2014 New Brunswick Social Enterprise Sector Survey

Final Report (June, 2014)

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In partnership with the

Co-operative Enterprise Council of New Brunswick

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INTRODUCTION

Overview and Purpose

This survey represents the second profile of social enterprises in New Brunswick, building on the previous report: "Research Findings: Social Enterprise in New Brunswick, 2012", Prepared by Amanda K Tarr and George Karaphillis, CED Institute, Cape Breton University.

Social enterprises work in communities to achieve training, income, social, cultural, and environmental missions. In this study, a social enterprise was defined as a business venture owned or operated by a non-profit organization that sells goods or provides services in the market for the primary purpose of creating a blended return on investment, both financial and social/environmental/cultural. A further selection criterion was that the social enterprise must, when possible, be independently verified as a social enterprise.

In New Brunswick in 2013, the 129 social enterprises whose survey responses were complete enough to use in this analysis generated at least $88 million in revenues, including at least $67 million in sales. They paid at least $53 million in wages and salaries to 3,190 people, of whom 1,700 were employed as part of the mission of the organization. They also trained 6,170 people, provided services to over 494,000, and involved 6,500 volunteers.

What is a social enterprise?

In this study, a social enterprise (SE) was defined as a

N*onprofit, co-operative, or other organization that:*

- *earn some, or all, of their revenues from the sale of goods and services; and*
- *invest the majority of their surpluses/profits into social, cultural or environmental goals*

SUMMARY OF THE FINDINGS

Summary findings:

- There are 700 confirmed social enterprises in NB. We successfully surveyed 129 of these social enterprises, for a valid response rate of 18 percent.

- Responding social enterprises in NB have a median age of 23 years.

- Social enterprises exist for a variety of purposes:
  - 30% of social enterprises in NB provide employment development.
  - 20% of social enterprises in NB provide training for workforce integration.
  - 19% of social enterprises in NB generate income for a parent organization.
  - 81% of social enterprises in NB operate to achieve a social mission.
  - 37% of social enterprises in NB operate to achieve a cultural mission.
  - 25% of social enterprises in NB operate to achieve an environmental purpose.

- Two-thirds of social enterprises sell goods or services across multiple sectors, and two-fifths serve multiple populations. A majority of NB social enterprises provide services for all the people living in a particular community, low income individuals, families, women and youth.

Social Enterprise Impact

- Social enterprises engage people in multiple ways, unlike the more confined employee and client relationships in a traditional business. The same individual may have multiple, intersecting connections to a social enterprise, as member, recipient of training, employment and services, employee or volunteer:
  - Social enterprises in NB have an average of 605 individual and 30 organizational members. Overall, the responding social enterprises in NB have at least 77,500 individual members.
  - Social enterprises provided paid employment for at least 3,190 in NB. This includes fulltime, part-time, seasonal and contract workers, who together earned over $53 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 2,000 fulltime equivalent employees.
  - Those employed include 1,700 people who were employed as part of the mission of the social enterprise, such as those with disabilities and/or other employment barriers.
  - Social enterprises also involved 6,500 full- and part-time volunteers.
  - In addition, social enterprises provided training to 6,170 people and provided services to over 494,000 people.

Financial Results

- Total revenue for responding social enterprises in 2013 was at least $88 million. This includes sales of goods and services of at least $67 million.
- In 2013, three-quarters of all social enterprises generated more revenue than expenses. However, not including grant funding, only one-third of social enterprises broke even in 2013.
- In financial terms, social enterprises in New Brunswick, average $962,000 in total revenues, and $738,000 in sales. The NB social enterprises average $25,600 in net profit/surplus.

- Finance and support:
  - The main sources of grants for social enterprises were foundations, federal, provincial and municipal governments, individual donors, and the private sector. 18 percent of social enterprises in NB received no grants.
  - The main sources of loans for social enterprises were banks and credit unions. 64 percent of social enterprises received no loans.

The Future of Social Enterprises in New Brunswick

General Perspectives on Social Enterprises

55 percent of the respondents describe their organization as a social enterprise.

Human Resources

- 92% of the respondents report their organization as having an effective Board and governance system.
- 81% of the respondents report their Board/Senior Management as having effective business skills and knowledge.
- 53% of the respondents report their organization as having enough staff/volunteers to carry out their work.
- 92% social enterprises describe their staff as skilled and well-trained.
- 54% of social enterprises have a health care program for employees.
- 69% of social enterprises are able to retain their staff in the long term.
- 71% of social enterprises are able to retain their volunteers in the long term.

Finances

- 45% of social enterprises expect to be financially sustainable over the next five years.
- 32% of social enterprises report they are able to access capital or financing to grow.
- 63% of social enterprises predict an increase in revenues through the sale of goods and services over the coming year.
- 64% of social enterprises report they will have major projects coming up over the next three years that will require additional financing.

Source of Funds over the Next Three Years: of those social enterprises with major projects coming up in the next 3 years that will require additional financing…

- 42% of social enterprises expect to receive funding from the government.
- 23% of social enterprises expect to receive funds from non-government grants and contributions.
- 35% of social enterprises expect to receive funds from fundraising.
- 5% of social enterprises expect to receive funding from repayable equity.
- 9% of social enterprises expect to receive funds from profits/surplus.
- 16% of social enterprises expect to get funds from loans/mortgages.

Challenges

- 78% of social enterprises expect to face challenges with funding finance, donations expenses and revenue over the coming year.
- 16% of social enterprises expect to face challenges with space and affordable premises over the coming year.
- 30% of social enterprises expect to face challenges with members, clients and volunteers over the coming year.
- 43% of social enterprises expect to face challenges with staff, employees and managers over the coming year.
- 19% of social enterprises expect to face challenges with the Board's, leadership, governance and strategic direction over the coming year.
- 19% of social enterprises expect to face challenges with markets, marketing, advertising, competition over the coming years.
- 33% of social enterprises expect to face other challenges over the coming year.

DATA NOTES AND METHODOLOGY

Given the objectives of the study, to generate widely intelligible quantitative indicators of the impact of the social enterprise activity in New Brunswick, we opted for a sample survey method using a short and highly standardized questionnaire designed for easy completion and return to maximize the response rate.

Best efforts were made to create a sample frame that included all social enterprises in New Brunswick and to collect data from a representative sample of this population. Sources used to identify verifiable or potential social enterprises included:

- The list of social enterprises generated in 2011
- Additional social enterprises identified and verified by Co-operative Enterprise Council of New Brunswick

Based on these lists, a total of 722 organizations that were potential social enterprises were identified. They were screened either verbally, or with the following text included on the first page of the questionnaire to determine whether they were (still) operating a social enterprise:

> "A social enterprise is business venture owned or operated by a non-profit organization that sells goods or provides services in the market for the purpose of creating a blended return on investment, both financial and social/environmental/cultural."

This resulted in 700 confirmed social enterprises.

A total of 129 organizations completed the questionnaire. Hence, our overall response rate=was 18 percent [129 out of 700] (See Table 1).

Table 1: Sample Survey Response

Initial list of potential social enterprises	**722**
Not contactable	18
Contacted, not a social enterprise	4
Confirmed list of social enterprises	**700**
Contacted, refused to participate	4
No response	555
Partial response	12
Completed responses	129
Net response rate (129/700)	**18%**

Questionnaire

The questionnaire was initially developed and piloted by students in Peter Hall's spring 2009 course, SCD 403 (Leadership in Sustainable Community Development). The questionnaire has been further refined by the research team in subsequent surveys to deal with problems from the student survey (e.g., legal structure was clarified; set of sector definitions was expanded) and to also meet newly identified specific data needs (e.g., sources and uses of grant financing). However, the basic structure and length of the tested and proven questionnaire was retained. See Appendix E for the complete questionnaire. Supplementary survey questions were generated by Co-operative Enterprise Council of New Brunswick and added to the survey. These questions addressed challenges and opportunities facing social enterprises in New Brunswick over a three year period. The questionnaire was transferred for online completion using the online survey software, SurveyCrafter in 2012. The survey was also translated into French and respondents could respond in the language of their choice. Paper copies of the survey were made available online or via mail on request.

Data Treatment and Management

Online completion by individual respondents was followed by a series of random checks for internal consistency in responses. When necessary, respondents were re-contacted to clarify unclear or contradictory responses, especially regarding the reporting of financial data.

Various decisions about data classifications were made based on the responses received:

- Demographic groups: SEs providing assistance to students were recorded as serving 'youth'.
- Types of business: 'accommodation' includes banquet halls, conference facilities, party space as well as overnight and short-term rental; 'waste management' includes recycling; 'delivery/postering' is a business service; 'printing' includes publishing; 'health and social services' includes treatment for addictions, etc.
- 'Number of populations' and 'Multi-populations' targeted does not include "all people in a place" defined as a geographic community.

Some respondents were unable to provide an estimate of the Full-Time Equivalent (FTE) positions in their organization. In calculating Estimated FTEs, if respondent provided an FTE count, this was accepted. Otherwise an estimate based on 1 FTE per full-time employee, 0.5 per part-time and 0.25 per seasonal was calculated. Missing data were regarded as 0 for this calculation.

Although it is inaccurate to speak of many social enterprises in terms of profitability, since many are budget- or service-maximizers while others are satisficers[1], we did calculate Net Profit / surplus as revenue minus expense. It allowed us to identify social enterprises that broke even (i.e., showed a profit of zero or more in the 2013 financial year).

[1] With acknowledgement and apology to Herbert Simon, here we use the term 'satisfice' to describe the extremely complex motivations of a small number of social enterprises which seek to meet the multiple needs of a defined population without trying to maximize any one of them, and without trying to grow beyond their existing scale.

Outliers

We found considerable variation in levels of employment, financial indicators and the number of people in targeted groups that were trained, employed and served. We reviewed the data for potentially misleading outliers such as membership and people served numbers in the cultural sector (which may have included business clients / patrons in their reports). However, other high numbers, for example, the number of people served by a social enterprise that is part of a relief organization were not excluded.

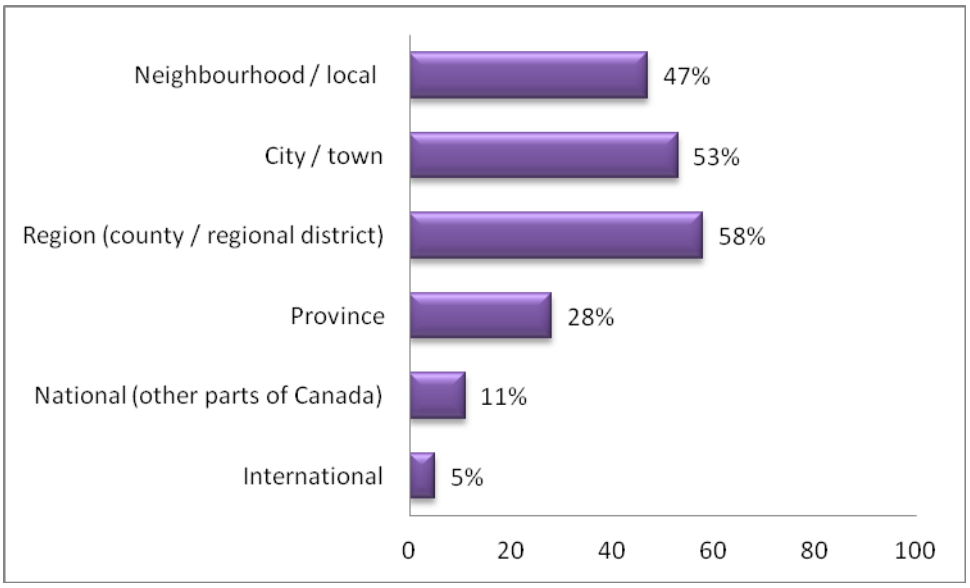
Finally, financial information was incomplete for some organizations, resulting in potentially misleading estimates for some indicators. Although we primarily present results that include all responses, we include only those that provided complete financial data when average financial data per social enterprise is reported.

ORGANIZATIONAL PROFILE

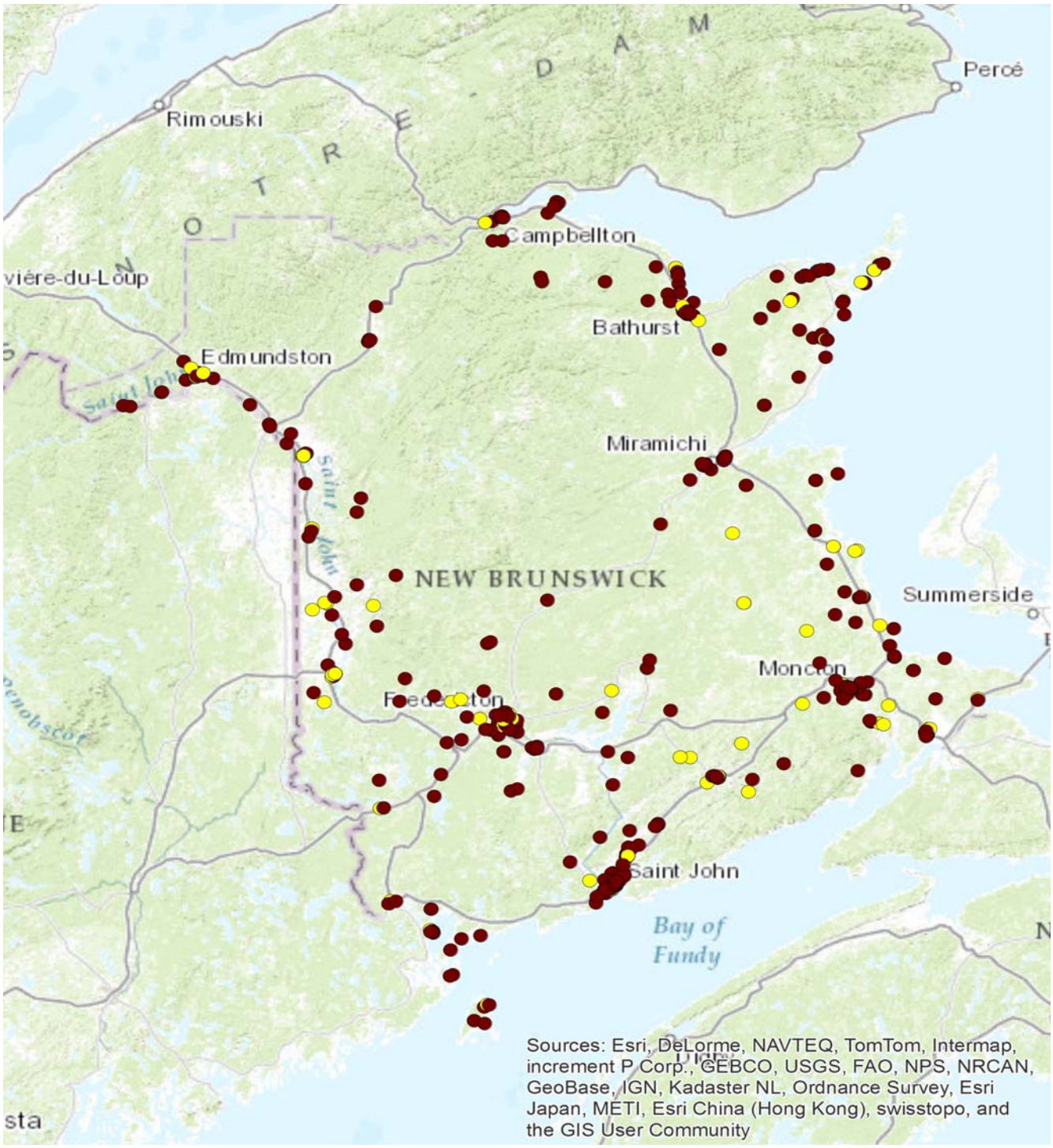
Social enterprises are most likely to operate at the scale of an entire city or town (53%), at the neighbourhood/community (53%) and/or regional district (58%) scales. The least proportion (5%) of social enterprises operate at the international level (See Figure 1). The full breakdown of geographical scales of operation of social enterprise's activity is as follows:

- 47% operate at neighbourhood/local community scale
- 53% operate at city/town scale
- 58% operate at the regional district scale
- 28% operate at the provincial scale
- 11% operate at national scale
- 5% of social enterprises operate at the international scale

Figure 1: Scale of Social Enterprise Activity (percent)



Map 1 below shows the locations of all identified social enterprises (respondents and non-respondents) in New Brunswick.

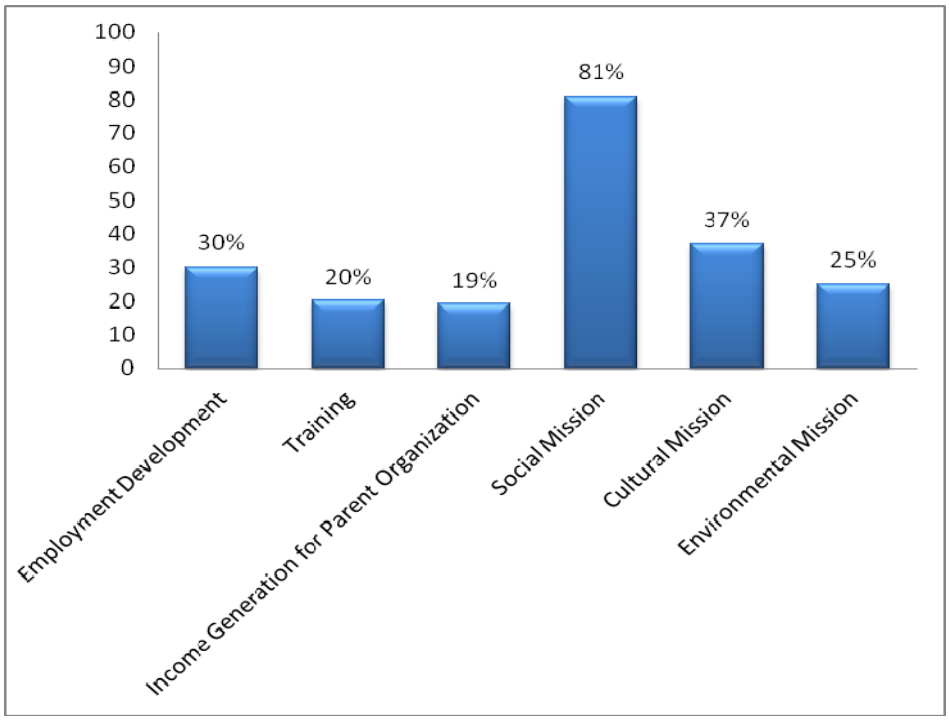


Red/ dark circles are non-respondents; Light circles (yellow) identify social enterprises that responded to the survey

Purpose and Mission Profile

Social enterprises in the survey reflect a number of non-exclusive purposes. As shown in Figure 2, the highest percentage of social enterprises (81%) describe themselves as having a social purpose, while 37 percent of social enterprises operate to achieve a cultural purpose. 19 percent of enterprises generate income for the parent organization. Environmental missions are pursued by 25 percent of the organizations, while 30 percent of the enterprises focused on employment development. 20 percent of social enterprises provided training for workforce integration.

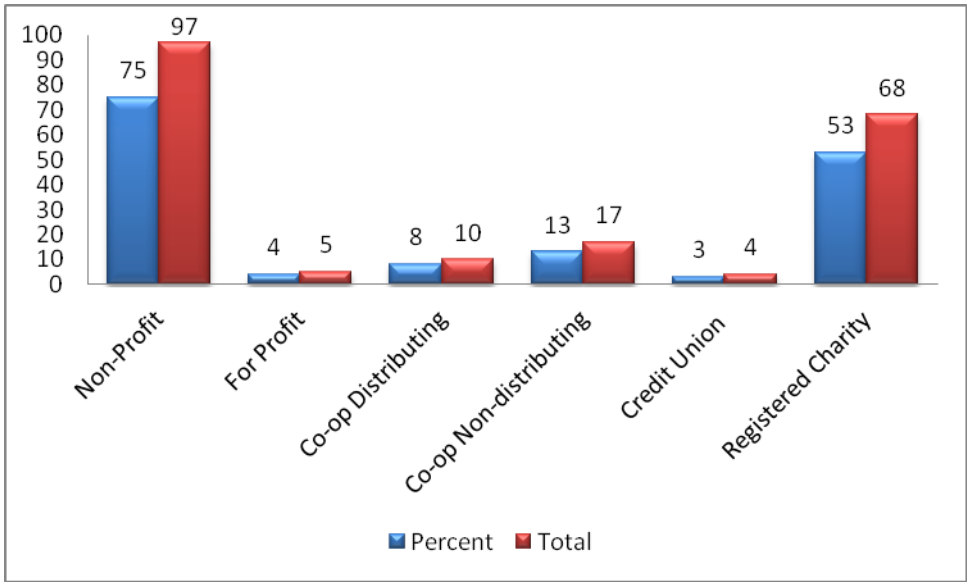
Figure 2: Social Enterprises Purpose (percent)



Organization Structure

97 (75%) of the social enterprises that responded to the survey have a non-profit corporate structure. 53percent of the 97 social enterprises were registered charities. 13percent of respondents had a co-op non-distributing structures, while 8 percent are co-ops with distributing structures. Only 4 percent of the SE's described themselves as a for-profit organization; hence they are wholly owned by a nonprofit parent and that work to fund their parent non-profit corporations. A small percentage (3% of SE's) was incorporated as a credit union (See Figure 3).

Figure 3: Corporate Structure

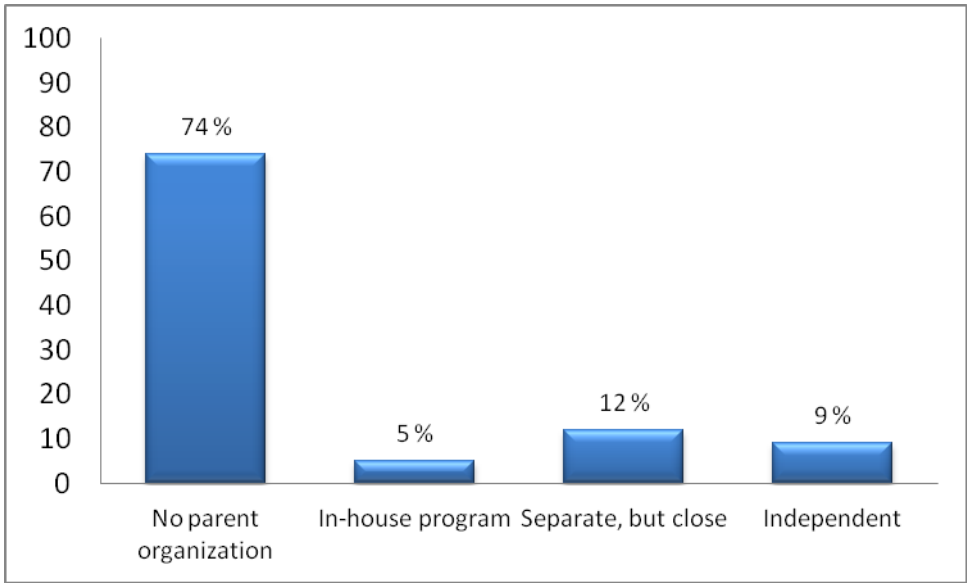


Relationship with Parent Organization

As shown below on figure 4, 26 percent of responding SE's have a parent organization. Social enterprises characterized their relationship with their parent in the following ways:

- No parent organization: 74%
- In-house, program, project or department of the parent organization: 5 %
- Separate organization working closely with parent organization: 12%
- Independent from parent organization: 9%

Figure 4: Relationship with Parent Organization

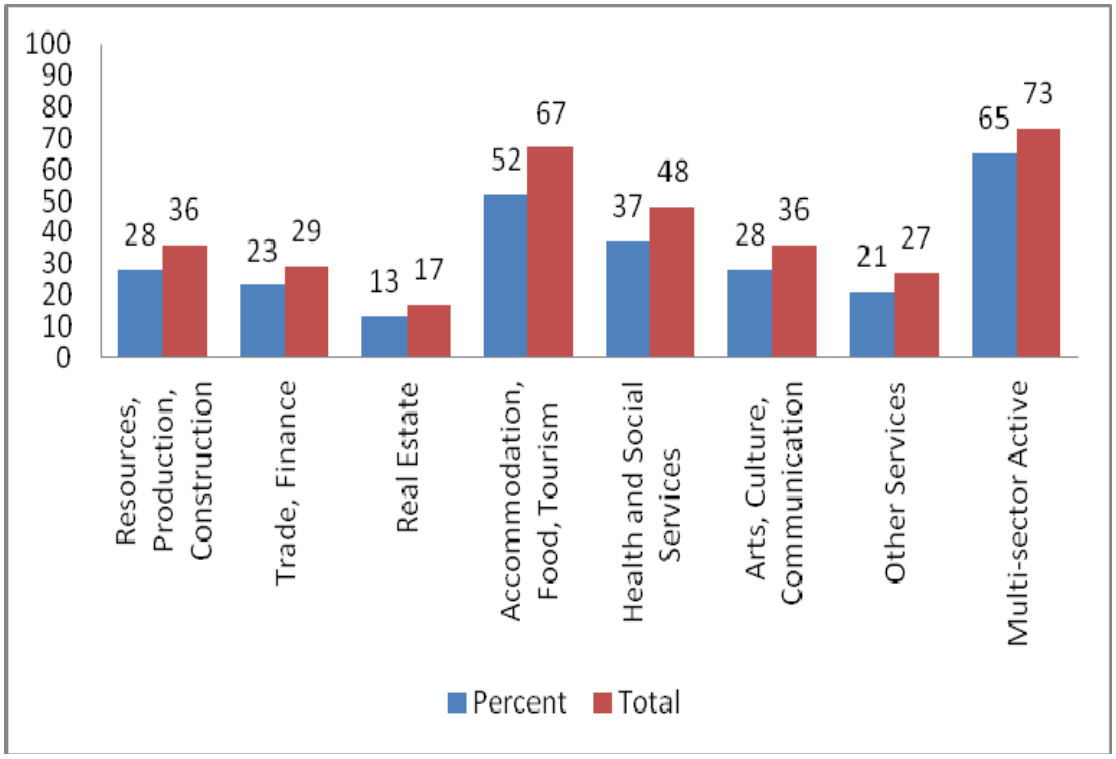


Sectors of Operation

Survey respondents were given 42 business (products and services) categories and were asked to select all options that applied. The categories were clustered into seven groups which correspond to the classification scheme developed by Bouchard et al. (2008; R-2008-01) (See Appendix D).

Figure 5 (below) shows the seven sectors, as well as the number and percentage of social enterprises operating in multiple sectors. In fact, more than half of all social enterprises (65%) sell products and services in two or more sectors. Since an individual social enterprise could sell more than one product or service within each sector, this implies that some social enterprises are selling multiple products and/or services. A large proportion of social enterprises operated in the accommodations, food and tourism sector (52%), while there was significant representation of social enterprises in the health and social services sector (37%).

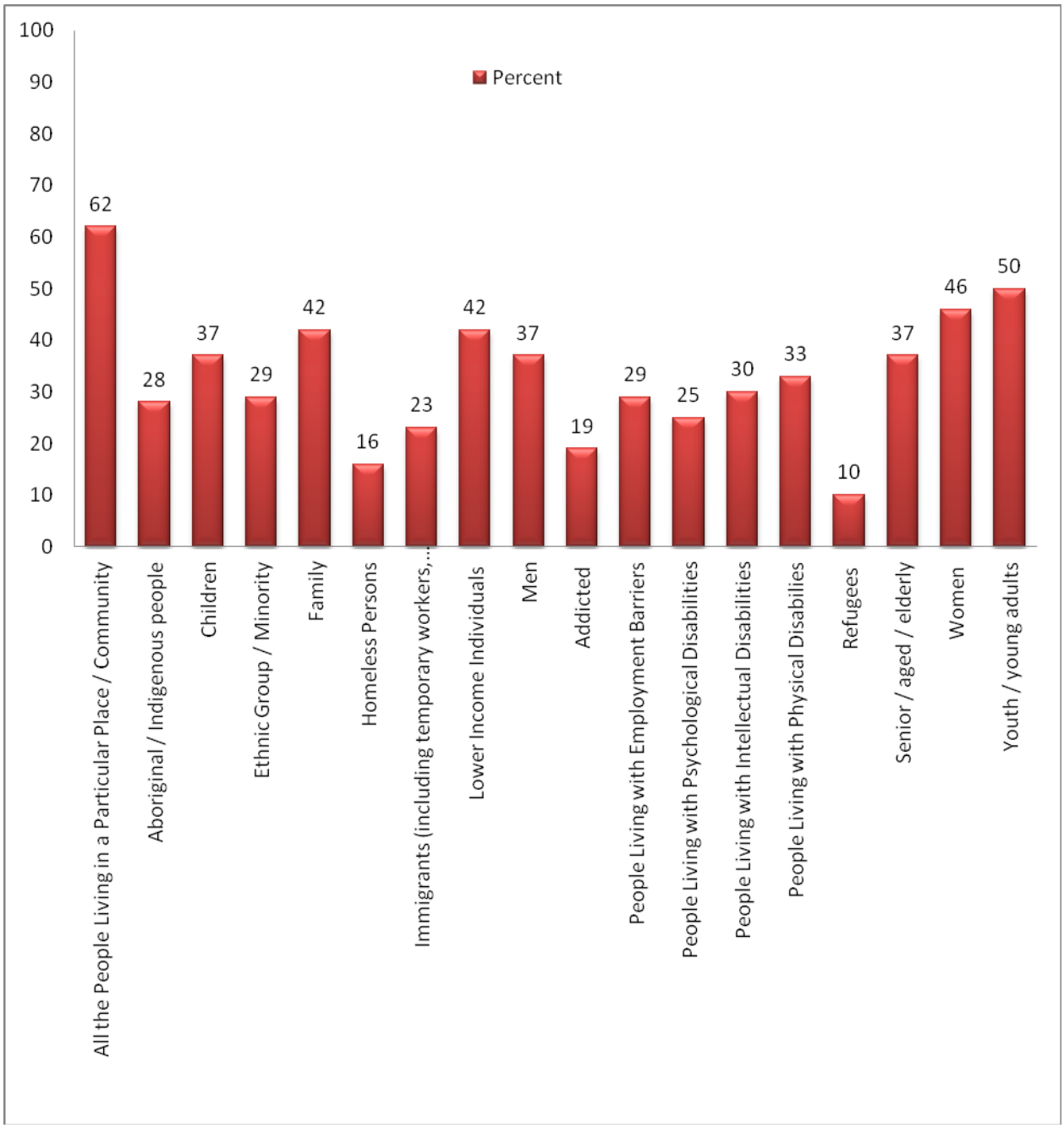
Figure 5: Sector of Operation (percent and total)



Groups Served

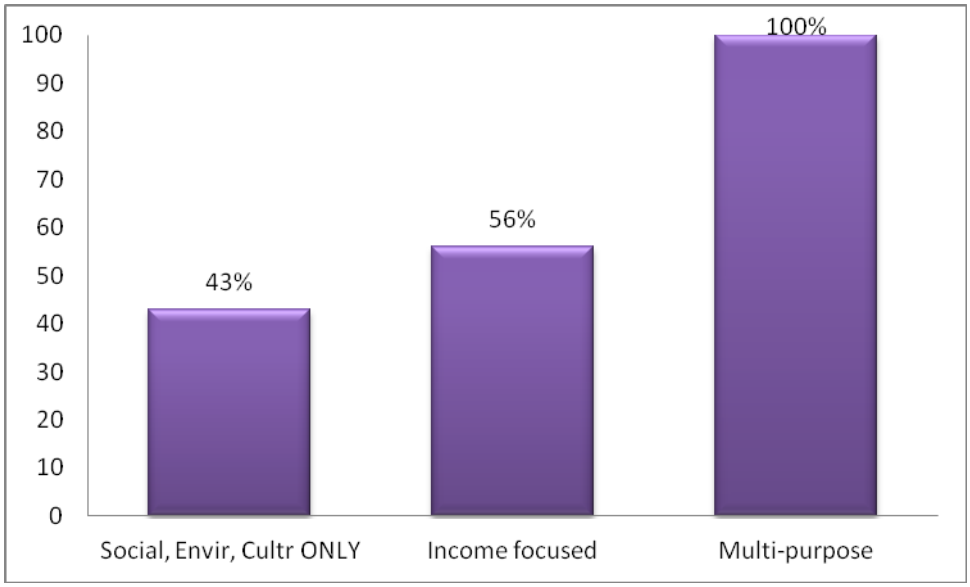
A wide variety of groups are served by social enterprises. As Figure 6 and Table 2 reveal, the largest percentage of social enterprises define those people living in the immediate neighbourhood (62%) as their target population. Half of the enterprises targeted youth, 46 percent focused on women, and 42 percent served lower income individuals and families respectively. Other groups on which at least a third of SE focused included men, the elderly, and children.

Figure 6: Population Served



When these individual target populations are combined, it can be seen that poverty is a focus of many social enterprises in NB. In NB 62 percent of social enterprises in NB have an employment focus and/or target people with employment barriers, low income or homeless persons. This includes almost half of SE's that we have classified as multi-purpose enterprises, as shown in Figure 7.

Figure 7: Proportion of SE with a poverty focus, by 3way Purpose Classification[2]



Note: A social enterprise with a poverty focus is defined as having an employment Purpose and/or which target People with Employment Barriers, Low Income or Homeless.

[2] "Multi-purpose" and "income-focused" social enterprises, along with "socially, culturally or environmentally-focused" are defined as part of the three-way purpose classification in the Organizational Analysis section below.

Table 2: Population Served

Population Served	**Percent of social enterprises serving this population**
All the People Living in a Particular Place / Community	62
Aboriginal / Indigenous people	28
Children	37
Ethnic Group / Minority	29
Family	42
Homeless Persons	16
Immigrants (including temporary workers, permanent residents, etc)	23
Lower Income Individuals	42
Men	37
Addicted	19
People with Employment Barriers	29
People with Psychological Disabilities	25
People with Intellectual Disabilities	30
Refugees	10
Senior / aged / elderly	37
Women	46
Youth / young adults	50

Employment

Social enterprises engage members, volunteers, employees, and those that could be designated as special needs employees. Social enterprises provide meaning and dignity for marginalized individuals or those with a disability through work. While the social enterprise may be subsidized by the public sector, these individuals also earn wages as employees. Often the subsidy funds are allocated to training and special supports that allow social enterprise beneficiaries to engage in business and employment opportunities they might not otherwise be able to access. This particular phenomenon within social enterprises complicates the task of enumerating employment figures than otherwise would be the case. [3]

[3] Note that our employment numbers are conservative regarding estimation of impact on social enterprise activity. For example, some marketing and cooperative social enterprises that work with, for example, small-scale farmers, refugees, street vendors, to ensure that they receive market access and fair trade prices for their product are recorded as receiving services (i.e., marketing, distribution, technical advice) and may be working as 'contractees' but are not recorded as employees. Many of these people would not be receiving an income without the activity of the social

Social enterprises provided paid employment for at least 3,190 people in NB. This includes fulltime, part-time, seasonal and contract workers, who together earned at least $53 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 2,000 fulltime equivalent employees.

Those employed include at least 1,700 who were employed as part of the mission of the social enterprise, such as those with disabilities and/or other employment barriers.

Social enterprises also involved at least 6,500 full- and part-time volunteers.

Table 3 reflects a breakdown of the employment statistics. The surveyed social enterprises were responsible for at least 1,170 full-time, 1,180 part-time, 390 seasonal and 460 contract positions.

Table 3: Employment

Number	Mean[4]	Range	Total
Members of designated groups employed in 2013 (included in the full-time, part-time, FTE, Seasonal and contract counts)	14.30	0-500	1700
Full-time (work 30+ hrs per week)	9.70	0-106	1170
Part-time (work<30hrs per week)	9.80	0-425	1180
Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2013	3.20	0-130	390
FTE (Estimate)	16.50	0-323	2000
Freelance and contract workers (hired for a specific project or term) in 2013	3.90	0-100	460
Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013	19.60	0-928	2140
Volunteers (incl. unpaid interns, etc) who worked less than 10hrs/month in 2013	40.50	0-1000	4370

Membership

Responding social enterprises revealed that Social Enterprises in New Brunswick had an average of 605 individual members per SE, combining for a total of at least 77,500 individual members, as well as at least 3,670 organizational members. The individual membership per social enterprise ranged from zero to 12,000 members. Table 4 and Figure 8 illustrate distributions in individual membership.

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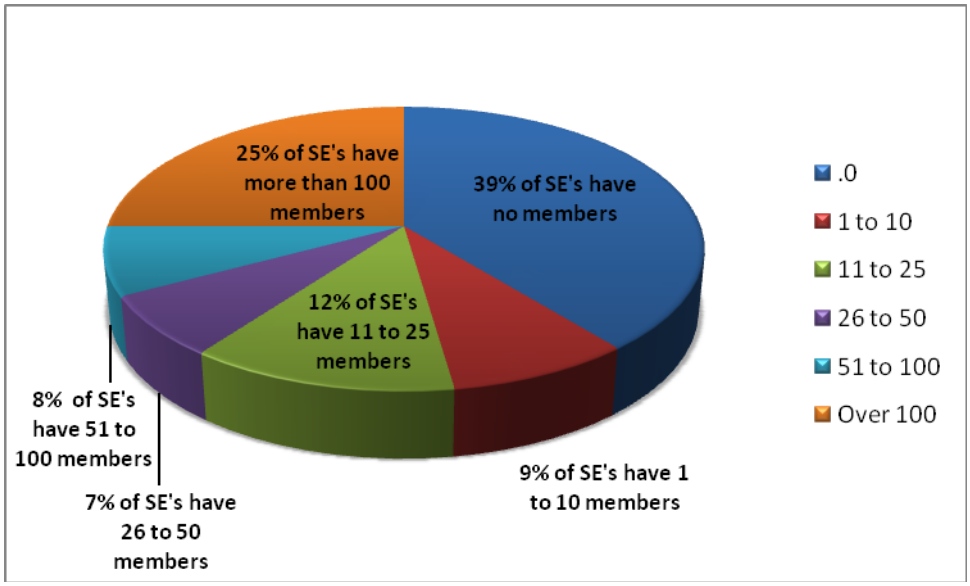
enterprise, but to call them employees in the standard sense is not accurate. Where social enterprises place members of designated groups in employment, these individuals may be counted as FTEs or as contract workers as appropriate. Somewhat balancing this underestimation is that in a limited number of cases, the 'employed' from designated groups are counted as 'unpaid volunteers'. The bottom line is that the employment of individuals from the designated groups is broadly but not precisely encompassed within the count of paid employment (i.e., FTEs) and so should be interpreted with care. Of course paid employees also include professional and other stage that do not face employment barriers and are not employed as part of the mission of the SE.

[4] These figures are based on reported data. The average could be impacted by missing data.

Table 4: Distribution of Social Enterprises by Estimated Individual Membership

Number of individual members in 2013	Percent of Social Enterprises
0	39.1
1 to 10	8.6
11 to 25	12.5
26 to 50	7.0
51 to 100	7.8
Over 100	25.0

Figure 8: Distribution of SE's by Estimated Individual Membership



ORGANIZATIONAL ANALYSIS

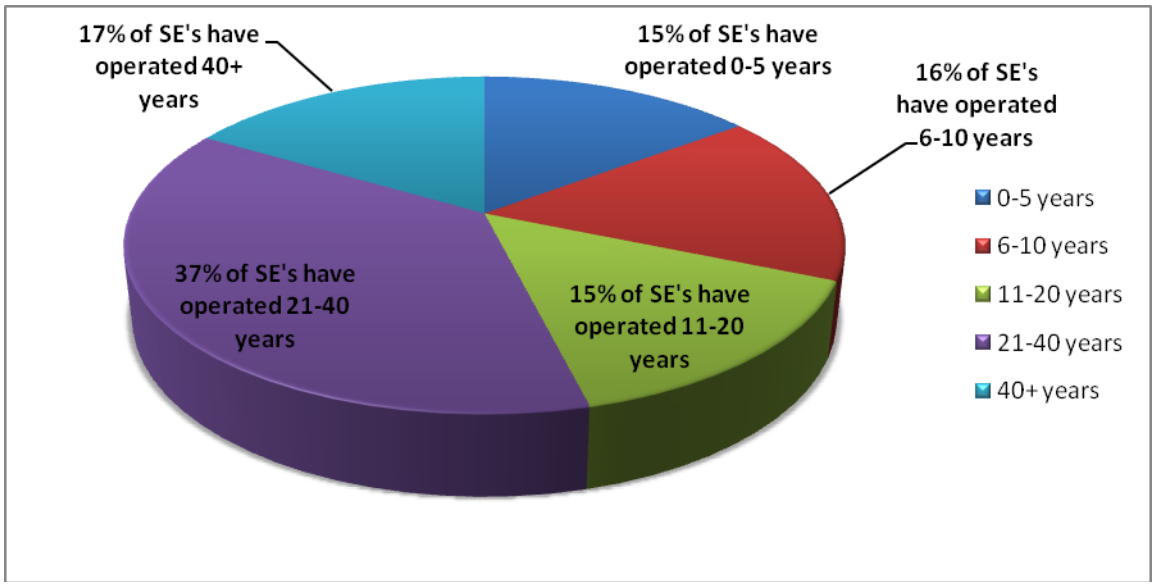
Age of the Social Enterprises

Social enterprises in New Brunswick vary in the number of years they have been in operation as highlighted on Table 5 and Figure 9. The majority of social enterprises surveyed (37%) have been operating between 21-40 years. Newer social enterprises, those operating between zero to 5 years, account for 15 percent of the responding social enterprises. The mean age of social enterprises in NB was 27 years. Half of the responding organizations began selling their goods and services after 1991 (median). The oldest enterprise was formed in 1902 (112 years old) and the newest was formed in 2014.

Table 5: Distribution of Social Enterprise by Years of Operation

Years of Operation	Number of Organizations	Percentage
0-5 years	17	14.8
6-10 years	19	16.5
11-20 years	17	14.8
21-40 years	43	37.4
40+ years	19	16.5

Figure 9: Age of Social Enterprises (percent)



Areas of Focus

The purpose(s) of the social enterprise exerts a clear influence on the scale and nature of the operations, and social enterprises typically combine multiple purposes. We used three mutually exclusive categories to classify social enterprises based on their stated purposes. First, there are social enterprises whose primary purpose is to generate income for its parent non-profit

organization. Second, there are social enterprises intended to fill a social, cultural, and or environmental mandate, but that do not identify income generation or training or employment development as their core mandate. Third, we grouped social enterprises that serve multiple goals, whether a social, environmental, cultural or income-generation mission *and* provide employment development and training under the 'multi-purpose' category. This categorization provides a means of classifying social enterprises into three mutually exclusive groups:

Income-focused: Defined as an organization with a singular purpose (income-generation). These organizations may also combine income-generation with up to two other purposes, whether an employment, social, cultural or an environmental purpose.

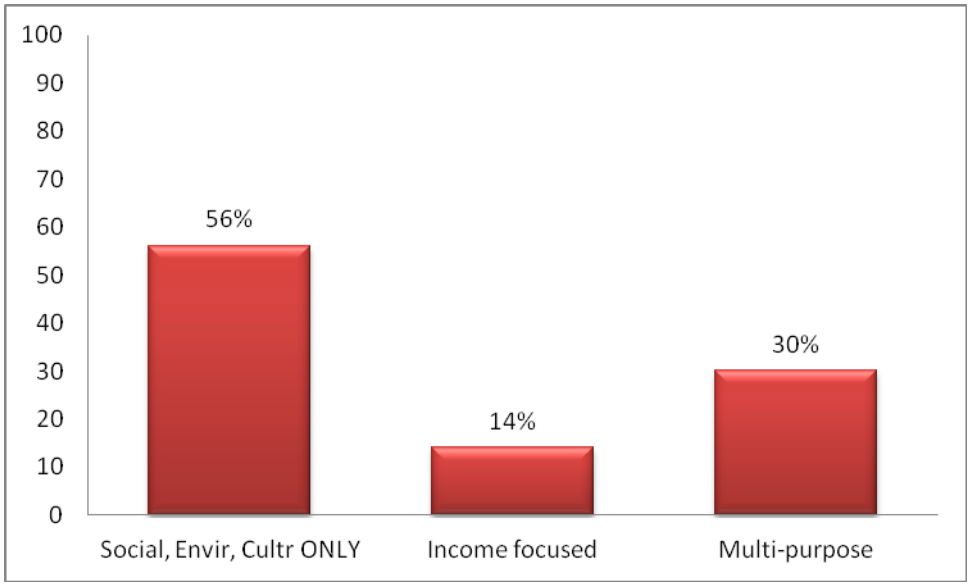
Socially, culturally or environmentally-focused: an organization with a social, cultural and/or environmental focus and which has neither income-generation nor employment as an additional focus.

Multi-purpose focused: an organization that has a combined, multiple purposes, most often including the intent of creating employment opportunities.

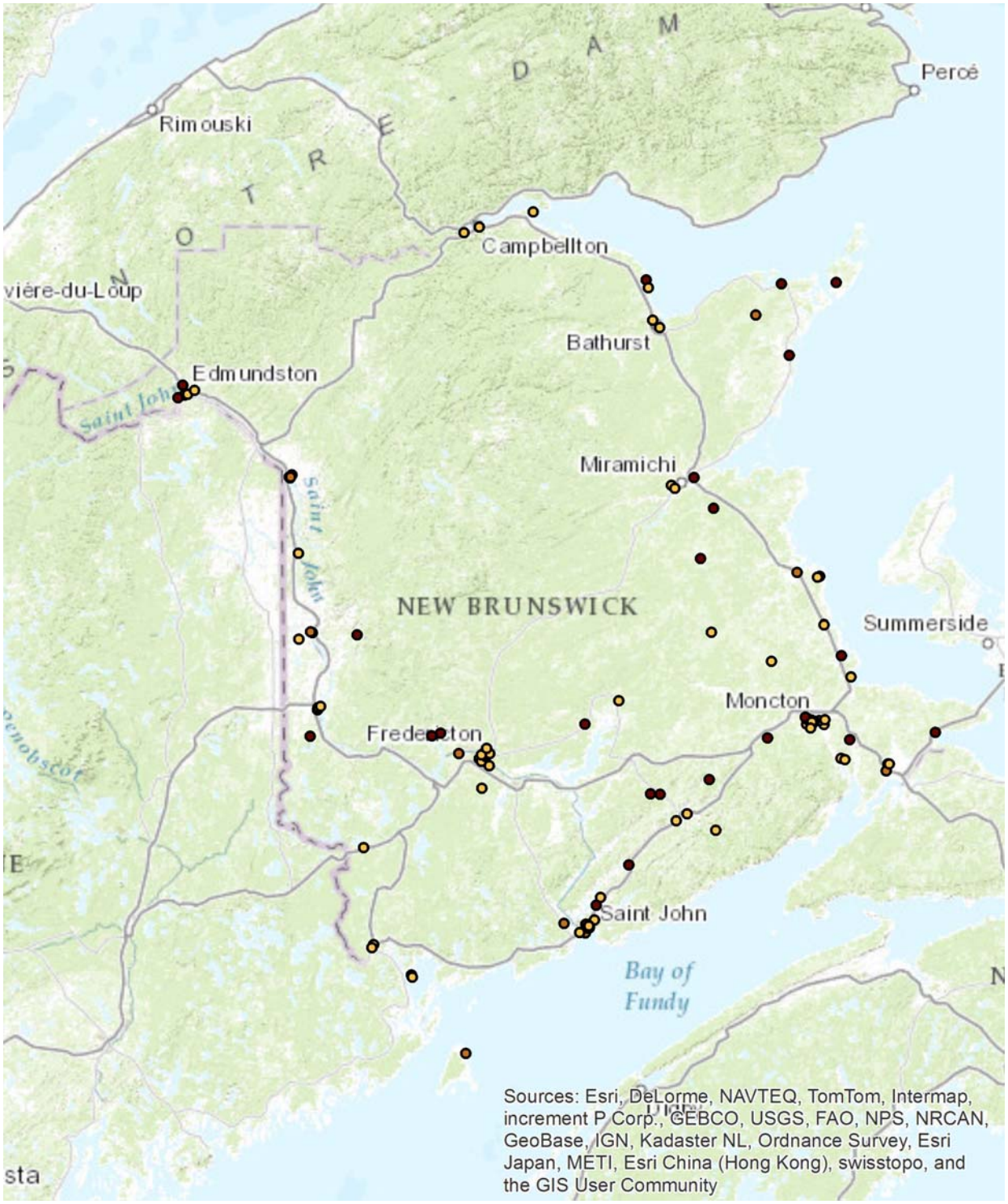
A 3-way Purpose Classification

Figure 10 shows that 56 percent of social enterprises in NB had a social, cultural and/or environmental purpose, 14 percent focused on generating income for a parent organization, while 30 percent had multi-purpose focus. Map 2 (below) shows that location of social enterprises in New Brunswick.

Figure 10: Areas of Focus by 3way Purpose Classification



Map 2: Social Enterprises in New Brunswick by Purpose



Code: Social, environmental, cultural purposes only = Yellow/ Income focused = orange/ Multi-purpose = red

This three way purpose classification also shows that social enterprises focus on activities that reflect their overall purpose. For example, all multi-purpose SE's and 44 percent of income focused SE's target employment development (See Figure 11). Similarly, as previously shown on figure 7, almost half of the SE's with multiple purposes address poverty (e.g. homelessness, employment barriers and/or low income), Lastly, 72 percent of SE's with an income focus concentrate their activities towards income generation for their parent organization. This is consistent with their definition that prioritizes income generation activities, although some multi-purpose social enterprises also engage in income-generation, as shown in figure 12.

Figure 11: Percentage in each group with employment focus (employment/training purpose or target people with employment barrier) by 3way purpose classification

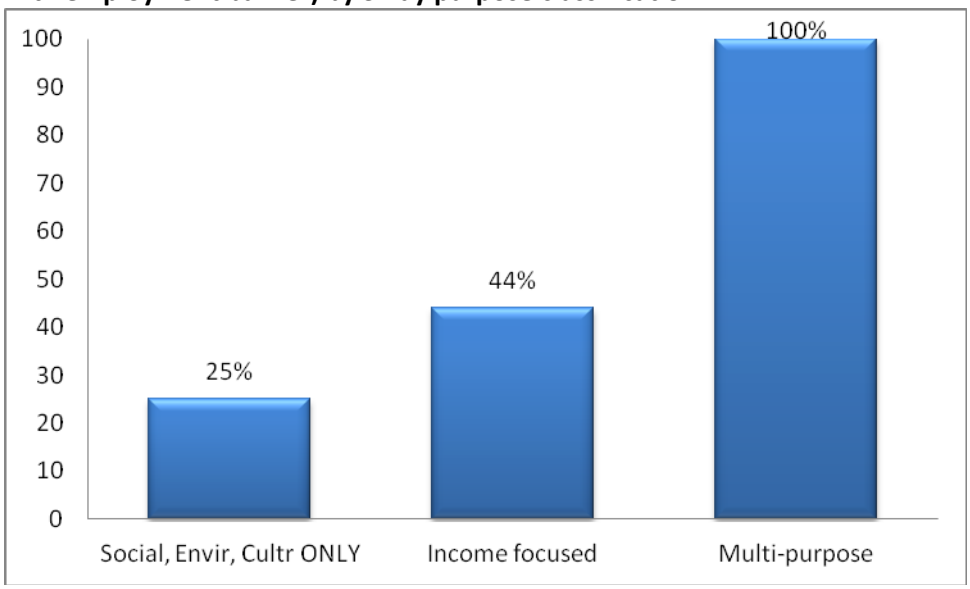
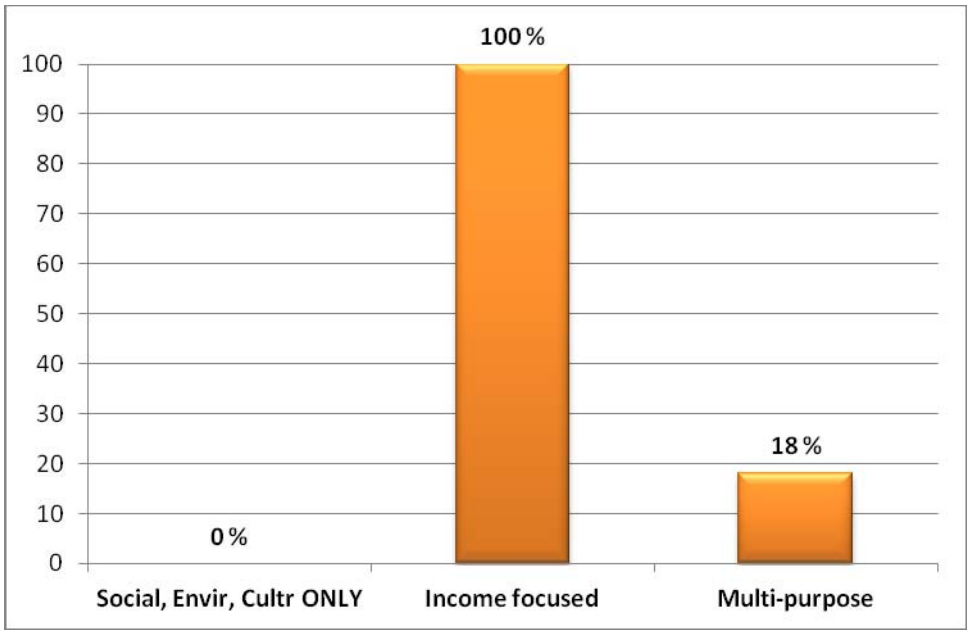


Figure 12: Percentage of social enterprises with income generation for parent organization as a purpose, by 3way purpose classification



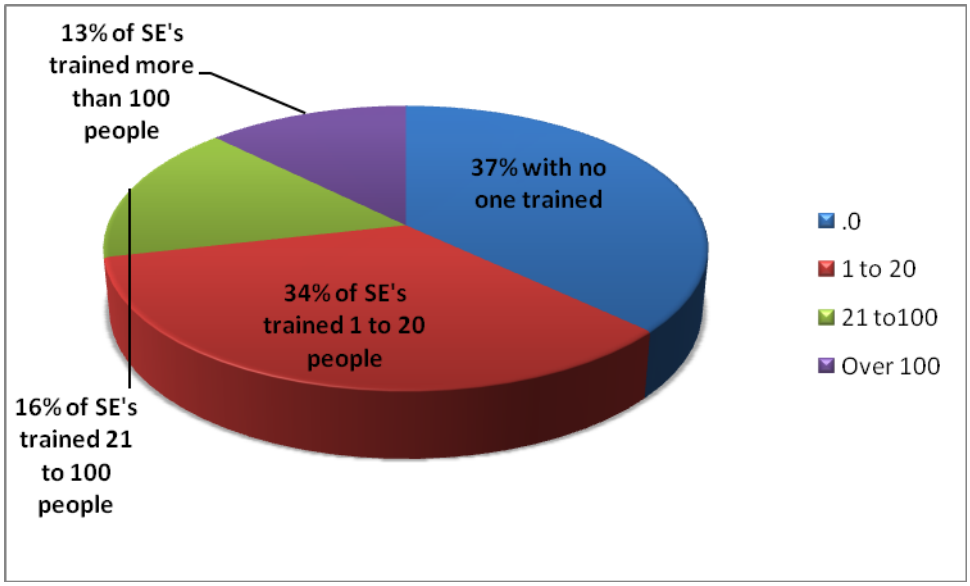
Training

As part of their mission, social enterprises often train and employ services to designated demographic groups. Table 6 and Figure 13 show the distribution of people trained from target population in 2013.

Table 6: Distribution of Number Trained from Target population by social enterprises (2013)

Number trained, 2013	Percent of Social Enterprise
0	37.0
1 to 20	34.5
21 to100	16.0
Over 100	12.6

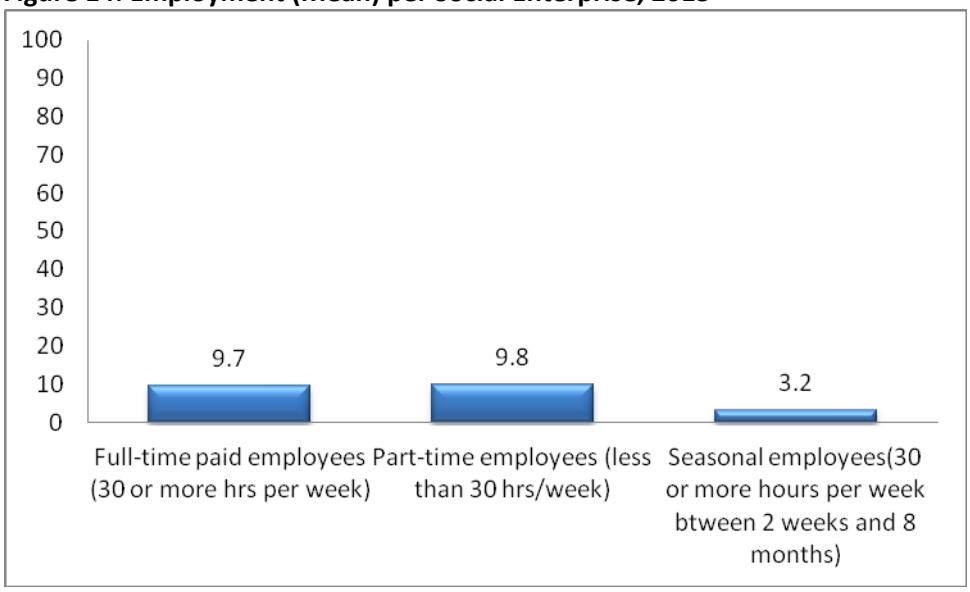
Figure 13: Distribution of Number Trained from Target Population by Social Enterprises (2013)
Sources of Loans



Social Enterprises Employment

Social enterprises are important direct employers in the communities. In responding NB social enterprises, a mean of about 10 people were full time paid employees (See Figure 14). Approximately 10 people (mean) were paid part-time employees, while about 3 people (mean) were seasonal employees.

Figure 14: Employment (Mean) per Social Enterprise, 2013

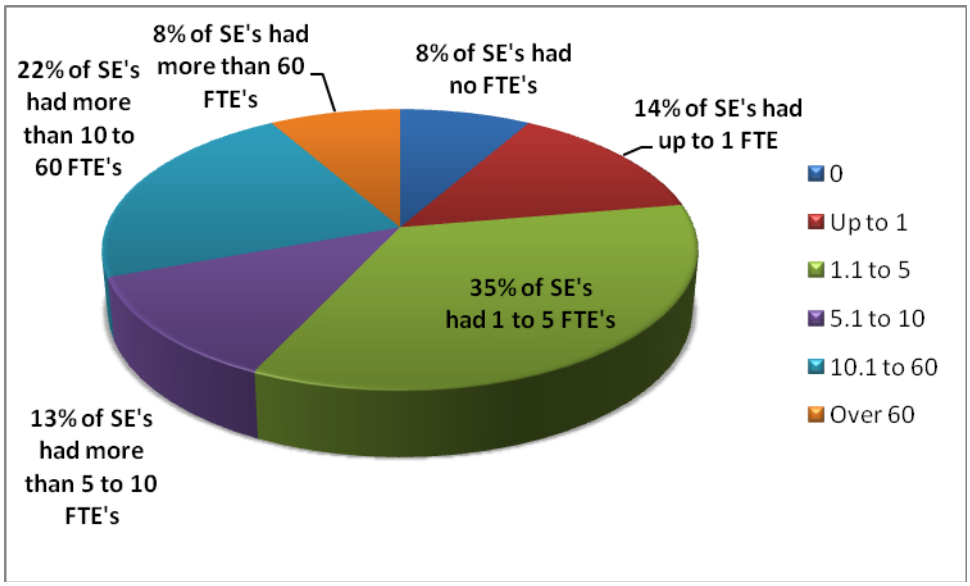


35 percent of responding social enterprises provided Full Time Equivalent (FTE) positions in a range of 1 to 5 employees (See Table 7 & Figure 15). Almost a quarter of the enterprises provided FTE positions in a range of 10 to 60 FTEs.

Table 7: Distribution of Social Enterprises by Estimated FTEs in 2013

Estimated FTEs in 2013	Percent of Social Enterprises
0	8.3
Up to 1	14
1.1 to 5	34.7
5.1 to 10	12.4
10.1 to 60	22.3
Over 60	8.3

Figure 15: Distribution of Social Enterprises by Estimated FTEs in 2013

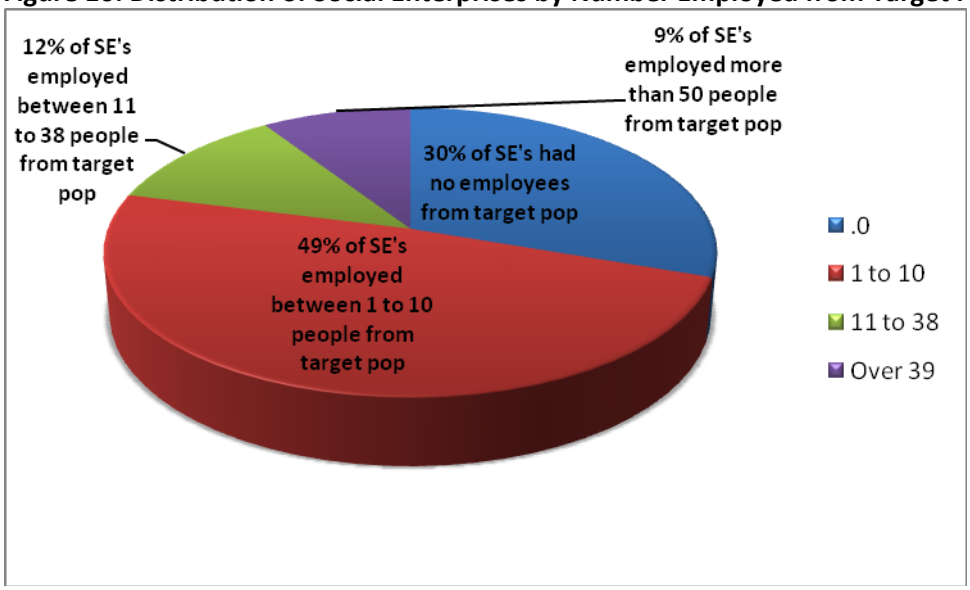


The social enterprises surveyed also provided employment for the targeted groups. Almost half (49%) of the responding enterprises employed between 1 to 10 people from the target population, while 30 percent of social enterprises provided no employment for targeted groups, and (See Table 8 and Figure 16).

Table 8: Distribution of Social Enterprises by Number Employed from Target Population

Number of People Employed, 2013	Percent of Social Enterprises
0	30.3
1 to 10	48.7
11 to 38	11.8
Over 39	9.2

Figure 16: Distribution of Social Enterprises by Number Employed from Target Population



Social enterprises are key actors in mobilizing volunteers. The total number of full-time and part-time volunteers in the responding social enterprises in NB was 6,500. Many of the SE's (34%) had at least 30 part-time and full-time volunteers (See Table 9 & Figure 17). About 38 percent of the social enterprises surveyed included volunteers in their activities for 1 to 10 hours in a month (See Table 10, Figure 18). 35percent of social enterprises had volunteers' volunteers working less than 10 hours a month in 2013 (Table 11 & Figure 19).

Table 9: Distribution of Social Enterprises by Total volunteers

Number of Volunteers (part and full-time added)	Percent of Social Enterprises
0	9.3
1 to 10	31.5
11 to 30	25
Over 30	34.3

Note: part-time volunteers worked less than 10 hrs/month in 2013; full-time volunteers worked 10 or more hrs/month in 2013. Volunteers include those in unpaid internships, etc.

Figure 17: Distribution by Total volunteers (part and full-time added)

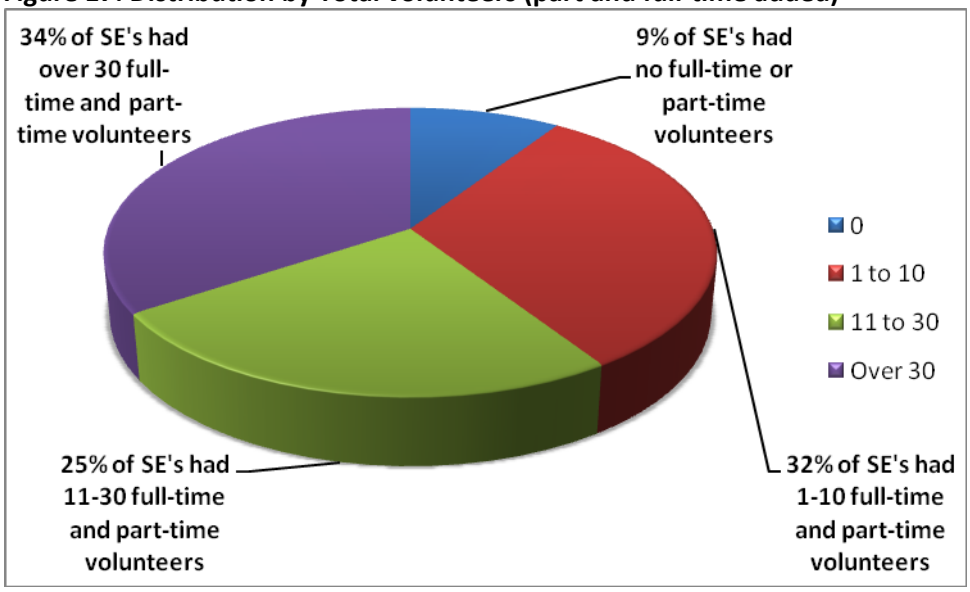


Table 10: Distribution of Social Enterprises by full-time volunteers

Number of full-time Volunteers	Percent of Social Enterprises
0	38.5
1 to 10	37.6
11 to 30	13.8
Over 30	10.1

Note: Full-time volunteers (including unpaid interns, etc) are those who worked 10 or more hrs/month in 2013

Figure 18: Distribution by full-time Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013

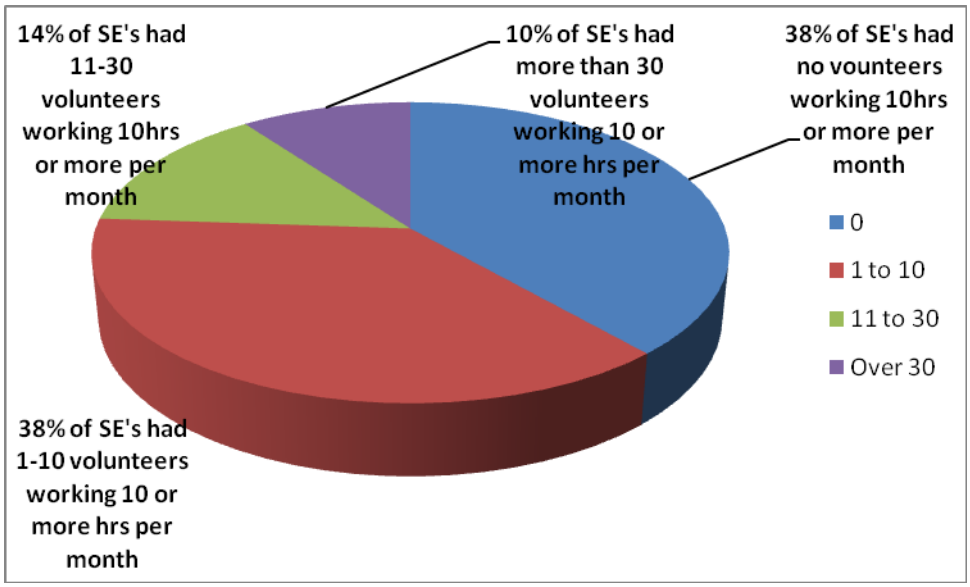
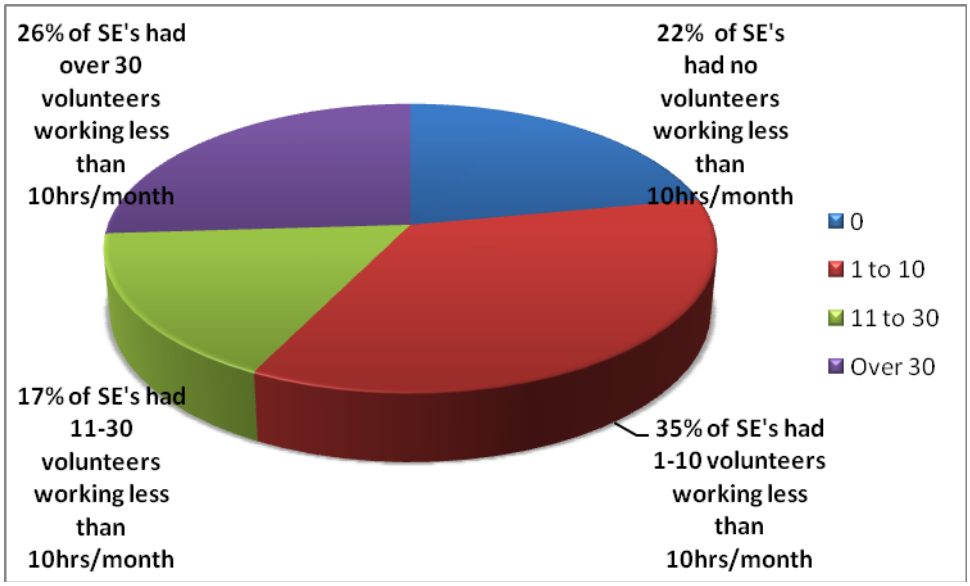


Table 11: Distribution of Social Enterprises by part-time Volunteers

Number of part-time Volunteers	Percent of Social Enterprises
0	22.0
1 to 10	35.2
11 to 30	16.7
Over 30	25.9

Note: Full-time volunteers (including unpaid interns, etc) are those who worked 10 or more hrs/month in 2013

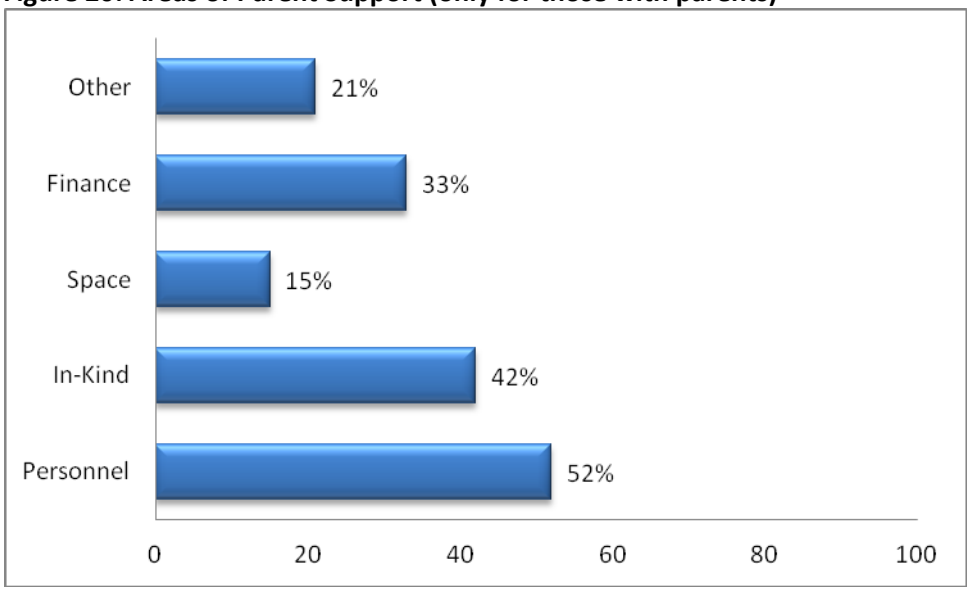
Figure 19: Distribution by part-time Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013



Relationship with Parent Organization

As shown previously on Figure 4 (p. 12), almost three quarters (74%) of the responding social enterprises did not have a parent organization. Over half (52%) of the social enterprises with parent organizations received support in the form of personnel. Approximately 42 percent received in-kind support (See Figure 20).

Figure 20: Areas of Parent Support (only for those with parents)



FINANCIAL PROFILE

Financial Results

Social enterprises make significant contributions to local economies. Moreover, social enterprise success is determined by their profitability. In this survey, the total revenue for the surveyed social enterprises in 2013 was at least $88 million (See Table 12). In 2013, the responding social enterprises generated more revenue than expenses (a positive net profit). 77 percent of responding SE's broke even in 2013, while only 34percent of the enterprises broke even without grants. As figure 21 shows, the majority of social enterprises in all three purpose classifications broke even. However, without grants, only half of the social enterprises with a multi-purpose focus and 42 percent of income focused enterprises broke even. Few (20%) social enterprises with social, environmental, and cultural foci broke even (see Figure 22). This latter finding underlines the importance of ongoing support to allow social enterprises to achieve their social mission.

Table 12: Finances: Total $ (Millions) reported by responding SE

Total revenue from sales (all goods and services)	**67,188,000**
Total revenue (sales/grants/etc)	87,803,000
Total expenses	85,472,000
Net profit	2,331,000
Total wages and salaries	52,618,000

Figure 21: SE's that Broke Even in 2013 by 3way Purpose Classification

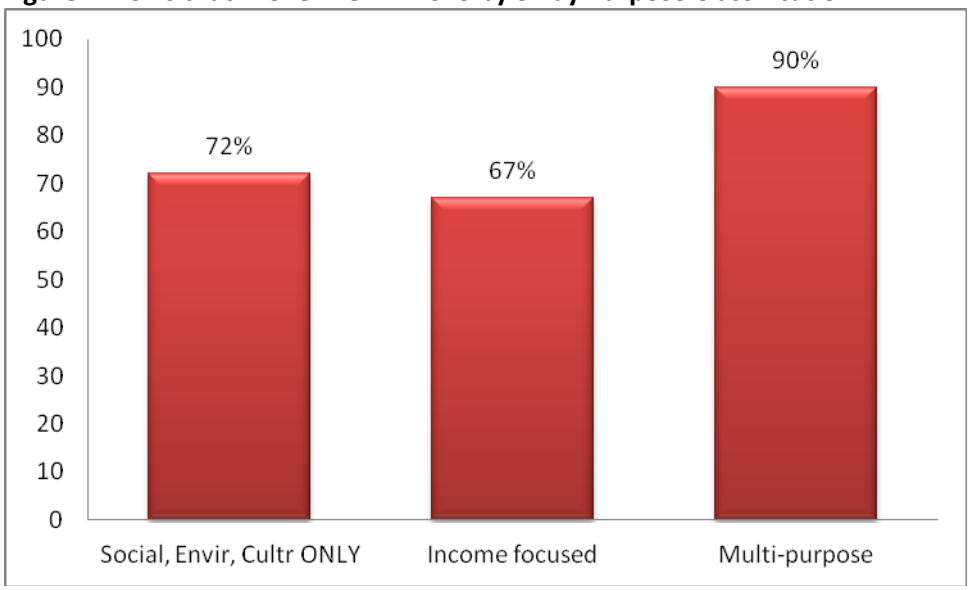
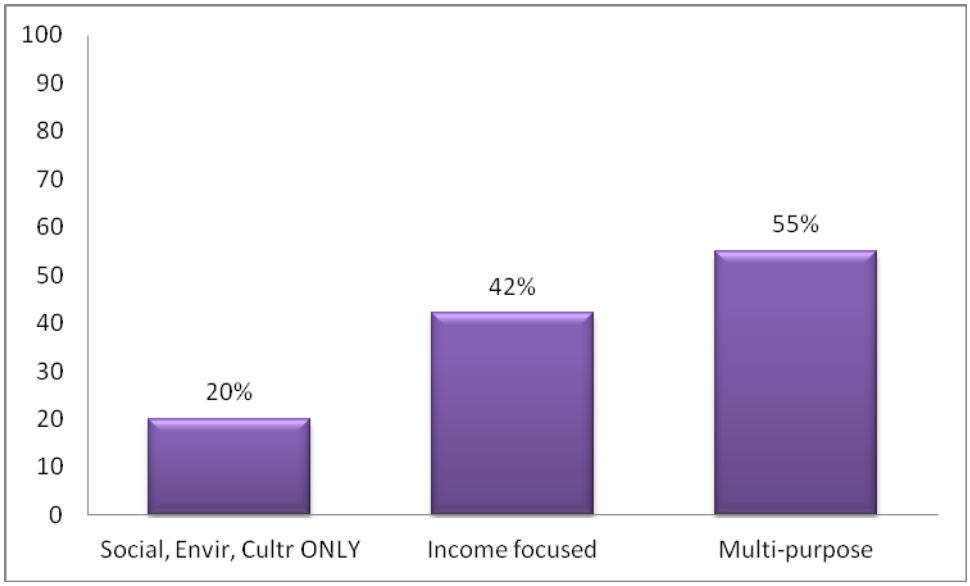


Figure 22: Social Enterprises that Broke Even Without Grants by 3way Purpose Classification



Sources of Finance

The government was the greatest source of financing for social enterprises followed by private individuals and corporations (See Figure 23). The majority of grants (67%) were used for social enterprises' operations (See Figure 24). As shown on Figure 25, the main sources of loans for social enterprises credit unions (13%) and banks (9%). However, 64 percent of the responding social enterprises received no loans. Similar to grants most of the loans (18%) were directed towards operations (See Figure 26).

Figure 23: Sources of Grants

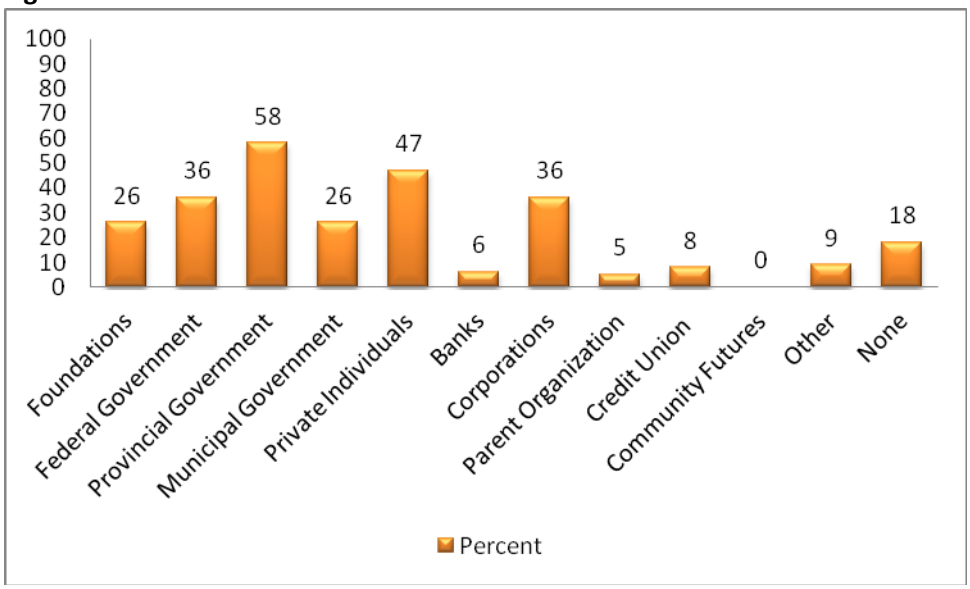


Figure 24: Purpose of Grants

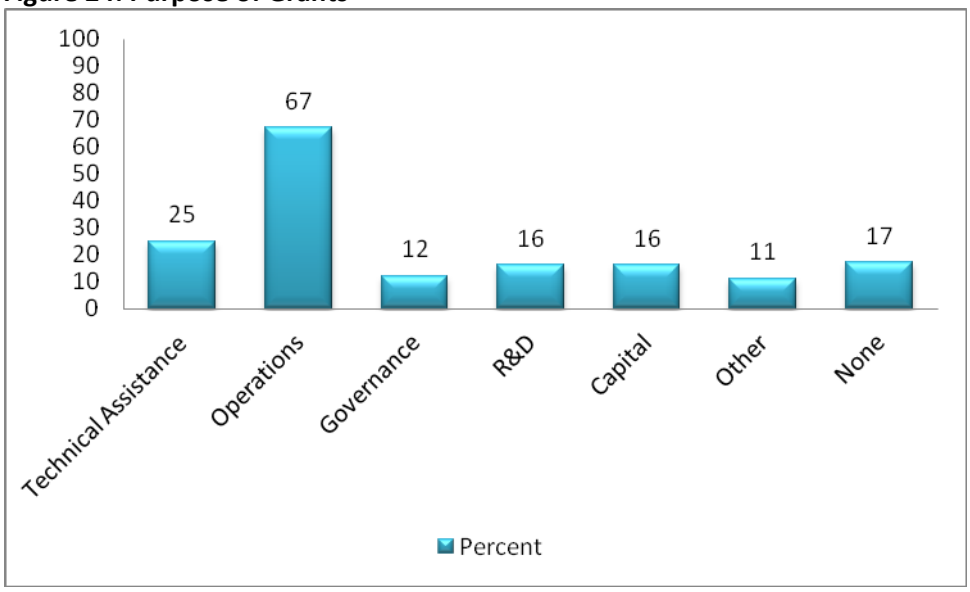


Figure 25: Sources of Loans

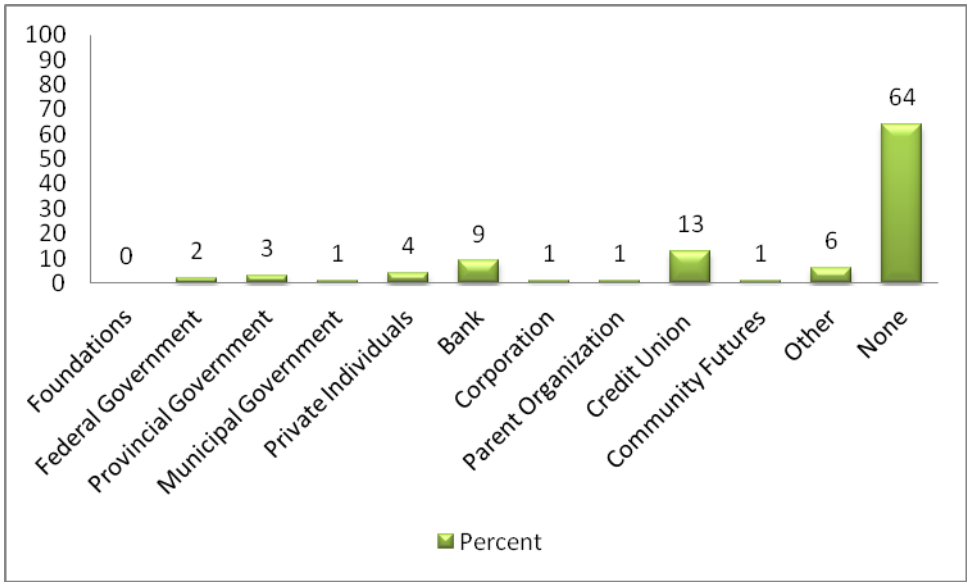
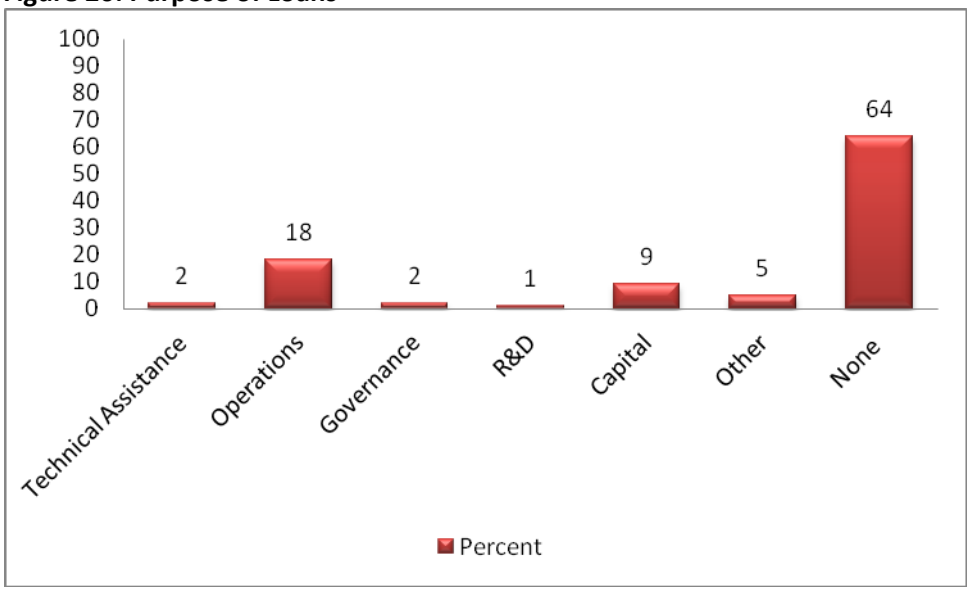


Figure 26: Purpose of Loans



THE FUTURE OF SOCIAL ENTERPRISES IN NEW BRUNSWICK

As part of the social enterprise sector survey, respondents were invited to tell us about their future plans. This included their anticipated financial future, capital projects, new programs and other activities over a three year period. This section is a summary of the results. Please note that the financial data was not completed by all respondents and are likely an underestimation of what may occur.

Human Resources

Social enterprises shared their views regarding the nature of their organization's human resources including their Board and governance system, senior management and staff skills, and their ability to retain staff and volunteers, as well as overall challenges facing the organizations.

As shown on the figure below, many enterprises indicated that they had well trained employees (92%) as well as an effective Board and governance system. A significant number of organizations revealed challenges with retaining staff and volunteers and adequate health care programs for their employees. These challenges highlight areas that will require attention in the near future (See Table 13 & Figure 27)

Table 13: Human Resources' (percent)

SE has an effective Board and governance system	92
SE's staff are skilled and well-trained	92
SE's Board/Senior Management has effective business skills and knowledge	81
SE's are able to retain their volunteers in the long term	71
SE's are able to retain their staff in the long term	69
SE's have a health care program for employees	54
SE has enough staff/volunteers to carry out their work	53

Figure 27: Human Resources

Similar challenges were evident when responding social enterprises were asked about the major challenges facing their organizations. 43 percent of the social enterprises, for example, expected to encounter challenges with staff employees and managers in the coming year, while a significant number expect to face challenges with members, clients and volunteers within the same timeline. Many (78%) of the enterprises also foresee challenges with funding over the next year (See Table 14).

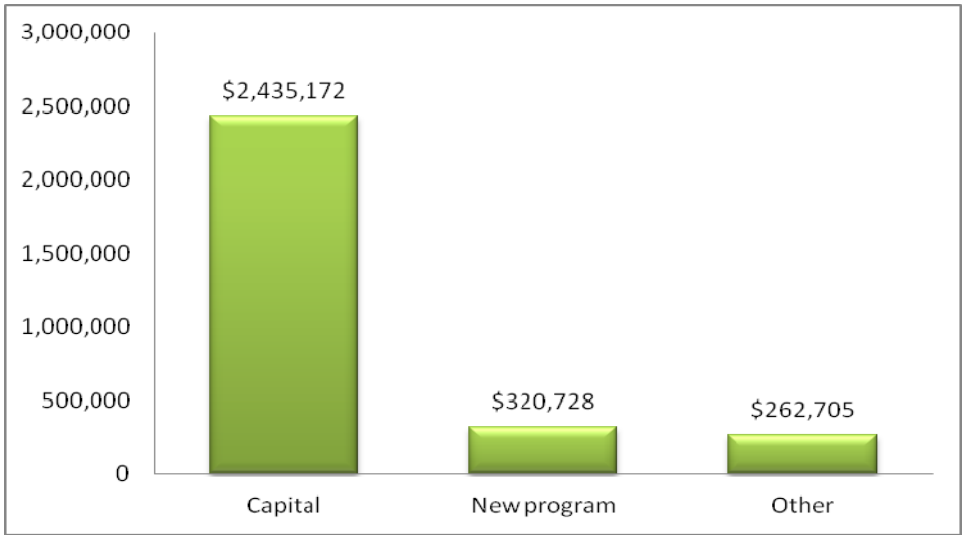
Table 14: Challenges Facing Social Enterprises in the Next One to Three Years (Percent)

SE's expect to face challenges with funding finance, donations, expenses and revenue	**78%**
SE's expect to face challenges with space and affordable premises	16%
SE's expect to face challenges with members, clients and volunteers	30%
SE's expect to face challenges with staff, employees and managers	43%
SE's expect to face challenges with the Board's, leadership, governance and strategic direction	19%
SE's expect to face challenges with markets, marketing, advertising, competition	19%
SE's expect to face other challenges	33%

Financial Forecast

Social enterprises represented in this study have major plans for advancing their work in the next three years. Although only about 30 percent indicated that they were able to access capital or financing to grow, responding social enterprises in NB also revealed that they anticipated requiring at least $2.5 million in capital for major projects (see figure 28). The combination of funds required for new programs and other uses were at least $580,000.

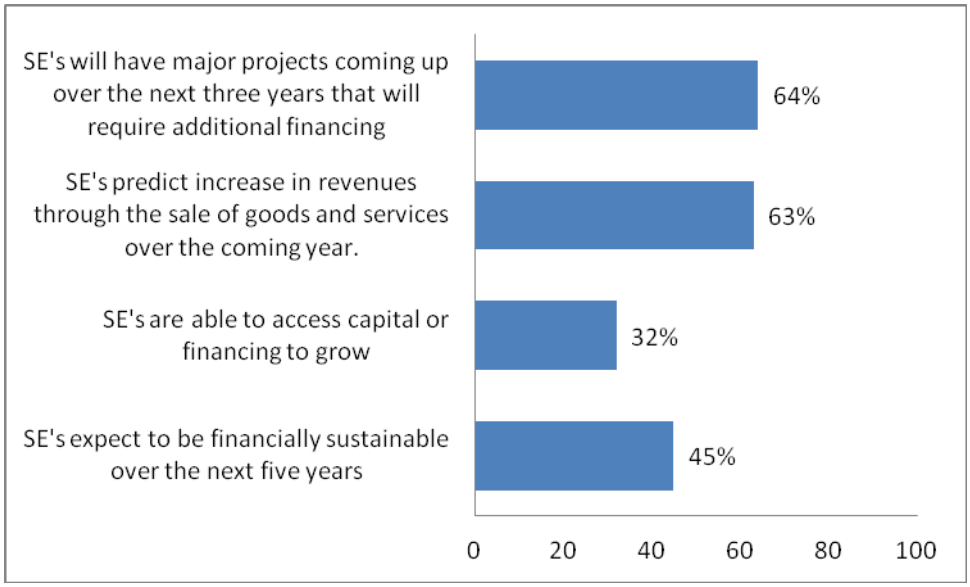
Figure 28: Financial- Average $ required by social enterprises for major projects over the next three years[5]



More than half of the responding social enterprises predicted an increase in revenue through the sale of goods and services over the next three years. 45pecent of the enterprises also expect to be financially sustainable within the next five years (See Figure 29 below).

[5] This analysis is limited by the sample size and due to low numbers responding enterprises that provided complete financial data.

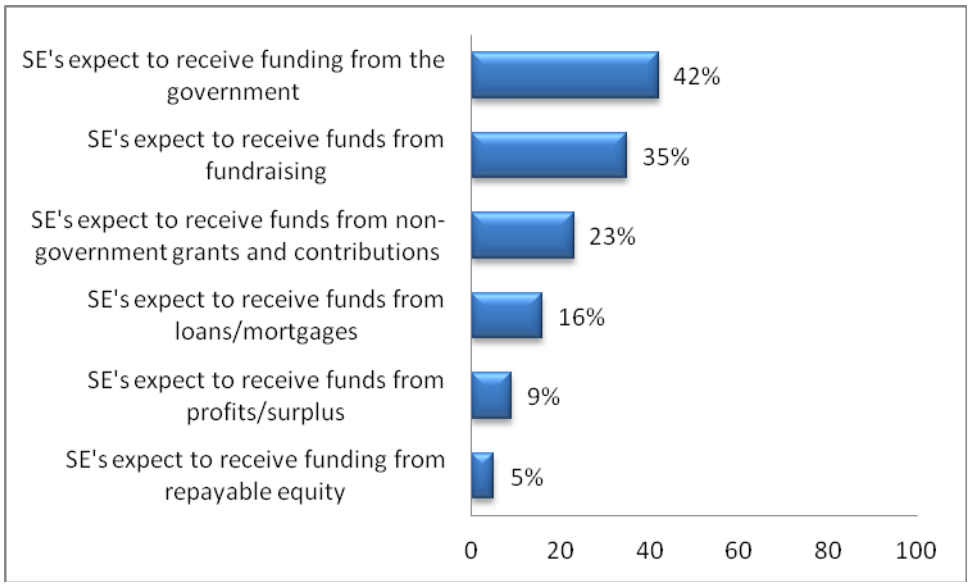
Figure 29: Financial Forecast



Sources of Funding for Planned Projects

Many (42%) social enterprises are optimistic that they will receive funding from government. Other sources include fundraising initiatives, non-government grants and loans and mortgages (See figure 30).

Figure 30: Sources of Funding for Planned Projects



Types of Planned Projects

Social enterprises in New Brunswick have different forms of capital requirements. This included buildings as well as agricultural facilities. Funds are planned to be spent on maintenance, new purchases and acquisitions. About 64 percent of the responding social enterprises predict that they will have major projects in 2014 that will require additional funding. As the table below shows the projected programs will focus on providing services to the target populations in the areas of technology, food security, and policy local and advancing local and international markets.

Table: 15: Categories and Examples of Planned Projects

Capital Projects	New Projects	Other Projects
• Affordable Housing Building • Community garden • Capital for retirement housing • State of the art pet boarding, grooming and training • Storage building, Studio Space • Daycare & Medical Clinic • Building expansion	• Solar energy community project • Assistive technology projects • Services for youth with complex needs • Food security networks and policy development • Forest certification • Tree planting, property maintenance • Exploring foreign markets	• Conferences and research • Research • Hiring staff • Pay equity • Satellite station • Study immigration impact and targets • care homes
Maintenance • **Building repairs** • **Maintenance and replacement of equipment** • **Renovations and upgrading to residences, stores, infrastructure** • **Replacement of the bus**	**Organizational Development** • Growth of the organization and increased services • Increase staff, services, income • Taking magazine online • Service development • Program planning	
Acquisitions and New Purchase • Acquisition of suitable property • Land acquisition for the purpose of preservation • New premises • New equipment, new location for business	**Training** • Multicultural Education Provincial Training Centre • Training programs	
Agricultural facilities • Additions and improvements to farm facilities • Community Garden • Community Garden for food bank and building repair		

CONCLUSION

This survey provides a second profile of social enterprises in New Brunswick. The survey highlights the scope and activities of social enterprises in the province. The survey reveals that social enterprises are critical actors in NB's economy contributing to the economy by providing various goods and services at various levels including local neighbourhoods, cities and towns and regional levels. Social enterprises also play a role in the labour economy by creating jobs, training and services for underrepresented groups in the society. The study also shows that social enterprises in the province continue to rely on funding from government, private individuals and corporations, indicating the need to continue supporting the enterprises.

Appendix A: Key Points of Comparison-Purpose[6]

	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Demographic profile				
Year of formation: median	1994	1974	1985	1990
Year of first sale: median	1994	1977	1988	1991
Number of business sectors (1-17): average	2	2	2	2
Number of targeted populations (0-16): average	10	5	5	5
Individual members: average in 2013	340	1,030	920	610
Organizational members: average in 2013	10	85	45	30
Trained: average for 2013	60	40	50	50
Employed (from target group): average for 2013	10	45	15	15
Served: average for 2013	5,200	6,200	1,400	4,100
FTEs: average in 2013	5	25	20	20
Volunteers (full and part-time): average in 2013	70	90	35	60
Total expenditure: average in 2013	606,000	1,906,000	1,041,000	919,000
Total wages and salaries: average in 2013	388,500	1,140,000	654,500	578,00
Total revenue average in 2013	631,000	1,944,000	1,062,000	944,000
Revenue from sales of goods and services: average 2013	317,000	1,842,000	943,000	722,00
Revenue from grants and donations received from parent organization: average 2013	29,000	2,000	16,000	21,000
Revenue from grants and donations from other organizations and private individuals: average 2013	74,000	31,000	79,000	149,000
Revenue exceeds expenses in 2013: percent	25,000	38,000	21,000	25,000
Sales as percent of revenue: average per organization 2013	1	1	1	1
Revenue less grants/loans/donations exceeds expenses in 2013: percent	-78,000	5,000	-19,000	-47,000

[6] / * Note: The inclusion of key points of comparison by purpose is affected by inadequate sample size. Typically, we only report financial results if there are approximately 30 valid and complete responses in each category. We also round most numbers off to the nearest 5, 10 or 100 as appropriate, and the results should be interpreted with caution

Purpose (percent of social enterprises)	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Employment development	0	20	90	30
Training	0	10	60	20
Income generation for parent organization	0	100	20	20
Social mission	85	60	90	80
Cultural mission	40	20	45	40
Environmental mission	20	10	40	25
Legal structure (percent of social enterprises)				
Non-profit legal structure	85	80	60	75
Registered charity	65	35	40	55
Target groups (percent of social enterprises):				
All the people living in a particular place/community	60	70	65	60
Aboriginal /indigenous people	30	20	30	30
Children	40	20	30	40
Ethnic minority	30	20	30	30
Families	50	30	40	40
Homeless people	20	10	20	20
Immigrants	20	10	30	25
Men	30	30	50	40
Lower income individuals	40	20	50	40
People with addictions	20	10	20	20
People with employment barriers	30	20	40	30
People living with psychiatric disabilities	30	20	20	25
People living with intellectual disabilities	30	20	35	30
People living with physical disabilities	30	40	30	35
Refugees	15	0	10	10
Senior/aged/elderly	45	20	35	40
Women	50	35	50	50
Youth/young adults	55	35	50	50

Sources of grants and donations received in 2013 (percent of social enterprises)	**Mission focused (cultural, environmental, social)**	**Income-focused**	**Multi-purpose (Employment focused+ either a cultural, social or environmental focus)**	**All**
Foundations	35	20	20	30
Federal government	40	20	40	40
Provincial government	65	35	55	60
Municipal government	30	20	20	30
Private individuals, philanthropists, donors	60	30	40	50
Bank	5	10	10	10
Corporations/private businesses	40	35	30	40
Parent organization	5	10	10	5
Credit union	10	0	15	10
Community futures	0	0	0	0
No grants/donations				
Purpose of grants and donations received in 2013 (percent of social enterprises)				
Technical assistance grants	20	20	30	25
Operational grants	75	60	60	70
Governance	10	10	20	10
R&D	20	10	15	20
Capital	20	10	15	20
Sources of loans/debt instruments taken out in 2013 (percent of social enterprises)				
Foundations	0	0	0	0
Federal government	1	0	5	2
Provincial government	5	10	5	5
Municipal government	1	0	0	0
Private individuals, philanthropists, donors	5	0	5	5
Bank	10	10	10	10
Corporations/private businesses	1	0	0	0
Parent organization	0	6	0	0
Credit union	10	10	30	15
Community futures	0	0	3	0
No loans/debt instruments				

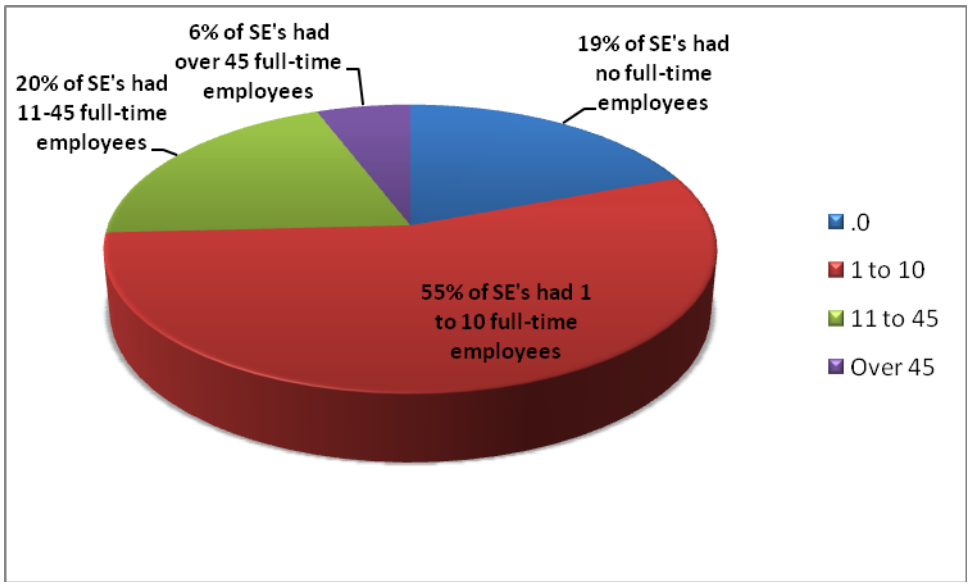
Purposes of loans/debt instruments taken out in 2013 (percent of social enterprises)	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Technical assistance grants	0	0	5	5
Operational grants	10	10	35	20
Long-term loans/equity	10	10	10	20
Short-term loans	5	10	10	10

Appendix B: Employment Distribution Tables

Distribution of Social Enterprises by Paid Full-time Employees (30 or more hrs/week) in 2013

Number of Full-time Employees, 2013	Percent of Social Enterprises
0	19.2
1 to 10	55
11 to 45	20
Over 45	5.8

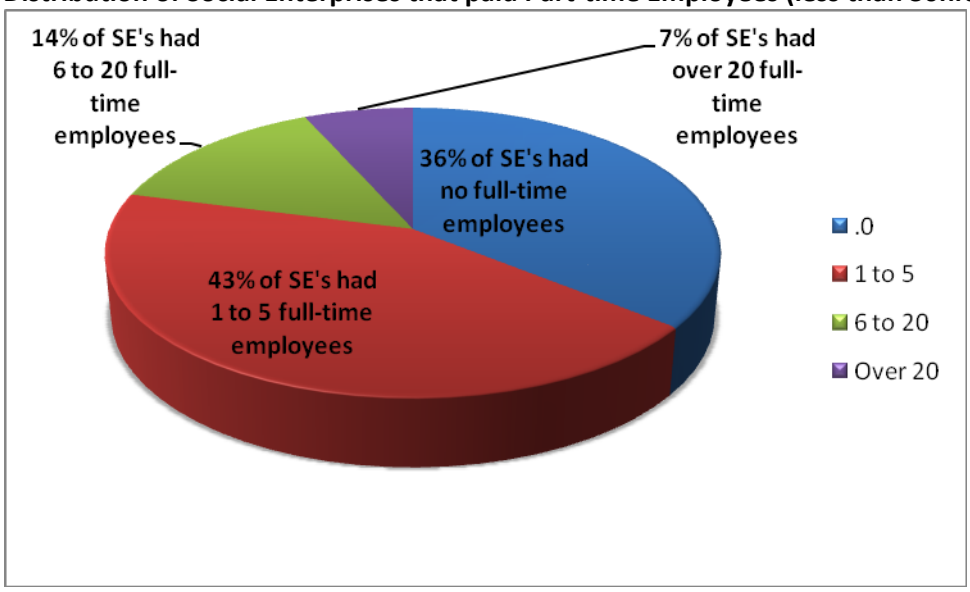
Distribution of Social Enterprises that Paid Full-time Employees (30 or more hrs/week) in 2013



Distribution of Social Enterprises by paid Part-time Employees (less than 30hrs/week) in 2013

Number of Part-time Employees, 2013	Percentage of Social Enterprises
0	35.8
1 to 5	43.3
6 to 20	14.2
Over 20	6.7

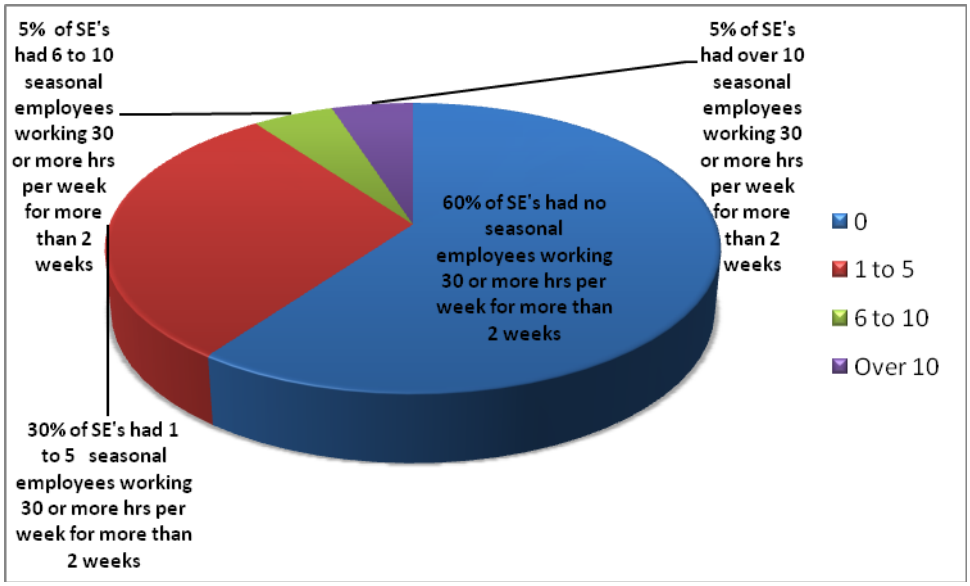
Distribution of Social Enterprises that paid Part-time Employees (less than 30hrs/week) in 2013



Distribution of Social Enterprises by Seasonal Employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2013

Number of Seasonal Employees	Percent of Social Enterprises
0	60
1 to 5	30
6 to 10	5
Over 10	5

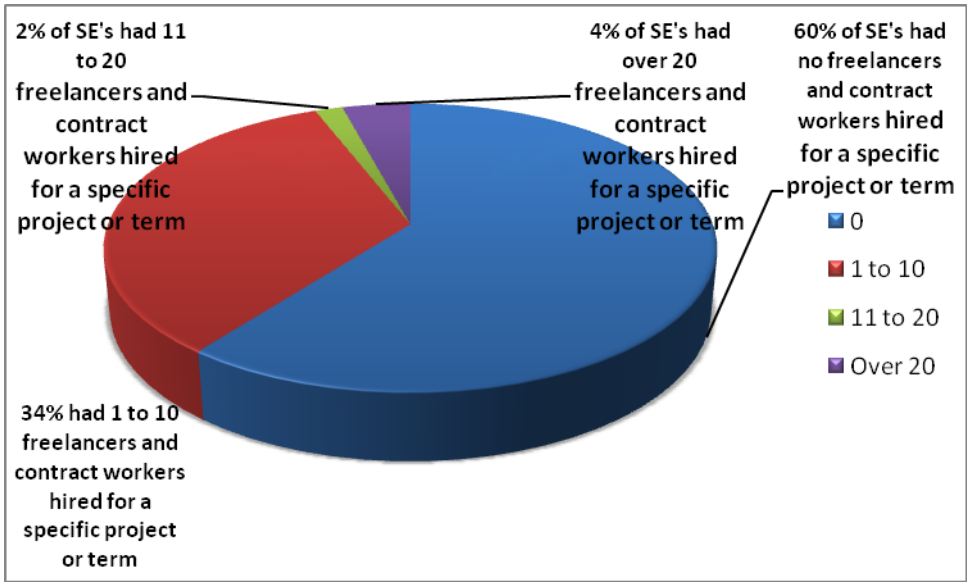
Distribution of Seasonal Employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2013



Distribution of social enterprises by Freelancers and Contract Workers (hired for a specific project or term) in 2013

Number of Freelancers and Contract Workers, 2013	Percent of Social Enterprises
0	60.5
1 to 10	33.6
11 to 20	1.7
Over 20	4.2

Distribution by Freelancers and Contract Workers (hired for a specific project or term) in 2013



Appendix C: Provincial Comparisons

TO BE ADDED WHEN PROVINCIAL COMPARISON DATA BECOME AVAILABLE

Appendix D: Business Sector Classification

Broad Sector Grouping based on Bouchard et al., 2008 (R-2008-01)	Detailed Sector Description (from questionnaire)		Percentage of Social Enterprises Active in this Sector
Resources, production and construction	Agriculture, forestry, fishing, mining Construction Food production Printing and publishing Production/manufacturing/sewing Repair and maintenance		28%
Trade and finance	Finance and insurance Retail sales (incl. thrift stores) Wholesale sales		23%
Real estate	Housing Property management Real estate		13%
Accommodation, tourism and food service	Accommodation Facilities (banquet, conference, etc.) Food service/catering Food distribution Sports and recreation Tourism		52%
Health and social services	Emergency and relief Employment services Environment and animal protection Health care Social services		37%
Arts, culture and communication	Arts, culture and communication Gallery/arts Theatre/performing arts		28%
Other services	Administrative services Consulting Janitorial/cleaning Landscaping/gardening Law, advocacy, politics Movers/hauling Personal/professional services Public administration services	Research/education Scientific/technical services Services for businesses/social enterprises/co-ops/non profits Transportation and storage Waste management	21%
Multi-sector (social enterprises which sell goods or services in two or more of the above)			65%

Appendix E: Questionnaire

NEW BRUNSWICK SOCIAL ENTERPRISE SURVEY (2014)

This survey is part of a national study of social enterprises being conducted by Simon Fraser and Mount Royal Universities in partnership with the Government of New Brunswick and the Co-operative Enterprise Council of NB. Its purpose is to better understand the social enterprise sector, primarily non profits, co-operatives, and other organizations that:

- *earn some, or all, of their revenues from the sale of goods and services; and*
- *invest the majority of their surpluses/profits into social, cultural or environmental goals*

The information gathered through this survey will help guide the government, community, and social enterprises themselves in the development of new resources, programs and policies to help this important sector of our New Brunswick economy to grow.

Questions? info@cecnb.ca or call Wendy Keats at (506) 227-9607

NEW BRUNSWICK SOCIAL ENTERPRISE SURVEY

Welcome to the 2014 Social Enterprise Survey for New Brunswick

This survey has been pre-tested and is expected to take a maximum of 25 minutes to complete, assuming you have the required information available.

Please note, you can exit the survey and then return to complete it by entering your e-mail on the front page, as long as you have not finished it.

We appreciate you taking your valuable time to complete this survey. An opportunity to provide comments or suggestions will appear at the end of the survey.

You may preview a READ ONLY version of the entire survey. This is for information purposes only.

Please complete the survey as soon as you are able. Your information is important to us.

Please enter your email address below.

You will need to re-enter your email address here if you want to return to complete the survey.

PLEASE DO NOT CLICK ON THE FINAL SUBMIT BUTTON AT THE END OF THE SURVEY IF YOU INTEND TO RETURN TO COMPLETE THE SURVEY.

Data is saved automatically as you complete each page.

	Email:	_____	

Statement on research ethics

This research project is being conducted by the *Co-operative Enterprise Council of NB* under the direction of Wendy Keats, and in collaboration with Dr Peter Hall (Simon Fraser University), Dr Peter Elson (Mount Royal University). The goal of this survey is to support the social enterprise sector by creating clear indicators of the nature, scope and socio-economic contribution of social enterprises in New Brunswick.

Your participation in this survey is entirely voluntary. It is assumed that you have the authority to answer the questionnaire on behalf of your social enterprise. Ideally, we would like you to answer all questions, but please feel free to decline any or all questions you would rather not answer. No risks to participating in this survey are anticipated, while the social enterprise sector broadly will benefit from the study.

Your name will be kept confidential, as will the individual answers you provide. However, we cannot guarantee the confidentiality of questionnaires submitted by email. Your answers will be combined with those provided by other respondents, and analyzed by the research team. The original questionnaires will be held in locked cabinets in our university offices until the end of 2015, and then destroyed. An electronic version of the data will be available only to the research team on secure computers.

The final survey report will be placed on the website for *Co-operative Enterprise Council of NB* , the Institute for Nonprofit Studies, Mount Royal University and the Seocial Enterprise Secdtor Survey web site: www.sess.ca may be used in promotional and educational materials, and policy-related initiatives. We will send you an email informing you of the release of the report. We anticipate that the research will be completed by May, 2014.

If you have any questions please contact Wendy Keats (506) 227-9607 or Dr Peter Elson at 403-440-8722 or pelson@mtroyal.ca or Dr Peter Hall at 778-782-6691 or pvhall@sfu.ca . The research has been reviewed and approved by the SFU Office of Research Ethics (ORE ref 2011s0245) and the MRU Human Research Ethics Board (HREB). You may address any concerns or complaints to Dr Jeff Toward, Director, Office of Research Ethics by email at Jtoward@sfu.ca or telephone at 778-782-6593. or to the Chair HREB, MRU (403)440-6494 or hreb_chair@mtroyal.ca.

Please answer the following: I agree, of my own free will, to participate in this questionnaire survey for the Social Enterprise Study, 2014 (please check one):

	Yes	No
	○	○

NEW BRUNSWICK SOCIAL ENTERPRISE SURVEY (2014)

This survey is part of a national study of social enterprises being conducted by Simon Fraser and Mount Royal Universities in partnership with the Government of New Brunswick and the Co-operative Enterprise Council of NB. Its purpose is to better understand the social enterprise sector, primarily non profits, co-operatives, and other organizations that:

- *earn some, or all, of their revenues from the sale of goods and services; and*
- *invest the majority of their surpluses/profits into social, cultural or environmental goals*

The information gathered through this survey will help guide the government, community, and social enterprises themselves in the development of new resources, programs and policies to help this important sector of our New Brunswick economy to grow.

Questions? info@cecnb.ca or call Wendy Keats at 506) 227-9607

This is a survey of social enterprises in New Brunswick

"A social enterprise is a business venture owned or operated by a non-profit organization that sells goods or provides services in the market for the purpose of creating a blended return on investment, both financial and social/environmental/cultural"

The questionnaire is designed for quick completion.

Please complete check the appropriate box for each question, or insert dates, numbers, amounts or text as requested.

Please provide the following details about your organization		
	Name of organization	_____
	Mailing address	_____
	Postal code:	_____
	Phone number (with area code):	_____
	Web site URL:	_____

1.0 Year of formation and operation. Please answer parts 1.1 and 1.2		
	1.1 In which year was your social enterprise formed (incorporated/ approved) its founding constitution?	_____
	1.2 in which year did your social enterprise first start selling products or services?	_____

2. What is the PURPOSE of your Social Enterprise?

*Please check **all** that apply*

	Social purpose	☐
	Cultural purpose	☐
	Environmental purpose	☐
	Income generation for parent organization	☐
	Employment development	☐
	Training for workforce integration	☐

2.1 In your own words, what is the PRIMARY MISSION of your social enterprise?

	_____	

3.0 Does your social enterprise have individual or organizational members?

	Yes	○
	No	○

If **YES**

	3.1How many individual members does your social enterprise have?	_____
	3.2 How many organizational members does your social enterprise have?	_____

4.0 What is the form of incorporation of your social enterprise? *Please check **all** that apply*		
	☐	Nonprofit corporation
	☐	Limited liability corporation (for-profit)
	☐	Co-operative, non-financial (distributes surplus)
	☐	Co-operative, non-financial (non-profit distributing)
	☐	Credit union/ Caisse Populaire
	☐	Other (please specify) _____

5.0 Is your social enterprise a registered charity with the Canada Revenue Agency?		
	Yes	○
	No	○

6.0 Do you have a parent organization?		
	Yes	○
	No	○

6.1 If yes, what is the name of your parent organization?		
	_____	

6.2 What is your relationship with the parent organization? *Select the **one** option which best describes your relationship with the parent organization:*		
	We have no parent organization	○
	We are an in-house program, project or department of the parent organization	○
	We are a separate organization that works closely with the parent organization	○
	We are an independent organization, operating at arm's length from a parent organization	○

6.3 Did your parent organization regularly provide any of the following supports in the past 12 months? *Please check **all** that apply*		
	☐	Personnel (time of staff, administration, management, etc)
	☐	In-kind (goods, materials, transportation, etc)
	☐	Space (offices, storage, accommodations, etc)
	☐	Finance (grants, loans, loss write-off, etc)
	☐	Other (Please specify) _____

7.0 What is the name of the municipality (town, city, village, district or reserve) in which your main office is located?		
	_____	

7.1 In which of the following geographic areas or scales do you operate or provide services? *Please check **all** that apply*			
	☐	To a neighbourhood / local community	
	☐	To a city / town	
	☐	Across a region (county / regional district)	
	☐	Across the province	
	☐	Across Canada	
	☐	Internationally	
	☐	Other (Please specify)	_____

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8.0 In which sectors does your social enterprise sell products and/or services?

*Please check **all** that apply.*

☐	Accommodation (overnight, short-term)
☐	Administrative services
☐	Agriculture, forestry, fishing, mining
☐	Arts and culture
☐	Communications (mail, radio, internet)
☐	Construction
☐	Consulting
☐	Day care
☐	Education
☐	Emergency and relief
☐	Employment services
☐	Environment and animal protection
☐	Facilities (banquet, conference, party)
☐	Finance and insurance
☐	Food service/catering
☐	Food production
☐	Food distribution
☐	Gallery/arts
☐	Health care (incl. hospital, nursing, clinic, crisis care, addictions, etc)
☐	Housing (long-term rental, assisted, etc)
☐	Janitorial/cleaning (incl. street cleaning)
☐	Landscaping/Gardening
☐	Law, advocacy, politics
☐	Movers/hauling
☐	Personal services
☐	Printing and publishing
☐	Production/manufacturing
☐	Professional services
☐	Property Management
☐	Public administration/services to government
☐	Real estate (development and management)
☐	Repair and Maintenance
☐	Research
☐	Retail sales (incl. Thrift stores)
☐	Scientific/technical services
☐	Services to private businesses
☐	Services to social enterprises, cooperatives, non-profits, charities and their employees
☐	Sewing
☐	Social services (incl. income, social work)
☐	Sports and Recreation
☐	Theatre/performing arts
☐	Tourism
☐	Transportation and storage
☐	Waste management (incl. recycling)
☐	Wholesale sales
☐	Other (Please specify) _____

9.0 Which of the following demographic groups does your social enterprise train, employ or provide services to as part of your mission?

*Please check **all** that apply:*

	☐	All the people living in a particular place / community
	☐	Aboriginal / indigenous people
	☐	Children
	☐	Ethnic group / minority
	☐	Family
	☐	Homeless persons
	☐	Immigrants (including temporary workers, permanent residents, etc)
	☐	Lower income individuals
	☐	Men
	☐	People living with addictions
	☐	People living with employment barriers
	☐	People living with psychiatric disabilities
	☐	People living with intellectual disabilities
	☐	People living with physical disabilities
	☐	Refugees
	☐	Senior / aged / elderly
	☐	Women
	☐	Youth / young adults / students
	☐	Other (Please specify) _____

9.1 - 9.3 We would like to know about how many people in the target populations listed in Question 9.0 you trained, employed or provided with services

It is okay to count the same person in more than one category.
Estimated totals are acceptable.
Do not include people who are exclusively the retail customers of your social enterprise.

	9.1 From the groups listed above, in 2013, how many people did you train?	_____
	9.2 From the groups listed above, in 2013, how many people did you employ?	_____
	9.3 From the groups listed above, in 2013, how many people did you provide services to?	_____

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10.0 How many people were employed or volunteering at your social enterprise during 2013?

Estimated totals are acceptable.

Please include those who you employed as part of your mission (see question 9.3):

	Full-time paid employees (30 or more hrs/week)	_____
	Part-time paid employees (less than 30 hrs/week)	_____
	Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months)	_____
	If known, TOTAL FTEs (full time equivalent employment at 2,000 hours p.a.)	_____
	Freelancers and contract workers (hired for a specific project or term)	_____
	Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month	_____
	Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month	_____

11.0 We would like to know about the revenue and expenses in 2013 of your social enterprise.

Estimated totals are acceptable.
Please fill in as much detail as you can, and round off amounts to the nearest $1,000.

	REVENUE Revenue from sales of goods and services, including service contracts with government	_____
	Revenue from grants and donations received from parent organization (do not include loans)	_____
	Revenue from grants and donations from other organizations and private individuals (do not include loans)	_____
	Other Revenue	_____
	Total revenue from all sources in 2013	_____
	EXPENSES Total wages and salaries paid, including target groups in training within your social enterprise	_____
	Total financial transfers to parent organization	_____
	All other operating expenses	_____
	Total expenses on all items in 2013	_____

8

12.0 What were the sources of **grants and donations** received in 2013?

*Please check **all** that apply:*

	☐	Foundations
	☐	Federal government
	☐	Provincial government
	☐	Municipal government
	☐	Private individuals, philanthropists, donors
	☐	Bank
	☐	Corporations/Private businesses
	☐	Parent organization
	☐	Credit Union
	☐	Community Futures/ CBDC
	☐	Other, please specify _____
	☐	No grants and donations received

12.1 What were the purposes of **grants and donations** received in 2013?

*Please check **all** that apply:*

	☐	Training, and technical assistance
	☐	Operations and program/ service delivery
	☐	Governance and management (e.g. strategic planning)
	☐	To research, develop, implement or expand a product or service
	☐	Capital project (e.g. new land, building, equipment)
	☐	Other, please specify: _____
	☐	No grants and donations received

12.2 What were the sources of **loans/ debt instruments** taken out in 2013?

*Please check **all** that apply:*

	☐	Foundations
	☐	Federal government
	☐	Provincial government
	☐	Municipal government
	☐	Private individuals, philanthropists, donors
	☐	Bank
	☐	Corporations/Private businesses
	☐	Parent organization
	☐	Credit Union
	☐	Community Futures/ CBDC
	☐	Other, please specify _____
	☐	No loans/ debt instruments taken out

12.3 What were the types **loans/ debt instruments** taken out in 2013? *Please check **all** that apply:*		
	☐	Operating line of credit
	☐	Repayable equity
	☐	Long-term loans / equity
	☐	Short-term loans
	☐	Other (Please specify) _____

12.4 What were the purposes of **loans/ debt instruments** taken out in 2013? *Please check **all** that apply:*		
	☐	Training, and technical assistance
	☐	Operations and program/ service delivery
	☐	Governance and management (e.g. strategic planning)
	☐	To research, develop, implement or expand a product or service
	☐	Capital project (e.g. new land, building, equipment)
	☐	Other, please specify: _____
	☐	No grants and donations received

10

1.	Please take a few minutes to complete this last section of the survey. It is an excellent opportunity to tell us about the opportunities and challenges facing your social enterprise in the next one to three years.

2.	Please indicate whether you agree or disagree with each of the following statements.						
			Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ uncertain
	a.	We always describe our organization as a social enterprise	○	○	○	○	○
	b.	We have an effective Board and governance system	○	○	○	○	○
	c.	Our Board/Senior Management have effective *business* skills and knowledge	○	○	○	○	○
	d.	We have enough staff/volunteers to carry out our work	○	○	○	○	○
	e.	Our staff are skilled and well-trained	○	○	○	○	○
	f.	We have a health benefit program for employees	○	○	○	○	○
	g.	We are able to retain our staff in the long term	○	○	○	○	○
	h.	We are able to retain our volunteers in the long term	○	○	○	○	○
	i.	We are financially sustainable over the next five years	○	○	○	○	○
	j.	We are able to access capital or financing to grow	○	○	○	○	○
	k.	We plan to increase our revenues through the sale of goods and services over the coming year	○	○	○	○	○

			No	**Yes**
	a.	Do you have any major projects coming up over the next three years that requires additional external financing?	○	○

3.			
	a.	Please specify the type of project you are planning	_____
	b.	Please estimate the required total financing ($ _____)	_____

4.	How likely are you to try to raise these funds through:					
			Very Likely	Possibly	Not likely	Don't know/ uncertain
	a.	Government grants or contributions	○	○	○	○
	b.	Non-government grants and contributions	○	○	○	○
	c.	Fundraising	○	○	○	○
	d.	Repayable Equity	○	○	○	○
	e.	Profits/surplus	○	○	○	○
	f.	Loans/mortgages	○	○	○	○
	g.	Other (please specify) : _____	○	○	○	○

5.	Please use the space below to describe the 3 greatest challenges facing your social enterprise over the coming year?		
	a.	# 1 challenge your social enterprise is facing over the coming year	_____ _____
	b.	# 2 Challenge your social enterprise is facing over the coming year	_____ _____
	c.	# 3 challenge your social enterprise is facing over the coming year	_____ _____

6.	**THANK YOU FOR YOUR PARTICIPATION!** **If there is any information that you wish to add to the questionnaire response and are unable to do so,** **please e-mail** info@cecnb.ca **or call Wendy at (506) 227-9607** **Once the final survey report has been prepared you will be sent a link so it can be downloaded**

7.	Please use this space to make any comments or suggestions	_____ _____ _____

Go to www.sess.ca for all social enterprise sector survey reports