical assistance support and resources to non-profit organizations for the development and strengthening of social enterprises. They also participate in leading and creating a broader supportive environment for social enterprise. David is a frequent presenter and facilitator at conferences and workshops on social enterprise, social value purchasing, and related public policy issues.

David is a founding and current member of the Social Enterprise Council of Canada; member of the Canadian Community Economic Development Network (CCEDNET) Policy Council; a member of the Board of Directors of the Social Enterprise Alliance (North America); and a member of the Coordinating Committee of the Social Enterprise World Forum.

David has worked in the social economy and non-profit sector for over 30 years, including inner city economic development, social enterprise, community media, and consulting throughout North America and internationally.

Margaret Mason

Margaret Mason practices in the area of trust law at Bull, Housser and Tupper, with a particular emphasis on advising charitable and tax-exempt organizations.

Margaret assists not-for-profit and charitable organizations with their creation, administration and registration with the Canada Revenue Agency and has particular expertise with respect to entities involved in environmental and health care matters. Margaret advises such entities on governance issues and regulatory compliance. She also advises donors with philanthropic planning.

Margaret has extensive experience with trust and estate related matters including all aspects of estate planning and the administration of estates and trusts, both within Canada and elsewhere. She advises trustees on all aspects of their fiduciary obligations and also acts for beneficiaries. Her clients include major financial institutions as well as individuals.

Margaret lectures extensively in her area of practice. She is widely published and is a Fellow of the American College of Trust and Estate Counsel. She recently chaired the British Columbia Law Institute's Society Act Reform Project. She was a member of the Charities Advisory Committee of the Charities Directorate of the Canada Revenue Agency until the disbandment of the committee.

Dr. James Tansey

James Tansey received his PhD from the University of East Anglia in 1999. After a number of years in the Faculty of Graduate Studies at UBC, he returned to the UK as a lecturer in Science and Technology Studies with the Said Business School in Oxford, where he was also deputy director of the James Martin Institute for Science and Civilization. James returned to UBC in 2006 and is jointly appointed with the W. Maurice Young Centre for Applied Ethics.

James' research activities cover a number of areas including the social impacts and acceptability of new technologies including stem cells and biobanks. He has written extensively on the role of public consultation in

the governance of industrial societies, industrial ecology, scenario methods and climate change. His current research focuses on emerging international markets for carbon exchange, social determinants of health in developed countries and the governance of biotechnology and genomics in Canada.

James is Managing Editor of the journal Integrated Assessment and co-founder of a Canadian carbon offset entity called offsetters.com. He has taught on MBA, EMBA, Executive Education, MSc and Undergraduate programmes in the UK and Canada. He currently contributes to the MBA core and to graduate teaching in the Faculty of Graduate Studies.

James has recently worked as an advisor and contributor to the World Economic Forum, the UK National Audit Office, Oxford Analytica, Cisco, ISIS Innovation (Oxford), Environment Canada, Canadian Environmental Assessment Agency and the Asymmetric Threats Contingency Alliance.

Faye Wightman

Faye is currently President and CEO of Vancouver Foundation, one of Canada's oldest and largest community foundations. She has been in the position for six years.

Faye brings to the Foundation a strong conviction that philanthropy -- giving of one's time and money -- can and should play a powerful role in shaping society. She is passionate about those who give and considers philanthropy to be an incredible act of altruism. Faye believes that Vancouver Foundation can be a catalyst in shaping the connection between philanthropy and the needs of our communities. Her goal is to have the Foundation serve as a bridge connecting the two: helping people cross over and come together to meet each other's needs and desires.

Faye's reputation as one of Canada's philanthropic leaders preceded her arrival at Vancouver Foundation. She was the president of BC Children's Hospital Foundation for 13 years where she oversaw a 650% growth in endowments. Under her direction, the Foundation became the first non-profit organization to win the "Marketer of the Year Award" from the BC chapter of the American Marketing Association.

Following her time at Children's Hospital, Faye served as Vice President of External Relations at University of Victoria for two years. While there, she led the development department in increasing revenue by \$38 million and successfully implemented a new brand for the University building on their strength. She also brought increased efficiency and created a sense of inclusiveness in the department by reorganizing and strengthening its operations.

Faye has an extensive background in the charitable sector including Sunny Hill Foundation for Children (Executive Director), United Way of the Lower Mainland (Campaign Director) and the Canadian Red Cross, BC Yukon Division (Director Health and Community Services). She has also been a member, on the board, and/or served as president for numerous not-for-profits and other organizations including StreetoHome, Pacific Opera Victoria, Ministers Council for Disabilities, Council for Advancement and Support of Education, the Vancouver Board of Trade, KCTS Canadian Advisory Committee, Order of St John, Victoria Order of Nursing, Children's Circle of Care, International Women's Forum and Save the Children Fund, BC. She is currently the Chair of Community Foundations of Canada, Vice Chair of Imagine Canada, a director of BC Unclaimed Properties, Giving in Action, Immigrant Employment Council of BC, the Council of Foundations Leadership Team, and she co-chairs the Government Non Profit Initiative.

Faye's vision and her strong commitment to philanthropy were recognized in 2004 when she was honoured with a "Influential Women in Business Award," an annual award presented by Business in Vancouver magazine. She was indentified in 2010 on the Power 50 list of influential persons in Vancouver. She received accreditation from the Institute of Corporate Directors in 2010 as a certified director.

John Restakis

John Restakis is Executive Director of the BC Co-operative Association in Vancouver. His professional background includes community organizing, adult and popular education, and co-op development. In addition to his duties in building the co-op movement of BC, he does consulting work on international co-op development projects, researches and teaches on co-operative economies, the social economy, and globalization and is a founding member of the Advisory Committee for the MA Program in Community Development at UVic. He was also the co-founder and Co-ordinator of the Bologna Summer Program for Co-operative Studies at the University of Bologna.

Restakis earned his BA at the University of Toronto with a Major degree in East Asian Studies and specialist studies in Sanskrit and Classical Greek. He holds a Masters Degree in Philosophy of Religion. Currently, Restakis is a Sessional Instructor in the MA Program in Community Development at UVic.

Books by John Restakis:

Humanizing the Economy: Co-operatives in the Age of Capital, New Society Publishers, 2010

The Co-op Alternative: Civil Society and the Future of Public Services
Institute of Public Administration of Canada, 2001

Storylines: Oral Histories for Literacy
Ontario Ministry of Education, 1987

Randy Wiwchar

Randy is currently the Director of Community Services for the City of Courtenay, a position he has held since 1990. In his role as Director he is responsible for a diverse portfolio, which includes: all community parks, community recreation and events, culture and cultural agencies, city buildings and community development. As Director, he also serves as liaison to the RCMP and other agencies regarding community initiatives.

Prior to his position with the City of Courtenay, Randy served 11 years as Director of Recreation in Flin Flon, Manitoba.

Randy has also served on a number of community committees, including: the Courtenay Recreational Association, BC Seniors Games Host Committee, Rotary Club, Community Drug Strategy, and as a community host for the Olympic Torch Relay, among others.

Randy has been married for 29 years to Wendy and they have 2 sons, ages 26 and 23.

	Platform Commitment	Theme	Ministry	Cabinet Ctee	Comments
85.	Meet with local non-profits to begin a review of how the funding structure can be improved to bring greater certainty to the groups.	Jobs	CSCD	CCFF?	Nos. 85-89 are a package, re: role of PS, and focus of GNPI
86.	Appoint a retired judge to head the review, with input from charities, community members, industry representatives and local government to examine the role of government in gaming.	Jobs	CSCD	CCFF?	
87.	Look at strengthening the role of non-profit organizations and volunteers in delivering services to British Columbia	Jobs	LCTZ	CCFF?	PS for Non-profit Partnerships
88.	Explore ways to fashion a greater role for Non-profit and Public Partnerships (NPPPs). We will hold a special summit with non-profits, charities and government to see if we can construct a made-in B.C. model for Non-profit and Public Partnerships.	Jobs	LCTZ	CCFF?	PS for Non-profit Partnerships
89.	Strengthen the role of non-profit organizations through the creation of Non-profit and Public Partnerships so they can play a larger role in delivering services.	Jobs	LCTZ	CCJEG CCFF?	PS for Non-profit Partnerships
94.	Work with the Canadian Cancer Society, the B.C. Lung Association, the B.C. Heart and Stroke Foundation and the BC Medical Association to find out how we can best help smokers quit and give them the support they need, including physician counselling.	Families	HLTH	CCFF?	PS for Non-profit Partnerships
95.	Tap into the expertise of the charities and medical professionals to lower the rate of smoking and the incidents of lung cancer.	Families	HLTH	CCFF?	PS for Non-profit Partnerships
101.	During the planned summit with non-profit community organizations we will work to find ways these groups can be more effective in assisting crime victims.	Families	PSSG LCTZ	CCFF?	PS for Non-profit Partnerships
105.	Work with non-profit organizations to deliver enhanced mental health and addiction services at the community level.	Families	HLTH LCTZ	CCFF	PS for Non-profit Partnerships

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From: Hughes, Bette-Jo CITZ:EX
To: Hunt, Adrienne CITZ:EX; Merrick, Keri CITZ:EX; Andersen, Elizabeth CITZ:EX;
Subject: ADM Committee for Non-profit Partnerships
Date: Friday, May 6, 2011 4:00:30 PM
Attachments: Platform Commitments.docx
ToF - ADMs Committee - Draft May 6 2011.docx

With the organizational changes announced on March 14th, the Parliamentary Secretary for Non-profit Partnerships now reports to the Minister of Labour, Citizens' Services and Open Government.

There are a number of platform commitments related to this file (see attached), with many associated activities spanning the responsibilities of several ministries.

In order to track these activities and monitor progress in achieving the platform commitments, we are forming an ADM's Committee to provide coordinated oversight on the non-profit file. You have been identified as the appropriate representative for your ministry; please let me know if another ADM would be more suitable.

A draft Terms of Reference is attached for your review, and a meeting agenda will be sent prior to our first meeting on June 1st. Refreshments will be provided.

Thank you in advance for your consideration and participation. If you have any questions, please don't hesitate to contact me.

Bette-Jo

Bette-Jo Hughes
ADM, Service BC
Ministry of Labour, Citizens' Services and Open Government
access to government services made easy

ADM Committee for Non-profit Partnerships

Draft Terms of Reference

Introduction:

The Parliamentary Secretary for Non-profit Partnerships (Parliamentary Secretary) was created March 14, 2011. The B.C. government is seeking new and innovative ways to help B.C. communities tackle the most pervasive social challenges of the day. This Committee builds on the work of the Government Caucus Committee on Social Innovation and Volunteerism, the Government/Non-Profit Initiative, the Advisory Council on Social Entrepreneurship and activities in ministries across government focused on social innovation, volunteerism, non-profit relations, social finance and social enterprise.

Mandate:

The ADM Committee for Non-profit Partnerships is established to maximize social innovation within government, and ensure implementation of recommendations as directed by the Cabinet Committee on Families First (CCFF).

Members of The Committee are accountable for implementing the Non-profit Partnerships work plan as approved by the CCFF, and as amended from time to time. Members are accountable for actions within their own ministry and participating in cross-ministry coordination of actions that affect more than one ministry.

Reporting Structure:

The Committee reports directly to the Parliamentary Secretary. The Chair is the ADM, Service BC, Ministry of Labour, Citizens' Services and Open Government.

Meeting Schedule:

The Committee will meet quarterly. Additional meetings will be at the call of the Chair.

Membership:

Members of The Committee will be assistant deputy ministers appointed by their respective deputy ministers upon request by the Parliamentary Secretary. Additional members at the director/executive director level may be added. Members will be appointed, as a minimum, from the following ministries:

- Ministry of Aboriginal Relations and Reconciliation
- Ministry of Advanced Education
- Ministry of Children and Family Development
- Ministry of Community, Sport and Cultural Development
- Ministry of Finance
- Ministry of Health
- Ministry of Jobs, Tourism and Innovation
- Ministry of Labour, Citizens' Services and Open Government
- Ministry of Public Safety and Solicitor General
- Ministry of Social Development

ADM Committee for Non-profit Partnerships

Wednesday June 1, 2011 – 8:00 AM – 9:00 AM

Attendees: Bette-Jo Hughes (Chair), Molly Harrington (MSD), Arlene Paton (MARR), Jim Hopkins (FIN), Bev Dicks (MCFD), Linda Cavanaugh (SG), Alison Bond (MSD); Sarah Fraser (for Gordon Borgstrom) (JTI)
 Regrets: Heather Davidson (HLTH), Gordon Borgstrom (JTI), David Galbraith (CSCD), Heather Wood (FIN), Andrew Wharton (MSD)
 Committee Support: Adrienne Hunt, Liz Andersen

Agenda Items:		Action Items:
1. Introductions Context Review of Agenda	<ul style="list-style-type: none"> Bette-Jo made introductions and provided the context for the ADM Committee as well providing background on the Advisory Council. Background: <ul style="list-style-type: none"> October 2010 – MLA Hogg appointed Parliamentary Secretary for Social Entrepreneurship Advisory Council (reports to Parliamentary Secretary) comprised of members drawn from the non-profit sector was established to ensure direct consultation, advise on feedback to support social innovation in BC – tasked with making recommendations to government by the end of fiscal (March 31, 2012) March 2011: responsibility for non-profits and volunteers transferred to CITZ. Advisory Council and ADM committee responsibilities transferred at the same time. ADM Committee (reports to Parliamentary Secretary) is tasked with reviewing the recommendations made by the Advisory Council. No changes/additions to the agenda 	
	<ul style="list-style-type: none"> Reviewed the platform commitments as distributed. These commitments were tagged as being related to <i>Families First</i>. Clarification was provided that there may be the ability to change/revise the wording of the commitments and/or clarification of the expected outcomes to ensure that commitments are managed/attained/met 	<ul style="list-style-type: none"> Bette-Jo to confirm with Sandra Sajko at Cabinet Ops re: reporting on platform commitments
4. Terms of Reference	513	
	<ul style="list-style-type: none"> The reporting structure of the ADM Committee will need to be 	<ul style="list-style-type: none"> Bette-Jo to clarify reporting structure

**ADM Committee for Non-profit Partnerships
Wednesday June 1, 2011 – 8:00 AM – 9:00 AM**

	clarified • Meetings to be held every four to six weeks with presentations on areas of interest/explorations such as SIB's	
5. Other Business		
Adjourned at 9:00 am		

Taking Care

Discussion Paper – Advisory Council on Social Entrepreneurship

I find it really tragic that after ten years, over thirty audits of first nations issues on reserves, a fair bit of money and hard work by public servants, conditions are worse today than ten years ago... We can't keep doing things the same way. Obviously it's just not working. - Sheila Fraser, Canada's Auditor General May 28, 2011

We are living in a point in history when the need for change and desire for change is profound. Our current trajectory is no longer sustainable. We cannot ignore the compelling environmental and social challenges that vex today's world because they will undermine us all. We cannot dismiss the fractures in our communities or the fissures between those of us fortunate to live in comfort and the massive number of our fellow human beings who live under the crush of poverty around the world. – Frances Westley, Getting to Maybe

Citizenship is a way of making concrete our ethical commitments to care and to realize our obligations to aid our 'fellow travelers'. - Mark Kingwell, The World We Want – Virtue, Vice and the Good Citizen

Mandate: Advisory Council on Social Entrepreneurship
Make recommendations to the Parliamentary Secretary on how to maximize social innovation in British Columbia with an emphasis on social finance and social enterprise

Taking Care

Taking care is a fact of everyday life, for every British Columbian. Either as family, friends, neighbours, co-workers, social networks or community we take care of our children; people with chronic illness, disability or mental illness; people with health challenges; people down on their luck; people in crisis or the victim of a catastrophe; and people who are ageing and infirm and their caregivers.

Natural, freely given, voluntary care is the backbone of our province. For example, 80% of care to the elderly and people with disabilities in Canada is provided by family, friends and neighbours. (Source: Sherri Torjman, Caledon Institute) According to Statistics Canada, loving, voluntarily given care is estimated to be worth \$25 Billion annually (2009).

We are equally fortunate to have a formal social care system comprised of non profit and other community service providers, policy makers, legislators, and funders (government, foundations, donors) who complement and back up this 'informal' but indispensable system of natural care.

When the formal and natural care systems work well together our families, neighbourhoods, communities are healthier, more resilient and less vulnerable. When the relationship is imbalanced, people become dependent on paid solutions, less self-reliant, less engaged and less self-sufficient. Further, expenses increase, costly interventions don't produce the anticipated impact and problems become entrenched. Despite our best efforts, attempts to achieve social benefit are frustrated, as reflected in the quote from Canada's just retired Auditor General, Sheila Fraser above.

This imbalance is reflected in many of our social challenges today. Poverty homelessness, addictions, the living conditions of aboriginal children and families and many other social problems are resistant to traditional solutions. No matter how many resources are invested, solutions seem elusive. They are a class of challenges that require a new way of thinking and acting. Some refer to these as 'wicked problems' needing 'disruptive innovations.'

In recent years social innovation has emerged globally as a frame of reference for action to address existing and emerging social, financial and environmental challenges. Social innovation incorporates the best of the traditional creativity of the community sector over the decades. In that regard it is not new. What is new is the intentionality and discipline to search for, scale up and spread integrated solutions to complex social problems. So are the conscious efforts to design opportunities for collaboration among all sectors and stakeholders.

Social innovation methodology, rigor, processes and tools (including social enterprise and social finance) represents an opportunity for all British Columbians to address our most persistent, existing social challenges and to prepare ourselves for emerging new ones. As Einstein remarked, "Complex problems cannot be solved by the level of awareness that created them."

Goals of Social Innovation

Social Innovation can assist us to:

- Increase the creativity and numbers of engaged citizens and volunteers
- Strengthen the resilience and adaptive problem solving capacity of individuals, families, neighbourhoods, and communities
- Spark business, government and service provider innovation to support resilient families and communities
- Identify the structural and financial changes and problem solving processes that need to be implemented to address our toughest, deeply rooted social challenges
- Enhance the capacity of business, government, non profits and citizens to work together
- Identify untapped, under mobilized financial resources to support and bridge natural care and formal care-giving
- Generate flexible dollars for community organizations to invest in social innovation, human resources, technology and prevention and

- Ensure resources are available for unexpected crises.

Why Social innovation?

The pressure to innovate is compelling. In other fields (science, business, medicine) methods of innovation are well understood. There is little comparable in the social field. One popular business mantra is, ‘innovate or die.’ The same may be true for social challenges. None of us are satisfied we have resolved long standing issues of poverty, social isolation, homelessness, abuse and so many others.

Here are some of the challenges British Columbia faces.

- Our natural caregivers are under stress. For example: one in six who provide informal care to seniors experience distress. (Source: Canadian Institute for Health Care Information) 75% of BC family caregivers are women. The impact of balancing care-giving and paid employment is particularly stressful for women (lower income, job insecurity). (Source: BC Law Institute and Canadian Centre for Elder Law).
- Existing social challenges are proving resistant to our current solutions. For example the levels of poverty and homelessness remain unacceptable. According to the First Nations Caring Society, there are more First Nations children in foster care today than were placed in Residential Schools at their height.
- New complex problems are emerging at a time when our systems are already overstressed. For example, the ageing of society and increasing social isolation. 25% of Canadian seniors now live alone – an unprecedented number that keeps rising. (Source: Tyze.com)
- Government resources are shrinking. The renegotiation of the federal provincial cost sharing agreements in 2014 is expected to reduce British Columbia’s share and therefore the size of our fiscal pie.
- Government resources are focused on short term mitigation rather than long term prevention.
- Preparing for unexpected social, financial, environmental emergencies, (SARS, pine beetle). Disasters, catastrophes, unexpected occurrences stretch and redirect our existing resources.

What is Social Innovation?

Social innovation is more than the viability or sustainability of one new idea, non profit, program or fund. It means being intentional about:

- Cultivating and supporting new approaches that work
- Aligning existing expertise and experience in new ways
- Using the expertise and resources of all sectors (business, community and government)
- Adopting an entrepreneurial, business oriented approach to achieving social impact
- Linking innovations with structural, institutional and systemic change

- Leveraging new technologies
- Cultural and attitudinal shifts
- Impact, durability and scale.

Social innovations are new ideas, products, services, processes, statutes, resources, protocols, technologies that simultaneously tip a system in the direction of greater resilience while generating new social relationships, partnerships, collaborations, connections and financing. In other words, social innovation profoundly impacts an existing challenge while increasing our resources to tackle the inevitable next set of challenges.

Characteristics of Social Innovation

Complex Problems require complex problem solving – The social problems that don't go away or may even be getting worse have to be seen as complex. They are resistant to one new idea, one organization, one sector, and one solution. Whole system change benefits from studying complexity science and its application to social systems. It requires determined study and action by multiple parties and stakeholders, on many levels and time scales. Complexity theory teaches us that complex challenges don't exist in isolation. They are inter-locking, for example poverty, the price of fuel and the rising cost of food. There are multiple variables in these complex environments, some visible some less so. Some are amenable to shorter term interventions. Some require longer commitments. For example, after decades of addressing poverty with traditional solutions, the Salvation Army through its Dignity Project is now devoting its attention to the slower moving variable of cultural attitudes toward people who are poor. They understand that as important as other solutions are, one of the roadblocks to reducing poverty is the belief among many Canadians that the poor are responsible for their fate.

Assume Capacity - individuals, families, neighbourhoods and communities are capable of solving their own problems – the role of professionals, providers, funders and government is to support and supplement this capacity, not to supplant it.

Abundance mentality – social innovation is about doing more with more; about tapping into all the resources, assets, talents and connections in our communities and province – not just the financial resources of traditional funders.

Shift is profound – if we accept our challenges are complex and deeply rooted, then incremental change will not be enough. Social innovation is more than improving the efficiency of existing services. Social innovation imagines a more just world. It addresses structural and institutional change, with long term positive benefits.

Not an instant solution but intentional problem solving – the discipline of social innovation requires an ongoing commitment to an evolving and emergent process. This is not a popular thought in an age when we want instant everything and when the daily pressure to respond intensifies. It doesn't mean we delay working on solutions. It does

mean acknowledging that complex deeply rooted problems have built up over time and profound change will take time.

Reframing – the road to people solving their own problems starts with users and consumers reframing the problem. Solutions must be based on personal experience and engagement, not third party perceptions of the problem and solution.

Our June 29 and 30th planning session

Most of us are conflicted. We are engaged in responding to day to day challenges. Yet we also recognize the need to step back and pay attention to what is causing the problems in the first place - to look upstream at the causes.

Our planning session will be anchored in the day to day but will focus on what we could put in place that would enhance and increase our capacity to take care of each other in the future. Accordingly we propose the following question:

How can we use social innovation (and its corresponding tools of social enterprise, social media, open source, smart collaborative networks and social finance) to enable a resilient British Columbia in 2020?

We have designed our planning session to focus on three areas of discussion. We are certain other categories and many more ideas will emerge. However we wanted to start with three themes that motivated the creation of our Advisory Council and which reflect our discussions and experience. We offer these as a way to kick-start our discussions, not constrain them.

Theme One: Growing a Social Finance Economy

Social entrepreneurs have taught us how to lever existing resources to attract new investments in social change as well as to access untapped resources. They don't fit the usual mold of non- profit grantees. They, attract, leverage and bundle resources (grants, loans, equity) to achieve their social goals.

A new social finance infrastructure is emerging to service this new breed of entrepreneur. For example, channeling just 10% of the capital assets of foundations into mission related investing would mobilize an additional \$3.4 Billion to advance the collective mission of Canadian foundations. (Source: Canadian Task Force on Social Finance) Another example is the growth of social stock exchanges in places like Brazil, Italy, South Africa and the UK. Social stock exchanges serve the capital needs of social economy organizations (co-ops, non-profits and social enterprises) by issuing social investment shares.

At the same time businesses are under pressure to add social impact to their business objectives. Smarter, innovative use of our resources is leading toward a new kind of economy. A social economy blends social and economic value. The Quebec social

economy, comprising credit unions, community economic development organizations, co-ops, social enterprises and other not-for-profits, has long enjoyed official recognition and support. With \$17 billion in economic activity, it is 6% of the provincial economy. In British Columbia, Vancity Credit Union is leading the way with a robust strategy to invest substantial capital to achieve social and environmental impact while earning revenue.

What are your big ideas for growing our social finance economy?

Theme Two: Launching New Ways of Working Together

New alliances of traditional players as well as strangers and allies are a prerequisite for doing things differently. No one individual, network, organization, institution, company, department or sector can resolve our stubborn social challenges on its own. A collective effort requires widespread collaboration among political, social, cultural and economic leaders, activists, and thinkers. A new relationship or social contract is required between the state, its citizens, community groups and businesses – one that improves the way government, business and community work together to address social challenges. While government has a central and continuing responsibility for financing and regulating the provision of public services, this does not mean it is responsible for the production and delivery of these services. From health care to serving vulnerable populations, the delivery of public services is being reinvented to re-orient the traditional role of the state and the social economy from one of provider to one of interconnected partnership.

Some jurisdictions are referring to this as co-creation or co-production. They recognize that policy and service delivery must be jointly developed between users/consumers and government. The *mutualization* of public services through the creation of citizen and worker controlled care systems is one example now being pursued in the UK on an ambitious scale.

The social finance methods referred to in Theme One are integrating elements of the social, non-profit organization with a business model whose activities and purpose focus on generating profit. The end result is hybrid organizations aligned around both social and financial goals, thereby fundamentally altering the culture, processes and structure of the 'old' models. Ideally, the 'best' of both will be integrated into a new entity focused on social good, and using the efficiencies and performance orientation of the business model.

An important source of social innovation is the 'passionate amateur.' They are inspired to a high standard of creativity and ingenuity by the daily challenges they face in taking care of family members, friends, neighbours and co-workers. Their inventions and innovations eventually make their way into non-profit service delivery, institutional care and government policy. They are both consumers and producers - they know the system inside out; what works and what doesn't and we must ensure their knowledge and social learning is documented and mobilized.

Key to any collaboration is trust and reciprocity, building upon social capital and cooperation at the local, regional and provincial level. Such aspirations bring up concerns around power and trust. We are uneasy about government's motivation; our unfamiliarity with business leads to a misunderstanding of motives and possibilities. And the competitive environment among non-profits leaves many of us cautious about collaborating with each other – more perhaps than we would like to admit.

One innovative approach for co-creation that has emerged is 'change-labs – which enable all parties to develop a common understanding of a challenge, identify possible solutions and then prototype, outreach and implement them. They combine a commitment to work together with a drive to action. One example is the Danish Government, which has established the Danish Mindlab. Another is, Reos Partners, which specializes in change labs on a variety of issues. (See Sustainable Food Lab). A final example is the Australian Centre for Social Innovation's Family by Family project intent on breaking the cycle of welfare dependency. (See website resources)

What are your big ideas for improving the way we work together, both within the social economy and across sectors?

Theme Three: Accelerating our Social Impact

As the rate of change accelerates so must our capacity to respond. Canadian writer, Thomas Homer Dixon has observed the problems we are facing are so serious and complex that it is hard for us to grasp their dimensions – there is an “ingenuity gap” between the demand for appropriate solutions and its supply. Our challenge is to establish a culture of continuous social innovation, imbued with the spirit of caring, daring and working hard. One that unleashes everyone's creativity; raises our children to see change-making as a career; develops curriculum for schools, colleges and universities; and provides resources for young people to pursue their big ideas. Simultaneously we can encourage continuous learning about social impact; identifying the key design elements of successful social innovations of the past; bringing the best thinking from around the world to bear on our key social challenges; creating new ways to measure tangible social impact – in effect mobilizing and sharing our knowledge. Finally, we need to nurture creative communities, supporting all the stages between social 'invention' and systemic change. This would include fostering our capacity for discovering new solutions; growing the solution through prototyping and proof of concept; supporting its spread and scale and finally accelerating its adoption.

What are your big ideas for accelerating our social impact?

As preparation for our session we invite your reaction to this discussion paper. One of the members of our planning group will call each of you to discuss the paper and clarify your expectations before June 29th.

In addition could you please come to our planning session prepared to answer the following question:

How can we use social innovation (and its corresponding tools of social enterprise, social media, social media, open source, smart collaborative networks and social finance) to ensure a resilient British Columbia in 2020?

Sincerely,

Jennifer Charlesworth, Al Etmanski, Jim Fletcher, Ida Goodreau, Alison Lawton, John Restakis, and Andrew Wharton