

Research Findings: Social Enterprise in New Brunswick, 2012

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Table of Contents

Executive Summary	3
Background	5
Research Methodology	6
Questionnaire Design	6
Defining Social Enterprise	7
Data Analysis Notes	8
Key Findings	10
Structure	10
Purpose or Mission and Priorities	11
Demographic Groups Served, Trained and/or Employed	12
Geographic Area of Activity	13
Business Sectors	14
Revenue, Funding and Surplus	15
Employment	18
Future Plans	19
Opportunities and Challenges	22
Recommendations	23
References	25

Appendix 1: Business Sector Grouping	26
Appendix 2: Recommendations and Future Plans	29
Future Plans	29
Recommendations	30

List of Tables and Figures

Table 1: Inclusions and Exclusions of Not-for-Profit Organizations

Table 2: Employment

Table 3: Future Project Financing Needs

Figure 1: Legal Structure

Figure 2: Purpose of Mission

Figure 3: Demographic Groups Served, Trained and/or Employed

Figure 4: Location of Head Offices

Figure 5: Business Sectors

Figure 6: Finances

Figure 7: Distribution of Respondents by Revenue, N=36

Figure 8: Sources of Loans, Grants and Donations

Figure 9: Purpose of Loans, Grants and Donations

Figure 10: Future Project Plans (3 Years)

Figure 11: Sources of Financing for Future Projects

Executive Summary

The Economic and Social Inclusion Corporation (ESIC) of New Brunswick is working to meet the goal of reducing income poverty by 25% and deep income poverty by 50% by the year 2015. One of three Advisory Committees under the ESIC, the Advisory Committee on Social Enterprise and Community Investment Funds will develop a policy framework for the Funds to support poverty reduction. The New Brunswick Social and Community Enterprise Survey supports the work of this Committee by providing information on the scope, scale and impact of the social enterprise sector in New Brunswick including pertinent feedback from the organizations on their opportunities and challenges. This report provides analysis on the findings of the survey.

New Brunswick's social enterprise sector is mature and diverse with an estimated 600+ organizations operating across the province. This survey received 105 complete responses from social enterprises - over 16% of all social enterprises and a good representation for analysis purposes. Most surveyed social enterprises are not-for-profit organizations, most engage in social enterprise activities primarily to fulfill a social purpose or mission and most identified their top priority as meeting other community needs (social, cultural and/or environmental). These social enterprises sell goods and services across a wide range of business sectors , often working in multiple sectors, with education as the predominant sector followed by employment and arts and culture.

Social enterprises provide high levels of service, training and/or employment across multiple demographic groups. In 2011, 84 of the surveyed social enterprises served, trained and/or employed a total of 350,872 people as part of their social mission. The social enterprises often serve multiple demographics; the largest five populations served are people with mental disabilities (53%), followed by all people living in a particular place or community (52%), lower income individuals (46%), women (45%), and youth (43%).

Social enterprises play an important role as employers; in 2011, 105 responding social enterprises provided paid employment to 2,307 people as full-time, part-time, and seasonal workers with an additional 164 contract workers. In 2011, 36 organizations reported over \$12.1 million in wages to 909 full-time, part-time and seasonal workers and 36 contract workers. These employees also enjoy a high level of benefits; approximately half receive drug plans as well as eye care and/or dental benefits and 27% receive pension plans and/or RRSP option benefits. Employees are predominantly women and, on average, over a third an organization's staff are 35 years of age or under.

Social enterprises are multi-taskers extraordinaire - they operate in most business sectors, serve multiple demographic groups and have locations throughout the province. Over half of all responding social enterprises are located in towns or communities across the province while the rest operate in the cities; over 35% of social enterprises are located in the three largest cities Saint John, Fredericton and Moncton.

Nearly half of the 36 responding organizations are medium-sized enterprises (\$100,001 to \$500,000 total revenue) and 17% are large enterprises (\$1million+ total revenue). Social enterprises generate high sales revenue as compared to funding revenue; in 2011, 36 responding social enterprises generated over \$26.8 million in sales revenue and received \$7.9 million in grants, loans and donations. Sources of grants, loans and donations included government (88%) private individuals, philanthropists and donors (55%) and more than half of organizations (60.7%) had multiple sources of funding. Operational expenditures were the primary purpose of securing grants, loans and donations for the majority of responding organizations.

Over the next three years, the surveyed social enterprises will be investing in many activities; facility improvements and major capital expenditures are a common goal as well as expanding or creating programs and services. These project will vary widely in costs however financing needs in the ranges of \$25,001 to \$50,000 and greater than \$1 million had the largest percentage of responses. Most of these organizations plan to seek financing from multiple sources with government contracts or grants (70.5%), non-government grants and donations (64.1) and fundraising (61.5%) making up the top three sources.

Background

In 2010, New Brunswick legislated the creation of the Economic and Social Inclusion Corporation (ESIC) to oversee the implementation of New Brunswick's Poverty Reduction Strategy. The ESIC will work to achieve the goal of reducing income poverty by 25% and deep income poverty by 50% by the year 2015 as outlined in the New Brunswick Economic and Social Inclusion Plan (2009, p.2) The Board of the Economic and Social Inclusion Corporation are composed of members from the business sector, non-profit sector, provincial government, official opposition and persons who experienced or are living in poverty. Three Advisory Committees were established to advise on issues of Health Benefits, Social Assistance Reform, and Social Enterprise and Community Investment Funds. The Economic and Social Inclusion Corporation has also approved 12 Community Inclusion Networks (CINs) to develop local poverty reductions plans.

The Advisory Committee for Social Enterprise and Community Investment Funds, co-chaired by Seth Asimakos, Saint John Community Loan Fund, and André Leclerc, Université de Moncton, is "developing a policy framework on social enterprise and community investment funds to support the CIN's." (Government of New Brunswick, 2011, p.11). The New Brunswick Social and Community Enterprise Survey supports the work of this Advisory Committee by providing information on the scope, scale and impact of the social enterprise sector in New Brunswick including pertinent feedback from the organizations on their opportunities and challenges.

Research Methodology

Questionnaire Design

The questionnaire was based on one used by the BC Alberta Social Economy Alliance (BALTA), prepared by Dr. Peter Elson, Mount Royal University and Dr. Peter Hall, Simon Fraser University for surveys conducted in British Columbia, Alberta, and Manitoba. The BALTA questionnaire was augmented for the Nova Scotia Community and Social Enterprise Survey (2011) with additional questions on sector impact based on input from this research project's community partners. The New Brunswick Community and Social Enterprise Survey added questions pertaining to future plans and financing needs; however, the core data fields were retained to ensure comparability with surveys in other regions in Canada

Inventory

In 2003, according to the Statistics Canada National Survey of Nonprofit and Voluntary Organizations (Imagine Canada, 2004, p.20), there were 3,890 non-profit and voluntary sector organizations in New Brunswick. Cape Breton University's recent study, Financing the Social Economy in Atlantic Canada (2008), indicated that approximately 16% of listed non-profit and community organizations are social enterprises (p.20). Using the information provided in these two studies, we can estimate that New Brunswick has approximately 622 social enterprises.

Under the supervision of André Leclerc at Université de Moncton, researchers attempted to reach 1449 identified organizations and a total of 163 Anglophone respondents and 97 Francophone respondents submitted online surveys in May 2012; an 18% response rate. Removing incomplete surveys (those that only provided contact information), the survey total was reduced to 70 Anglophone and 52 Francophone completed or mostly completed surveys. Of these 122 surveys, a further 17 (14%) were removed because they did not meet

the social enterprise criteria as defined for this project resulting in a dataset of 105 surveys from organizations that meet the Social Enterprise definition of the NB Advisory Committee for Social Enterprise and Community Investment Funds. The definition is discussed below..

Defining Social Enterprise

The definition of social enterprise is widely debated however this survey includes any organization that produces goods or services for the market but manages operations and directs surpluses in the pursuit of social, environmental and community or cultural goals.

Also included in this survey are independent service providers, who may receive funding from a government department for providing direct personal services, but do not charge individual users; for example, not-for-profit nursing homes, residential care facilities and day care centres.

The researchers developed an inventory of organizations from the following sectors: Not-for-Profits, Cooperatives, Caisses populaires and Credit Unions. Within the Not-for-Profit sector, certain types of organizations were excluded from the survey as detailed in the table below.

Table 1: Inclusions and Exclusions of Not-for-Profit Organizations

Included NFPOs	Excluded NFPOs
Festivals	Foundations
Cultural societies	Historical societies, museum, heritage and art gallery
Housing	Community centres
Health (specialized services, hospital stores...)	Sports and social clubs
Social and community services (YMCA, family development, youth care...)	Labour union & professional organizations
Environment protection and services	Churches
Food services (cafeteria, food banks...)	Political organizations (parties, lobby...)
CBDC	
Socioeconomic development	

Included NFPOs	Excluded NFPOs
Immigrants integration	
Community education	

Data Analysis Notes

“Other”

In several questions, a choice of ‘Other’ was provided with space to expand on that answer. Where the respondent provided an answer in the ‘Other’ category that fit one of the choices provided, the researcher reassigned the answer to the appropriate category.

Two categories were created after data collection to capture frequent responses in the ‘Other’ employment benefits category: Insurance (life and/or disability) and RRSP (options).

Financials

Of the 105 survey responses that were used in the analysis, approximately 36 total respondents provided useable financials. Many respondents did not provide any financial information and other were excluded based on the following criteria. Where complete financials were not provided (Wages, Revenue, Grants, and Sales), these responses were excluded from financial analysis. Sales data was tested for accuracy using the formula $\text{Sales} = \text{Revenue} - \text{Grants}$. Calculations that showed errors greater than \$1000 were excluded from financial analysis. Where the sales amount is unknown or the response is \$0, these financials were excluded based on the premise that a social enterprise must generate sales and therefore the figure is inaccurate. Outliers were excluded including organizations with sales figures of \$1000 or less.

Rankings

Survey respondents were asked to rank their top five supports, development priorities and barriers faced in operation of their social enterprise. In all questions, respondents were given more choices than rankings. For analysis purposes, where answers were left blank or given a

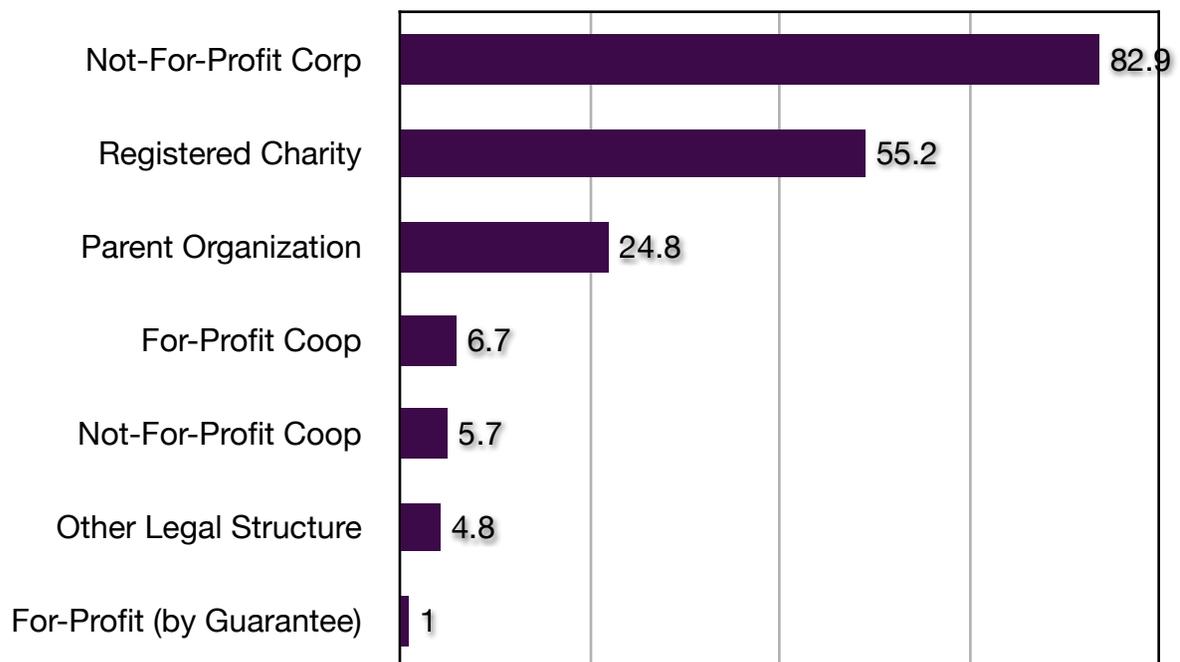
number outside the 1 (most important) to 5 (least important) ranking, these answers were given a 9 to show their relative value as least important. A sum of all response values for each question was used to determine overall ranking and comparisons.

Key Findings

Structure

On average, responding social enterprises are 27 years old with the highest percentage forming in the year 2000. Over 72% of respondents describe their organization as a social enterprise. The vast majority of these organizations are not-for-profit corporations (83%) and 67% of those are also registered charities. Where an organization indicated having a parent organization (24.8%), over half operate as a separate organization (53.8%), 30.8% are independent organizations and 11.5% are an in-program, project or department of their parent organization. Approximately 55% of the 89 responding social enterprises have a membership base with a total of at least 46,193 members (three organizations indicated a membership base but did not provide membership numbers).

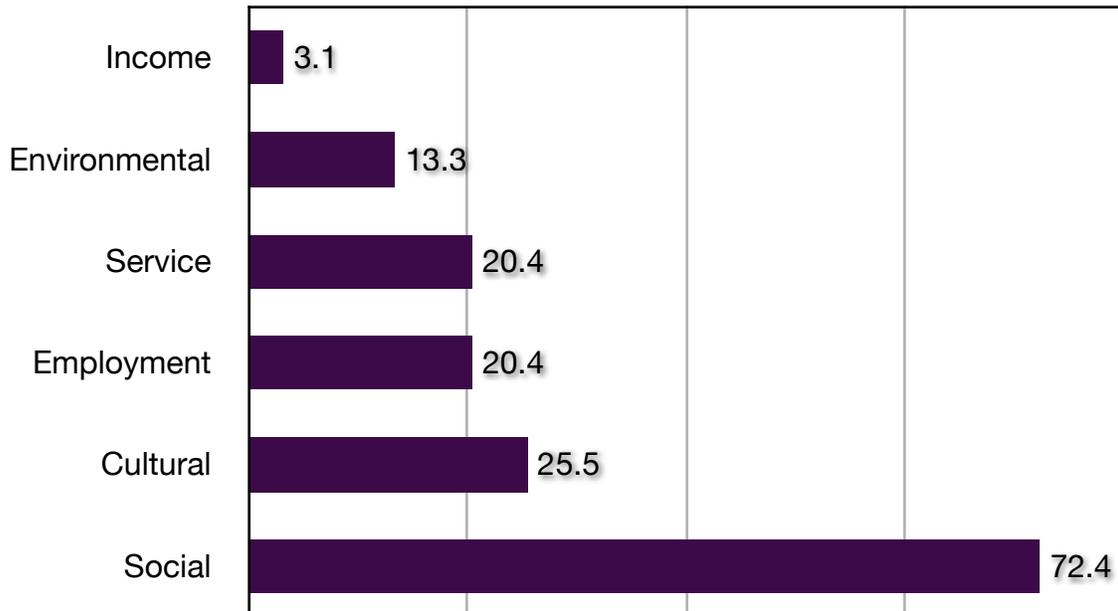
Figure 1: Legal Structure (%), N=105



Purpose or Mission and Priorities

Not surprisingly, most surveyed organizations (72.4%) engage in social enterprise activities primarily to fulfill a social purpose or mission. Furthermore, 38.5% of surveyed social enterprises are multi-purposed – employment, service to members, income generation, social, cultural and/or environmental missions. Respondents identified the top priority of their social enterprise as meeting other community needs (social, cultural and/or environmental) (74.7%); by contrast only 4% prioritize employment and only 1% identified generating surplus revenues as their top priority.

Figure 2: Purpose of Mission (%), N=98



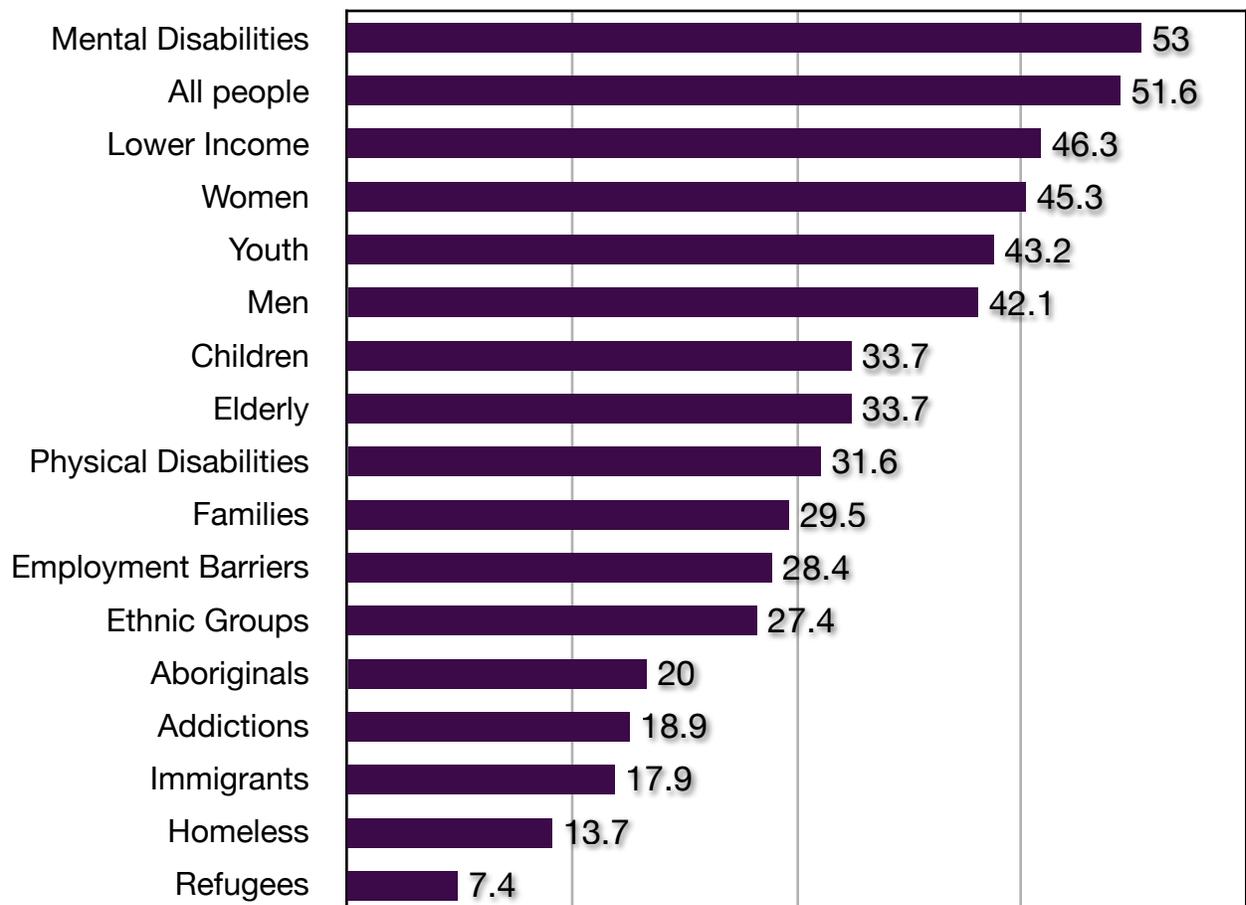
Demographic Groups Served, Trained and/or Employed

Social enterprises often strive to serve multiple missions and this was demonstrated in this survey. In 2011, responding social enterprises served at least 341,978 individuals, provided training to 7,287 and employed at least 1,607 people as part their social mission.

Social enterprise also serve multiple demographics; 70.2% of responding organizations served, trained and/or employed at least two demographic groups.

Over half of the responding social enterprises serve people with mental disabilities (53.0%), followed by all people living in a particular place or community (51.6%), lower income individuals (46.3%), women (45.3%), youth (43.2%) and men (42.1%).

Figure 3: Demographic Groups Served, Trained and/or Employed (%), N=95

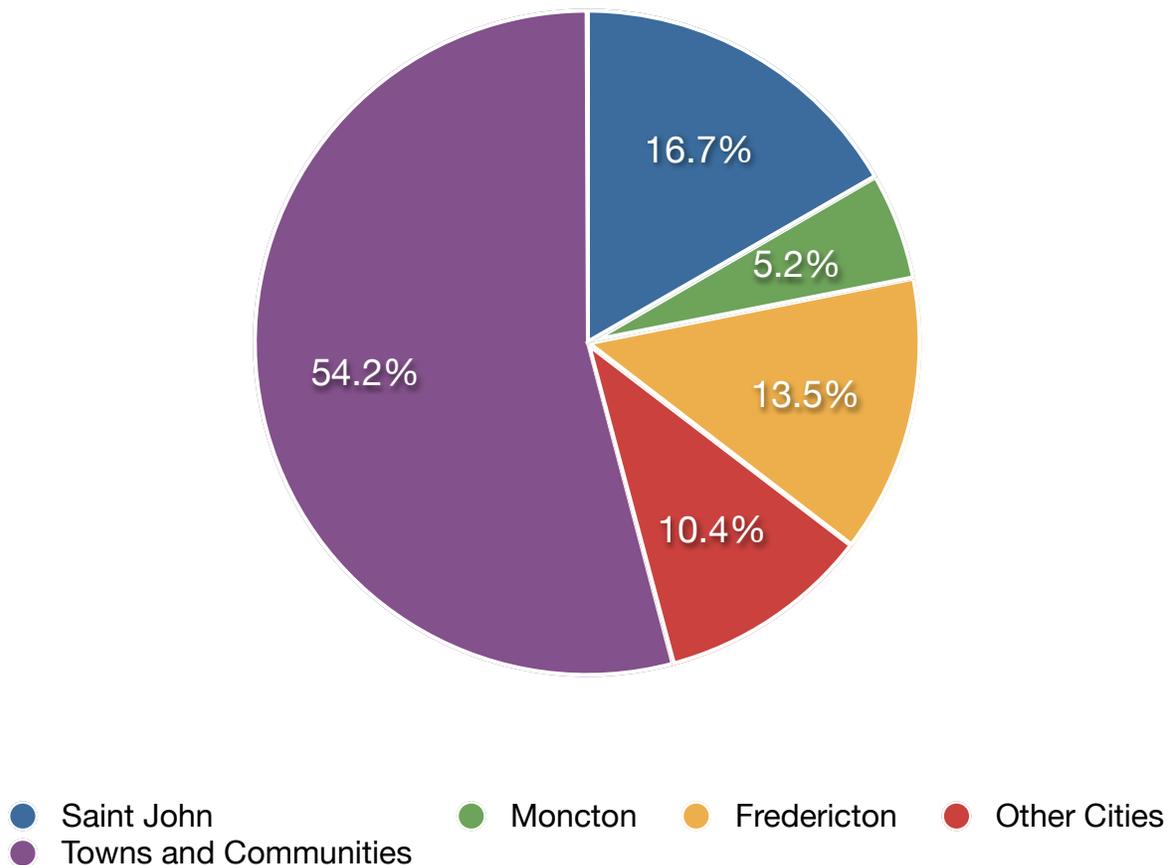


Geographic Area of Activity

The activities of the 98 responding social enterprises are highly regional. Most sell goods or services to their region (county or district) (57.1%), followed by their city or town (53.1%) and their neighbourhood or local community (46.9%), and. Many social enterprises (54.1%) serve multiple (two or more) geographic areas.

Over 35% of the surveyed social enterprises have offices one of New Brunswick's three largest cities: Saint John (16.7%), Fredericton (13.5%) and Moncton (5.2%). At least 54% of the social enterprises are based in towns or communities throughout New Brunswick.

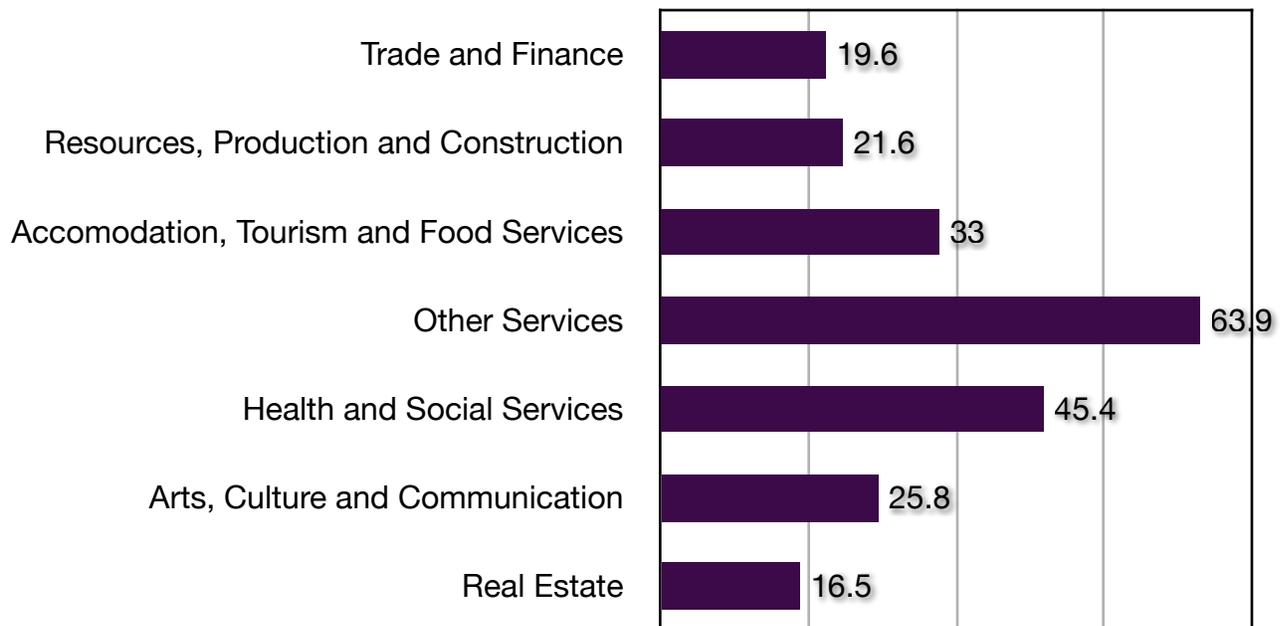
Figure 4: Location of Head Offices (%), N=96



Business Sectors

Social enterprises sell goods and services across a wide range of business sectors. Respondents identified a total of 44 business sectors (see Appendix A for detailed sector list) in which they sell goods or services. Those sectors are classified in broader categories, as shown in the chart below. At 37.1%, education is the predominant sector in the broad “Other Services” category and the single largest sector across all categories. Health and Social Services, the second largest broad sector, includes employment (20.6%), social services (19.6%), and health care (15.5%). Most responding social enterprises (68%) sell goods and services in multiple sectors (two or more of the broad sectors below).

Figure 5: Business Sectors (%), N=97



Revenue, Funding and Surplus

In 2011, 36 responding social enterprises generated over \$34.3 million in revenue including sales, grants, loans and donations. The organizations also totaled over \$26.8 million in sales revenue. Using the figures provided for revenue and expenses, calculations show these organizations had total net deficit of over \$931,673 in 2011. Furthermore, these organizations received over \$7.9 million in grants, loans and donations.

Figure 6: Finances (Mean \$), N=36

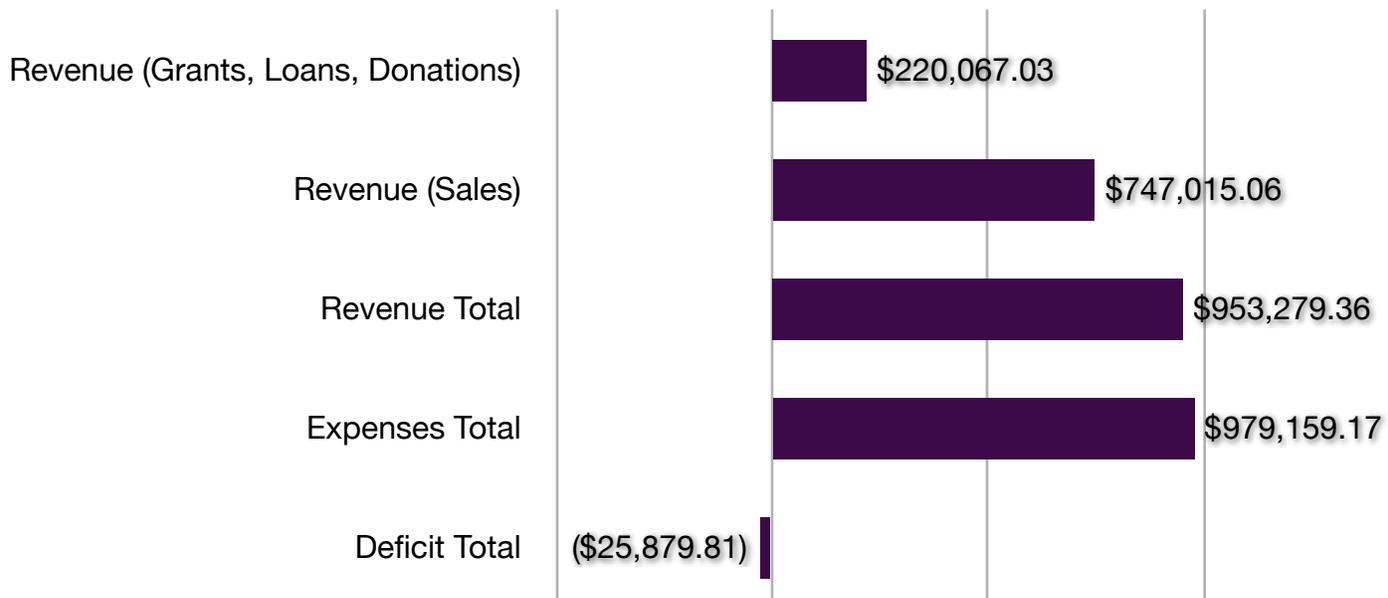
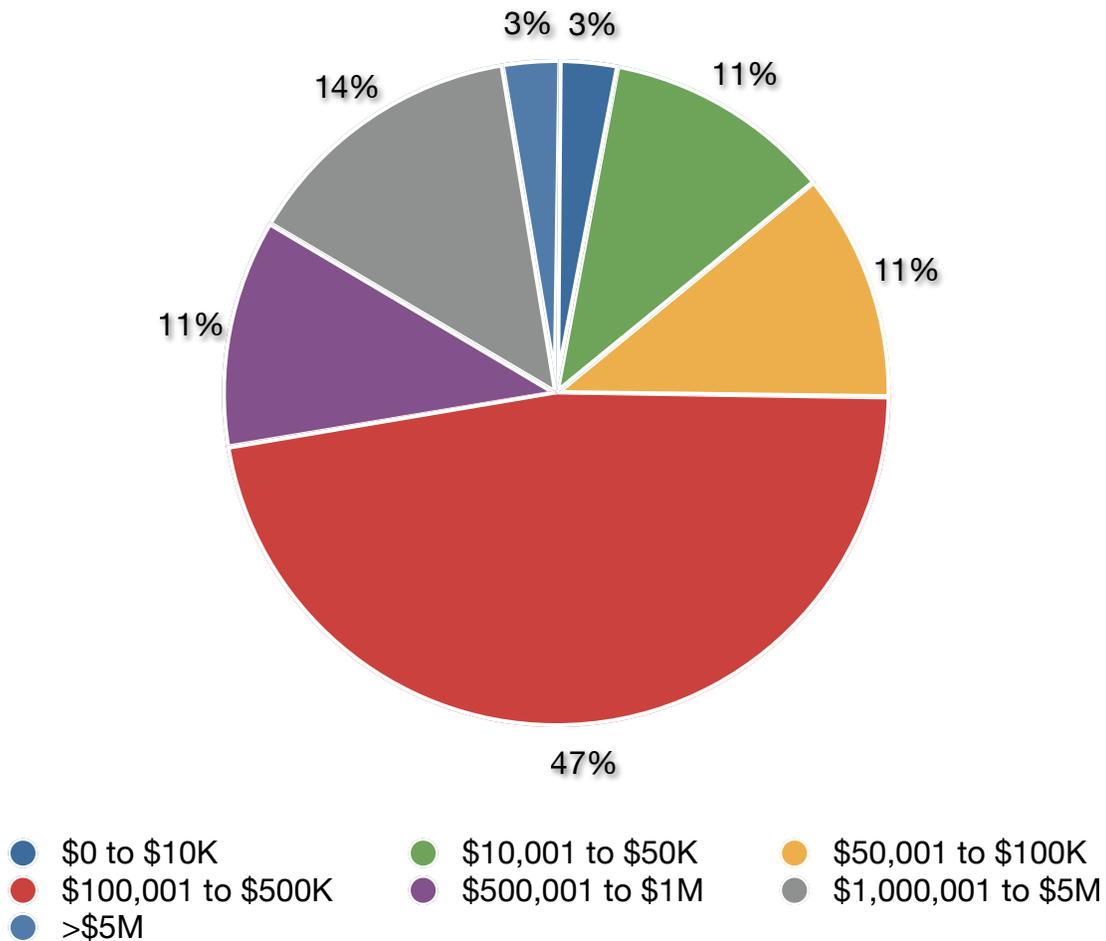


Figure 7: Distribution of Respondents by Revenue, N=36



Nearly half of the 36 responding organizations are medium-sized enterprises (\$100,001 to \$500,000 total revenue) and 17% are large enterprises (\$1million+ total revenue).

Over 88% of responding social enterprises identified government funding as a source of grants, loans and donations for the surveyed organizations. Private individuals, philanthropists and donors were sources of funding for 55% of surveyed organizations. More than half (60.7%) of the responding organizations received grants, loans and donations from multiple sources. Operational grants were the primary purpose of securing grants, loans and donations for 77% responding organizations.

Figure 8: Sources of Loans, Grants and Donations (%), N=88

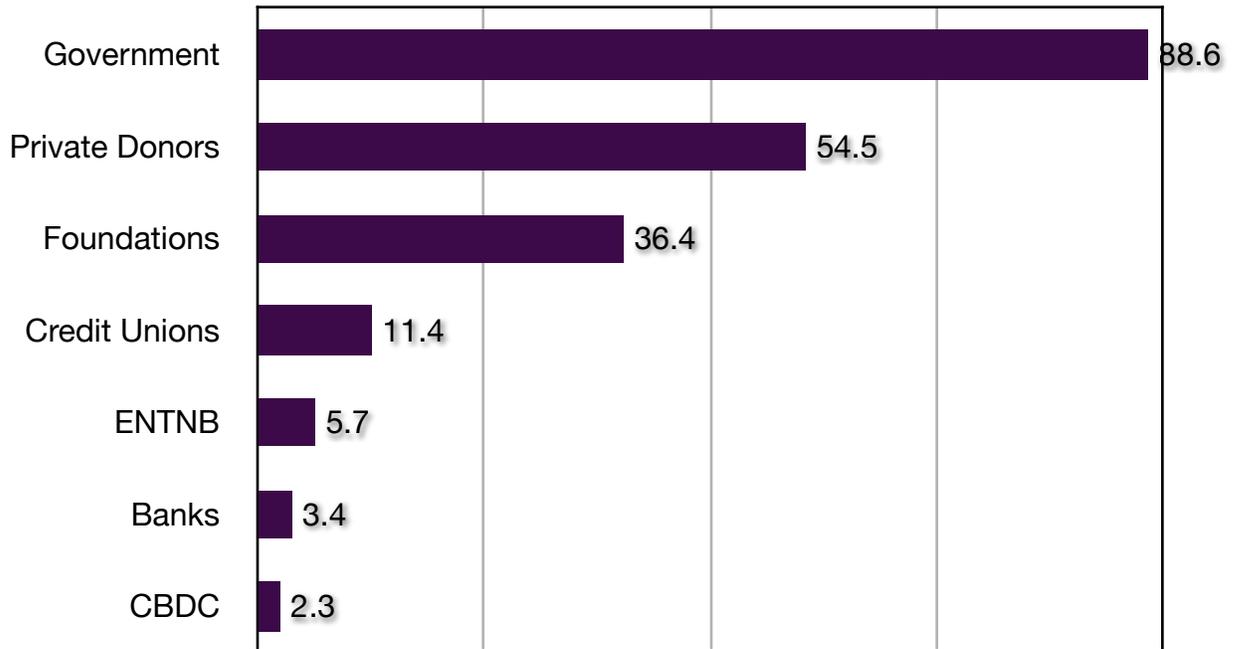
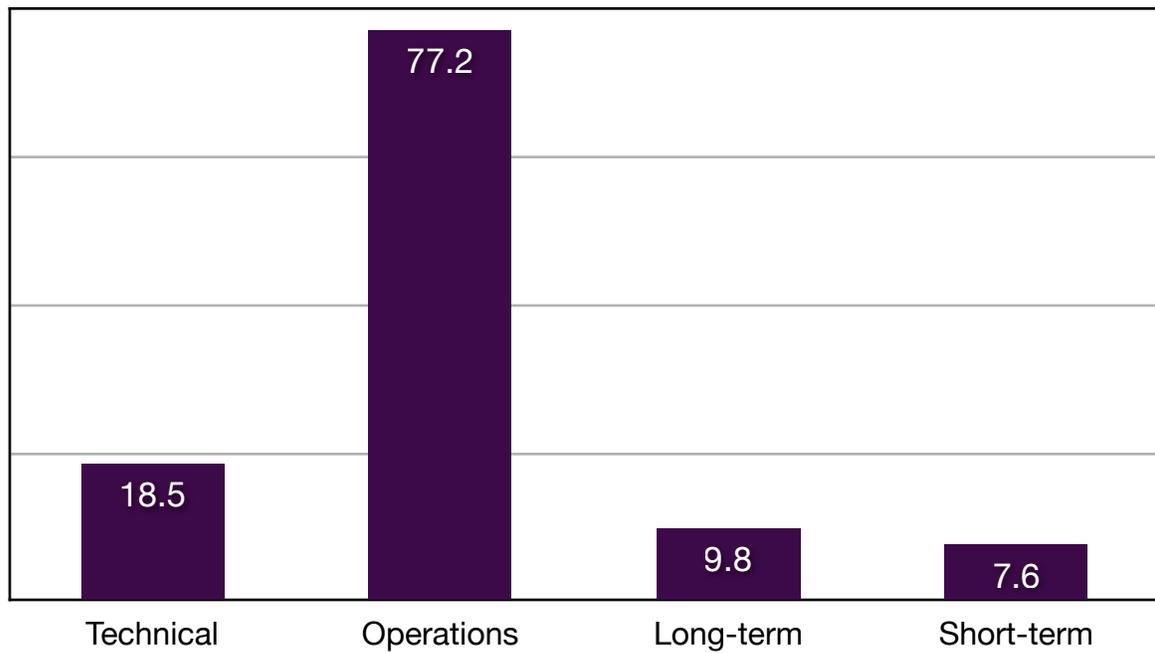


Figure 9: Purpose of Loans, Grants and Donations (%), N=92



Employment

Responding social enterprises provide paid employment to 2,307 people as full-time, part-time, and seasonal workers with an additional 164 freelancers and contract workers. The average social enterprise has 10.2 full time employees and 9.3 part-time employees on staff (Table 2). Social enterprises often rely on volunteers; 1,471 full-time volunteers and 1,756 part-time volunteers contribute to the responding organizations and two organizations identified as being entirely dependent on volunteers (no full-time, part-time, seasonal or contract workers). The 36 organizations which provide usable financials paid over \$12.1 million in wages in 2011. Surveyed social enterprises also provided a high level of benefits to employees; approximately 50% of the 103 responding organizations provide drug plans and all of those organizations also provide eye care and/or dental care benefits. Furthermore, approximately 27% of their employees receive pension plans and/or RRSP option benefits.

Table 2: Employment, N=105

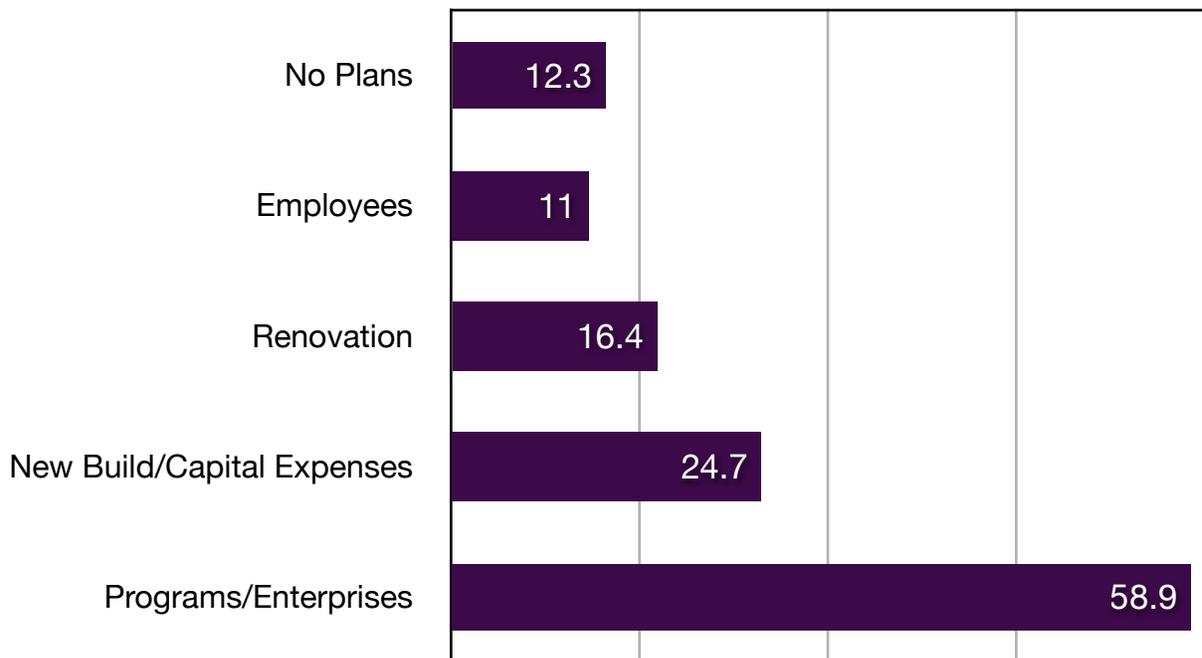
Employees	Range	Mean
Full-time (>30 hours per work)	0-99	10.16
Part-time (<30 hours per week)	0-220	9.28
Seasonal	0-125	2.53
Contract	0-40	1.56
Full-time volunteers	0-600	14.01
Part-time volunteers	0-200	16.72

Employees at the 97 responding organizations are predominantly women; on average 73% of an organization's staff are women and 31% of responding organizations indicated that they have no male employees. On average 36% of an organization's staff (men and women) are 35 years of age or under with 19% reporting no employees in this age group.

Future Plans

Social enterprises were asked, “What major projects/activities will you have over the next 3 years that will require additional financing?” This open-ended question received a wide range of responses, unique to each social enterprise’s mission and activities. The responses were grouped into broad categories. Most respondents (58.9%) have plans to create new or expand existing programs over the next three years followed by investments in new facilities or expanding existing facilities (one capital expense) (24.7%). At least 24.7% of respondents with future project plans will have multiple investments. (See Appendix 2 for a sample of representative responses)

Figure 10: Future Project Plans (3 Years) (%), N=73



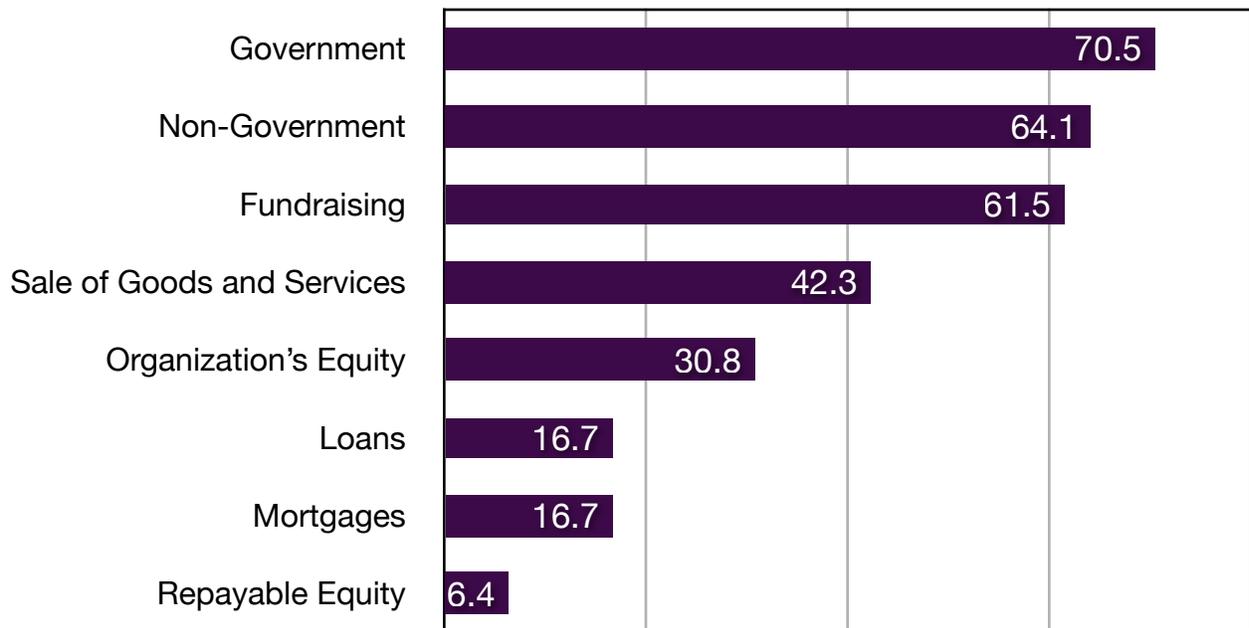
Respondents were asked how much financing they will need for the new projects. As with the project plans, financing needs ranged from \$0 (those organizations with no future project plans) to multi million dollar investments. Many organizations do not yet know how much financing they will need. Financing in the range of \$25,001 to \$50,000 and greater than \$1 million had the largest percentage of respondents. In both ranges, no type of project (in the graph above) was highly predominant, both included a mix of renovations and new builds along with new or expanded programs. It is noted that 11% of the responding social enterprises are planning on projects that will require more than one million in external financing. The escalating cost of housing and commercial construction can explain the projected need for high levels of capital.

Table 3: Future Project Financing Needs (\$), N=73

Total Additional Financing (\$)	%
Unknown \$ or no plans	26.0
5,000 or less	6.8
5,001 to 25,000	8.2
25,001 to 50,000	12.3
50,001 to 75,000	5.5
75,001 to 100,000	8.2
100,001 to 250,000	5.5
250,001 to 500,000	8.2
500,001 to 1 million	4.1
Greater than 1 million	11.0

Finally, the organizations were asked how they will source their financing for the future projects. The top three sources of financing is government contracts or grants (70.5%), non-government grants and donations (64.1) and fundraising (61.5%). Most organizations (84.6%) plan to seek financing from multiple sources.

Figure 11: Sources of Financing for Future Projects (%), N=78



Opportunities and Challenges

Respondents used a ranking system to identify the top five supports used by their organization, their top five development priorities and their top five barriers to success for their organization. Weighting is shown in brackets with lower weights indicating a higher rank. Based on the results of these rankings, it is clear that human resources (staff, boards and volunteers) are highly valued by these organizations and they feel that increasing their profile in the community is a top priority. The organizations clearly identified access to government funding and other financing as their biggest barriers to success.

Top 5 Supports Used

- 1...Talent retention and skilled staff (256)
- 2...Effective Board of Directors (304)
- 3 & 4...Government funding (346) and Dedicated volunteers (346)
- 5...Business management expertise (376)

Top 5 Development Priorities

- 1...Raise awareness and demonstrate the value of community and social enterprise (319)
- 2... Identify and pursue partnership opportunities (347)
- 3... Facilitate networking among stakeholders in the community and social enterprise sector (411)
- 4... Increase access to capital (450)
- 5... Expand market opportunities (459)

Top 5 Barriers to Success

- 1...Accessing ongoing government funding (238)
- 2... Accessing financing (311)
- 3... Keeping/finding skilled staff (312)
- 4...Obtaining and keeping good board members (349)
- 5...Business management expertise (463)

Recommendations

The social enterprises were asked for their recommendations to policy makers to address the challenges identified in the previous question and recommendations for strategies to raise awareness, increase access to capital and facilitate networking for social enterprises. Four open-ended questions were posed to surveyed organizations and the responses had several common themes discussed below. (See Appendix 2 for a sample of representative responses.)

Question 1: What recommendations can you suggest to policy makers to resolve these challenges?

Stable, multi-year government funding was among the most common recommendations from surveyed social enterprises. Many organizations felt that this was important to their long-term planning for program and service delivery.

Training opportunities and employment support is desired by many surveyed organizations. Funding support to provide waged employment for staff, business management training and other types of training opportunities were also top recommendations for policy makers.

A few respondents identified different **areas for investment in social enterprises** including a continuum of financing or funding, incubators, and other business support mechanisms.

Question 2: What strategies would you recommend to policy makers to raise awareness and demonstrate the value of social enterprise?

Respondents emphasized the need for better **collaboration between government and social enterprises**. This collaboration could entail the procurement of goods from social enterprises and support for organizations that deliver or could deliver government services. Other suggestions included promoting social enterprises in government publications, websites, and at meetings and events.

Many surveyed social enterprises felt that **promoting and measuring the social and economic impact of social enterprise** is key to demonstrating the value of the sector.

Question 3: What strategies would you suggest to policy makers to increase access to capital for social enterprises?

Many surveyed organizations identified **investment funds and tax incentives** as mechanisms for increasing access to capital. Nova Scotia's CEDIF program, Community Impact Bonds, line of credit and loan guarantees were recommended.

In addition to the need for investment or loan funds, several respondents recommended **policy and support programs specific to the financing needs of social enterprises**.

Question 4: What would you recommend to policy makers to facilitate networking among stakeholders in the Social Enterprise Sector?

Conferences and events that provide networking opportunities to exchange ideas and discuss topics of relevance to social enterprises were among the top recommendations. Professional development, an annual forum, themed workshops and round tables were some of the ideas suggested by surveyed organizations. **Financial support for networking activities** including training, conferences, meetings and outreach was also recommended.

Several respondents recommended that **a person or organization to coordinate a network of social enterprises**.

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Appendix 1: Business Sector Grouping

Broad Sector Grouping Based on Bouchard et al., 2008 (R-2008-01)	Detailed Sectors under Broad Sector Grouping (from questionnaire)	% of responding SE's active in this sector (N=97)
Resources, Production and Construction		21.6
	Agriculture, forestry, fishing, mining	9.3
	Construction	3.1
	Food Production	4.1
	Printing and publishing	3.1
	Production and manufacturing	3.1
	Repair and maintenance	6.2
	Sewing	1.0
	Environment and animal protection	9.3
Trade and Finance		19.6
	Finance and insurance	4.1
	Retail sales	15.5
	Wholesale sales	3.1
Real Estate		16.5
	Housing (long term rental, assisted, etc.)	13.4
	Property Management	2.1
	Real Estate	3.1

Broad Sector Grouping Based on Bouchard et al., 2008 (R-2008-01)	Detailed Sectors under Broad Sector Grouping (from questionnaire)	% of responding SE's active in this sector (N=97)
Accommodation, Tourism and Food Services		33.0
	Accommodation	8.2
	Food service/catering	7.2
	Food distribution	8.2
	Recreation	12.4
	Tourism	9.3
	Facilities (banquet, conference, party)	8.2
Health and Social Services		45.4
	Day care	9.3
	Employment	20.6
	Health care (incl. hospital, nursing, clinic, crisis care, addictions)	15.5
	Social services	19.6
	Emergency and relief	5.2
Arts, Culture and Communication		25.8
	Arts and culture	20.6
	Gallery/arts	5.2
	Theatre/performing arts	11.3
	Communications	13.4
Other Services		63.9
	Administrative services	16.5
	Consulting	13.4
	Education	37.1
	Janitorial/cleaning (including street cleaning)	5.2
	Landscaping/gardening	2.1

Broad Sector Grouping Based on Bouchard et al., 2008 (R-2008-01)	Detailed Sectors under Broad Sector Grouping (from questionnaire)	% of responding SE's active in this sector (N=97)
	Law, advocacy, politics	9.3
	Movers/hauling	1.0
	Personal services	8.2
	Professional services	14.4
	Public administration services	9.3
	Research	5.2
	Scientific/technical services	4.1
	Services for businesses	12.4
	Services to social enterprises, cooperatives, non-profits, charities and their employers	18.6
	Transportation and storage	2.1
	Waste management	6.2
Multisector (SE indicating that they sell goods or services in two or more of the above)		68.0

Appendix 2: Recommendations and Future Plans

This section provides feedback from two opened-ended questions posed to surveyed social enterprises. Below, the survey question is shown followed by the most common themes and a representative sample of 15 responses (anglophone and francophone) given by participants.

Future Plans

What major projects/activities will you have over the next 3 years that will require additional financing?

Renovations, Construction and Capital Expenditures:

“there is a need for new windows here and some rooms haven't even had a new coat of paint for at least 10 years”

“We are in need of a new facility.”

“Renovations to our facilities.”

“changement du système de réfrigération”

“Amélioration du sit”

“Ajout d'une salle multifonctionnelle”

“Construction d'un nouveau magasin.”

Programs and Services:

“Expanding our craft business to employ an additional full time person and to increase the wages of those working past minimum wage.”

“Enhancement of current programs. Adding additional similar programs.”

“We're looking at expanding from the high school population.”

“Dependant on the financing, we would like to expand our social enterprise to include training opportunities for youth. Full-time staffing would definitely be an asset for our enterprise, as well as a truck to be able to transport donated items.”

“Activités pour les participants.”

“Opening two other locations to make services more accessible.”

“Ateliers de perfectionnement professionnel et de formation continue”

“Un projet de mentorat”

Recommendations

Question 1: What recommendations can you suggest to policy makers to resolve these challenges?

Stable, multi-year government funding:

“Provide Government grants that are multi year. Provide training funds.”

“Long-term government funding for specialized programs, access to training at no cost”

“Ongoing, stable funding and being paid appropriately for providing services off loaded by government.”

“We need to have a stable funding base. At this time we never know that each year will bring.”

“Accepter que le gouvernement a des responsabilités financières et stabiliser le financement.”

“Financement pour 3 ans Promotion des programmes provinciaux et fédéraux Activités de reconnaissance des bénévoles”

“we have to be able to plan for the future by knowing what are readily available for funds, access to residents to fill vacancies, etc.”

Training opportunities and employment support:

“Provide training in business management or, even better, access to low-cost human resources/services in these areas Provide funding for staff”

“Assist social enterprises to be able to pay their employees competitive salaries and benefits, in particular, pension plans. Provide volunteers with a tax credit for their donated time. Provide government staff free of charge to assist where needed.”

“The government could supply workers to assist the social enterprise under their various job placements: ie workability, summer students, workforce expansion, etc.. Work with the board members to create training opportunities with the social enterprises.”

“Provide adequate funding to non-profits so that can provide a competitive wage and benefit package to our employees; Provide us with training opportunities;”

“Besoins d'aide financières pour la main d'oeuvre et de la formations. Pour débiter une entreprise. Pour de la publicité”

Areas for investment in social enterprise:

“There is need for a continuum of financing, for R&D, start up, scaling and performance evaluation or SROI. Grant, debt, equity. Marketing must be done to show value. New and effective ways to measure value.”

“Invest in Social Enterprise. Incubators, public space, gathering spaces, co-working spaces, are all valuable economic engines.”

“. a continuum of funding options to support social enterprise at each phase from start-up through development to marketing and replication 2. a policy framework that provides for flexibility in funding and organizational structure so as not to impede innovation 3. adoption of the training business as a major economic development strategy 4. process of raising awareness of social enterprise and building skills in the SE sector”

Question 2: What strategies would you recommend to policy makers to raise awareness and demonstrate the value of social enterprise?

Collaboration between government and social enterprise:

“there needs better communication and mutual respect between government departments and service providers”

“Have government employees assigned to non-profit agencies that are working in their geographic area. Meet 3 times a year with your agency. Include their work activities and successes in government health care websites, newsletters, etc.”

“It would be good strategy for the government (to assist social enterprises) as they (the government) cut costs to social & health programs; actually it wold be a very positive step for the government to support social enterprises that perform some tasks that the governeemt use to do; often at less cost and red tape.”

“Have government use the services of social enterprises and advertise their use of these services. Provide additional tax incentives to those who donate to social enterprises.”

“Invite social enterprises to participate when the government has meetings, conferences, etc in the region. The social enterprise could provide a service such as catering, etc. Or allow the social enterprise to promote their service through a presentation.”

“In most cases social enterprise can provide goods and services at lower costs and effectiveness then parrallel government services. Policy makers should be working with social enterprises in addressing their financial and operational needs in order to meet the larger regional community needs.”

Promotion of the social and economic impact of social enterprise:

“Benchmarking size and then growth potential. Identify in this, multipliers, tax income, avoided costs etc. But need to have resources to do this. Profile innovative practices. Help scale up those doing it right.”

“Quantify the social good of business and account for the informal/social economy in the province. Social enterprise isn't new in NB, so let's build on our history.”

“what is the cost to government and what is the saving by supporting home ownership programs lots of savings in this area.”

*“Provide tax credits for volunteer work - not just time but personal expenses such as gas
Measure the economic value of social enterprises so that social enterprises are recognized contributors to economic and social well-being of the province Introduce volunteer credits in schools”*

“Promouvoir les actions et activités des entreprises sociales.”

“Investir dans des initiatives stratégiques durable qui promouvoient la croissance des entreprises sociales.”

“Stratégie d'information et de conscientisation afin d'assurer une compréhension commune, un langage commun et un discours partagé à l'égard des entreprises sociales.”

“Aider ces entreprises sociales avec des communications pour permettre à ces organismes de pouvoir rayonner malgré leur moyen limité.”

“Offrir une partie du financement pour multiplier davantage la diffusion des objectifs/résultats et la sensibilisation de l'organisme en tant que services offerts.”

Question 3: What strategies would you suggest to policy makers to increase access to capital for social enterprises?

Investment Funds and Tax Incentives:

“Tax incentives for investing in local community and social enterprises. Get behind community funds to help them scale up.”

“ 1.establish a fund supported by contributions from all sectors to provide resources throughout the spectrum of SE development 2. establish community investment funds through the tax system (eg Nova Scotia CEDIFs) 3. try some Community Impact Bond projects”

“Provides grants to assist social enterprises. To ensure loans are available at competitive rates. Allow social enterprises to amass surplus funds for future years' expenses by not decreasing the amount of government grants when a SE does have a profitable year”

“Améliorer l'accès au crédit d'impôt à l'investissement (l'adapter aux besoins de coopératives). Offrir un programme de financement spécifique pour le soutien et le développement des coopératives. Mettre en place des mécanismes ou incitatifs qui permettent de développer des fonds d'investissement coopératifs.”

“Avoir une marge de crédit disponible pour un temps limite”

“Permettre aux entreprises sociales de créer des fonds d'investissement économiques communautaires (voir CEDIF-Community Economic Development Investment Fund en Nouvelle Écosse) pour aller chercher du capitale d'investisseurs privés dans la communauté”

“Garanties de prêt”

“avoir des credit d'impot a l'investissement”

Policies and Support:

Mandater un représentant pour les entreprises sociales de chaque région, écouter leur besoin, évaluer les opportunités et diriger les demandes de capital selon le potentiel de développement social ou économique de chacun.

“Définir des politiques claires d'accès au capital”

“Créer une enveloppe ou un fond tripartite (fédéral, provincial, communautés) dédié spécifiquement aux entreprises sociales comme seules capables d'accéder au dit capital. Et avoir une portion proportionnelle du fond qui serait pour entreprises sociales Francophones et des Premières Nations. Répartition équitable du financement ou capital accessible.”

“Création de nouveaux programmes d'appuis.”

“Streamline government policies to clearly reflect how services are to be delivered in order to provide social enterprises with sound guidelines to pursue both public and private funding.”

“° Le développement d'un programme permanent de financement ° Le développement d'une stratégie d'accompagnement aux gestionnaires d'entreprise de ce secteur émergent”

“Travailler de concert avec les organismes de financement de capital. Créer un fonds de capital pour l'entreprise sociale pouvoir de decision en region”

Question 4: What would you recommend to policy makers to facilitate networking among stakeholders in the Social Enterprise Sector?

Conferences and events that provide networking opportunities:

“planned meeting - round tables to exchange ideas”

“Sponsor sector and cross-sector consultations of stakeholders Themed workshops - e.g. resource mobilization”

“I think this would be difficult because these organizations work in such a large variety of sectors. I am also involved in community not-for-profits and charitable organizations and the mandates and needs are very different from cultural enterprises. Perhaps holding professional development days for social enterprises on topics common to all (board development, increasing membership and client bases, social and cultural marketing, business basics, etc) would be helpful”

“Support networking, conference and pitch events. That is support those who are doing these events, those in the sector. ANd government show up and be involved in the discussions.”

“Accompagner un Forum annuel sur les 5 prochaines années afin d'explorer, échanger et de bâtir un mécanisme permanent répondant aux besoins de réseautage”

A person or organization to coordinate a network of social enterprises:

“Opportunity to connect and network in an all inclusive environment, access to funding to attend would be paramount. OR hire one or two Social Enterprise Advocates to liason between the enterprise and the government”

“There are a number of existing networking structures that we are presently active in now. However, if one could create a network that interlinks various social enterprise sector groups to government support and funding then we would be more than willing to join.”

“Créer un secrétariat”

“Créer un réseau d'entreprises sociales”

“Rencontre des différents organismes sous un même but.”

Financial support for networking activities:

“Because funds are limited for social enterprises, the policy makers could provide networking opportunities for persons in this sector by hosting an annual conference showcasing best practises.”

“Aider financièrement avec les initiatives de réseautage local (par exemple, nous organisons un déjeuner des organismes 2X par année pour solliciter le réseautage au travers nos organismes) et au niveau provincial, soutenir le forum des organismes acadiens.”

“Investir dans la formation professionnelle - créer des opportunités de réseautage lors de celles-ci.”

“Financer des activités de sensibilisation et d'information de la population (campagnes radio)”

“Allow us to use your facilities for networking. Provide free meeting rooms and free parking.”