



**CleanStart**

# **Social Entrepreneurship**

**A Successful Social Procurement Case Study**



# Agenda

1. Introduction
2. Where CleanStart began
3. Community Contribution Company
4. Mission, Vision, and Values
5. Service Provision
6. Social Impact & Reporting
7. The Realities of Supportive Employment
8. 'Why use a social enterprise' by Patrick West
9. Lessons Learned
10. Discussion & Questions



# Where We Started



# THEN

Launched in March of 2010 in the Downtown Eastside. Our founder, Dylan Goggs, had two employees and one white pick-up truck.



NOW



We have grown to support a team of 32 staff members, with a fleet of Isuzu dump trucks, 2 pest control vehicles, a moving van and a cleaning van. We serve from Squamish to Hope.



# What is a community contribution company (C3)?

- Taxable business that *acts* like a charity
- 40%+ of profits must be donated or reinvested in the company
- Cannot issue official donation receipts

# What is a for-profit social enterprise?

- Does not receive charitable donations or government funding
- Operates on the open market like a traditional for-profit business
- Motivated by the impact that profits may fund



# **Our Mission, Vision & Values**



# Our Mission

To provide professional services for the most difficult jobs while staffing a team facing barriers to traditional employment.





# Our Vision

To create an inclusive economy in which businesses with social mandates can prosper and provide career opportunities for all.



# Our Values

We believe that everyone in our community deserves the right to meaningful work in an environment that is compassionate, respectful and equitable.



# **Our Services**



# JUNK REMOVAL

## Non-Profit, Commercial, & Residential

### This Includes:

- Outdoor bin maintenance
- Illegal dumping monitoring
- Junk room/storage room clear-outs
- Pest-infested item removal
- Suite clear-outs
- Construction debris removal & 'live loads'





**HOARDING**







# HOARDING



# HOARDING



# PEST CONTROL PROGRAM





## Extreme, Sanitization & Janitorial Cleaning Services

### This Includes:

- Cleaning of extreme situations, i.e. biohazard & infestations
- Electrostatic fogging & high-touch sanitization
- Wall-steaming
- Pest control preparation
- Covid-19 response cleaning



## Non-Profit and Refuge Moving Services

**We have been involved in:**

- Oppenheimer Park  
Encampment/Refuge
- Strathcona Park  
Encampment/Refuge
- Hastings Encampment/Refuge





## **LIVING WAGE EMPLOYER**

We are certified living wage employer by the Living Wages for Families BC Campaign.



## **COMMUNITY CONTRIBUTION COMPANY**

40% of our profits are mandated for social good.



## **HEALTH BENEFITS & SUPPORT**

All staff are offered extended health benefits, flexible schedules & other employment supports.



## **SUPPORT WITH HOUSING**

55% of staff have self-reported that CleanStart has greatly improved their housing situation.

# **SUPPORTIVE EMPLOYMENT**



# **Social Impact Reporting**





### Self Identified Staff Demographics\*



Women



Persons of Colour



Less than a high school diploma



First Nations Metis Inuit



Immigrant



Chronic or diagnosed mental illness



LGBTQIA2+



Experienced homelessness



Significant barrier to attending work



OF EMPLOYEES REPORTED THAT  
CLEANSTART HAS SIGNIFICANTLY  
IMPROVED THEIR HOUSING  
SITUATION

### Employee Updates\*\*

#### → Daniel

The journey to recovery can sometimes mean multiple stays at rehab or a detox clinic. We ensured that Daniel always had a job to return to following treatment.

#### → Kevin

Due to unexpected expenses, Kevin was unable to afford back to school supplies for his son. Management arranged a donation from KidSafe and issued Kevin an interest-free loan.

#### → Sarah

Sarah was not going to be able to make rent this month and faced eviction. We issued her a pay advance so she can remain housed.

## 2,310

Total Supportive  
Employment Hours  
Provided\*\*\*



## \$102,751

Estimated Social  
Return on  
Employment\*\*\*\*



\*All participation in company surveys are voluntary and confidential

\*\*All names have been altered to protect the employees' identities

\*\*\*Based on 50% of staff being considered moderately to severely barriered to traditional employment

\*\*\*\*Based on the Social Return multiplier of \$3.27 developed by Ernst & Young (2017)



# The Realities of Supportive Employment

- Managing a staff that has been unable to be managed elsewhere
- Chronic attendance issues
- Substance use
- Increased personal and family emergencies
- Very difficult to build trusting relationships
- Very easy to unknowingly exploit staff
- Difficult to, if ever, reach a point of stability











**What I have  
learned**



