



The Atlantic Online workshop was the second fully online workshop to be conducted by the Legacy Leadership Lab (L3) since COVID-19's arrival in Canada. The L3 team managed to adapt to the circumstances and deliver an entirely remote workshop over three consecutive sessions from April 21-23 with over 30 participants from across the country. The main goal of this 3-day workshop was to identify opportunity areas for intervention into the small business succession and conversion system and launch targeted working groups to develop those opportunity areas.

On **day one**, participants were briefed on the current situation in Canada, particularly surrounding small business. Everyone was split up into small groups to discuss how L3 could reorient its process in this time of crisis. After a short break, the L3 staff explained the Three Horizons framework to help scaffold participants' discussions while looking for opportunity areas for intervention into the small business system. The Three Horizons framework attempts to understand how a system can change over time. The First Horizon is the dominant system at the current moment, which can transform into a fundamentally different system in a Third Horizon. This transition occurs through the innovation activity of the Second Horizon. In our final activity of the day we did some collective visioning in breakout rooms to explore what a desired Third Horizon might look like for the small business system in Canada.

Following the introduction to the Three Horizons on day one, **day two** was structured around discussions of the First and Second Horizons. In small breakout rooms, we explored the dominant system, the problems it causes, what we want to phase out from it and what we would like to keep. In the Second Horizon discussion, we talked about existing and desired innovations that would help build systemic support for social acquisitions in Canada. After a short break, participants were able to propose topics of interest and self-organize into groups in a virtual unconference.

On the **third day**, we had Dr. Ali Asgary, an award-winning expert in disaster, emergency, and business continuity management, deliver a presentation on small business resilience in a crisis economy. What followed were a series of peer feedback rounds where participants could learn about and give input into initiatives in development by L3 participants. These rounds were followed by short presentations on the seven initiatives delivered by the workshop participants who had received feedback. In the final activity, aptly called Put Your Boss Pants On, participants were split up into their chosen opportunity area working groups to discuss what the group might accomplish and what they would need from L3. At the end of the day, multiple design groups with specific purposes had been created.

L3 MEMBER INITIATIVES

ACTIONS →

Many L3 members are already designing initiatives and taking actions that are building systemic support for social acquisitions in Canada. We had the opportunity to hear about seven of these initiatives at Atlantic Online.

FINANCE YOUR SUCCESSION ACQUISITION WITH COMMUNITY BONDS

Ryan Collins-Swartz, *Tapestry Community Capital*

The hurdles to financing a business succession can be overcome with a community bond. Tapestry Community Capital is a non-profit that helps guide organizations to successfully raising community bonds.

BUSINESS EVOLUTION METHODOLOGY & PROGRAMMING

Randy Sa'd, *REFOCUS Sustainability*

Considering the major changes the world is going through, it's apparent that current management practices have to change as well. The business evolution methodology and program are designed to help enterprise leaders make smart decisions through this change.

THE COOPERATIVE INVESTMENT INCUBATOR

Jordan Rodier

The cooperative investment incubator will be working to address the real estate capital cost barrier inherent in transitioning business to employee ownership. It will facilitate sales for owners and reduce the cost of buying for employees, setting a foundation for a sustainable future for the business.

COVID-19 COMMUNITY BUSINESS CONVERSION PROJECT

Paul Cabaj, *Alberta Community and Co-operative Association*

The Community and Co-operative Business Succession Planning is a proposal to create a business succession planning rapid response team to enable the resuscitation of closed small businesses via community investment and ownership as a direct result of COVID-19.

BUSINESS LEGACIES TRUST

Kristi Fairholm Mader, *Scale Collaborative*

Non-profits and charities across Vancouver Island need help to diversify their revenue streams into greater scale and impact, but often do not have the entrepreneurial capacity to start and operate a business. A trust or holding company can maintain business activities and profits within local communities.

SUCCESSION SUPPORT TO WORKER CO-OP CAFÉS AND ROASTERIES

Joey Pittoello, *Just Us! Coffee Co-op*

The anti-franchise model helps to develop a successful pathway from traditionally owned and operated cafes and roasteries to worker or multi-stakeholder owned businesses.

VILLAGEWELLTH

Elizabeth MacRae, *Commercial Ventures*

VillageWellth offers a platform to simplify the path to business ownership through building credibility, education, and verification on a buyer's journey to becoming a business owner and a seller's need for business succession.

DESIGN GROUPS

DESIGN GROUPS →

We had six nascent design groups form at Atlantic Online. These groups will go through a design process with the goal of developing prototype initiatives (i.e., a product, service, process, program, etc.). If you are interested in joining one of these groups or starting a new design group, please [schedule a short consultation meeting](#) with us.

BUSINESS ADVISOR ENGAGEMENT

Increase the understanding of the benefits and possibilities of SPO models amongst business advisors, tax advisors, and accountants

CHARITY ACQUISITIONS

Support the charitable/foundation sector to acquire businesses in distress or provide other capital support

MEDIA MAKERS & STORYTELLERS

Leverage media makers to help us frame and share the story emerging from this community

MUNICIPALITY AND LOCAL INSTITUTION ENGAGEMENT

Getting municipalities and other local institutional actors to support social acquisitions

NON-DEBT FINANCING

Investigating how we might expand non-debt financing for SPOs and conversions

STANDARD PLAYBOOK

Create a standard playbook or guide to social acquisition that works for most SMEs

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