CIRCULARITY.ONE
Regenerative Community Enterprise

LEAD WITH PURPOSE.
BUILD WITH HEART.

Community Enterprise Framework: An innovative pathway for individual, business and community prosperity in the Okanagan and beyond.

Real Change is Possible

Imagine by 2030, hundreds of community-owned ventures generating aligned value for the Okanagan and beyond. Together, they keep wealth rooted in place, creating resilience for communities, and ensuring future generations can thrive in balance with each other and the land. By working together within the Community Enterprise Framework, diverse community members co-design business solutions to systemic challenges, creating jobs and shared prosperity in our region. What begins here can be replicated across regions, forming a cohesive system of shared wealth, collaboration and stewardship.

The Challenge

Across the Okanagan, communities are feeling the strain. Despite our best efforts, the gap between what neighbours need and the resources available is widening—stretching systems for affordable housing, food, and health services to their limits.

This is not just a resource issue; it's a sign that the **underlying system needs to change**. Top-down, siloed solutions are no longer enough.

At the May 2024 Ownership Matters conference, three systemic barriers were confirmed:

- Concentration of wealth
- Limitations of traditional business models
- Absence of a framework for democratic community ownership

The Okanagan's challenges mirror those across Canada — but here, we have a chance to lead. This region can be a **test bed for a new model of shared prosperity**, one that others can replicate nationwide.

This is our call to action. We have a clear moment to shape an economy that values local systems, shared ownership, and enduring resilience, rather than watching our vital resources drain away.

Our Solution: Community Enterprise Framework (CEF)

The Community Enterprise Framework (CEF) is an innovative model developed and stewarded by Circularity.One, a Federal Not-for-Profit with a mission to build shared prosperity in the Okanagan.

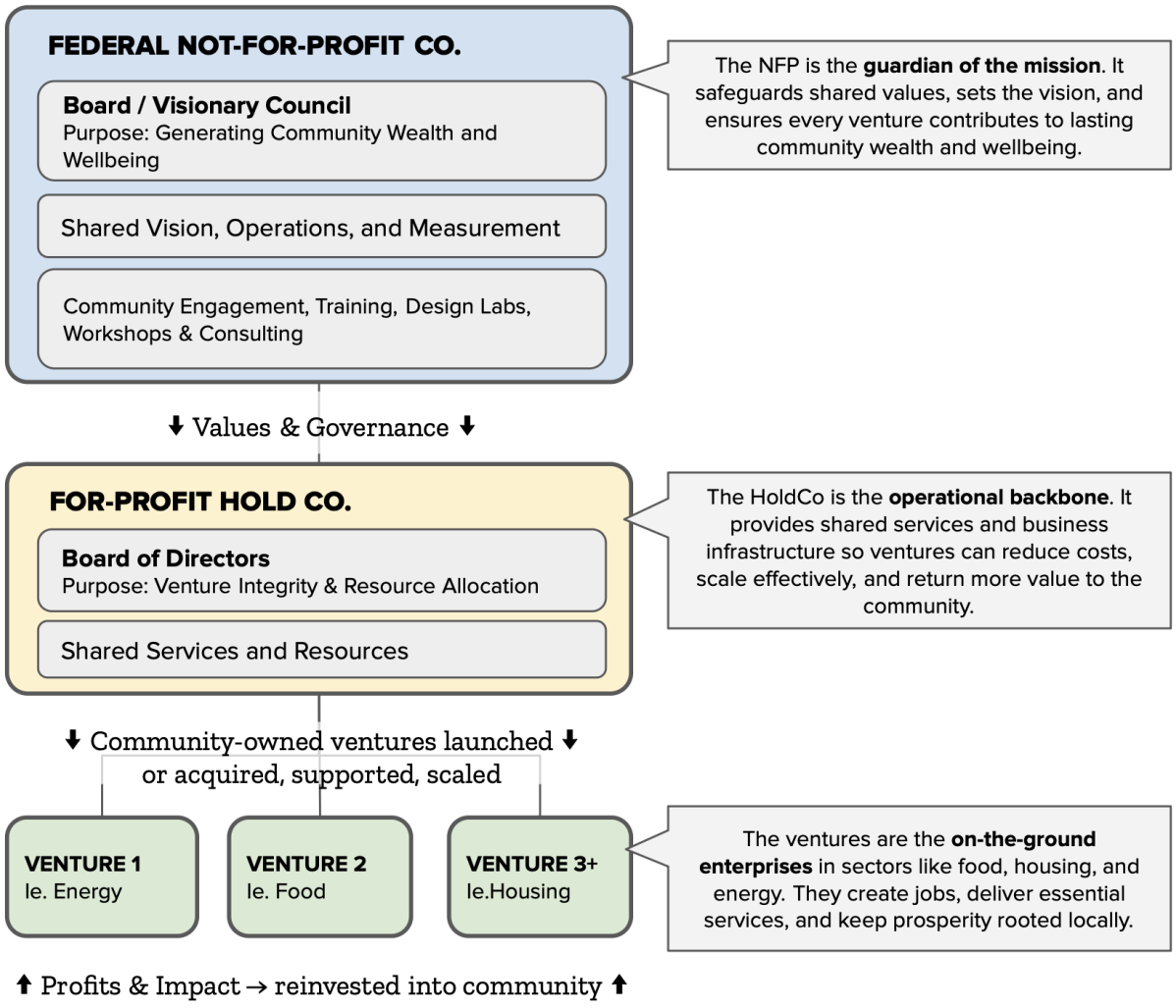
What it is:

- A replicable system that aligns the best of for-profit business within the stewardship of a not-for-profit.
- A way to align the interests of individuals, businesses, Indigenous partners, and funders.
- A comprehensive approach to community prosperity that integrates values, governance, and ownership.

Instead of fragments, we are weaving a cohesive system of shared prosperity—where businesses, communities, and individuals thrive together as part of a connected whole.

Key Features

1. Hybrid Structure



2. Community Ownership & Local Wealth Building: Transitioning businesses and assets into community stewardship, ensuring jobs, stability, and prosperity remain rooted in the region.

3. Circle Practice: A philosophy and method of building trust and psychological safety amongst diverse individuals.

4. Modern Governance: Puts the principles of circle into action with decentralized, adaptive, and collaborative systems that empower people and organizations.

Why Now?

➔ **$2 Trillion in SME succession over the next decade** – 75% of all Canadian SMEs — a once-in-a-generation opportunity to transition assets into community ownership.

➔ **$135+ Billion in Canadian philanthropic capital** seeking local impact. We can anchor it here, in community—creating stability, jobs, and shared prosperity for generations to come.)

➔ **Local urgency:** Housing, food, and health systems are under increasing strain.

➔ **Policy alignment:** Supports BC's StrongerBC Economic Plan, ETSI-BC's mission, and national reconciliation goals.

Community Ownership and Local Wealth Building Success

We transition businesses and assets into community ownership, keeping jobs, services, and prosperity rooted locally. More than a transaction, it's a transformative act that circulates wealth within the community and lays the foundation for scalable systems change.

Exit to Community: A growing movement where startups and businesses transition ownership to their users, workers, or communities instead of private equity buyers.

Legacy Leadership Lab (Waterloo): Municipalities and nonprofits have acquired at-risk local assets (e.g., restaurants) and converted them into community-run enterprises providing jobs and training.

Feasibility & Prototype Venture (Complete)

- **Feasibility study of Community Enterprise Framework (CEF) and Community Solar Pilot** (with ETSI-BC funding).
- **Venture 1 – Community Solar:** 3-year project underway with NRCan, City of Penticton, Penticton Indian Band, BCIT, and private partners.

Background & Roots

Circularity.One builds on over a decade of community innovation in the Okanagan. Through Okanagan coLab, we supported hundreds of entrepreneurs, nonprofits, and changemakers, helping shape a vibrant social impact ecosystem. In 2020, we convened a six-week **Community Design Lab**, where diverse participants co-created the first draft of the **Community Enterprise Framework** (then under the Okanagan Circular Society). This process validated both the appetite and the potential for community-owned enterprise as a new economic pathway.

Circularity.One is the evolution of that journey—combining OCS's clear purpose with coLab's activation energy into a unified initiative.