

Community Wellbeing Through Social Acquisition

In Newfoundland & Labrador





Why: To foster social and economic well-being by caring for those who care for others.



This initiative embodies our commitment to driving social impact and addressing our community's challenges.



”

Leadership is the art of
giving people a platform
for spreading ideas that
work.

Seth Godin

Agenda

- What is Social Enterprise?
- What is Social Acquisition?
- Acquisition & Community Well-Being
- Social Enterprise Through Acquisition (SETA) program
- How to get involved?
- Interactive Exercise





What is a Social Enterprise?

Definition:

Businesses that sell goods or services, embed a social, cultural or environmental purpose into the business, and reinvest the majority of profits or surplus into their purpose [\(Buy Social Canada\)](#)



What is Social Acquisition?

Definition:

Converting a traditional business into a social enterprise



SUNRISE
FUNERAL
CO-OPERATIVE

JUST LIKE FAMILY®
HOME CARE

STUDIO
1313



[Case Study](#)



Social Acquisition Case Study

Black Tickle Convenience & Gas

- Replacing the sole gas station in the community
- Partnerships
 - Local Service District of Black Tickle
 - NL Government
 - Indigrow
 - ACOA
- Impact
 - Reduce travel for fuel, oil, groceries
 - Job creation
 - Community resilience



Social Enterprise through Acquisition

Why Now?

- Succession Tsunami
 - CFIB Survey: 55% of NL SMEs will exit in 5 years
- Community Sector Financial Sustainability
 - Giving & Donations
 - Community Resources
 - Public Sector Spending



Community Well-Being

Enabled by Social Acquisition

- NL is a Well-Being Province (2024)
- Employment & Economic Development
- Housing
- Healthy Living, Food, Activity
- Social Connectedness



Activity – Looking Local

Individual Exercise

- What is one local small business you do not want to shut down?
- Is there a community organization that has a mission aligned with that business?
- Can you think of someone who has the right skills to take over a business?





Social Enterprise through Acquisition – SETA

Empowering

- Community organizations through business acquisition
- Business owners preserve their legacy and support their community



SETA – Why Join?

Business Owners

- Succession Planning
- Legacy
- Exit
- Buyer & Expert Matching



SETA – Why Join?

Community Organizations

- Sustainable earned revenue
- Enhance + maintain employment
- Economic development in rural NL



SETA – Why Join?

Co-op Conversions

Benefits

- Buying power
- Local supply chains
- Shared ownership
- Democratic



Models

- Worker
- Producer
- Consumer
- Community Service
- Multi-stakeholder



Support



Co-op Conversions

- Support with Legal & Structure
 - Models/Membership
 - Bylaws
 - Legislation/Incorporation
- Education and Awareness
- Network
 - 70 Active Co-ops / 100K members



Support

Business Owners

Community Organizations

Social Acquisition Match

- Targeted promotion
- Stakeholder engagement

- Navigating funding and financing needs
- Business incubation & post-acquisition support



SETA Funding



Up to \$15,000 Total

- \$5,000 for Business Valuation
- \$5,000 for Legal
- \$5,000 for Business Plan/Financials
- Opportunity to leverage funds



Focus on Partnership

→ Professional Firms

Valuators, Legal, Accounting, Tax and other professionals providing services directly to the project

→ Regulatory

Municipalities and provincial government

→ Incubation

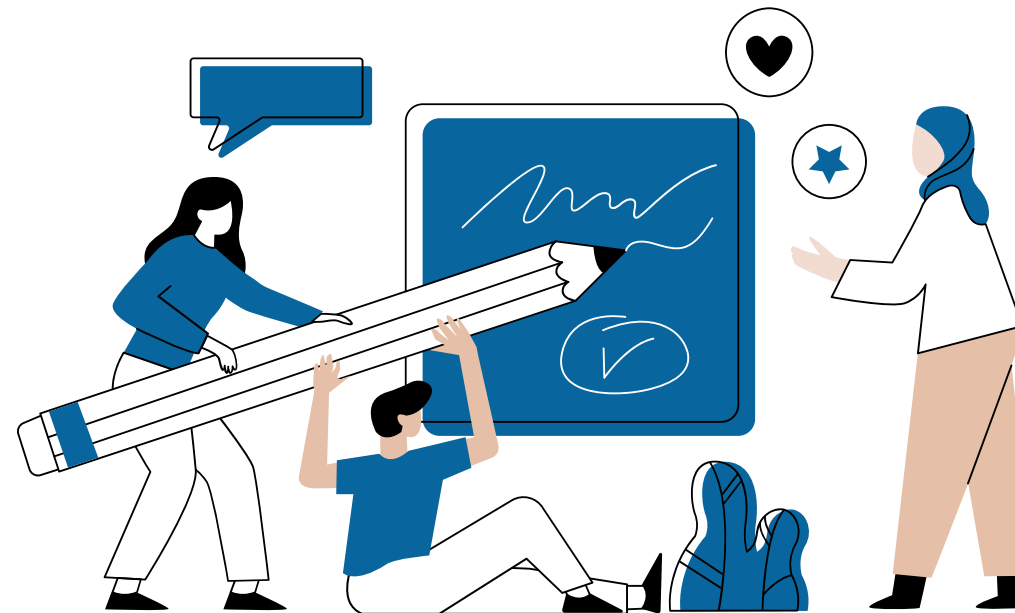
Capacity builders in the province who can support various models include co-op, municipal, indigenous and/or social enterprise.

→ Delivery

Includes regional and grouped NPOs across the province who can provide more umbrella support.

→ Financing

Includes community lenders and private foundations deploying capital to solve the problem



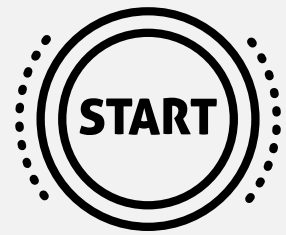
Our Partners



Social Enterprise Through Acquisition



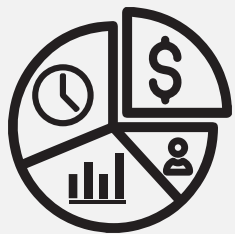
How to get involved?



Self-assessment



Legal foundations



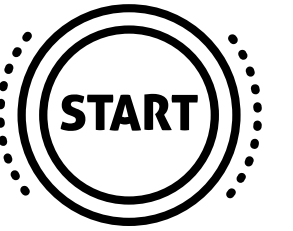
Financial
foundations



Access to capital



Getting Started



Where you are, and where do you want to be?

- Organizational Goals, Strategy & Readiness
- Acquisition Structure
- Board & Budget
- Financial & Legal Documentation
- Members, Stakeholders & Partners



[Social Acquisition Toolkit](#)

[Navigation Resources](#)



Access to Capital



Make it happen

- \$100K+ available
(conditional, and stackable)
- Timelines
- Application
- Caribou Fund
(In Development)



- Grants
- Loans
- Expense Reimbursement
- Matching Programs
- Investment
(Social Finance)



Progress May 2025

Expressions of Interest

- 14 buyers
- 16 sellers

Matched

- One organization matched and in negotiation/financing - Western

Acquisitions

- One acquisition complete, pending relaunch - Central
- Worker co-op conversion, relaunched pending close - Eastern



Questions?

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Social Enterprise through Acquisition – SETA

Expression of Interest – Buyer



Expression of Interest – Seller



Hackathon!

Group Exercise

- Identify a business in an NL Community that has closed/is for sale. Do you know why?
- How did it affect the community well-being?
- How could a social enterprise be a solution?
- What partners would be involved?
- What funding would be needed?
- What are the potential challenges/gaps?

Coming Soon!

CSCNL Initiatives

→ Caribou Fund
Andre LeBlanc
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→ Well-Being Community Advis
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SUNCOR ENERGY
FOUNDATION



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The Social Innovation Lab is an initiative of the Community Sector Council of Newfoundland and Labrador,
powered by the Suncor Energy Foundation

Resources

- [Social Acquisition Navigation for Small Business Owners](#)
- [Acquiring a Business as a Non-Profit](#) [Workbook]
- [Income Statement](#) *[Template]*
- [Balance Sheet](#) *[Template]*
- [Business Plan](#) *[Template]*
- [Cash Flow](#) *[Template]*
- [Studio 1313 Social Acquisition](#)[Case Study]



External Funding [Non-Exhaustive]

- [Community Business Development Corporation](#)
- [Atlantic Canada Opportunities Agency](#)
- [Northpine Foundation](#)
- [NL Government – Industry, Energy, and Technology](#)
- [Women's Enterprise Organizations of Canada](#)
- [Ulnooweg](#)
- [Community Forward Fund](#)
- [Futureprenuer](#)
- [Community Foundation of Newfoundland and Labrador](#)
- [NLFC](#)
- [AECU](#)
- [Caribou Fund](#)



References

- [Scale Collaborative](#)
- [Buy Social Canada](#)
- [Canada.Coop](#)
- [Social Innovation Lab](#)
- [Newfoundland-Labrador Federation of Co-operatives](#)
- [Wellbeing NL](#)
- [StatsCan](#)
- [Cleanlist](#)

