

INTRO.

The PLACE Framework

Developed by both academics and practitioners in Newfoundland & Labrador, Canada, the PLACE Framework is an acronym which consists of five key principles that communities can use to aid in the development and expansion of place-based social enterprise (PBSE).

These activities were created for practitioners (e.g., community leaders), and are meant to promote the structured brainstorming of community-focused economic solutions grounded in PLACE principles. Place-based social enterprises are by definition shaped by the communities in which they are located. Let's get warmed up!



PROMOTE
community
leaders

LINK
divergent
perspectives

AMPLIFY
local
capacities
& assets

CONVEY
compelling
stories

ENGAGE
both/and
thinking

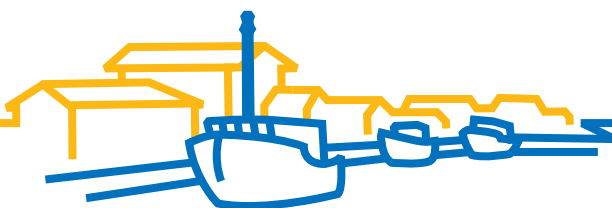
Opening Exercise

Spend 10 minutes envisioning your community 10 years from now. Don't focus on the most realistic future for your community, but rather what you see as an ideal future.

Guiding Questions

- Who lives in your community?
- Which industries are thriving?
- What community spaces and services are bringing people together?
- What unique local assets are being used?

Feel free to write, bullet, draw, or brainstorm. Engage in whatever medium immerses you most in this thought experiment!





Promote Community Leaders

While strong leadership is crucial to all enterprises and communities, PBSEs seek to promote networks of leaders who are deeply rooted in their communities, and who can therefore advance the goals of their communities.

PLACE in action!

The Bonne Bay Cottage Hospital Heritage Corporation in Norris Point, Newfoundland was founded by a group of six community leaders. Some were originally from Norris Point, some had moved there, all felt a deep connection to the community and possessed different leadership qualities that helped the organization succeed. To learn more, read a short [case study](#) about this organization.

Short Activity

Below are some examples of leadership skills and attributes:

**Intergenerational
Engagement/
Mentorship**

**Collaboration and
Relationship-
Building**

Entrepreneurship

Storytelling

**Practical and
Business
Expertise**

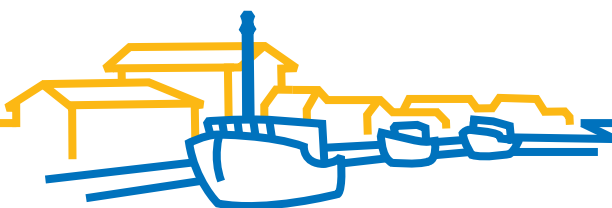
**Cultural and
Environmental
Stewardship**

**Advocacy and
Empowerment**

1. List 1-3 leadership skills and attributes that contribute to your community's strength and resilience. You may choose from the list above or write your own.

2. Which leadership skills and attributes are missing from your community that you think your community could benefit from?

3. What are one or two ways to help your community develop these leadership skills and attributes?





Link Divergent Perspectives

Most communities experience some internal conflict when it comes to their economic and social vision. To most holistically serve its community, a place-based social enterprise should be informed by all local perspectives—not just the dominant ones. The most creative solutions are found when all stakeholder groups are enfranchised. This approach requires a high tolerance for opposing viewpoints, and community leaders who can deftly promote collaboration between conflicting groups.

PLACE in action!

St. Anthony Basin Resources Incorporated (SABRI) in St. Anthony, Newfoundland acts as a regional link between government agencies, private companies, and a variety of nonprofit organizations. Using revenue from a regional shrimp quota, SABRI has invested in social improvement projects throughout its region, unifying the perspectives of many groups that previously didn't collaborate. [Click here](#) to learn more.

Short Activity

1. Think of 5 important groups in your community and place them in the boxes below. These could be for-profit companies, non-profits, social enterprises, or local government organizations.
2. For each group, write down one or two of their priorities. What is their vision for the future of your community?
3. Draw lines between each group to represent how they currently collaborate.

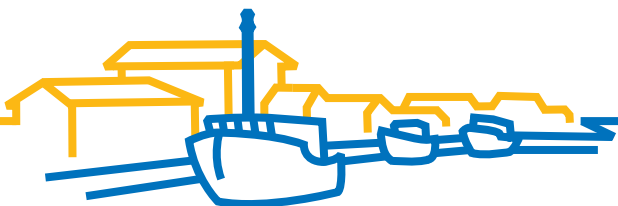
No Line = No Collaboration = Informal Collaboration = Formal Collaboration

	1. 2.
1. 2.	
1. 2.	
1. 2.	
1. 2.	

Food for Thought

How are the priorities of these community groups aligned with each other? In what ways might they work against each other?

Looking at the chart you made, where do you see collaboration gaps? How might these groups collaborate better?





Amplify Local Capacities and Assets

A social enterprise becomes a place-based social enterprise when it incorporates assets unique to its community. Place-based social enterprises can never be fully replicated outside of their place, because they are so deeply intertwined with the communities that they were created for. To ground an enterprise in place, local assets should be recognized, nurtured, and promoted. The people best poised to do this are community leaders.

PLACE in action!

The Placentia West Development Association (PWDA) was founded at a time when the area's small outport communities were at risk of extinction. The PWDA recognized the region's unique assets, such as a strong salmon fishery and talented craftspeople. They amplified these assets with businesses such as tourist lodging and a crafting committee, bringing jobs and economic potential to the area. [Learn more.](#)

Short Activity

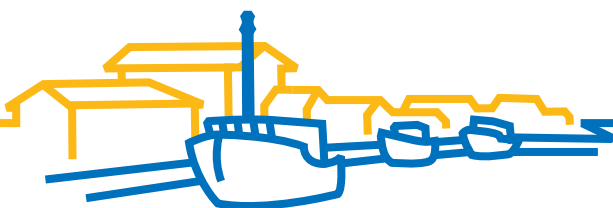
1. In the three boxes to the left, write down three local assets of your community.
Note: Local assets can be anything that has potential value in the community! Natural features, unique flora and fauna, human structures, geographic position, historic elements, local talents, local knowledge, etc. . .
2. Fill the bars to show how much the community currently appreciates each asset.
3. For each asset, come up with an enterprise that could positively impact your community (socially, economically and/or culturally).

Asset	1	5	Potential Enterprise

Food for Thought

Think about who these enterprises will benefit. Are there any downsides?

Look back at the bars from Step 2. Will these enterprises make local residents and/or visitors appreciate your community's local assets more?





Convey Compelling Stories

Although time spent crafting narratives can feel like time not directly creating stronger communities, conveying compelling stories is an investment in the long-term success of a PBSE. A compelling narrative can reenergize residents who have internalized stories of community decline, and can also create opportunities by raising awareness among external groups.

PLACE in action!

While Fogo Island has been cherished by its residents for generations, it is now known by many around the world as the home of its eminent PBSE, the Fogo Island Inn. This enterprise is run by Shorefast, a charity whose mission is the economic and social revitalization of Fogo Island. Through its visually striking architecture and a team of talented storytellers, Shorefast has gained widespread media attention, reinventing Fogo Island as a coveted regenerative tourism destination. [Learn more.](#)

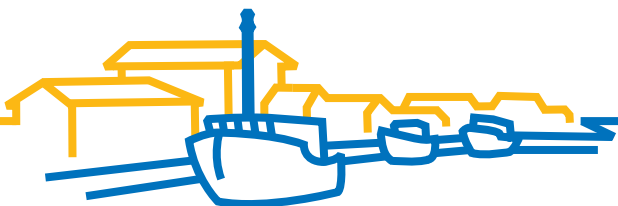
Short Activity

Answer the following prompts to reveal the story that you would like the next chapter of your community to tell. This will require some imagination, so do your best to put yourself in hypothetical futuristic shoes, and don't be afraid to include references to a successful PLACE-based social enterprise!

1. Imagine future you is being asked how your community is doing. What do you want your answer to be?

2. Now imagine that a regional newspaper comes to write an article about the success of your community. What is the headline?

3. Now imagine a hypothetical family has moved to your community in its successful future state. Why did they move here?





Engage in Both/And Thinking

A social enterprise inherently includes both social and financial goals, and therefore operating a social enterprise requires a mindset of embracing tension between multiple competing interests. We often encounter times where we feel we must choose between our mission and profits, in situations where it feels like we can't have both. Both/and thinking invites us to ask how we can achieve both A and B.

PLACE in action!

Fishing for Success is a social enterprise with the mission to transmit the intangible cultural heritage of Newfoundland's small-scale fishery. An either/or approach might pose the decision of whether to approach this mission as a revenue-generating business, or an educational nonprofit. Instead, Fishing for Success has successfully chosen both, using revenue from tourist bookings to run educational tours and workshops for marginalized groups.

Short Activity

1. Think of an either/or decision that you may come across in advancing your social enterprise's or your community's goals.

Ex. Should we run workshops for marginalized groups or charge tourists for fishing tours?

Should we do

or

?

2. Now, reframe the question from an either/or question to a both/and question.

Ex. How can we run workshops for marginalized groups and charge tourists for fishing tours?

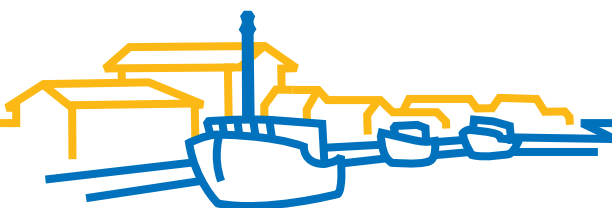
How can we do

and

?

3. Think of potential ways to answer the both/and question from Step 2.

Ex. Use the revenue from fishing tours to run workshops for marginalized groups



WRAP UP

PLACE as an Ongoing Process

You have now learned a little bit about each of the five PLACE principles. You have also thought about how you can apply these principles to a PLACE-based social enterprise in your community.

- You have considered the leadership qualities that lead to community success.
- You have thought about the interests and goals of different community groups.
- You have come up with ways to further appreciate your community's assets.
- You have dreamed of the stories you would like your community to tell.
- You have shifted your mindset to accommodate Both/And thinking.

However, PLACE is not an activity that can be completed; it is an ongoing process that can inform the way you approach business and community life. Going forward, try approaching decisions by thinking through the five PLACE principles - they might be applicable to more situations than you thought!

Closing Exercise

To wrap up this exercise, write down one or more initiative(s) that you think could be pursued to improve your community. This could be an enterprise, non-profit, partnership, or whatever else you think would make your community better.

For inspiration, draw upon your knowledge of PLACE principles as well as your responses to previous activities.

