

Social Business Model Canvas

Segments Covered in This Canvas Set

1. Social Economy Start-ups
2. 2SLGBTQ+ Entrepreneurs
3. Neighboring Merchants and Commerces
4. Entrepreneurial Programs
5. Non profits in Non-Compliance / Restructuration / Transition

1. Social Economy Start-ups

Key Resources	Key Activities	Type of Intervention	Segments / Beneficiary / Customer	VALUE PROPOSITION
Expertise in charity, nonprofit, cooperative and corporate accounting management; team with intersectional, community and corporate-informed experience; sponsored accounting tools; accounting team; CPA mentors; continuous learning.	Bookkeeping and accounting set-up and services, year-end, budgeting and reporting support, tailored training.	Économie sociale – start-up support for others (New - replaces public solicitation)	Early-stage founders, social entrepreneurs, mission-driven start-ups.	SOCIAL VALUE PROPOSITION (MISSION) To empower early-stage social economy initiatives with the tools, mentorship, and structures they need to grow sustainably and ethically - capacity building, circular economy, network building.
Partners + Key Stakeholders		Channels & Relations		IMPACT MEASURES (EXPECTED IMPACT) Stronger infrastructure for new social economy actors; long-term viability. CUSTOMER VALUE PROPOSITION Accompaniment in early-stage development that respects values while ensuring a sustainable infrastructure.
Start-up accelerators and incubators (PME, CÉSIM), CPA support for compliance and planning, funders, legal support for incorporation and registration.		CHANNELS Entrepreneurship programs and conferences, career fairs, community fairs, partner referral lists and websites, word of mouth, financial literacy programming. RELATIONS Entrepreneurial programs and referrals, incubator connections, solidarity economy networks.		
Cost Structure	Problem Addressed	Revenue Sources		
Professional or member consulting fees, team salary, tools, marketing and communication, continuous learning.	Early-stage projects with new legal structures, focused on governance and policy, that need support with accounting-system implementation and compliance. They lack sustainable funding and financial-planning tools, but can access funding for professional services via start-up incubators (PME, CÉSIM).	Microgrants, incubation programs, services.		

2. 2SLGBTQ+ Entrepreneurs

Key Resources	Key Activities	Type of Intervention	Segments / Beneficiary / Customer	VALUE PROPOSITION
Expertise in corporate accounting management; team with intersectional, community and corporate-informed experience; sponsored accounting tools; accounting team; CPA mentors; continuous learning.	Bookkeeping and accounting set-up and services, year-end, budgeting and reporting support, tailored trainings, relevant consultancy.	Enterprises 2SLGBTQ	Self-employed queer entrepreneurs, early-stage business owners, arts and service workers.	SOCIAL VALUE PROPOSITION (MISSION) To offer relevant, competent, financially empowering services that allow queer entrepreneurs to thrive. IMPACT MEASURES (EXPECTED IMPACT) LGBTQ+ businesses with stronger financial, fiscal and accounting management.
Partners + Key Stakeholders		Channels & Relations		CUSTOMER VALUE PROPOSITION Queer-led, relevant, competent support for long-term viability in business.
Queer business associations, micro-lenders (Microcrédit), CPA, fiscalist, financial planner, coaches and mentors.		CHANNELS Conferences, newsletter, entrepreneur meet-ups, cold calls. RELATIONS LGBTQ+ entrepreneur circles, 2SLGBTQ+ friendly social media (videos), marketplace partners, peer coaching, strong network, community-building mutual aid.		
Cost Structure	Problem Addressed	Revenue Sources		
Professional or solidarity-rate/member consulting fees, team salary, tools, marketing and communication, continuous learning.	2SLGBTQ+ entrepreneurs operating without access to financial strategy, planning, structure, and mentorship.	Microgrants, incubation programs, services.		

3. Neighboring Merchants

Key Resources	Key Activities	Type of Intervention	Segments / Beneficiary / Customer	VALUE PROPOSITION SOCIAL VALUE PROPOSITION (MISSION) To offer relevant, competent, financially empowering services that allow neighbouring entrepreneurs to thrive. IMPACT MEASURES (EXPECTED IMPACT) LGBTQ+ businesses with stronger financial, fiscal and accounting management. CUSTOMER VALUE PROPOSITION Queer-led, relevant, competent support for long-term viability in business.
Expertise in corporate accounting management; team with intersectional, community and corporate-informed experience; sponsored accounting tools; accounting team; CPA mentors; continuous learning.	Bookkeeping and accounting set-up and services, year-end, budgeting and reporting support, tailored trainings, relevant consultancy.	Commerçants du Village	Queer and allied business owners.	
Partners + Key Stakeholders		Channels & Relations		
SDC du Village, CPA, Microcrédit, fiscalist, financial planner, coaches and mentors.		CHANNELS Conferences, newsletter, entrepreneur meet-ups, cold calls, SDC du Village, in-person store visits, leaving promo material and talking to store owners, community day. RELATIONS LGBTQ+ entrepreneur circles, 2SLGBTQ+ friendly social media (videos), marketplace partners, peer coaching, strong neighbourhood connections and mutual aid.		
Cost Structure	Problem Addressed	Revenue Sources		
Professional or solidarity-rate/member consulting fees, team salary, tools, marketing and communication, continuous learning.	Gay- and allied-owned struggling businesses in conflict with the city regarding houselessness and disruption to business.	Microgrants, incubation programs, services.		

4. Entrepreneurial Programs

Key Resources	Key Activities	Type of Intervention	Segments / Beneficiary / Customer	VALUE PROPOSITION
Speakers, multilingual support, shared resources and templates.	Presentations, training, information sessions.	Programmes entrepreneuriaux	Early-stage founders, self-employed individuals, social entrepreneurs, unincorporated, mission-driven collectives and start-ups.	SOCIAL VALUE PROPOSITION (MISSION) To increase the economic and organizational sustainability of LGBTQ+ community-serving organizations; build community while honouring missions, autonomy and self-determination.
Partners + Key Stakeholders		Channels & Relations		
LGBTQ+ community centers, organizations, and advocacy groups doing entrepreneurial programming.		CHANNELS Entrepreneur meet-ups, community, conferences, online resources for 2SLGBTQ+, newsletter, community day. RELATIONS LGBTQ+ nonprofit networks, organizations doing financial literacy, conferences and seminars, sector alliances.		
				IMPACT MEASURES (EXPECTED IMPACT) Resilient LGBTQ+ entrepreneurs able to continue delivering programming without financial precarity. CUSTOMER VALUE PROPOSITION Community-engaged learning that helps LGBTQ+ entrepreneurs stabilize and scale while staying true to their missions.
Cost Structure	Problem Addressed	Revenue Sources		
Development and coordination, staff/contractor time.	Lack of visibility in business and leadership, and lack of access to relevant financial, fiscal and accounting services.	Grant funding, partner contributions, sliding-scale fees.		

5. Non profits in Non-Compliance / Restructuration / Transition

Key Resources	Key Activities	Type of Intervention	Segments / Beneficiary / Customer	VALUE PROPOSITION
Expertise in non profit accounting management; team with intersectional, community and corporate-informed experience; sponsored accounting tools; accounting team; CPA mentors; continuous learning.	Compliance assessments, support with late filings and backlog, accounting-system setup or restructuring, governance and financial-literacy training, follow-ups with CRA/RQ and other authorities.	Community charities in a position of non-conformity with CRA, RQ, etc.	Community NPOs in crisis or transition, newly appointed executive directors, under-resourced boards of directors.	SOCIAL VALUE PROPOSITION (MISSION) To support community nonprofits in challenging situations by accompanying them as they navigate compliance regulations, and to build organizational capacity and cohesion around financial literacy, planning and goals. IMPACT MEASURES (EXPECTED IMPACT) Fewer nonprofits operating out of compliance; retention or restoration of charitable status; more stable and sustainable community services for vulnerable populations. CUSTOMER VALUE PROPOSITION Compassionate, non-judgmental, professional support to help organizations regain compliance, stabilize their financial systems, and rebuild credibility with funders and community partners.
Partners + Key Stakeholders		Channels & Relations		
Legal advisors, CPA advisors, pro bono clinics, nonprofit foundations, sponsor (Xero)		CHANNELS Community events, webinars on nonprofit compliance, newsletter, social media, founder's network and referrals. RELATIONS Founder's client network, community partners, word-of-mouth within the nonprofit world, mutual aid networks.		
Cost Structure	Problem Addressed	Revenue Sources		
Time for diagnosis and support, professional or solidarity-rate compensation, software fees, communication and follow-up costs with institutions.	Community organizations with critical missions are stretched for operational funding and lack adequate administrative or financial infrastructure. They lack funding for training budgets and management support, with a high turnover rate in bookkeeper/finance positions - leading to late or incorrect filings, government audits, and misaligned financial practices that hinder service delivery and funding.	Solidarity pricing, support-specific grants.		