

# PROMOTING PURPOSE IN CANADIAN PUBLIC POLICY

OPTIONS FOR GOVERNMENTS IN CANADA  
TO ACCELERATE SOCIAL PURPOSE IN BUSINESS



**United Way**  
British Columbia

Working with communities in BC's  
Interior, Lower Mainland, Central  
& Northern Vancouver Island

**MARCH 2022**

# PROMOTING PURPOSE IN CANADIAN PUBLIC POLICY

## OPTIONS FOR GOVERNMENTS IN CANADA TO ACCELERATE SOCIAL PURPOSE IN BUSINESS

### ABOUT THE UNITED WAY SOCIAL PURPOSE INSTITUTE

The United Way Social Purpose Institute exists to grow business for good, partnering with companies and collaborating with governments, allied organizations, and others to grow the Social Purpose Business movement. We achieve this in several ways. We help businesses define and implement their social purpose to drive both business growth and societal good. We champion a Purpose Economy, accelerating the new business ethic to create long-term well-being for all. We are thought leaders, creating and curating insights and knowledge to define the transition pathway to the Purpose Economy. We convene the social purpose ecosystem – the partners and actors needed to bring social purpose to life in communities across Canada. Together, we build a better world through business. For more information, or to sign up to our newsletter, visit us at [www.socialpurpose.ca](http://www.socialpurpose.ca)

### ACKNOWLEDGEMENTS

The United Way Social Purpose Institute gratefully acknowledges Employment and Social Development Canada for funding this project.

### ABOUT THE AUTHOR

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This paper was written by white settlers living and working on the unceded and traditional territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish) and səliwətaʔ /Selilwitulh (Tsleil-Waututh) Nations. The primary author identifies as a woman.

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## INTRODUCTION

This Policy Options Brief explores government reforms and policy measures to help support and incentivize businesses and entrepreneurs to adopt and implement a social purpose as the reason they exist. These reforms will help social purpose business thrive, flourish, and grow – and make Canada a great place to operate a social purpose business.

They are designed to *mainstream* social purpose in business, including both small and medium enterprises (SMEs) and large companies<sup>1</sup>, so that being a social purpose company will be the standard and expected way of doing business in Canada. The Policy Options Brief recognizes that the ecosystem that supports social purpose business in Canada is in its infancy and needs cultivating for social purpose business to become the new norm. Together, these policy measures create a package of reforms governments can pursue to create an enabling operating context for social purpose businesses to be the default approach to business in Canada. In so doing, policymakers can better align corporate behaviour with public interest and create allies for the work that lies ahead to build a sustainable future for Canadian communities and business.

These policy options are designed to position Canada, provinces, and municipalities as international leaders in redefining the role of business in society.

The paper also provides a list of benefits governments will likely realize if they support the acceleration of social purpose business in their jurisdictions and beyond. By fostering social purpose in business in Canada, not only do businesses benefit, but communities and governments too.

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## THE ROLE OF INDIGENOUS GOVERNMENTS

This set of policy options does not include policy options for Indigenous Governments and is a noted gap in the paper. As such, there is a risk that some or many of these policies are colonialist in nature. Future efforts should involve meaningful engagement with First Nations governments on the role of business in society.

<sup>1</sup> All these policy initiatives are intended to benefit SMEs, co-operatives, and large companies, except where noted.

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## GUIDING QUESTIONS

This paper endeavours to address the following questions:

- ➔ What benefits might governments realize if they support social purpose business in their jurisdictions?
- ➔ What support systems can governments put in place to accelerate social purpose in business?
- ➔ How can the ecosystem for social purpose business be accelerated, making it easier to start, transition to, grow, run, and export from a social purpose business?
- ➔ What public policies enable and encourage social purpose in business?
- ➔ What tactics, policy-levers and measures can catalyze and scale social purpose in business?

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## METHODOLOGY

The policy options in this paper were developed through the following process conducted over 2021:

- ➔ Literature review of social purpose policy publications. (See [Appendix A](#))
- ➔ Scan of approaches taken in UK, France, and Quebec to encourage business to adopt a social purpose and support the social economy.
- ➔ Interviews of, and input from, fifteen policymakers within Canadian local, regional, provincial, and federal governments. (See [Appendix B](#))
- ➔ Interviews of nine thought leaders in Canada and UK. (See [Appendix B](#))
- ➔ Consultations with over 50 social purpose businesses, business associations, academics, non-profit organizations, policy makers, and social purpose practitioners. (See [Appendix C](#) and [D](#))

Altogether, the ideas of 75 people are included in this policy options paper.



### **WHAT IS A SOCIAL PURPOSE BUSINESS?**

A social purpose business is a business whose purpose is to build a better world (environment, social, economic, and cultural). It mobilizes its assets, competencies, resources, relationships, and platforms towards its societal aims and embeds its purpose across its governance, culture, and operations, domestically and globally. For a detailed definition see: [Link](#).

Note that this paper refers to authentic social purpose businesses, those who are demonstrably embedding their purpose across all their operations and in their relationships and who are actively reducing their negative social or environmental externalities. It does not promote or condone businesses that have a social purpose statement, but do not implement it.



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## AIM AND STRUCTURE OF REPORT

As this is the first attempt in Canada to document social purpose policy options, the paper casts a wide net to cover all the potential policy levers a government can pursue. Some ideas are starting points and other ideas are for jurisdictions with more advanced commitments. Some options are “carrots” while others are “sticks”.

The intent of the paper is to set out all the options that governments across Canada can consider in their interest to engage businesses in unleashing all their assets and resources for societal good.

As many policy options are relevant to two or three jurisdictional levels, there is considerable overlap in the recommendations. Nearly 250 measures (248 exactly) have been identified across the range of jurisdictions as set out below.

This report is organized into the following sections:

### ■ GOVERNMENT BENEFITS FOR SUPPORTING SOCIAL PURPOSE BUSINESS

### ■ OPTIONS FOR GOVERNMENTS IN CANADA TO ACCELERATE SOCIAL PURPOSE IN BUSINESS

- 1.0 FEDERAL GOVERNMENT (26 themes; 98 measures)
- 2.0 PROVINCIAL GOVERNMENT (21 themes; 85 measures)
- 3.0 LOCAL GOVERNMENT (18 themes; 52 measures) (plus 13 regional measures)

### ■ APPENDIX

- A. Literature Review of Social Purpose Policy Publications
- B. Government and Thought Leader Interviewees
- C. Business Roundtable Participant List
- D. Business Roundtable Feedback Summary

It is recommended the federal, provincial, and local governments review the list of policy options relevant to them and prioritize actions to pursue to accelerate social purpose in business.

Nearly 250 measures (248 exactly) have been identified across the range of jurisdictions as set out below.

## Government Benefits of Social Purpose Business

Governments that embrace and encourage social purpose in business have much to gain for themselves and their constituents. The table below lists seventeen benefits governments are expected to realize from supporting the start-up, transition, growth and acceleration of social purpose entrepreneurs and businesses in their jurisdictions.

BENEFIT	HOW IT WORKS
1. Builds a stronger, and more resilient economy	Social purpose businesses are financially more successful over the long-term. By making these commitments social purpose businesses are likelier to succeed in downturns and thrive in upturns. Reduces risk that businesses become globally uncompetitive in future.
2. Generates meaningful work	Social purpose businesses offer more meaningful work to employees.
3. Attracts and retains talent and capital	Social purpose businesses attract and retain top talent and investment capital from around the world.
4. Unlocks company resources and assets for public good	Social purpose businesses mobilize all of the company to address societal challenges.
5. Stimulates innovation and growth	Social purpose businesses develop new business models and solutions to achieve their purpose, creating new intellectual property (IP), providing the foundation for safe collaborations and transactions, and supporting their growth and transformation to become forces for good.
6. Drives economic diversification	A strong social purpose business sector will help diversify the economy and foster economic resilience.
7. Increases collaborations and partnerships	Social purpose businesses seek government and civil society collaboration and partnerships to fulfill their aims.
8. Creates policy advocates	Social purpose businesses become advocates of progressive public policy.
9. Transitions entire sectors	Social purpose businesses seek to transition their sectors and ecosystems to be forces for good.
10. Enhances jurisdictional reputation	Builds a country's/region's positive brand and reduces risk that company or industry actions are inconsistent with Canadian values.
11. Helps achieve government objectives	Social purpose businesses help countries/regions achieve their societal goals, such as the UN Sustainable Development Goals, climate change, social equity, truth and reconciliation with Indigenous peoples, equitable and inclusive growth, build back better, etc.
12. Addresses rising expectations of residents and improves their quality of life	As more and more people prefer to work for, invest in, and buy from social purpose companies, increasing the number of social purpose businesses in its jurisdiction addresses those needs. Happier employees will result in happier families and communities, leading to an overall positive impact on happiness levels among the public.
13. Advances social equity, inclusion, reconciliation, and sustainability in business	Social purpose businesses advance social equity, inclusion, reconciliation and carbon and waste and water management practices.
14. Strengthens sense of community and enhances social capital	Social purpose businesses contribute to community building, foster a sense of place, and enhance the meaning of life for employees and residents; there is a stronger bond between business and the community in which it operates, developing a mutually beneficial, symbiotic relationship.
15. Reduces future societal risks	Social purpose businesses help address climate change, biodiversity loss, rising inequality, social exclusion and polarization, water scarcity and lack of trust in business and institutions.
16. Helps transition to a knowledge-based economy	Social purpose businesses can assist with the ongoing economic transition to a knowledge economy, given the nature of their societal aims.
17. Reduces need for government intervention	Businesses that have a social purpose, and are contributing to the betterment of society, can help free up government resources to address other priorities.

Table 1. Government Benefits from Supporting Social Purpose Business





## Options for Governments in Canada to Accelerate Social Purpose in Business

This section sets out the policy array federal, provincial, and local governments can implement to accelerate the start, transition and growth of social purpose entrepreneurs and business in Canada.

### PURPOSE POLICY OPTIONS

- 1.0 FEDERAL GOVERNMENT 
- 2.0 PROVINCIAL GOVERNMENT 
- 3.0 MUNICIPAL GOVERNMENT 



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# 1.0 FEDERAL GOVERNMENT

It is recommended that the Federal Government review this list and prioritize actions to accelerate the growth of social purpose business in Canada.

FEDERAL MINISTER ON THE BENEFITS OF SOCIAL PURPOSE BUSINESS

“Businesses with a social purpose have demonstrated great potential to overcome societal challenges.”

THE HONOURABLE KARINA GOULD, MINISTER OF FAMILIES,  
CHILDREN AND SOCIAL DEVELOPMENT, GOVERNMENT OF CANADA SPEAKING  
AT THE INAUGURAL **PROPELLING PURPOSE SUMMIT**, 2021



# FEDERAL GOVERNMENT

These are possible measures the federal government can implement to create an enabling environment for social purpose businesses and entrepreneurs to start, transition, and grow. It is recommended that the Federal Government review this list and prioritize actions to accelerate the growth of social purpose business in Canada.

## 1.1 MACRO-ECONOMIC STRATEGIES

- a) Recognize that supporting social purpose business contributes to economic policy; include social purpose business in government's overall macro-economic plans

## 1.2 SOCIAL PURPOSE EDUCATION AND RESEARCH

- a) Provide resources and funding to intermediaries, accelerators, incubators, non-profits, and network and ecosystem builders to develop information, education, tools, case studies, resources, and capacity building programs to help business adopt and implement a social purpose
- b) Fund and commission research into social purpose business concepts (note that Employment and Social Development Canada, the funder of this project, commissions social purpose business research)
- c) Provide retraining/transition support to the private sector where changes in corporate purpose are expected to affect whole industries or economies
- d) Provide funding to establish a national social purpose in business thinktank that produces research, education, and guidance on social purpose development and implementation (for example "a guide to new social purpose business models")
- e) Provide funding for an annual national social purpose business conference
- f) Conduct measurement and quantitative research on social purpose business to establish an evidence base, measurement framework, baseline measurements and statistical indicators

## 1.3 SOCIAL PURPOSE INDIGENIZATION AND DIVERSITY AND INCLUSION OUTREACH

- a) Engage with and provide resources to Indigenous business organizations on social purpose business, including the Indigenization of social purpose models and programs
- b) Engage with and provide resources on social purpose business to diverse business organizations, e.g., BIPOC, LGBTQ2+, and disability-owned companies

- c) Engage with and provide resources to provincial groups, including those supporting rural and remote communities, on social purpose business to foster geographic inclusion
- d) Provide translation resources and funding to provide social purpose information in French and other languages

## 1.4 BUSINESS SUPPORT PROGRAMS, REGIONAL AGENCIES AND VENTURE SERVICES

- a) Develop a framework/national strategy to embed social purpose business concepts/training into Public Services and Procurement Canada procurement activities and into Innovation, Science and Economic Development Canada (ISED) business development programs, the latter which could require a social purpose as a condition for participation or have recipients report on whether or not they have a social purpose, or require companies to demonstrate what they are doing to contribute to society
- b) Embed social purpose into government's existing business support programs offered by ISED, Business Development Bank of Canada (BDC), Export Development Canada (EDC), Procurement Assistance Canada, and regional development agencies, including modifying eligibility criteria, creating new program streams, and raising awareness of program officers about social purpose in business
- c) Require government-funded incubator, accelerator, and start-up programs (see text box) to embed social purpose development and implementation into their offerings to increase awareness and build capacity of business to pursue social purpose business models (e.g., programs offered by ISED, BDC, EDC, etc.)

### BUSINESS INCUBATOR AND ACCELERATOR PROGRAMS

A business incubator is a program that gives very early-stage companies access to mentorship, investors, logistical and technical resources as well as shared office space to help them get established. A business accelerator is a similar program directed at start-ups that have moved beyond the earliest stages of getting established. An accelerator will also connect companies to networks of peers whose experience they can learn from. [Source](#)



- d) Require businesses in receipt of government funding to have a social purpose
- e) Mandate BDC to raise awareness of social purpose business with entrepreneurs in Canada and to have a range of social purpose offerings, including commercial offerings, for entrepreneurs (e.g., information, tools, and financing with different terms)
- f) Mandate BDC to have a social purpose and to set targets to transition clients to become social purpose businesses (e.g., over ten years)

### 1.5 MULTILATERAL AND INTERNATIONAL ROLES

- a) Promote social purpose business frameworks in federal, provincial, and territorial relations to raise awareness, encourage social purpose programming and foster cross-jurisdictional harmonization
- b) Promote social purpose business frameworks in multilateral fora (e.g., G7, G20, WEF, OECD (e.g., [OECD Global Action Plan for Promoting Social and Solidarity Economy Ecosystems](#)), APEC, WTO); add social purpose as a theme for advancing Canadian values when hosting multilateral events
- c) Advocate for reform of international institutions to adopt a social purpose as the reason they exist, e.g., the WTO becomes a World Societal Benefit Organization
- d) Partner with international organizations like ISO and International Trade Centre to develop a global standard definition for social purpose companies
- e) Share Canada's domestic and international social purpose business success stories with international and domestic audiences
- f) Provide enhanced trade commissioner services to social purpose businesses (e.g., mentorship, incubators and accelerator programs and matchmaking services that broker relationships between social purpose businesses and governments, other businesses, civil society organizations, and post-secondary institutions abroad)
- g) Include information about a country's approach to social purpose businesses in market intelligence provide by the Trade Commissioner Service
- h) Conduct social purpose business trade missions to promote social purpose business abroad, and identify business opportunities and social purpose partnerships and collaborations
- i) Mandate EDC to have a social purpose and to set targets to transition clients to become social purpose businesses

- j) Establish specialized funding mechanisms at EDC to support social purpose business to grow, export and expand; EDC to encourage its clients to consider becoming social purpose to foster long-term resilience and value creation
- k) Market Canadian social purpose leadership abroad, brand Canadian companies as purpose-driven leaders, launch Canadian purpose brand; communicate social purpose as key to Canada's competitive advantage
- l) Include social purpose in Canada's trade and export strategies and trade agreements; in future transition trade agreements into international social purpose agreements

### 1.6 CORPORATE SOCIAL PURPOSE LEGISLATION

- a) Amend the Canada Business Corporations Act to require companies with 500 or more paid employees to state their purpose
- b) Amend the Canada Business Corporations Act to require directors to pursue the purpose of the corporation honestly and in good faith with a view to its best interests
- c) Require large businesses with 500 or more employees to disclose their purpose, using a comply or explain approach
- d) Require large businesses with 500 or more employees to issue a report annually on their corporate purpose and their progress implementing their purpose, using a comply or explain approach
- e) Provide sample corporate purpose model articles of association that are visible, accessible and user friendly
- f) Include a social purpose information note that companies in the process of incorporating are required to read

### 1.7 SOCIAL PURPOSE BUSINESS ACT

- a) Adopt a Social Purpose Business Act that commits the federal government to promote the purpose economy as a lever for socio-economic development, to support the development of policy tools, to facilitate access for social purpose business to government programs, and to enhance knowledge of social purpose business. The Act can stipulate that the government must adopt and renew a purpose economy action plan every five years and designate a responsible minister. Alternatively, rather than adopt a new Social Purpose Business Act, amend existing acts to include social purpose



### 1.8 ONE-WINDOW SOCIAL PURPOSE APPROACH

- a) Create a social purpose centre of excellence in government, that acts as an information hub of best practices resources, tools, and case studies
- b) Create a permanent Office for Social Purpose Business that serves as a “single window” into the federal government for social purpose business
- c) Create a one-stop-shop, single point of contact directorate at the centre of government for social purpose businesses that want to partner with government on their social purpose goals

### 1.9 SOCIAL PURPOSE CONSULTATION

- a) Appoint a blue-ribbon advisory panel, commission, or task force to hear from Canadians on the role the federal government can play to help companies become and implement a social purpose, develop a vision for social purpose business in Canada, identify the barriers to growth of social purpose business, and make recommendations for how to accelerate a Purpose Economy (for a definition, see the Text Box). Alternatively, leverage the recommendations of the Social Innovation / Social Finance Steering Committee that already address social purpose in business

### DEFINITION OF THE PURPOSE ECONOMY

A Purpose Economy, as defined by the United Way Social Purpose Institute, is an economy powered by the pursuit of long-term well-being for all in which business and regulatory and financial systems foster an equitable, flourishing, resilient future.

- b) Establish and fund a permanent Social Purpose Business Council to advise the federal government; this could also be achieved by asking existing business councils and associations to play this role
- c) Create an advisory committee of business, academics, and civil society to shape the future direction of social purpose business

### 1.10 SOCIAL PURPOSE ACTION PLAN

- a) Adopt a short and long-term Social Purpose Action Plan to assess and address gaps in the social purpose ecosystem, including learning platforms, incubators and accelerators, and awareness raising initiatives; assign resources to implement the Action Plan

- b) Build social purpose into existing government initiatives that advance social and environmental priorities with business (e.g., UN Sustainable Development Goals, inclusive economy, green economy, low carbon economy, social enterprises, social innovation, and social finance strategy, etc.)
- c) Provide funding for a platform organization that mobilizes the social purpose ecosystem across Canada
- d) Resource the creation of a Social Purpose Transition Pathway that sets out how the government plans to accelerate social purpose in business and scale the contribution businesses can make in collaboration with others to address challenges in society. Develop a 10 to 20-year plan to transition the economy to the Purpose Economy, i.e., an economy powered by the pursuit of long-term well-being for all in which regulatory and financial systems and business growth foster a flourishing, resilient future
- e) Establish a social purpose transition accelerator program and resource to inform, train and encourage action by financial actors, companies, and citizens

### 1.11 PUBLIC AWARENESS CAMPAIGN

- a) Provide resources for a third party to conduct a public awareness campaign to raise awareness of social purpose business with the public; engage social purpose business to conduct a campaign around the concept, demonstrating how social purpose businesses are successful and making a difference

### 1.12 PUBLIC SECTOR SOCIAL PURPOSE PROCUREMENT

- a) Educate existing suppliers on social purpose business concepts; refer suppliers to social purpose resources and encourage them to consider adopting and implementing a social purpose
- b) Communicate government’s interest in social purpose business to prospective suppliers
- c) Educate internal business clients, operations, and program and policy teams about social purpose business so they understand the value of this approach
- d) Encourage existing suppliers to partner with social purpose businesses as sub-contractors or joint venture partners
- e) Provide and promote support for intermediary organizations, online marketplaces, and certification processes for social purpose suppliers, to ensure that purchasers have access to verified social purpose suppliers



- f) Ask suppliers bidding for government contracts to state the company's purpose when submitting their bid; give them the option to say they have or do not have a purpose
- g) Develop a social purpose procurement toolkit, definitions, and guidelines, and guidelines for procurement officers
- h) Provide accredited social purpose suppliers special access to procurement opportunities
- i) Include social benefit criteria in bid assessments, provide more points for social purpose businesses and leave the tender open to bids from all types of businesses; this can encourage suppliers to find other ways to get social benefit points, e.g., through sub-contracting with social purpose business
- j) In future, require suppliers and companies participating in the provision of public services to have a social purpose and demonstrate progress against it; set a procurement target for how many suppliers should be purpose-driven

### 1.13 INCENTIVES

- a) Require companies in receipt of public benefit, including government funding, to have a social purpose (i.e., companies over a certain size or funds over a certain amount)
- b) Create incentives for business to adopt and implement a social purpose, such as tax incentives and recognition programs
- c) Make it easier for social purpose companies to obtain permits
- d) Require companies to have a social purpose to access Crown resources
- e) Provide R&D tax credit for social innovation
- f) Provide grants and incentives to provincial and local governments to support their efforts to accelerate social purpose in business

### 1.14 REGULATORY INNOVATION

- a) Create regulatory sandboxes for innovation from businesses that have an authentic social purpose. (A regulatory sandbox is a framework set up by a regulator that allows innovators to conduct live experiments in a controlled environment under a regulator's supervision to test new concepts. [Source](#))

### 1.15 CROWN CORPORATIONS, AGENCIES AND REGULATED BUSINESSES

- a) Mandate state-owned and governed entities to adopt a social purpose as the reason they exist and to implement the purpose across their governance, culture, operations, procurement, and value chains
- b) Require federally regulated businesses to adopt and implement a social purpose as the reason they exist
- c) Encourage the development of a social purpose in businesses where the government is a significant shareholder

### 1.16 FINANCE AND INVESTMENT

- a) Set up support mechanisms to increase the flow of investment capital to social purpose businesses at all stages of growth (e. g., via government-led social impact funds, social impact bonds, angel investor platforms and measures for pension funds to direct financing to social purpose businesses)
- b) Convene the investment, banking, and credit union sector to encourage the financial sector to support the start-up, transition, and growth of social purpose business
- c) Mandate government investment funds to establish social purpose business investment pools

### 1.17 SECTOR, INDUSTRY AND PROFESSIONAL ASSOCIATION ENGAGEMENT

- a) Support associations whose purpose is to serve society in addition to their members to develop social purpose professional and business tools and resources
- b) Provide financial and program support to associations engaging their members to become social purpose and contribute to society
- c) Provide sector training on best practices in social purpose business
- d) Support sectors to adopt a societal purpose as the reason they exist and provide support to those sectors that demonstrate a societal purpose to help them transition

### 1.18 CONSUMER PROTECTION

- a) Establish consumer standards and consumer education for social purpose business
- b) Develop purpose marketing guidelines



### 1.19 POST-SECONDARY SECTOR

- a) Provide dedicated funding to support research, scholarships, and fellowships on social purpose business models, e.g., via the Social Sciences and Humanities Research Council and the Natural Sciences and Engineering Research Council
- b) Provide funding to post-secondary institutions to develop social purpose curriculum (law schools, engineering schools, business schools, finance and accounting schools, executive and board education, etc.)

### 1.20 YOUTH

- a) Launch a youth social purpose job creation program offering youth / students summer jobs in social purpose businesses and businesses transitioning to a social purpose business model

### 1.21 SOCIAL PURPOSE STANDARDS

- a) Mandate Standards Council of Canada to develop standards for social purpose companies and their products and services
- b) Engage with standards associations, professional associations, and academic institutions / business schools to develop social purpose standards
- c) Fund and participate in the development of national social purpose standards

### 1.22 CROSS-GOVERNMENT HARMONIZATION AND POLICY COHERENCE

- a) Establish an interdepartmental working group on social purpose (note this currently exists)
- b) Designate a minister responsible for social purpose business and establish a social purpose business secretariat to develop a social purpose business strategy
- c) Include social purpose business as a priority in all minister and crown corporation/agency mandates requiring a whole-of-government approach to fostering social purpose in business
- d) Require all ministers and departments to recognize social purpose business by taking this business model into consideration in measures and programs, and by promoting this approach in Canada and at the international level
- e) Ensure Government of Canada officials are informed, educated, and aware of this approach to business and how it can benefit Canada, business, Canadians, and countries where companies operate abroad

### 1.23 INTERPROVINCIAL RELATIONS

- a) Include social purpose business in Federal/Provincial/Territorial discussions, and encourage knowledge sharing and intergovernmental collaboration on social purpose strategies

### 1.24 COLLABORATION

- a) Collaborate with social purpose business on shared societal goals; convene social purpose businesses to tackle shared societal challenges together
- b) Develop common purpose partnerships with social purpose businesses
- c) Amend competition law or provide further guidance on existing competition law in order to clearly allow for pre-competitive collaboration on social purpose aims
- d) Collaborate with industry associations and other levels of government to accelerate social purpose in business
- e) Establish a Social Purpose Ecosystem Steering Committee to collaborate with the federal government and other ecosystem enablers (those who are catalyzing the social purpose ecosystem) to foster social purpose in business
- f) Engage in multi-sectoral collaboration between the private, non-profit and government sectors on shared social purpose goals
- g) Encourage social purpose business to work collaboratively with the non-profit sector; help the non-profit sector build capacity to collaborate with social purpose business

### 1.25 MONITORING

- a) Establish a parliamentary committee to prepare an annual report on progress of the social purpose in business transition

### 1.26 DECELERATE NON-SOCIAL PURPOSE BUSINESSES

- a) Over the long-term phase out subsidies, incentives and investments in businesses and sectors that don't have a social purpose as the reason they exist



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# 2.0 PROVINCIAL GOVERNMENT

It is recommended that Provincial Governments review this list and prioritize actions to accelerate the growth of social purpose business in their province.

## **BC EMERGING ECONOMY TASK FORCE RECOMMENDS SUPPORT FOR PURPOSE-LED BUSINESS MODELS**

In 2018 the BC Government commissioned an Emerging Economy Task Force to develop a vision and recommendations for the province to stay at the forefront of emerging economic developments. Their report was published in 2020. The Task Force concluded that the economy of the future will be one “which enables purpose-based leadership”. (p. 5) It set a vision that in 2045, “economic opportunities [...] are purpose driven”. (p. 6) To further this vision, it recommended that the Province “develop tools, resources and other supports to allow small- and medium-sized enterprises to manage the risks and take advantage of opportunities from [...] purpose-led and sustainable business models”. (p. 28) [Source](#)





# PROVINCIAL GOVERNMENT

These are possible measures provincial governments can implement to create an enabling environment for social purpose businesses and entrepreneurs to start, transition, and grow in their jurisdictions. It is recommended that Provincial Governments review this list and prioritize actions to accelerate the growth of social purpose business in their province.

## 2.1 MACRO-ECONOMIC STRATEGIES

- a) Recognize that supporting social purpose business contributes to economic policy; include social purpose business in government's overall macro-economic plans

## 2.2 SOCIAL PURPOSE EDUCATION

- a) Hold a joint provincial conference on social purpose business with business, academic institutions, and civil society
- b) Provide resources and funding to intermediaries, accelerators, and incubators to develop information, education, tools, case studies, resources, and capacity building programs to help business adopt and implement a social purpose
- c) Provide retraining support to the private sector where changes in corporate purpose are expected to affect whole industries or economies
- d) Provide data and information to businesses and industry associations on the social purpose business case

## 2.3 BUSINESS SUPPORT PROGRAMS AND VENTURE SERVICES

- a) Embed social purpose into government's existing business support and venture services programs, including modifying eligibility criteria, creating new program streams, and raising awareness of program officers
- b) In future, require companies to have a societal purpose to access government-run business support programs; alternatively, require companies to demonstrate what they are doing to contribute to society
- c) Require government-funded incubator, accelerator, and start-up programs to embed social purpose into their offerings to increase awareness and build capacity of business to pursue social purpose business models
- d) Require businesses in receipt of government funding to have a social purpose

## 2.4 SOCIAL PURPOSE INDIGENIZATION AND DIVERSITY AND INCLUSION OUTREACH

- a) Engage with and provide resources to Indigenous business organizations on social purpose business, including the Indigenization of social purpose models and programs
- b) Engage with and provide resources on social purpose business to diverse business organizations, e.g., BIPOC, LGBTQ2+, and disability-owned companies
- c) Engage with and provide resources to provincial groups, including those supporting rural and remote communities on social purpose business, to foster geographic inclusion
- d) Provide translation resources and funding to provide social purpose information in other languages

## 2.5 MULTILATERAL AND INTERNATIONAL ROLES

- a) Promote social purpose business frameworks in federal, provincial, and territorial relations to raise awareness, encourage social purpose programming and foster cross-jurisdictional harmonization
- b) Promote social purpose business frameworks in multilateral fora; add social purpose as a theme for advancing provincial values when hosting multilateral events
- c) Share provincial domestic and international social purpose business success stories with international and domestic audiences
- d) Provide enhanced trade commissioner/officer services to social purpose businesses (e.g., mentorship, incubators and accelerator programs and matchmaking services that broker relationships between social purpose businesses and governments, other businesses, civil society organizations, and post-secondary institutions abroad)
- e) Include information about a province's approach to social purpose businesses in market intelligence provided by provincial trade and investment offices
- f) Conduct social purpose business trade missions to promote social purpose business abroad, and identify business opportunities and social purpose partnerships and collaborations
- g) Market social purpose leadership abroad, brand provincial companies as purpose-driven leaders, launch provincial purpose brand; communicate social purpose as key to the province's competitive advantage



### **B.C.'S MINISTER OF JOBS, ECONOMIC RECOVERY AND INNOVATION ON SOCIAL PURPOSE BUSINESS**

In December 2021, Ravi Kahlon, the Minister of Jobs, Economic Recovery and Innovation for the B.C. Government, published this blog on the Purpose Economy: [Link](#).

In it he states:

“The Province recognizes that social purpose businesses:

- Build a stronger, and more resilient economy.
- Stimulate innovation and growth.
- Generate meaningful work.
- Attract and retain talent and capital.

Social purpose businesses also help governments achieve their objectives, such as advancing equity, reconciliation, and sustainability in business, and unlocking company resources and assets for the public good.

B.C. is a hotbed of social purpose innovation. And it will take all of us to bring the purpose economy to life. We hope to help start and grow many more social purpose companies in the coming years to create the economy we want for ourselves and our children.

The Province of British Columbia wants to join with all of you on this grand pivot to purpose-first business.

Not only do we want an economy that is sustainable, inclusive, and innovative, we believe that an economy where large and small social purpose businesses thrive is the route to achieving these goals.”

## **2.6 LEGISLATION**

- a) Amend Company Act legislation to require large companies with 500 or more employees to disclose their purpose, using a comply or explain approach
- b) Require large businesses with 500 or more employees to issue a report annually on their corporate purpose and their progress implementing their purpose, using a comply or explain approach
- c) Include a “social purpose information note” that companies in the process of incorporating are required to read
- d) Adopt legislation to validate credibility of social purpose claims
- e) Create enabling legislation to free local government to play a stronger role to accelerate social purpose in business

## **2.7 ONE-WINDOW SOCIAL PURPOSE APPROACH**

- a) Create a social purpose centre of excellence in government, that acts as an information hub of best practices resources, tools, and case studies
- b) Create a permanent Office for Social Purpose Business that serves as a “single window” into the provincial government for social purpose business
- c) Create a one-stop-shop, single point of contact directorate at the centre of government for social purpose businesses that want to partner

## **2.8 SOCIAL PURPOSE RESEARCH AND CONSULTATION**

- a) Conduct research on the current state of social purpose business in the province; set up data capture systems to quantify the number and nature of social purpose business
- b) Appoint a blue-ribbon advisory panel, commission, or task force to hear from the public on the role the provincial government can play to help companies adopt and implement a social purpose, develop a vision for social purpose business in the province, identify the barriers to growth of social purpose business, and make recommendations for how to accelerate a Purpose Economy (see definition on page 13)
- c) Establish and fund a permanent Social Purpose Business Council to advise the provincial government; this could also be achieved by asking existing business councils and associations to play this role
- d) Create an advisory committee of business, academics, and civil society to shape the future direction of social purpose business

## **2.9 CROSS-GOVERNMENT HARMONIZATION AND POLICY COHERENCE**

- a) Establish an inter-ministerial working group on social purpose
- b) Designate a minister responsible for social purpose business and establish a social purpose business secretariat to develop a social purpose business strategy
- c) Require all ministers and departments to recognize social purpose business by taking this business model into consideration in measures and programs, and by promoting this approach to municipalities and provincially, nationally, and internationally
- d) Include social purpose business as a priority in all minister and crown corporation/agency mandates requiring a whole-of-government approach to fostering social purpose in business



- e) Ensure provincial staff are informed, educated, and aware of this approach to business and how it can benefit the province, business, and citizens

### 2.10 SOCIAL PURPOSE ACTION PLAN

- a) Adopt a short and long-term Social Purpose Action Plan to assess and address gaps in the social purpose ecosystem, including learning platforms, incubators and accelerators, and awareness raising initiatives; assign resources to implement the Action Plan
- b) Build social purpose into existing government initiatives that advance social and environmental priorities with business (e.g., inclusive, low-carbon and green economy, etc.)
- c) Provide funding for a platform organization that mobilizes the social purpose ecosystem across the province
- d) Provide funding for intermediaries helping companies make the transition to social purpose business
- e) Resource the creation of a Social Purpose Transition Pathway that sets out how the government plans to accelerate social purpose in business and scale the contribution businesses can make in collaboration with others to address challenges in society. Develop a 10–20-year plan to transition the economy to a Purpose Economy, i.e., an economy powered by the pursuit of long-term well-being for all in which regulatory and financial systems and business growth foster a flourishing, resilient future
- f) Establish a social purpose transition accelerator program and resource to inform, train and encourage action by financial actors, companies, and citizens
- g) Attract large social purpose companies to locate in the province

### 2.11 PUBLIC AWARENESS CAMPAIGN

- a) Provide resources for a third party to conduct a public awareness campaign to raise awareness of social purpose business with the public; engage social purpose business to conduct a campaign around the concept, demonstrating how social purpose businesses are successful and making a difference

### 2.12 PUBLIC SECTOR SOCIAL PURPOSE PROCUREMENT

- a) Educate existing suppliers on social purpose business concepts; refer suppliers to social purpose resources and encourage them to consider adopting and pursuing a social purpose
- b) Communicate government's interest in social purpose business to prospective suppliers

- c) Ask suppliers bidding for government contracts to state the company's purpose when submitting their bid; give them the option to say they have a purpose or do not have a purpose
- d) Educate internal business clients, operations, and program and policy teams about social purpose business so they understand the value of this approach
- e) Encourage existing suppliers to partner with social purpose businesses as sub-contractors or joint venture partners
- f) Provide and promote support for intermediary organizations, online marketplaces, and certification processes for social purpose suppliers, to ensure that purchasers have access to verified social purpose suppliers
- g) Provide accredited social purpose suppliers special access to procurement opportunities
- h) Include social benefit criteria on bid assessments and provide more points for social purpose businesses, and leave the tender open to bids from all types of businesses; this can encourage suppliers to find other ways to get social benefit points, e.g., through sub-contracting with social purpose businesses
- i) Develop a social purpose procurement toolkit, definitions, and guidelines, and guidelines for procurement officers
- j) In future, require suppliers and companies participating in the provision of public services to have a social purpose and demonstrate progress against it; set a procurement target for how many suppliers should be purpose-driven

### 2.13 INCENTIVES

- a) Require companies in receipt of public benefit, including government funding, to have a social purpose (i.e., companies over a certain size or funds over a certain amount)
- b) Create incentives for business to adopt and implement a social purpose such as tax incentives and recognition programs
- c) Make it easier for social purpose companies to obtain permits
- d) Require companies to have a social purpose to access Crown resources
- e) Provide R&D tax credit for social innovation
- f) Provide grants and incentives to local governments to support their efforts to accelerate social purpose in business



## 2.14 REGULATORY INNOVATION

- a) Create regulatory sandboxes for innovation from businesses that have an authentic social purpose (A regulatory sandbox is a framework set up by a regulator that allows innovators to conduct live experiments in a controlled environment under a regulator's supervision to test new concepts. [Source](#))

## 2.15 CROWN CORPORATIONS, AGENCIES AND REGULATED BUSINESSES

- a) Mandate state-owned and governed entities to adopt a social purpose as the reason they exist and to implement the purpose across its governance, culture, operations, procurement, and value chains
- b) Require provincially regulated businesses to adopt and implement a social purpose as the reason they exist
- c) Encourage the development of a social purpose in businesses where the government is a significant shareholder

## 2.16 FINANCE AND INVESTMENT

- a) Set up support mechanisms to increase the flow of investment capital to social purpose businesses at all stages of growth (e.g., via government-led social impact funds, social impact bonds, angel investor platforms, measures for pension funds to direct financing to social purpose businesses, etc.)
- b) Convene the investment, banking, and credit union sector to encourage the financial sector to support the start-up, transition, and growth of social purpose business
- c) Mandate government investment funds to establish social purpose business investment pools
- d) Create a provincial financing vehicle to help social purpose companies start, grow, transition, run and export; include social purpose funds in provincial venture capital programs

## 2.17 SECTOR, INDUSTRY AND PROFESSIONAL ASSOCIATION ENGAGEMENT

- a) Support associations whose purpose is to serve society in addition to their members to develop social purpose professional and business tools and resources
- b) Provide financial and program support to associations engaging their members to adopt and implement a social purpose and contribute to society
- c) Provide sector training on best practices in social purpose business

- d) Support sectors to adopt a societal purpose as the reason they exist and provide support to those sectors that demonstrate a societal purpose to help them transition

## 2.18 POST-SECONDARY SECTOR

- a) Provide funding to post-secondary institutions to develop social purpose curriculum (law schools, engineering schools, business schools, finance and accounting schools, executive and board education, etc.)
- b) Include a focus on social purpose entrepreneurship in master agreements with universities and colleges
- c) Fund and commission research into social purpose business concepts
- d) Provide dedicated funding to support scholarships and fellowships for research on social purpose ecosystems

## 2.19 YOUTH

- a) Launch a youth social purpose job creation program offering youth / students summer jobs in social purpose businesses and businesses transitioning to a social purpose business model

## 2.20 COLLABORATION

- a) Collaborate with social purpose business on shared societal goals; convene social purpose businesses to tackle shared societal challenges together
- b) Develop common purpose partnerships with social purpose businesses
- c) Collaborate with industry associations and other levels of government to accelerate social purpose in business
- d) Establish a Social Purpose Ecosystem Steering Committee to collaborate with the provincial government and other ecosystem enablers to foster social purpose in business
- e) Engage in multi-sectoral collaboration between the private, non-profit and government sectors on shared social purpose goals
- f) Encourage social purpose business to work collaboratively with the non-profit sector; help the non-profit sector build capacity to collaborate with social purpose business

## 2.21 DECELERATE NON-SOCIAL PURPOSE BUSINESSES

- a) Phase out subsidies, incentives and investments in businesses and sectors that don't have a social purpose as the reason they exist







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# 3.0 MUNICIPAL GOVERNMENT

It is recommended that Municipal Governments review this list and prioritize actions to accelerate the growth of social purpose business in their municipality.

CITY OF VANCOUVER AND CITY OF BURNABY MAYORS PROCLAIM

“Purpose in Business Week”, November 15–19, 2021

TO DEMONSTRATE THEIR SUPPORT FOR SOCIAL PURPOSE BUSINESS

SEE APPENDIX E





# MUNICIPAL GOVERNMENT

These are possible measures municipal governments can implement to create an enabling environment for social purpose businesses and entrepreneurs to start, transition, and grow in their jurisdictions. It is recommended that Municipal Governments review this list and prioritize actions to accelerate the growth of social purpose business in their municipality.

## 3.1 MUNICIPAL SOCIAL PURPOSE DECLARATION

- a) Declare a commitment to encourage the growth of social purpose business in the local community (e.g., adopt a Social Purpose Business Municipal Commitment)
- b) Provide education to city councilors on social purpose business

## 3.2 PUBLIC SECTOR SOCIAL PURPOSE PROCUREMENT

- a) Educate existing suppliers on social purpose business concepts; refer suppliers to social purpose resources and encourage them to consider adopting and implementing a social purpose
- b) Communicate government's interest in social purpose business to prospective suppliers
- c) Educate internal business clients, operations, and program and policy teams about social purpose business so they understand the value of this approach
- d) Require suppliers bidding for government contracts to state the company's purpose when submitting their bid as a proforma requirement
- e) Develop a social purpose procurement toolkit, guidelines, and definitions and guidelines for procurement officers
- f) Provide accredited social purpose suppliers special access to procurement opportunities
- g) Include social benefit criteria in bid assessments and provide more points for social purpose businesses and leave the tender open to bids from all types of businesses; this can encourage suppliers to find other ways to get social benefit points, e.g., through sub-contracting with social purpose business
- h) In future, require suppliers and companies participating in the provision of public services to have a social purpose and progress against it; set a procurement target for how many suppliers should be purpose-driven

## LOCAL GOVERNMENT PROMOTES SOCIAL PURPOSE BUSINESS IN BUSINESS ARTICLE

The City of Vancouver's Vancouver Economic Commission raises the profile of social purpose business in this 2021 article on the Purpose Economy: [Link](#)

## 3.3 CROSS-GOVERNMENT HARMONIZATION AND POLICY COHERENCE

- a) Establish an internal cross-government working group on social purpose
- b) Require all departments to recognize social purpose business by taking this business model into consideration in measures and programs, and by promoting this approach in the city, region, province, nationally and internationally
- c) Ensure City staff are informed, educated, and aware of this approach to business and how it can benefit the community where companies operate

## 3.4 RESEARCH AND CONSULTATION

- a) Conduct baseline research to determine how many social purpose businesses exist in the municipality
- b) Consult social purpose business on what would help them grow and how to mobilize more businesses to transition to social purpose in the municipality; implement top actions



### A MESSAGE FROM CITY OF BURNABY'S MAYOR MIKE HURLEY ON SOCIAL PURPOSE BUSINESS

Burnaby Council was pleased to be one of the first cities in Canada to proclaim November 15th to 19th #Purposeinbusinessweek and throw our support behind the growing social purpose business movement.

The research is clear, social purpose benefits the business, it benefits their workers, it benefits the community, and it benefits our residents.

This year has emphasized the power of our collective actions. Burnaby businesses both large and small have played a huge role in safeguarding the health of our community.

We believe that cities that are home to social purpose businesses are more likely to thrive given the contributions these businesses make to their local communities.

We also believe that social purpose businesses are more likely to thrive in the future, so the more social purpose businesses we have in our community, the stronger and more resilient our local economy will be.

Burnaby wants to attract, retain and help grow social purpose businesses because we believe this will position us for a stronger, brighter and more secure future.

– City of Burnaby speaking at the inaugural [Propelling Purpose Summit](#), 2021.

### 3.5 BUSINESS AWARENESS AND EDUCATION

- a) Refer local / headquarter businesses to workshops and resources to help them adopt and implement a social purpose; co-sponsor social purpose workshops for business
- b) Include social purpose in business welcome and outreach programs, licensee communications and at business touchpoints (e.g., online resources, brochures, fact sheets, flyers)
- c) Promote success stories of local social purpose business to other businesses and the public; amplify social purpose business stories through social media and panel presentations
- d) Profile and recognize businesses who adopt and implement a social purpose (e.g., Mayor's breakfast or award)

### 3.6 MUNICIPAL PLANS AND STRATEGIES

- a) Include social purpose in business goals and objectives in City plans and economic development strategies and assign resources to implement them

- b) Adopt a social purpose strategy and assign resources to implement the strategy

### 3.7 DEVELOPMENT, LICENSING AND PERMITTING APPROVALS

- a) Require businesses applying for a business license to state their purpose
- b) Expedite / fast-track businesses that have a social purpose in licensing, permitting, and development/re-zoning applications
- c) Include social purpose requirements in Community Benefit Agreements

### 3.8 CLUSTER DEVELOPMENT

- a) Treat social purpose business as an economic cluster and establish programs to support the growth of this economic cluster

### 3.9 SECTOR AND INDUSTRY ASSOCIATION ENGAGEMENT

- a) Encourage business, industry, and trade associations with whom the municipality has a relationship to introduce their business members to social purpose
- b) Partner with local business associations and business improvement areas (BIAs) to promote social purpose in business
- c) Support sectors to adopt a societal purpose as the reason they exist and provide support to those sectors that demonstrate a societal purpose

### 3.10 ADVOCACY

- a) Advocate to senior levels of government that they adopt measures to create an enabling public policy environment for social purpose in business

### BURNABY CITY COUNCIL JOINS PARTNERSHIP TO PROMOTE SOCIAL PURPOSE BUSINESS IN THE MUNICIPALITY

Burnaby City Council passed a resolution approving a trilateral partnership between the City, the United Way Social Purpose Institute and the Burnaby Board of Trade to promote social purpose in business in Burnaby.

Link: [Council Report – 2021 Jan 25](#)





### 3.11 REGULATORY INNOVATION

- a) Create regulatory sandboxes for innovation from businesses that have an authentic social purpose (A regulatory sandbox is a framework set up by a regulator that allows innovators to conduct live experiments in a controlled environment under a regulator's supervision to test new concepts. [Source](#))

### 3.12 INDUSTRY ATTRACTION

- a) Attract large social purpose companies to the municipality

### 3.13 FINANCE AND INVESTMENT

- a) Support the inflow of capital to finance social purpose business, at all stages of growth (e.g., via government-led social impact funds, social impact bonds, angel investor platforms, etc.)
- b) Convene the investment, banking, and credit union sector locally to encourage the financial sector to support the start-up, transition, and growth of social purpose business
- c) Mandate municipal investments and property endowment funds to establish social purpose business investment pools

### 3.14 BUSINESS AND ECOSYSTEM COLLABORATION

- a) Collaborate with social purpose business on shared societal goals; convene social purpose businesses to tackle shared societal challenges together
- b) Develop common purpose partnerships with local social purpose businesses
- c) Establish a Social Purpose Ecosystem Steering Committee to collaborate with the local government and other ecosystem enablers to foster social purpose in business
- d) Engage in multi-sectoral collaboration between the private, non-profit and government sectors on shared social purpose goals
- e) Encourage social purpose business to work collaboratively with the non-profit sector; help the non-profit sector build capacity to collaborate with social purpose business

### 3.15 LOCAL / REGIONAL GOVERNMENT COLLABORATION

- a) Engage other local and regional governments on shared efforts to develop a regional social purpose strategy that accelerates social purpose in business
- b) Establish joint programs to encourage social purpose businesses in the region to start, transition, grow and thrive
- c) For more ideas on regional collaboration with other municipalities, see call-out box

### 3.16 POST-SECONDARY COLLABORATION

- a) Engage local post-secondary institutions to offer social purpose business education and conduct and publish research on social purpose business
- b) Collaborate with local post-secondary institutions to provide training and professional development to social purpose companies
- c) Work with universities and colleges to develop and operate social purpose business labs and programs
- d) Establish student experiential programs to engage students in social purpose business opportunities

### 3.17 LAND AND BUILDING ASSETS INCUBATION AND PROTOTYPING

- a) Provide subsidized or premium access to city buildings, facilities, technology, and land to social purpose businesses
- b) Design city halls and administrative buildings so that social purpose businesses can access the space after hours (e.g., evenings and weekends)
- c) Create a social purpose precinct or discovery park for social purpose companies to co-locate and collaborate
- d) Provide a platform for social purpose businesses to demonstrate and commercialize their products and services
- e) Create testimonials of social purpose businesses prototyping their operations on city property and within city processes to attract customers, partners, and opportunities

### 3.18 SOCIAL PURPOSE ACTION PLAN

- a) Develop and implement a social purpose strategy and action plan, and allocate resources to implement the strategy / plan



## LOCAL GOVERNMENT COLLABORATION AT THE REGIONAL LEVEL

Local governments may wish to collaborate regionally with other local governments on the following measures to build knowledge and capacity in local government and business to pursue social purpose:

- 1 Host a social purpose forum for business and partner groups to raise awareness about social purpose business
- 2 Create and offer tools and resources to businesses to raise awareness about social purpose business and build capacity
- 3 Launch a campaign to raise public and business awareness of social purpose in business; raise the profile of businesses that have successfully built social purpose into their business model
- 4 Develop best practice guidelines for municipalities on how they can help create an enabling environment for social purpose business
- 5 Create a regional voice to advocate to other levels of government and industry / business associations to support social purpose business
- 6 Collaborate to mobilize investment to help start and grow social purpose companies
- 7 Create a social purpose business cluster strategy to help social purpose businesses scale and become more competitive
- 8 Develop and coordinate a region-wide strategy to accelerate social purpose in business
- 9 Work collaboratively to attract large social purpose companies to the region
- 10 Incorporate social purpose business into regional land use plans (e.g., give priority to access land use assets to businesses with social purpose business models)
- 11 Advocate to, engage, and collaborate with post-secondary institutions, for increased educational focus on social purpose business models so that students and alumni are equipped with this perspective
- 12 Start dialogue with First Nations regarding business with social purpose to identify areas of consensus to advance social purpose in business opportunities within Indigenous communities
- 13 Convene businesses that have a social purpose to collaborate with municipalities in the region and each other on shared social purpose goals



## APPENDIX A

# SOCIAL PURPOSE BUSINESS POLICY PUBLICATIONS

Helping Purpose-Driven Business Thrive, 2021.

<https://www.re-generate.org/helping-purpose-driven-business-thrive>

UK Mission-Led Business Review Advisory Panel Report, 2016.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/574687/Advisory\\_Panel\\_Report\\_-\\_Mission-led\\_Business.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/574687/Advisory_Panel_Report_-_Mission-led_Business.pdf)

Emerging Economy Task Force Report, 2020.

<https://www2.gov.bc.ca/gov/content/governments/about-the-bc-government/emerging-economy-task-force>

Government of Canada Recommendations of the Social Innovation and Social Finance Strategy Co-Creation Steering Group, 2018.

<https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/reports/recommendations-what-we-heard.html>

Future of Business in Society Report, 2021.

<https://corostrandberg.com/publication/future-of-business-in-society-global-thought-leader-study/>

Sustainable and Just Association Report, 2021.

<https://corostrandberg.com/publication/the-sustainable-and-just-association/>

Policy and Practice for Purposeful Business, 2021.

<https://www.thebritishacademy.ac.uk/documents/3462/Policy-and-Practice-for-Purposeful-Business-The-British-Academy.pdf>

**APPENDIX B****GOVERNMENT AND THOUGHT LEADER INTERVIEWEES****GOVERNMENT****Province of Ontario****Anne Bermonte***Assistant Deputy Minister, Innovation, Scale-Up and Regional Economic Development**Ontario Ministry of Economic Development, Job Creation and Trade***Vancouver Economic Commission****Bryan Buggey***Director, Economic Transformation and Climate Action***Government of Canada****William Chen***Junior Policy Analyst, Horizontal Policy Unit, Income Security Social Development Branch**Employment and Social Development Canada***City of Burnaby****David Clutton***Long Range Planner***Government of Canada****Justin A. Fortin***Senior Policy Analyst, Social Innovation and Community Development Directorate  
Employment and Social Development Canada***Government of Canada****Greg Graves***Manager, Horizontal Policy Unit, Income Security Social Development Branch  
Employment and Social Development Canada***Metro Vancouver****Jacque Griffiths***Executive Vice President, Regional Economic Prosperity Service***Vancouver Economic Commission****Shivam Kishore***Manager, Economic Transformation, Tech, Innovation and JEDI***Global Affairs Canada****Nicole Lunstead***Acting Director, Responsible Business Practices Division***Vancouver Economic Commission****Eleena Marley***CEO***Province of British Columbia****Bobbi Plecas***Deputy Minister, Ministry of Jobs, Economic Recovery, and Innovation***Province of Ontario****Amie Sergas***Acting Manager, Innovation Growth and Capital Unit**Ontario Ministry of Economic Development, Job Creation and Trade***City of Vancouver****Doug Smith***Director, Sustainability***City of Vancouver****MaryClare Zak***Managing Director, Social Policy and Projects***Global Affairs Canada****Georgina Wainwright-Kemdirim***Special Advisor, Inclusive Trade Policy***THOUGHT LEADER****Sustainable Finance Action Council****Kathy Bardswick***Chair***David Suzuki Foundation****Yannick Beaudoin***Director General, Ontario and Northern Canada***Canadian Centre for the Purpose of the Corporation****Brian Gallant***CEO***Former BC Minister of Finance****Carole James****City of Vancouver****Sadhu Johnston***Former City Manager***Canadian Business Youth Council for Sustainable Development****Maxime Lakat***Founder and Chair***Co-Chair, B Lab's Global Climate Taskforce****Charmian Love***CoFounder, B Lab UK***British Academy****Colin Mayer***Academic Lead, Future of the Corporation Program, UK***BDC****Craig Ryan***Director, Purpose Entrepreneurship*



## APPENDIX C

# CONSULTATIONS WITH SOCIAL PURPOSE BUSINESS AND OTHER STAKEHOLDERS

Over 50 social purpose businesses, business associations, academics, non-profit organizations, policymakers, and social purpose practitioners were consulted for their views on policy options governments can pursue to accelerate social purpose in business. Many were consulted during the Propelling Purpose Summit hosted by the United Way Social Purpose Institute in November 2021 (estimated number: 25 people), while the rest were consulted during a Business Roundtable held the same month.

## BUSINESS ROUNDTABLE PARTICIPANT LIST

The following is a list of participants that participated in the November 2021 Business Roundtable.

### FACILITATORS

- Mary Ellen, Director, United Way Social Purpose Institute
- Coro Strandberg, Advisor, United Way Social Purpose Institute
- Melissa Caouette, Public Policy Professional, Principal at MC Consulting
- Allyson Hewitt, VP Impact, MARs Discovery District

### BUSINESS

- Allen Langdon, President and CEO, Return-It
- Peter ter Weeme, Chief Social Purpose Officer & VP Player Experience, BCLC
- Ken Gauthier, Principal & Owner, Urban Matters
- Tim Coldwell, President, Chandos Construction
- Drew Collier, President & CEO, LGM Financial Services
- Robert Safrata, CEO & Owner, Novex Couriers, West Coast Sightseeing and Changequity
- Amanda Chor, Sustainability Manager, Hemlock Printers Ltd
- Mike Rowlands, President & CEO, Junxion Strategy Inc.
- Jane Hope, Director of Marketing and Communications, Modo
- Michael Smith, CEO, Impact Bridge
- Kirsten L'Anson, VP, Special Projects, Community Savings Credit Union

### ASSOCIATIONS

- Cory Redekop, Manager, Policy and Stakeholder Relations, Burnaby Board of Trade
- Paul Holden, President & CEO, Burnaby Board of Trade
- Gwendal Castellán, Manager, Sustainable Destination Development, Destination Vancouver
- Andrew Wynn-Williams, Divisional VP BC, Canadian Manufacturers & Exporters
- Dallas Gislason, Director of Economic Development, South Island Prosperity Partnership

### POST-SECONDARY INSTITUTIONS

- Alan Shapiro, Instructor, Sustainable Business, BCIT
- Juvarya Veltkamp, Director of Canadian Climate Law Initiative, Peter A. Allard School of Law, UBC

### GOVERNMENTS

- Amie Sergas, Manager, Innovation, Growth & Capital Unit, Ontario Minister of Economic Development, Job Creation and Trade
- David Clutton, Long Range Planner, City of Burnaby
- Justin Fortin, Senior Policy Analyst, Social Innovation & Community Development Directorate, Employment & Social Development Canada, Government of Canada
- Greg Graves, Manager, Horizontal Policy, Social Innovation & Community Development Directorate, Employment & Social Development Canada, Government of Canada
- Bryan Buggiey, Director of Economic Transformation & Climate Action, Vancouver Economic Forum
- Megan Gerryts, Senior Policy Advisor, Data, Research and Policy, Invest Vancouver



## APPENDIX D

# BUSINESS ROUNDTABLE FEEDBACK SUMMARY

The United Way Social Purpose Institute held a Business Roundtable in November 2021 to seek business feedback on policy options to accelerate social purpose in business. The following is a summary of the high-level feedback on social purpose policy options from business roundtable participants. Specific feedback is incorporated into the policy options summarized above. See Appendix C for a list of participants.

Business and the associations that represent them see a role for governments to enable business to adopt and implement a social purpose as the reason they exist. They encourage governments to help social purpose business start, transition, operate and grow.

Many prefer a carrot rather than a stick approach to encourage business to move in this direction. Businesses struggling with the effects of the pandemic, taxation and regulatory requirements will find additional requirements burdensome.

Many also prefer that governments build off and integrate into what already exists, rather than create social purpose as a separate silo. It is recognized that governments are already advancing on inclusive, low carbon and sustainable business programs, and social purpose should be added to these measures, rather than be treated separately.

For those who seek government mandates and requirements, this is based on the reality that most businesses need motivation to move in this direction. Requiring business to adopt and demonstrate a social purpose is believed to be the route to accelerating and scaling this concept in business.

Under any scenario, policy harmonization should be pursued. Coordination or alignment among the federal government and provinces in terms of their definition of social purpose and how they apply it is necessary.

Roundtable participants also believe that governments should have and demonstrate a social purpose themselves. Governments should clarify the societal reason the government exists and have their own social purpose action plan to bring that purpose to life.

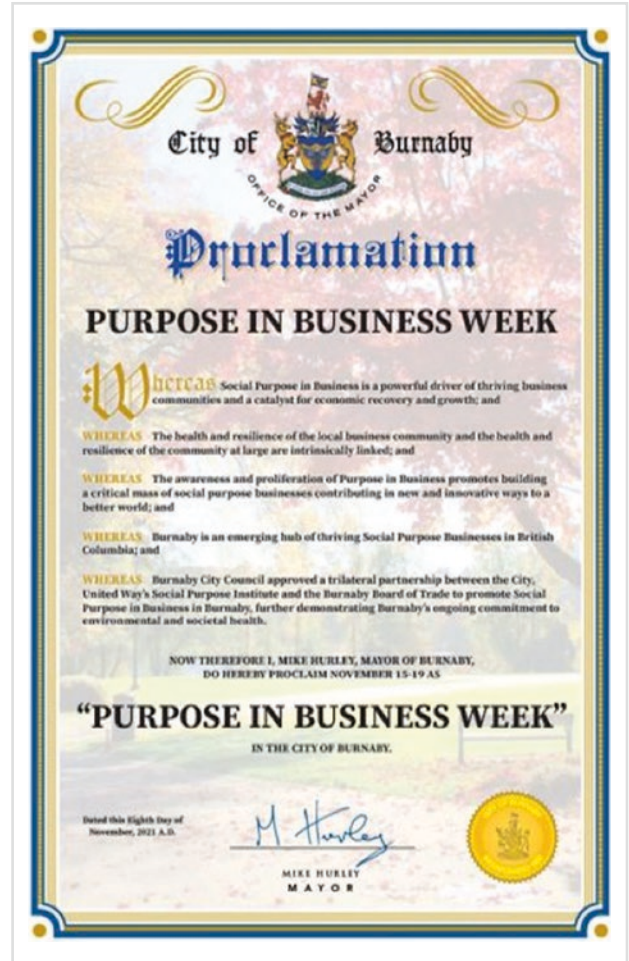




## APPENDIX E

# PURPOSE IN BUSINESS WEEK PROCLAMATIONS

City of Vancouver and City of Burnaby Mayors proclaim "Purpose in Business Week", November 15 – 19, 2021 to demonstrate their support for social purpose business.





**United Way**  
British Columbia

Working with communities in BC's  
Interior, Lower Mainland, Central  
& Northern Vancouver Island

[SOCIALPURPOSE.CA](https://socialpurpose.ca)