

# Stable Roots Landscaping

## Enterprise Snapshot

## March 2009

**Mission Statement:** To provide stable employment and livable wages to at-risk youth from while offering premium landscaping services and dedicated support to our customers

### Business Profile

**Business Area** Landscaping Services

**Product and Market Profile:**

- Stable Roots offers landscaping and garden maintenance services to commercial and residential customers.
- Stable Roots offers a complete range of design and maintenance services, but largely relies on long-term lawn and garden care contracts with institutional customers. This has been the core focus for the last 5 years. Half of all revenues stem from 1 customer.
- Stable Roots is currently marketing complimentary service offerings (to basic lawn and garden care) more aggressively, and seeking to develop more private sector contracts.

**Financial Objective:**

To be profitable - Business revenue to exceed total expenses

**Responsible Business Practices:**

- No chemical pesticides used in garden maintenance.
- Local sourcing of suppliers

### Mission Profile

**Desired Social / Environmental Outcomes**

Homeless and at-risk youth in Greenville:

- develop strong life and job skills,
- positive relationships,
- have satisfying and sustainable jobs,
- reduce high-risk behaviours.

**Strategies**

- Recruit at least 30% of its full-time employees from Greenville Youth Services and other youth drop-in centres.
- Offer on-the job training and flexible work hours.
- Offer personalized support to employees to assist them with their transition to employment.

### More information

**Year Started** 1998

**Location** Located in Greenville, BC. We serve Greenville and surrounding communities of Smallwood and Greenwood.

**Employees**

12 employees. 5 full-time equivalents. 4 are targeted employees.

**Enterprise History**

The business was originally established by Greenville Youth Services to complement the organization's job search programs. Greenville Youth Services has been providing support to youth who are at risk, including counselling, afterschool programs, and employment support.

**Current Management Team**

Megan Smith – General Manager  
Bruce Lee – Marketing and Sales

**Operating Structure**

*Relationship with non-profit*

Separate - set up independently  
Stable Roots does not share any systems with Greenville Youth Services and has its own Board of Directors.

**Key Relationships**

- BC Housing — Stable Roots Landscaping provides all lawn maintenance for social housing development in MetroVancouver
- BCIT— Partnership for skills training support program.

**Accreditations / Recognitions**

- re-accredited in 2008 by the Council on Accreditation for Children and Youth.

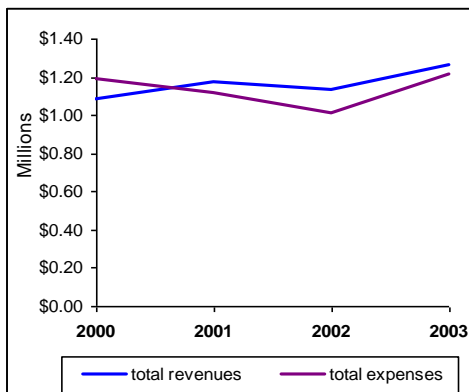
## Business Performance

### Key Results

- Developed 2 new customer relationships in 2007, decreasing dependency on top 2 customers (lowering their share of revenue from 53% to 50%).
- Reduced # of complaints by 10% from last year
- Increased # of jobs/day using better scheduling methods (from an average of 10 in 2006 to 12 in 2007.)

Enterprise Financials	2002		2003 Growth	
Total Revenue	\$ 1,130,220	\$ 1,263,673	12%	
social subsidies	38%	39%		
sales	62%	61%		
Total Expenses	\$ 1,005,896	\$ 1,213,126	21%	
social operating	51%	58%		
enterprise expenses	49%	42%		
Net Profit	\$ 124,324	\$ 50,547		

Key Indicators	2002	2003
Business Cost Recovery	0.70	0.50
Sales growth rate	21%	35%
Gross Margins %	35%	32%
% repeat customers	85%	90%



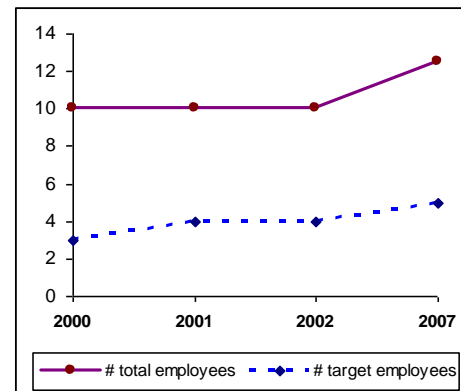
## Mission Impact

### Key Results

- Maintained 42% target/non target employee ratio throughout Year. Retained 25% of original target employee base recruited in year one.
- Developed customized education training support for target employees.
- Surveys completed by target employees show high job satisfaction and skills development.
- Total gross salaries to target employees: \$125,089

### Target Population Profile (2007)

Average age	16
% aboriginal	30%
share criminal records	60%
share highschool grads	50%
share female	25%



## Enterprise Sustainability

### Key Developments

- Developed a Business Advisory Committee in 2006, which is comprised of executives from the business community.
- Evaluating move of main landscaping office to more spacious location.
- Developed unique accounting system for the social enterprise (distinct from non-profit accounting system).

### Key Strengths

- 10 years experience in landscaping market and pursuing social mission.
- Experienced management team
- High quality service

### Key Risks

- Overdependence on key customers: almost 50% sales from 2 customers. RESPONSE: In Spring 2009 we will implement a residential direct marketing campaign to develop new customer base.
- Increased competition from giant multinational landscaping group. RESPONSE: Will not try to compete on price, but will strengthen quality of service.