

**The Value of Social Enterprises in Vancouver:  
Research into the Impact of Employing Individuals who are  
Marginalized**

***Impact Map and Measurement Framework***

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**Vancity**  
Community Foundation

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### Introduction

Social enterprises employ individuals who are not welcome elsewhere. They provide personalized support and go the extra mile to connect employees to the resources they need to be successful. While there are a few specific case studies of the impact of individual social enterprises in Vancouver, and some research into the size and composition of the social enterprise sector in B.C., there is little research into the broader impact and value of these enterprises in this region. This research is important to building the visibility and credibility of social enterprise, as well as in learning what works and how to scale impacts.

In the fall of 2014, representatives from a number of social enterprises in Vancouver attended a workshop to develop an *impact map*.<sup>1</sup> This was the first step in establishing a common impact measurement framework that could not only show the importance of social enterprises to individuals but also to the broader community, including potential community cost savings. This measurement framework focuses on work-integration social enterprises (WISE) that provide jobs for individuals who are marginalized, as well as training, placement and other supports. These jobs can be transitional, stops on the way to integration into the mainstream labour market, or stable, long-term alternatives to existing mainstream jobs. These social enterprises may also support individuals to earn an income outside of direct employment, for instance by purchasing or selling a product (e.g. buying art works from artists, selling a publication) and supplying labour to other businesses. All WISE social enterprises are embedded in communities, and the work they do is aimed to benefit those communities as well as individual workers.<sup>2</sup>

This paper proposes an *Impact Map and Measurement Framework* based on this workshop. It presents a map of short, medium and long term outcomes, and then goes on to present potential indicators that could be measured for those outcomes. We conclude by discussing how the framework could be applied.

### Defining an Impact Map and Measurement Framework

While individual social enterprises within Vancouver differ in the goods and services they produce and the way in which they engage individuals who are marginalized, they are all working towards similar outcomes. *Outcome* is a term used in logic models to define how an organizations influences social change, and are very commonly used in program evaluation and research. The logic model is known by

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<sup>1</sup> Representatives from the following social enterprise attended: Potluck Café and Catering, The Cleaning Solution, Just Work Economic Initiatives and the Portland Hotel Society (which operates East Van Roasters, The Window and Hives for Humanity). Consultation about this draft impact map and measurement framework will occur with the following social enterprises who expressed an interest in this project, but who could not attend the workshop: CleanStart, Family Services of Greater Vancouver, H.A.V.E. Culinary Training Society, EMBERS, Hope in the Shadows, Megaphone Magazine.

<sup>2</sup> The use of the term WISE and its definition is drawn from: Pauline O'Connor PhD & Agnes Meinhard PhD *Work Integration Social Enterprises (WISEs): Their Potential Contribution to Labour Market (Re-)Integration of At Risk Populations* Centre for Voluntary Sector Studies Ted Rogers School of Management Ryerson University, May 2014. [http://www.sess.ca/english/wp-content/uploads/2014/12/OConnorMeinhard.OHCRIF-report-2014.FINAL\\_.pdf](http://www.sess.ca/english/wp-content/uploads/2014/12/OConnorMeinhard.OHCRIF-report-2014.FINAL_.pdf)

## Impact Map and Measurement Framework

many other terms. It is known as a *results chain* in the Treasury Board of Canada's guidance in showing value for money.<sup>3</sup> It is also sometimes used interchangeably with *theory of change*. It is known as an *impact map* in the field of social finance and social entrepreneurship and is what we use here.<sup>4</sup>

### *What does an Impact Map Show?*

An impact map illustrates the path between what an organization does (inputs and activities), what it creates (outputs) and what further changes occur (outcomes). In the case of social enterprises, they are undertaking a business activity that supplies a product or service (an output). While each social enterprise differs in the business product/service created, and how it does this, they all go out of their way to include people who are marginalized in the business in some capacity as labour, suppliers and customers. Using an analogue of a splash and ripple, this proactive inclusion creates a ripple effect that starts with the individuals who are involved, but moves beyond them to impact their families and support networks, and to the broader community. In this way it is useful to define outcomes as short, medium and long-term. Immediate, short-term outcomes are observable fairly quickly and can be closely linked to the individual's involvement in the social enterprise. Medium and long term outcomes occur over an expanded time frame, and speak to significant changes in individual and community well-being. The social enterprise alone does not bring about these outcomes, but contributes to bringing it about.<sup>5</sup>

### *Shared Outcomes*

Marina Niks, a professional evaluator, facilitated a workshop held October 9, 2014 in which social enterprises were asked to discuss and define shared short, medium and long-term outcomes.<sup>6</sup> The shared outcomes are shown below in Figure 1. The wording was refined following the workshop. For instance, we use the term 'individuals who are marginalized', while social enterprises themselves use different terms to describe the people they are involving in the enterprise (e.g. participant, community employee). For a definition of this term, please see this appendix.

Workshop attendees were also very interested in being able to express their social impact in monetized terms and wanted to include this in the logic model. This is not included as an explicit outcome, because

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<sup>3</sup> Treasury Board of Canada Secretariat. *Assessing Program Resource Utilization When Evaluating Federal Programs*, Centre of Excellence for Evaluation, Expenditure Management Sector, 2013.

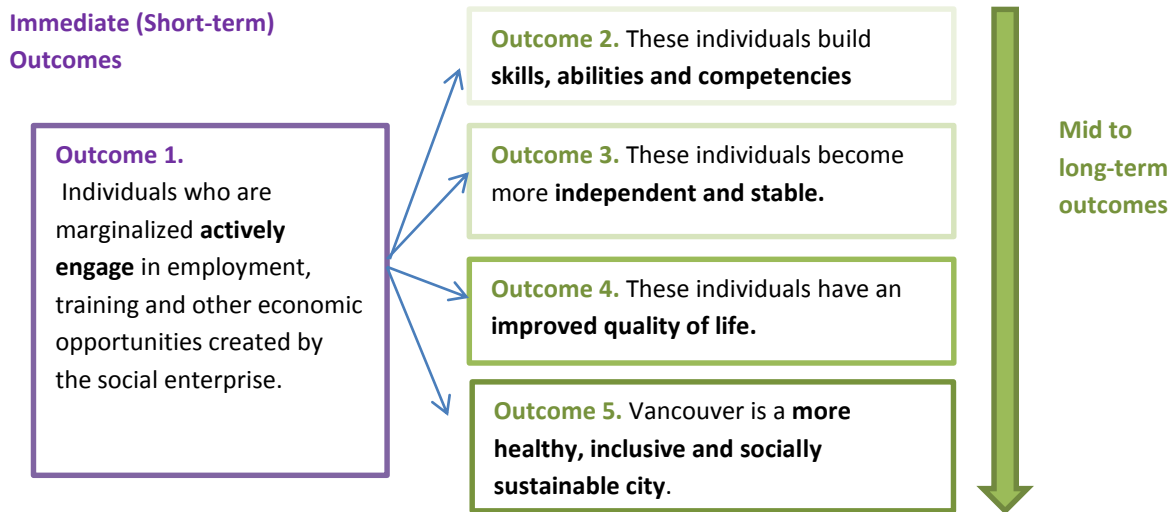
<sup>4</sup> For instance, Impact Map is used in Social Return on Investment Methodology. U.K. Cabinet Office, Office of the Third Sector, *A Guide to Social Return on Investment*, 2009. [http://www.neweconomics.org/page/-/files/A\\_guide\\_to\\_Social\\_Return\\_on\\_Investment.pdf](http://www.neweconomics.org/page/-/files/A_guide_to_Social_Return_on_Investment.pdf)

<sup>5</sup> There are many variations in terminology used in evaluation and associated fields. For instance, ultimate outcomes, final outcomes and sometimes impact is used interchangeably with long-term outcomes. For some, impact specifically means distinguishing the actor's direct causal influence over the outcome. In this study we will focus on using the term outcomes rather than impact. The splash and ripple analogue is popularized by the following guide developed for community organizations: Philip Cox, Sherry Kozak, Louise Griep, and Lisa Moffat, *Splash and Ripple: Using Outcomes to Design & Manage Community Activities*, Calgary: Plan:Net Ltd. 2010. [http://www.hc-sc.gc.ca/ahc-asc/alt\\_formats/pacrb-dgapcr/pdf/finance/contribution/splash-ricochet-eng.pdf](http://www.hc-sc.gc.ca/ahc-asc/alt_formats/pacrb-dgapcr/pdf/finance/contribution/splash-ricochet-eng.pdf)

<sup>6</sup> As noted, representatives from the following social enterprise attended: Potluck Café and Catering, The Cleaning Solution, Just Work Economic Initiatives, Portland Hotel Society social enterprises. Additional consultation will follow with other social enterprises.

technically it is a means of expressing outcome(s), rather than an outcome in itself. We identified 'Outcome 5: Vancouver is more healthy, inclusive and socially sustainable city' as a long-term outcome that captures social enterprise's potential in not only making a difference to individuals but to the greater community. Many indicators in the framework are expressed in a dollar value, and there is a potential to monetize other indicators. For more information on this aspect of the project see the companion document: *Developing a Societal Cost Calculator*.

Figure 1 Shared Outcomes



### Defining Indicators

Social enterprise operators are observing the outcomes described in the impact map in different ways: some are doing so informally and others are tracking aspects of these outcomes more systematically. Our challenge is to be able to capture these outcomes more formally and in consistent terms across different enterprises and in a way that this aggregate information can be used at a policy and planning level. We also want to be able to look at this data critically to understand ways to improve and enhance impact, both internally by those who run social enterprises, and those who provide sector and policy support. To do this, a set of indicators is proposed for each outcome in the pages that follow. The indicators are based on one or more of the following six criteria:

1. They draw on validated assessment tools that have been tested for reliability and validity, particularly in relation to the population and context.
2. They have been used in evaluations of employment and social support programs (and social enterprise where available).
3. They relate to indicators that have been defined at a planning and/or policy level for understanding community development and health inequity (for instance, by the City of Vancouver, Vancouver Coastal Health and other agencies where applicable).

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4. They can be related to measures collected through the BC Social Enterprise Survey.<sup>7</sup>
5. They are easy to collect and understand, and could be integrated easily into the operations of the enterprise.
6. They relate to academic research that have investigated the impact of supportive employment and/or social enterprise.

To help in identifying indicators, we described one or more detailed outcome that expands on the five key outcome outlined in Figure 1. This clarifies how specific indicators relate to the key outcomes.

The tables below recommend indicators based on the criteria. The intent is not to present an exhaustive list, nor to suggest that all of these indicators should be collected. A discussion of how the indicators could be applied, including collection methods, is provided in the final section of this paper.

### *Outcome 1*

Individuals who are marginalized **actively engage** in employment, training and other economic opportunities created by the social enterprise.

### *Detailed Outcomes and Proposed Measures:*

| Detailed Outcomes  | Indicator   | Discussion  |
|--|---|---|
| Individuals who are marginalized are accessing employment, training and work opportunities created by social enterprises | # Individuals who face barriers to employment who are involved in the social enterprise | It would also be useful to break out the number of individuals by how they are involved. For instance, possible categories could include paid employment (casual or short term), paid employment (on-going), supplying or selling goods/services, student (training), volunteer. It would also be useful to break out the number of people involved according to specific demographics that government and health authorities seek to reach, using the definitions that they use). <sup>8</sup> |

<sup>7</sup> British Columbia Social Enterprise Survey (2014) Simon Fraser University, Mount Royal University, BC Enterprising Non Profits <http://www.sess.ca/english/wp-content/uploads/2014/04/BRITISH-COLUMBIA-SOCIAL-ENTERPRISE-SURVEY-2014-Final.pdf>

<sup>8</sup> Classifications to consider include those used in the B.C. Social Enterprise Survey questionnaire, those described in Vancouver Coastal Health’s health and community profiles, those used by the City of Vancouver in its Social Impact Assessment of the Downtown Eastside, and those used by Statistics Canada in its Canadian Community Health Survey. See: [www23.statcan.gc.ca/imdb-bmdi/instrument/3226\\_Q1\\_V11-eng.pdf](http://www23.statcan.gc.ca/imdb-bmdi/instrument/3226_Q1_V11-eng.pdf) , [www.vch.ca/media/VCH-Profile\\_VanSummary-Nov-2013.pdf](http://www.vch.ca/media/VCH-Profile_VanSummary-Nov-2013.pdf) [vancouver.ca/files/cov/DTES-social-impact-assessment.pdf](http://vancouver.ca/files/cov/DTES-social-impact-assessment.pdf)

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| Detailed Outcomes   | Indicator   | Discussion   |
|---|---|--|
| Individuals are successful in maintaining their relationship with the social enterprise | Average length of time involved per individual        | This would apply to on-going employment, volunteering and economic-opportunities. For on-going employment, this can be related to Statistics Canada’s Labour Force Survey data |
|   | Total hours of involvement                            | This could come from payroll data, or could be estimated in some cases, such for volunteer or sales/supply relationships   |
|   | Training completion and placement rate (for training) | Placement rate (for training only) should ideally specify a period for staying at position (30 days seems typical).  |

The following additional data could be very useful to contextualize the data collected, and relate them to policy interests

| Data   | Discussion   |
|--|--|
| Non-business revenue   | <p>This could show 'program' cost-effectiveness of the social enterprise model relative to cost of employment readiness and job creation programs. If there is interest in monetizing outcomes, this also gives a common ‘investment’ figure, from which to compare monetized benefits.</p> <p>Non-business revenue captures grant funding and in-kind funding to support the development (and sometimes on-going operation) of a social enterprise. Given that these revenues may vary by year, it would be useful to annualize this figure based on grants over a number of years.</p> |
| # Individuals on waitlists   | This would suggest the demand for positions at social enterprises, the degree to which needs are currently being met, and whether there is a need for support around scaling and replication.  |
| # Individuals who are marginalized in Vancouver  |  |
| Average hourly wage, benefit coverage relative to provincial average by job classification | This could show whether employment remuneration is reasonable – that it is the same or exceeds industry averages (benchmarked to Statistics Canada Labour Force Survey data)   |
| \$ Value of goods or services sold   | This data could help show how social purchasing specifically relates to producing employment outcomes for individuals who are marginalized. For instance, it could characterize the number of individuals that benefit by choosing social enterprises as suppliers based on the value of goods and services purchased.   |

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**Outcome 2**

Individuals who are marginalized build **skills, abilities and competencies**

| Detailed Outcomes   | Indicator  | Discussion  |
|---|--|---|
| Individuals are developing / improving specific skills, abilities and competencies          | List of the 5 most important skills, abilities and competencies that individuals develop or improve through involvement in the social enterprise | This could be left fairly open, or structured around specific checklist. <sup>9</sup> It may also be useful to build on this indicator by assessing the degree to which these skills and competencies are attained. |
|   | List any qualifications and certifications attained, and # of individuals who attained each  | This relates to certifications and qualifications that are recognized across different businesses. e.g. First Aid training, Food safety, Equipment Operation Certifications etc.                                    |
| Individuals take on new challenges and grow within their role, according to their abilities | # Individuals who increased their level of engagement and responsibility during their involvement in enterprise                                  | This could be expressed as a formal change in position, or changes within a position - e.g. requiring less supervision, taking on more hours, taking on new tasks, showing more initiative                          |
|   | # Individuals who left to pursue a new opportunity that builds on their experience   | For example, those who left to pursue other job positions, educational opportunities or business opportunities  |

<sup>9</sup> For instance, Employment and Social Development Canada has described nine essential skills (reading, document use, writing, numeracy, oral communication, thinking, digital technology, working with others and continuous learning) and has profiled how different jobs use these skills. [http://www.jobbank.gc.ca/es\\_all-eng.do](http://www.jobbank.gc.ca/es_all-eng.do) This framework could be used to profile desirable skills. For more information about the skills see: <http://www.esdc.gc.ca/eng/jobs/les/definitions/index.shtml>



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### Outcome 3

Individuals who are marginalized become more **independent and stable.**

| Detailed Outcomes  | Indicator  | Discussion   |
|--|--|--|
| Individuals have improved self-efficacy (belief in one's ability to do something)    | Employment related Self-Efficacy Scale   | Self-efficacy is a self-belief that one can succeed in certain situations. Research suggests that self-efficacy is the key predictor of positive vocational rehabilitation outcomes and is a currently a focus of behavioural change research. <sup>10</sup> |
| Individuals are moving beyond 'survival mode' to greater stability and independence. | Examples of life changes and 'livelihood assets' developed                                 | Concrete examples of the way that individuals grow through their engagement with the social enterprise. The Sustainable Livelihood Asset framework could provide a useful way to show this. <sup>11</sup>  |
|  | Change in the use of public and other community supports and services                      | We would expect an individual's needs for services to change as they become more stable and independent. <sup>12</sup> Supports and services include attachment to appropriate health care (primary and specialized care).                                   |
|  | Change in support network (# of people that they can rely on for support in times of need) | The City of Vancouver's Healthy City Strategy goal is to have all Vancouverites have at least 4 people that they can rely on for support.  |
|  | ID in possession (by type of ID)   | Having suitable, official identification is important to accessing many resources and in exercising the right to vote. This indicator was included in Toronto Enterprise Fund's longitudinal evaluation. <sup>13</sup>                                       |

<sup>10</sup> Research studies include: M. Regenold, M.F. Sherman, M. Fenzel, "Getting Back to Work: Self-Efficacy as a Predictor of Employment Outcome," *Psychiatric Rehabilitation Journal* 22,4 (1999): 361-367; M. Szczebak, "Measuring the Effect of Supported Employment Treatment on Self-Efficacy in Individuals with Severe Mental Illness," Dissertations & Theses, Paper 91, 2012; G. Waghorn, D. Chant D, R. King, "Work-Related Self-Efficacy Among Community Residents with Psychiatric Disabilities," *Psychiatric Rehabilitation Journal*, 29,2 (2005):105-113; M. Zenger, H. Berth, E. Brähler, and Y. Stöbel-Richter, "Health Complaints and Unemployment: The Role of Self-Efficacy in a Prospective Cohort Study," *Journal of Social and Clinical Psychology*, 32, 1 (2013): 97-115. A number of different scales to measure self-efficacy exist. Possibilities include:

- Work-related Self-Efficacy Scale' (WSS-37)
- Work Self-Efficacy Scale (WSES)
- Work Self-Efficacy Inventory (WS-Ei)
- The Perceived Employability subscale (PEM) of the Bigelow Quality of Life Questionnaire

<sup>11</sup> Sustainable Livelihoods is a compelling framework used to characterize how people transition out of poverty, and to guide community development. Within Canada, it is used by Momentum, Elizabeth Fry, Toronto Enterprise Fund, and the United Way Waterloo. For more information see: [http://tamarackcommunity.ca/downloads/vc/Sustainable\\_Livelihoods.pdf](http://tamarackcommunity.ca/downloads/vc/Sustainable_Livelihoods.pdf)

<sup>12</sup> Self-actualization theory suggests a hierarchy of needs - once basic needs are satisfied, individuals turn to satisfy new needs in order to realize their potential. In this context an increase in certain supports may be a positive outcome depending on where an individual is at.

<sup>13</sup> Alexis Speer, *Evaluation Report for the Toronto Enterprise Fund* (Toronto: Toronto Enterprise Fund, December 2014).

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| Detailed Outcomes                                  | Indicator                    | Discussion   |
|--|------------------------------|--|
| Individuals achieve greater financial independence | Earnings (wage and benefits) | It will be important to put this in context of the way in which people are participating in the workforce and whether they choose to maintain Income Assistance (if they are in receipt of it previously). |
|  | Monthly Income               |  |

### Outcome 4

Individuals who are marginalized have an **improved quality of life**.

| Detailed Outcomes                         | Indicator   | Discussion   |
|---|---|--|
| Individuals improve their quality of life | <i>Simple:</i><br>Share of people who report that they are "satisfied or very satisfied" with their lives | This is a popular and simple indicator of well-being in community surveys. 91.9 is STC benchmark for B.C. in 2011. <sup>14</sup>   |
|   | <i>More complex but which can say more:</i><br>Quality of Life Scale                                      | Many tools have emerged to measure Quality of Life – more than 1000 tools and 100 definitions! Luckily there is a growing consensus regarding approaches, and specific tools have emerged in different fields, including those specific to social support. <sup>15</sup> |

### Outcome 5

Vancouver is **more healthy, inclusive and socially sustainable city**.

This outcome is influenced by many different factors and actions in the community. In this section we focus on identifying indicators that are being used by others. We also look for instances here there is research that links a social enterprise’s immediate outcome (e.g. employment) with relevant, longer term outcomes (e.g. recidivism rate).

<sup>14</sup> This indicator is widely used internationally. For a list of indicators related to health and wellness that are collected by Statistics Canada, see: [http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/ind01/l3\\_2966\\_2443-eng.htm?hili\\_health87](http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/ind01/l3_2966_2443-eng.htm?hili_health87)

<sup>15</sup> The SF-36 / SF-12, and WHOQOL-BREF are widely used as health intervention focused assessment tools. Outside of health, a popular tool now used in social services appears to be the GENCAT Scale. A tool that was developed to be applied to a variety of purposes to the general population is the Short Warwick- Edinburgh Mental Well-being Scale.

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The City of Vancouver’s Healthy City Strategy describes specific goals and targets for developing a more healthy, inclusive and socially sustainable city.<sup>16</sup> Goal 5, “Making ends meet and working well”, is particularly relevant, and the indicators that we have already proposed in previous sections speak strongly to it, and particular, increasing incomes (and conversely lowering the poverty rates). Other goals that are particularly relevant (of the strategy’s thirteen goals) are:

- Vancouver is a safe city in which residents feel secure.
- Vancouverites have equitable access to high-quality social, community, and health services.
- Reduction in homelessness and housing instability.
- Strong local economy that connects to local needs and local livelihoods.

The following table summarizes potential approaches to measuring these outcomes. A discussion of each detailed outcome follows.

| Detailed Outcomes   | Indicators and Research linkages  |
|---|---|
| Vancouver is a safe city in which residents feel secure.                                    | <p>Research linkages:</p> <ul style="list-style-type: none"> <li>• Employment lowers the potential for criminal activity.</li> <li>• Employment lowers the risk of recidivism (a relapse in criminal behavior).</li> </ul>  |
| Vancouverites have equitable access to high-quality social, community, and health services. | <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Change in use of health related community supports and services (over specific time period)</li> <li>• Acute care hospital admissions by clinical category per 100,000 population (VCH)</li> <li>• Lifestyle related death indicators: Standardized Mortality Ratio &amp; Potential Years of Life Lost (VCH)</li> </ul> <p>Research linkage:</p> <ul style="list-style-type: none"> <li>• Employment is a social determinant of health</li> </ul> |
| Reduction in homelessness and housing instability.  | <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Length of tenure</li> <li>• # of individuals that spend more than 30% and 50% of their (pre-tax) income on housing.</li> <li>• # individuals in temporary or inadequate housing</li> </ul>  |
| Strong local economy that connects to local needs and local livelihoods.                    | <p>Indicators:</p> <ul style="list-style-type: none"> <li>• % Customers that are local (residents or businesses)</li> <li>• Examples of involvement, connection and impact in local community (including procurement)</li> <li>• % Positions filled by local residents</li> <li>• % of Revenue recirculated locally</li> </ul>  |

<sup>16</sup> For more information about the Strategy see: City of Vancouver. A Healthy City for All: Vancouver’s Healthy City Strategy: Phase 1 2014-2025, Vancouver, October, 2014. <http://vancouver.ca/people-programs/healthy-city-strategy.aspx>

## *Discussion*

*Vancouver is a safe city in which residents feel secure.*

Crime rates are the most common indicator used to track community safety, along with indicators of community perception of safety and belonging. Both are included in the City's targets. Because these are influenced by many factors in a local community (and far beyond), it would be challenging to link this to the work of social enterprises in a defensible, quantitative way. Nevertheless we can look at how employment reduces the potential for criminal activity and the risk of recidivism (a relapse in criminal behavior). The research literature is showing that the existence, quality and stability of employment is a powerful predictive factor against criminal behaviour.<sup>17</sup> Recidivism in particular is an area in which detailed quantitative risk models have been developed by criminologists that guide parole decisions, and which could potentially be applied in our context.<sup>18</sup> This recidivism rate in turn influences overall crime rates.

*Vancouverites have equitable access to high-quality social, community, and health services.*

In the Healthy City Strategy, the City of Vancouver has developed targets around people's attachment to family doctors or primary health care providers, and to people's ability to access services when they need them. In addition, Vancouver Coastal Health publishes indicators in its *Health and Social Profiles* for specific Community Health Areas (sub-regions) that are very relevant to community-wide health status. Relevant indicators include:

- Acute care hospital admissions by clinical category per 100,000 population
- Lifestyle related death indicators: Standardized Mortality Ratio & Potential Years of Life Lost

Vancouver Coastal Health is in the process of developing a 'Second Generation Health System Strategy' for the Downtown Eastside. The strategy developed to date underscores the importance of being able to engage people in the Downtown Eastside in programs and services, based on discovering that people are not accessing programs as much as they could.<sup>19</sup> It also emphasizes the need to help people to navigate the system, and not be left on their own:

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<sup>17</sup> John Howard Society of Ontario, "Crime and Employment: What is the Link?" Fact Sheet, Issue 24, March 2009 <http://www.johnhoward.on.ca/wp-content/uploads/2014/09/facts-24-crime-and-unemployment-whats-the-link-march-2009.pdf>

<sup>18</sup> Risk assessment tools are used by the correctional services and parole boards to understand the likelihood of re-offense. Models are informed by meta-analysis of empirical research and almost always include employment as a factor. A good discussion of this relationship as applied to a Canadian risk assessment tool is in: Paul Gendreau, Claire Goggin, Glenn Gray, *Case Needs Review: Employment Domain* Saint John, NB: Centre for Criminal Justice Studies, University of New Brunswick, 2000. [http://www.csc-scc.gc.ca/research/092/r90\\_e.pdf](http://www.csc-scc.gc.ca/research/092/r90_e.pdf)

<sup>19</sup> Vancouver Coastal Health, *Downtown Eastside Second Generation Health System Strategy Coordinated partners, integrated care and performance excellence will lead to healthier clients*. Vancouver, February 2015. Updates about the strategy's development can be found at: <http://dtes.vch.ca/secondgenerationstrategy/>

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*...our community engagement process demonstrated that potential service users don't have a sense of what the services are, or how to access them.*

The draft strategy is also useful for thinking about how individuals can be connected to the care they need. It suggests that this is not simply a matter of becoming connected to a family doctor or primary health care provider, but rather a pathway of services towards 'mainstream' care that includes gateway services, first line care and specialized programs.

It would be valuable to show how social enterprise support individuals in this navigation, and in particular support in accessing appropriate health services and other community supports that meet their needs. This is already something that is covered in Outcome 3.

It may also be possible to illustrate how earlier access and more appropriate health care support (facilitated by social enterprises) could be connected to reductions in acute care hospital admissions and lifestyle related death indicators.

### *Reduction in homelessness and housing instability*

Reduction in homelessness is a key part of the City of Vancouver's Healthy City Strategy. The City has had targets around this that mainly focus on the supply-side of the issue (i.e. providing more affordable housing options). While housing supply is not typically something that social enterprises can directly influence, it could be useful to show how social enterprises do support individuals around housing issues, for instance through assistance in negotiating rentals, financial hurdles (damage deposits, applications, etc.), education and referrals to housing services. We could also show, as part of an individual's growth in independence, changes in housing stability. Indicators that may be appropriate for this are:

- Length of tenure<sup>20</sup>
- # of individuals that spend more than 30% and/or 50% of their (pre-tax) income on housing.<sup>21</sup>
- # individuals in temporary or inadequate housing

It may also be useful to consider the role that social enterprises may play in helping to move people further along the housing continuum (to independent housing), which would free up space in supported housing for those who are homeless.<sup>22</sup>

### *Strong local economy that connects to local needs and local livelihoods*

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<sup>20</sup> This measure is used by many organizations. BC Housing interprets six months in housing is seen to be indicative of housing stability for those that were chronically homeless. Institute of Urban Studies *Holding On!: Supporting Successful Tenancies for the Hard to House, Best Practices Research Report*, University of Winnipeg, 2014.

<sup>21</sup> Thirty percent is used in The City of Vancouver's Healthy City Strategy and commonly used as a factor to determine 'core housing need', as defined by the Canadian Mortgage and Housing Corporation. Over 50% is considered to be a severe shelter-cost burden. The 50% threshold was used in TEF's longitudinal evaluation. (Speer, 2014, p23)

<sup>22</sup> This was a significant aspect of Atira Property Management's estimated impact in its Social Return on Investment report. Atira Property Management Inc. 2013. *Social Return on Investment of Hiring Target Employee Group Individuals, 1 April 2012 – 31 March 2013 Report*, Prepared by Ernst and Young, LLP.

While the Healthy City Strategy does not explicitly include local economic development as a goal, it is part of other planning processes. For instance, in the Downtown Eastside Local Area Plan, local economic development is quite prominent. A key planning principle is that the formal economy connect to local needs and local livelihoods. Strategies emphasize the importance of creating opportunities for employment and small business creation for low-income residents dependent on survival activities.<sup>23</sup>

It would be quite useful to show the unique role of social enterprises in supporting this principle, not only in creating economic opportunities for employment and small business creation, but in providing services that fit the needs of local residents. CUPE BC recently commissioned research looking at the impact of local businesses by looking at the proportion of revenue that is recirculated in the local economy through wages and benefits to owners and employees, procurement of goods and services from other local businesses, and charitable giving.<sup>24</sup> Potential indicators could include:

- % Customers that are local (residents or businesses)
- Examples of involvement, connection and impact in local community (including procurement)
- % Positions filled by local residents
- % of Revenue recirculated locally

### *Alignment with other City of Vancouver Objectives*

Most social enterprises are contributing to other types of impacts that are also of interest to the Healthy City Strategy and other City planning objectives, like the Greenest City Action Plan. Where this occurs, it may be useful to provide some evidence that supports this 'synergy'. The objectives include:

- ✓ Improving engagement in arts and culture.
- ✓ Increasing participation in lifelong learning.
- ✓ Improving school readiness.
- ✓ Protecting, restoring, and rehabilitating historically and culturally significant buildings, monuments, and other sites.
- ✓ Increasing understanding and strengthening relations between Aboriginal and immigrant/non-Aboriginal communities.
- ✓ Increasing access to nutritious, affordable and culturally-appropriate food.
- ✓ Engaging in active living.
- ✓ Contributing to green jobs and encouraging personal eco-actions (& reducing consumption).
- ✓ Reduce GHG emissions, total solid waste and water consumption, and meeting or beating air quality standards.

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<sup>23</sup> City of Vancouver, Downtown Eastside Local Area Plan, February 26, 2014 <http://vancouver.ca/home-property-development/dtes-local-area-plan.aspx>

<sup>24</sup> Civic Economics, Independent BC: Small Business & The British Columbia Economy, Prepared for CUPE BC, 2013

## Applying the Framework

The indicators in the measurement framework can be collected in different ways. Methodological decisions include determining:

- The type of collection methods (surveys, interview, observation, existing data sources),
- The sample (a cohort, a large sample, the total population, those involved in social enterprises, those not),
- The time period (retrospectively, prospectively, prior, during or after being involved in the social enterprise )

The framework can be applied in following ways:

1. *On-going measurement.* If there is interest and resources, the framework could be applied in on-going measurement framework that could be adopted across multiple social enterprises. Standard surveys and analysis tools could be developed from these indicators. An approach could be to identify a limited number of 'core' indicators that all enterprises collect, and 'optional' indicators that may be of specific interest to a subset. An external entity such as a university or a non-profit organization could aggregate and analyze the data.
2. *Targetted research.* The framework can guide targetted research and evaluation into a specific outcome-related research question. This could potentially use quasi-experimental research designs.
3. *Costing.* As part of the project 'The Value of Social Enterprises in Vancouver' we are also developing a Societal Cost Calculator that can be based on select indicators from this Framework. This calculator would enable social enterprises to show their impact in reducing the societal costs of poverty in a user friendly way that is also based on empirical research.

## Appendix – Definitions

### *Individuals who are Marginalized*

In this project we are specifically interested in the impact that social enterprises have in engaging individuals who are marginalized in employment, training and economic opportunities. Many terms are used to describe the people that social enterprises are working with including targeted employees, barriered employees, community employees, and participants. For the purposes of this paper, we use the term ‘individuals who are marginalized.’ This refers to individuals who lack material resources and who experience barriers to accessing meaningful employment, adequate housing, education, recreation, clean water, health services and other social determinants of health.<sup>25</sup> This typically includes with one or more of the following characteristics:

- lack employment, especially over the long-term;
- drawn from a ‘vulnerable’ group (a term often used in population health);
- living in an area that has a high concentration of poverty;
- are homeless or at risk of homelessness.

### *Social Enterprise:*

Organizations that operate in the marketplace as a business, but pursue social, cultural, environmental or societal goals.<sup>26</sup>

### *Work Integration Social Enterprise:*

Social enterprises that provide jobs for disadvantaged workers as well as training, placement and other supports. These jobs can be transitional, stops on the way to integration into the mainstream labour market, or stable, long-term alternatives to existing mainstream jobs. WISEs’ defining purpose is to help disadvantaged individuals who are at risk of permanent exclusion from the labour market, to integrate into work and society through productive activity, mainly through jobs.<sup>27</sup>

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<sup>25</sup> Based on discussion of marginalization in Jenson (200) and Toronto Marginalization Index. ([http://www.torontohealthprofiles.ca/onmarg\\_faq.php](http://www.torontohealthprofiles.ca/onmarg_faq.php))

<sup>26</sup> This is based on a definition used in: Pauline O’Connor PhD & Agnes Meinhard PhD *Work Integration Social Enterprises (WISEs): Their Potential Contribution to Labour Market (Re-)Integration of At Risk Populations* Centre for Voluntary Sector Studies Ted Rogers School of Management Ryerson University, May 2014. [http://www.sess.ca/english/wp-content/uploads/2014/12/OConnorMeinhard.OHCRIF-report-2014.FINAL\\_.pdf](http://www.sess.ca/english/wp-content/uploads/2014/12/OConnorMeinhard.OHCRIF-report-2014.FINAL_.pdf)

<sup>27</sup> Also based on O’Connor and Meinhard, 2014