



# BUILD EVENT SUMMARY

The Legacy Leadership Lab's (L3) [BUILD Workshop](#) was L3's [third](#) major design event. It was virtually attended by over thirty professionals from across Canada to develop tailor-made products, services, programs, resources, and tools to help small businesses think through their succession, exit, or recovery and transition into social purpose forms to better their communities. We explored participants' promising ideas to enable [social acquisitions](#). Working through their ideas, receiving valuable feedback and clarifying the next steps, participants would turn their concepts into refined prototypes (see page 3). The workshop ended with a [Facebook Live Prototype showcase](#) and an optional, Christmas-themed, [Holiday Social](#).

On **day one**, Lab Designer Tara Campbell introduced social acquisition frameworks and the social innovation process. Participants broke off into small groups explore a challenge or idea. Their task was to 1) identify their stage in terms of their idea, 2) fill out the relevant activity (e.g., ideation, concept development, prototyping, or validation and evaluation) 3) share the summary of their ideas and 4) reflect on the process and share what they learned. As all teams were at different stages of development, participants self-identified where their idea fell along the innovation continuum. Accordingly, participants chose from three different activity streams and worked on respective activities throughout the workshop. Each activity stream was for a different stage of the process, namely Business Model Sketching, Zoom Room Prototyping and Prototype Evaluation Planning. Before the first day ended, all participants reconvened to share ideas and exchange feedback. **Day two** offered participants more workshopping time and optional design consultations with the L3 staff.

**You have a promising idea but you haven't fully sketched it out.** → **BUSINESS MODEL SKETCHING**

**You have sketched out your idea but you haven't tried to materialize it yet (i.e., prototype it).** → **ZOOM ROOM PROTOTYPING**

**You have some kind of working prototype for your idea but you need to test it and evaluate it.** → **PROTOTYPE EVALUATION PLANNING**

## DESIGN ACTIVITIES ↑

The activities teams were able to choose from during Day One

# PROTOTYPE SHOWCASE

**Day three** of the BUILD workshop was focused on planning next steps related to prototype development. The 13 teams worked among themselves to plan for their suggested prototype's evaluation through a series of activities. For instance, the activities included identifying the details of their proposed prototype, identifying the stakeholders, addressing major questions, selecting a methodology for prototype evaluation and finally, thinking about logistics and constraints related to their prototypes. As groups took a few minutes to share their next steps, challenges they anticipate and areas where they could be supported, participants responded to a poll that provided a space to enlist questions that have come up through the process of prototyping. The ideas, next steps and possible constraints of each group's prototyping was drafted into single, one-page design briefs. Day three ended with closing remarks from the facilitators and continuing conversations before the next workshop.

## SHOWCASE CANVAS ↓

One of the teams presenting during the Prototype Showcase

The image shows a browser window displaying a Google Docs presentation slide titled "PURPLE TEAM". The slide is a "SHOWCASE CANVAS" and is divided into several sections:

- Team members (add your email or other links if you would like)**
  - Emeline & Kristi - Scale Collaborative (Business Legacy Initiative, Partnership with Royal Roads University)
- Prototype**

What is your prototype? If you have any links, pictures, or attachments, add them!
- Social Acquisition Incubator**
  - The goal is to develop a process that will help organizations become prepared for future opportunities
  - Build internal capacity across the various decision making layers of non-profits
  - 2 or 3 pilots organizations - Fall 2021
  - Capacity building, Business advisors partnerships, financing options
- Barriers & challenges**

What barriers or challenges do you anticipate as you move forward with developing your prototype?

  - Uncertain economic scenario due to COVID and limited capacity for organizations to make plans on the short term
  - Culture and risk perception
  - Exhaustion in the sector
- Requests for support**

Do you have any requests for support from the L3 Team or the L3 Community?

  - Feedback on Incubator Application process- fluid but indicative
  - Suggestions on business advisors with nonprofit expertise
  - Build better understanding of Community Bonds as a financing option
- Next steps**

How are you planning on proceeding with your prototype? Please underline all that apply!

  - The prototype needs to be further developed.
  - The prototype is ready to be evaluated with stakeholders.
  - This initiative should merge with another group's initiative.
  - I/we think the initiative should pivot.
  - I/we plan to stop working on this initiative.
- What do these next steps look like? Who is involved? Timelines?**
  - Frame out the Incubator program & test with advisory group
  - Peer and partners review
  - Selection of pilots and formal application
  - Cohort program test (Fall 2021)

# PROTOTYPES

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## **SUCCESSION CHAPTERS**

Organizing succession chapters where advisor groups meet monthly to discuss and collaborate around business succession for their local communities.

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## **EDUCATIONAL RESOURCE FOR BUSINESS ADVISOR**

Creating a social acquisition educational resource for business advisors.

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## **DIRECTORY OF SOCIAL ACQUISITION PROFESSIONALS**

Creating a directory of social acquisition professionals.

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## **EXIT PLANNING FOR BUSINESS ADVISORS**

Hosting an information session for business advisors around Exit Planning.

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## **NON-DEBT FINANCING PEER LEARNING GROUP**

Developing a peer learning group for non-debt financing, which investigates how to expand non-debt financing for SPOs and conversions.

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## **SOCIAL ACQUISITION HACKATHON**

Engaging post-secondary students through a hackathon to consider social acquisition as a viable option and alternative for SMEs.

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## **VIRTUAL MOBILE SOCIAL INCUBATOR**

A virtual mobile social incubator that analyzes how solutions to affordable housing, land, agriculture and social transition are created. In collaboration with municipalities, community organizations, and community leaders, the incubator would discover community challenges and then build teams in response to these community economic development issues.

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## **BUSINESS BUYER PLATFORM**

Providing business buyers with a platform to post their search criteria, learn the social acquisition process, access advisors and connect with businesses/ business owners.

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## **SOCIAL ACQUISITION INCUBATOR**

Developing a process that will help organizations become prepared for future opportunities. Additionally, build internal capacity across various decision-making layers of non-profits.

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## **LEGAL STRUCTURES FOR SOCIAL ACQUISITIONS**

Creating a tool kit focused on social acquisition/ social enterprise start-up by charities and non-profits to guide the selection of legal structure.

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## **SOCIAL PURPOSE COMMUNICATION**

Creating interest among traditional businesses for social good and building business skills among new social entrepreneurs to communicate the social purpose aspect of SMEs and SA.

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## **OKANAGAN CIRCULAR SOCIETY**

Creating a new community platform that integrates a circular economic and political system, centered on fostering individual and collective well-being.

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## **IDEA TO MARKET COLLABORATION PLATFORM**

Creating a collaboration platform to bring ideas for products, services and systems to an online market. This initiative takes use of a revenue-sharing program to incentivizes the activity.

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## **COLLECTIVE INNOVATIONS**

Building upon a newly emerging "Collective Innovations - a social purpose economic development cooperative," which is capable of scaling-up place-based social innovation, social enterprise, community wealth, local asset and civic capacity building ventures.

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## **ENGAGEMENT STRATEGY**

Creating an engagement strategy to raise awareness about social acquisitions in the business community using resources currently available and under development.

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## **PLACE-BASED IMPACT FUND STRATEGY**

Including social acquisitions in a place-based impact fund's investment strategy.

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