



# READY FOR TAKEOFF

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**Social Enterprise in  
Newfoundland and Labrador**

**March 2016**

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# Foreword

## **Community organizations have a long history of innovation**

For the last decade the Community Sector Council of Newfoundland and Labrador (CSC NL) has been encouraging a better understanding of social enterprise. While social enterprise strategies have been practiced by nonprofit organizations in our province for many decades, the concept has only recently become a point of public discussion focused on its particular form, merits and potential.

CSC NL started on this journey in 1998 with research and consultation into the role of the social economy in fostering regional development. Since then we have been convening people from community organizations, academia, the private sector and all levels of government to help us collectively deepen the understanding of social enterprise.

Social enterprise is both a different way of doing business and a different way of supporting social, cultural and economic growth. At its essence social enterprise is about a nonprofit organization earning revenue in the marketplace by producing goods and services. But the heart of it is about building opportunities to generate employment, meeting social, cultural and economic needs in a manner different from traditional nonprofit models, and finding new ways to support economic development in local communities.

**“The heart of it is about building opportunities to generate employment, meeting social, cultural and economic needs in a manner different from traditional nonprofit models, and finding new ways to support economic development in local communities.”**

There is a growing movement to expand social enterprise development. However, because social enterprises are players in the marketplace they can face resistance from several sides. Private business may be concerned about unfair competition, and community groups may also feel pressure to become more entrepreneurial even when the model is not appropriate to their line of service.

Public policy adjustments and wider community support will help accelerate the momentum. Governments, in particular, can become more supportive in their procurement policies. They can place clear community benefit clauses in project agreements and tendering processes. It is of particular interest that both the new provincial and federal governments have put social enterprise into the mandates of key ministers. Federally the charge is to develop “... a social finance and social enterprise strategy”. Provincially the charge is “... to consult with stakeholders in the not-for-profit sector to develop a social enterprise strategy with the aim of enhancing the benefits of the sector for the economy.” These mandates articulate

strong governmental interest for a better integrated and more diverse approach to social and economic development.

Building social enterprises requires a wide range of policy, knowledge and management skills. On the one hand, there needs to be enabling policies and innovative types of financial support. On the other, there needs to be demand for these things. In Newfoundland and Labrador it is also time to focus on the demand side. How can we get more people starting social enterprises, or even considering starting them? What skill sets do organizations need? How can nonprofits engage with and learn from the successes of the private sector? How do we break down barriers and fear of competition? Furthermore, by its very nature, social enterprise is about selling - so there have to be willing consumers. How can we build that marketplace?

The Community Sector Council believes there is considerable opportunity for social enterprise in this province in areas that haven't been well-explored - for example, in health and personal social services.

Social enterprise is one more opportunity to build our provincial well-being, but it is not easy nor is it a magic bullet. We need to be clear that social enterprise activities are not a magical way for existing organizations to be less reliant on government funding. We need to collaborate with governments and the private sector so that each sector is playing a strategic role. We also need to be aware that in some cases, social enterprise work simply won't fit with an organization's

**“In Newfoundland and Labrador it is also time to focus on the demand side. How can we get more people starting social enterprises, or even considering starting them?”**

mission. We need to be clear about when and where to think social enterprise.

This report is just a snapshot of current activity in Newfoundland and Labrador. It highlights the need for more research and the importance of continuing discussion across all sectors and stakeholders.

The Community Sector Council will continue to convene people, look at strategic directions and work to ensure that our province can benefit. We appreciate our relationships with colleagues throughout Canada whose knowledge and experience have been instrumental in CSC NL's work. I wish to thank Drs. Peter Elson and Peter Hall who have been conducting research across the country and who are the originators of this survey. I thank various funding partners who have enabled CSC NL to direct its resources to this important work. Finally, I wish to acknowledge David LePage, Chair of the Social Enterprise Council of Canada and Chair of the Social Enterprise World Forum, who is a tireless advocate and thinker in the social enterprise arena and who has been very generous with his time and support to CSC NL.

**Penelope Rowe**

CEO, Community Sector Council NL  
March 2016

# Contents

|   |           |
|---|-----------|
| <b>HIGHLIGHTS.....</b>  | <b>1</b>  |
| <b>INTRODUCTION.....</b>  | <b>3</b>  |
| <b>THE SURVEY: KEY RESULTS.....</b>                                 | <b>8</b>  |
| <b>THE SURVEY IN DEPTH .....</b>                                    | <b>14</b> |
| Methodology .....   | 14        |
| The Sample .....  | 14        |
| Data Collection.....  | 16        |
| Data Treatment, and Management.....                                 | 17        |
| Organizational Profiles & Analysis .....                            | 18        |
| Financial Profiles .....  | 28        |
| Perspectives on Success and Support.....                            | 31        |
| Conclusions .....   | 35        |
| <b>INVENTORY OF SUPPORT PROGRAMS .....</b>                          | <b>36</b> |
| The Big Picture.....  | 36        |
| Provincial Government Support Programs .....                        | 37        |
| Federal Government Support Programs.....                            | 39        |
| Private-sector, Nonprofit, and Foundation Supports .....            | 41        |
| <b>APPENDIX A: PROVINCIAL COMPARISONS.....</b>                      | <b>43</b> |
| <b>APPENDIX B: SOCIAL ENTERPRISE SUPPORTS (DETAILED LIST) .....</b> | <b>49</b> |
| <b>APPENDIX C: FULL SESS QUESTIONNAIRE .....</b>                    | <b>65</b> |

## Highlights

### What is a social enterprise?

Social enterprises are **businesses owned and operated by nonprofit organizations** that have dual objectives: earning revenue and achieving a social or environmental mission. They are one more tool for non-profits to use to build healthy communities.

This definition excludes organizations that are sometimes described as social enterprises. Small businesses with a community focus or cooperatives that pay out to their members are not included.

### Governments committed to social enterprise development

Newfoundland and Labrador's new Liberal government has a platform commitment to "Foster social enterprise to support innovation and diversification in the not-for-profit sector," and to "consult with stakeholders in the not-for-profit sector to develop a social enterprise strategy with the aim of enhancing the benefits of this valuable sector for the provincial economy." This is repeated in the mandate letter for the Minister of Business, Tourism, Culture and Rural Development.

Similarly, the mandate letters for the federal ministers of National Revenue, Families, Children, and Social Development, and Employment, Workforce Development and Labour include a commitment to developing a social finance and social enterprise strategy. Social enterprise is very much on the policy agenda.

### Why does it matter?

Social enterprises can help communities control their own economic future, fill critical gaps in the economy, bring new ideas to bear on tough social problems, and provide a space for a new, entrepreneurial generation to apply their skills. Earned revenue can also be a path to sustainability for many nonprofits.

### Not a panacea

Social enterprise is a growing force, but it cannot solve every problem. There will always be social challenges that aren't amenable to business solutions. Social enterprises, as businesses, can fail.

### The project

Little is known about the social enterprise sector in Newfoundland and Labrador. In particular, we wanted to get a sense of what social enterprises are doing, what they need to thrive, and what programs already exist to support them.

To address these questions, the Community Sector Council NL (CSC NL) partnered with faculty from Mount Royal and Simon Fraser universities to launch the Newfoundland and Labrador component of the national **Social Enterprise Sector Survey**. We also did an **inventory** of the social enterprise support programs available in NL.

### The participants

We recruited a total of **30 organizations** to respond to the in-depth questionnaire. We also found a total of **40** funding and support programs.

# Social enterprises in Newfoundland and Labrador....

## Are making an economic impact

Our sample group of 30 together reported at least **\$10 million** in revenue, including over **\$6 million in sales** for the year 2014

## Engage thousands of people

The 30 participants in our survey **trained more than 1,200** people, **provided services to over 70,000** people, and involved at least **568 volunteers** in their work during 2014.

## Do business in many sectors

Even amongst a group of 30 organizations, we see a huge range of business activities. We had organizations working in construction, trade, accommodations and tourism, health and social services, the arts, and professional services. Three quarters of them were doing business in more than one sector.

## Are getting into debt financing

In the group of 30 organizations, only a few had gone to banks and credit unions to finance their ventures. There is definitely room to expand this area of support.

## Don't always have the support they need

Our survey group really needed support for business planning and evaluation – the two things that are hardest to find in the list of support programs available to them.

## Are creating jobs

The 30 respondents to our survey paid at least **\$5 million in wages** and salaries to **815** full-time, part-time, and seasonal **employees** in 2014.

## Are well-established

The average age of the participants in the study was 22 years, and the oldest was 85 – social enterprise is not new in Newfoundland and Labrador!

## Have many missions

The groups surveyed include ones with social, cultural, and environmental missions, groups with a focus on workplace training, and business generating income for a parent organization. Many did more than one.

## Still depend on grants

A common misconception about social enterprises is that most of them operate only on earned revenue. In fact, very few do. In this group of 30, most organizations were **hybrids**.

## Have many financing options

Federal, provincial, private, and nonprofit support programs provide numerous avenues for social enterprises to access both grant and loan capital, should they have a solid business plan and a well-developed organization .

# Introduction

## A WORKING DEFINITION

Terminology is a continual challenge when writing about this sector of the economy - there are almost as many definitions of a “social enterprise” as there are reports written about them! For the sake of clarity, this report will use the definition developed for the Social Enterprise Sector Survey (SESS), whose data is at the core of this work. The SESS defines a social enterprise as:

**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.**

## KEY ELEMENTS OF A SOCIAL ENTERPRISE

Social enterprises operate across the economy, in a wide variety of sectors. While some business models – cafes and thrift stores in particular – are particularly familiar, the actual range of activities is quite wide. Some social enterprises focus on employing clients from vulnerable populations, others on maximizing the amount of revenue they generate for a parent nonprofit.

No matter what the specific business model is, though, there are a couple key elements to any true social enterprise:

- **Earned revenue:** this is the big one. To be a social enterprise, an organization needs to be making at least some money buying and selling something in the open market. Organizations that deliver services on behalf of government don't count – unless they bid on that contract in a competitive process
- **Community benefit and accountability:** true social enterprises are nonprofit organizations, run by volunteer boards with no profits paid out to individual shareholders. The organization's focus must be on some broader community benefit.

One of the better ways of pinning down a picture of how a social enterprise works is to think about organizations and activities that *don't* fit inside the “social enterprise” box.

## **What a social enterprise is not**

First of all, a social enterprise is generally not a for-profit company. While there certainly are many for-profit companies who have social objectives built into their work, these are generally considered separately from businesses run by nonprofits. In some jurisdictions (though not yet in Newfoundland and Labrador), there is also a hybrid corporate structure for social-purpose corporations.

There is a lively, ongoing debate about whether for-profits or hybrids should be considered social enterprises. Restricting the term's application to non-profits, though, makes it far easier to understand what supports they need and what obstacles they face.

Even within the non-profit world, there is often confusion about what would count as “earned income”. Ongoing government funding, corporation or foundation grants, donations from individuals, in-kind donations, and job creation subsidies are all important for many organizations, including many with a social enterprise model, but they are not themselves ways to generate earned revenue.

## **WHY SHOULD WE CARE ABOUT SOCIAL ENTERPRISE?**

Is “social enterprise” anything more than a buzzword? As the social enterprises get more established, an answer is emerging – social enterprise models do matter to both the nonprofit sector and to society at large.

## **It can meet community needs**

There are a lot of gaps in our communities that social enterprises can fill – and are filling. Community-owned businesses can take over when for-profits take a pass on a community, or family businesses fold. On the North Shore of Trinity Bay, it's an ambulance service. In St. Anthony, it's a fish plant, and in Lourdes, it's a gas station. These, and others, have built sustainable businesses with community benefits

Elsewhere, training-focused businesses like the Autism Society's Mobile Gardening unit work hard to get people ready for the workforce, and arts organizations like Theatre NL make a cultural splash.

## **Freedom**

Social enterprise business models offer community organizations the chance to take more control over their own goals, to measure success in a way that makes sense, and to experiment with new ideas and new ways of doing business. Grant-based funding, with its strict goal and reporting frameworks, can't match that flexibility. This funding is also unpredictable and applying is very time-consuming; moving to a more enterprising model helps organizations use scarce time more efficiently.

## **Bringing a new generation into social change work**

A new generation is moving into the workforce with a different set of expectations. There are many young “social entrepreneurs” who want to apply their skills to problems that really matter.

## **A new lens on tough social challenges**

Social enterprise taps into a whole range of skill sets from the business world that are still in short supply in the community sector. Community organizations of all sizes are benefitting from clearer thinking about business models, technology, and growth.

## **SOCIAL ENTERPRISE IS NOT A PANACEA**

There is a real temptation to think that social enterprise techniques will change everything – that with the right business models, organizations can thrive and communities can make themselves sustainable again. It doesn't always work that way. Social enterprises, just like other businesses, often fail. Just like other businesses, they face the forces of supply and demand.

There is also a tendency to think that all problems can be solved by social enterprises. That is simply not true, nor should it be – there will always be problems worth solving that can't sustain a business to do it. That is why most social enterprises – as this study will point out – still do remain connected to grants and donations as a vital lifeline.

## **ABOUT THIS REPORT**

This report combines several streams of ongoing work. It includes new data on social enterprises gathered through the Newfoundland and Labrador component of the Social Enterprise Sector Survey (SESS). The SESS is a Canada-wide project, led by Dr. Peter Elson of the Institute for

Community Prosperity at Mount Royal University and Dr. Peter Hall of the Urban Studies Department at Simon Fraser University. The core element was a standardized survey that has been put into the field in nine provinces and the territories, working with local partners – in this case, the Community Sector Council Newfoundland and Labrador (CSC NL NL).

An incorporated nonprofit and registered charity, CSC NL works to encourage citizen engagement, to promote the integration of social and economic development, and to provide leadership in shaping public policies. CSC NL provides a huge range of supports to community organizations around the province, and works to create shared spaces for them to come together to develop creative solutions. Social enterprise development has been a consistent element of CSC NL's work for some time; this report integrates a recent part of that work – an inventory of existing social enterprise support programs.

## **SOCIAL ENTERPRISE IN NEWFOUNDLAND AND LABRADOR**

The term “social enterprise” might be a relatively recent arrival, but the concept has been a part of the economic and social landscape of Newfoundland and Labrador for decades. Today, the province boasts a wide variety of successful social enterprises, with an equally wide variety of business models behind them.

These organizations range from businesses with a focus on the employment of clients from vulnerable populations (Such as Hungry Heart Café) to businesses set up to

generate revenue for a charity (such as the thrift stores operated by the Epilepsy Foundation and the Salvation Army), to a range of arts and culture organizations, particularly in rural communities (such as Rising Tide Theatre in Trinity). Some of these organizations are quite new, but others such as Island Furniture, Safety Services NL and Evergreen Recycling have been operating for decades.

As is true in other provinces, some of the oldest social enterprises in Newfoundland and Labrador are cooperatives. These community-focused businesses operate across several sectors of the economy, including fisheries, retail, and banking. While not all cooperatives fit this study's definition of a social enterprise (since some pay out to their shareholders), a number of them are incorporated as nonprofit cooperatives that do indeed qualify.

The province's first cooperative was established in Red Bay, Labrador, by Sir Wilfred Grenfell in 1895 as part of the Grenfell Mission's wide-ranging efforts to improve the lives of fishers and their families. The formation of the Fogo Island Fisheries Co-operative through what is known as the "Fogo Process" is recognized world-wide as an example of how the co-op model can help facilitate the development of self-sustaining rural communities. Today, cooperatives remain an active part of the social economy in the province, with several new co-ops founded in recent years, including a farmers' market in St. John's, a social-justice cooperative formed to take over from Oxfam when that organization departed, and a new childcare facility in Port aux Basques on the province's South Coast.

**"Social enterprises combine business innovation with social, cultural and environmental outcomes. I expect you to consult with stakeholders in the not-for-profit sector to develop a social enterprise strategy with the aim of enhancing the benefits of the sector for the economy."**

**- Premier Dwight Ball, in his Mandate Letter to the Minister of Business, Tourism, Culture, and Rural Development**

As is the case in other jurisdictions, few of the social enterprises in Newfoundland and Labrador operate purely as businesses. Many of them are hybrid organizations that combine "traditional" fundraising and grant funding with earned revenue to support their operations. The survey data presented later in this report presents an overview of what the balance sheets look like for a group of such organizations.

Stepping back from the on-the-ground work of these social enterprises, there has also been an ongoing dialogue about the appropriate policies and support systems needed to help these organizations thrive. Under various labels, these conversations have now been ongoing for more than a decade. Over that time, the term "social enterprise" has become much more visible, particularly within government.

### **CSC NL's role in social enterprise development**

CSC NL has regularly convened discussions around social enterprise issues and brought in social enterprise professionals from

around Canada and the world to build capacity in the province. It is also a founding member of the Social Enterprise Council of Canada. In particular, it is worth highlighting four written reports:

- **Community Profits** (2008) presents an inventory of community enterprises in the province and brief descriptions of their work. Many are still active, and the directory is available at <http://communitysector.nl.ca/f/CommunityProfits.pdf>
- **Fostering a Climate for Growth and Regional Development through the Social Economy** (2009) presents the results of an extensive series of consultations with social economy organizations in Newfoundland and Labrador – more than 300 people in all. It identifies many opportunity areas and ideas for creating an enabling environment for social enterprise. The report is available at <http://communitysector.nl.ca/yEz>
- **Promoting Social Enterprise in Newfoundland and Labrador** (2010) reports on the priorities of social enterprise leaders who participated in a large forum on social enterprise and in a series of follow-up interviews. The full report is available at <http://communitysector.nl.ca/yEA>
- **Making it Happen** (2012) covers the results of an intensive “day of dialogue” on social enterprise that brought in Gerry Higgins, CEO of Community Enterprise in Scotland, as well as many senior civil servants and community leaders. The report is available at [http://communitysector.nl.ca/f/making\\_it\\_happen\\_report.pdf](http://communitysector.nl.ca/f/making_it_happen_report.pdf)

Taken together, these documents present some of the most detailed information about the state of the social enterprise ecosystem in Newfoundland and Labrador. CSC NL also participated in the Social Economy and Sustainability Research Network, which produced this solid policy scan, co-authored by CEO Penny Rowe: [http://www.msvu.ca/socialconomyatlantic/pdfs/Documentsandworkingpapers/Policy\\_Scan\\_NL.pdf](http://www.msvu.ca/socialconomyatlantic/pdfs/Documentsandworkingpapers/Policy_Scan_NL.pdf)

Memorial University of Newfoundland (MUN) has recently taken an interest in social enterprise development. The university is in the process of launching several social enterprise focused programs, including an MBA in social enterprise, a Canada Research Chair in social enterprise, and an on-campus social enterprise incubator.

There is also a growing startup ecosystem in St. John's that is open to social enterprises, including a co-working space (Common Ground) that is itself a social enterprise and hosts several others, an accelerator program through PropelICT, and community-building through StartupNL.

There are still many unknowns and policy gaps, though. It is not always clear what support programs are available. On the demand side, little is definitively known about the social enterprise sector, either about established organizations or incipient ones looking to get going. The data presented in this report help inform that discussion by taking a snapshot of the operations and perspectives of several dozen organizations from around the province. The remainder of this report will present that data and the results of CSC NL's inventory of support programs.

# The Survey: Key Results

## ABOUT THE SURVEY

This survey is the first profile of social enterprises in Newfoundland and Labrador to be assembled since the Community Sector Council NL released its “Community Profits” publication in 2008 – and the first to be based on a comprehensive survey that included financial information. It is part of the Social Enterprise Sector Survey (SESS) project. The purpose of this project is to support the development of the social enterprise sector in Canada by conducting surveys that highlight the size, scope and impact of social enterprises at a provincial level. Funding for the surveys has included the Social Sciences and Humanities Research Council, the Institute for Community Prosperity, Mount Royal University, and generous local sponsors and supporters. This ongoing work is supported by Enterprising Non-Profits Canada, the TRICO Foundation of Calgary, and Employment and Social Development Canada.

Social enterprises work to achieve workplace training, income-generation, social, cultural, and environmental missions, and to support and engage vulnerable populations. They contribute to local economies and growth while striving to address social inequalities. In this study, a social enterprise is 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. This meant either a response to a CSC NL call-out to the social enterprise community or verification by CSC NL program staff familiar with the organization and its work.

The research team was pleased to have a total of 30 organizations completing a very in-depth survey of their operations. The findings in this report should be thought of as a snapshot of this group of organizations, rather than as representative of all social enterprise sector activity in Newfoundland and Labrador. We would need many more respondents to make that claim, especially since not all organizations were able to provide all the necessary financial data. Nonetheless, the results provide an interesting glimpse inside some of the organizations doing this kind of work in Newfoundland and Labrador, and a solid jumping-off point for further research and discussion.

## Who Participated

Our initial scan indicated there may be as many as 482 organizations in Newfoundland and Labrador engaged in some kind of social enterprise activity. This number was generated by combining an existing CSC NL list of social enterprises, an open call for social enterprises to self-identify, and by looking through Canada

Revenue Agency charities data to capture organizations reporting a high proportion of earned income.

This initial list was reduced to a list of 149 likely social enterprises after further screening by our research team at the Community Sector Council. We received responses from 48 of these (32%) but report the data from the 30 respondents that provided sufficiently complete responses (for a response rate of 20%). Of these, 21 organizations provided enough financial data to analyze in that section of this report.

Responding organizations have a median age of 22 years and have many different missions, with most organizations operating in more than one category.

- **Social mission:** 63% of respondents.
- **Cultural mission:** 50% of respondents.
- **Training for workforce integration:** 27% of respondents.
- **Employment development:** 27% of respondents.
- **Generating income for a parent organization:** 13% of respondents.

## SUMMARY OF FINDINGS: CORE QUESTIONNAIRE

The group of 30 organizations who responded to this survey reported at least \$10 million in total revenues, including over \$6 million in sales revenue for the year 2014. They paid at least \$5 million in wages and salaries to 815 people. They also trained more than 1,200 people, provided services to over 70,000 and involved more than 500 volunteers.

22

Median age of organizations  
in the survey

60%

Share of respondent revenue  
coming from business activity

\$6m

Combined 2014 sales revenue  
for the 30 respondents

815

People employed by the  
organizations in the survey

# 568

**Volunteers engaged by the organizations surveyed**

# 1,200

**People trained through survey respondents' work**

# 70,000

**Number of people the 30 organizations provided services to**

# 1,816

**Total number of members of the 30 survey respondents**

## Key Insights

- Social enterprises engage people in multiple ways, unlike the more confined employee and client relationships in a traditional business. The same individual often has multiple intersecting connections to a social enterprise, as member, recipient of training, employment and services, employee or volunteer.
- Responding social enterprises had an average of 70 individual members and 4 organizational memberships. In total, the responding social enterprises in Newfoundland have at least 1,816 individual and 107 organizational members.
- Respondents provided paid employment for at least 815 workers in Newfoundland and Labrador. This includes fulltime, part-time, seasonal and contract workers, who together earned over \$5 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 235 full-time equivalent (FTE) employees.
- Those employed by respondents include 528 people who were employed as part of the mission of the social enterprise, such as those with disabilities and/or other employment barriers.
- Responding social enterprises engaged 568 full-time and part-time volunteers.
- In addition, the respondents provided training to more than 1,200 people and provided services to over 70,000 people.

## Financial Results

- The total revenue of responding social enterprises in 2014 was at least \$10 million. This includes sales of goods and services of \$6 million.
- Respondents averaged \$458,000 in total revenues, and \$301,000 in sales, with an average \$5,000 in net profit/surplus.

## Loans, grants and other income

- 82% of respondents received no loans. The main sources of non-business income for respondents were governments. 63% of organizations accessed provincial grants, 59% accessed federal grants, and 22% accessed municipal grants. 59% of respondents brought in funds from private individuals, 41% from corporations, 22% from foundations, and 11% from parent organizations. .

## SUMMARY OF FINDINGS: SUPPLEMENTARY QUESTIONNAIRE

A supplementary section of the questionnaire asked some more detailed questions – it should be noted here that response rates were lower for this final section. Participants reported some things that policymakers should keep a close eye on. In particular, many of them rarely use the term “social enterprise” to describe themselves. They also reported assistance with business planning as their most pressing need.

**\$301,000**

**Average sales revenue(in  
2014) for survey respondents**

**\$5,000**

**Average surplus (2014) for  
survey respondents**

**63%**

**Share of survey respondents  
who use provincial grants**

**82%**

**Share of survey respondents  
who used no loans**

**46%**

**Find it difficult to fund  
permanent staff**

**58%**

**Rarely or never describe their  
work as “social enterprise”**

**25%**

**Are challenged by being  
perceived as unfair competition  
for private businesses**

**67%**

**Think help with business  
planning would be useful**

### **Finances: a challenge for many**

- 38% of respondents said that securing financial resources for capital projects (e.g. renovations, buildings, and equipment) was somewhat or very difficult.
- 32% said that securing financial resources for project expenses (e.g. venue rentals, food and transportation) was somewhat or very difficult.
- 33% said that securing financial resources for short-term contract staff was somewhat or very difficult.
- 46% said that securing financial resources for permanent staff was somewhat or very difficult.
- 38% said that securing financial resources for rent and overhead costs was somewhat or very difficult.

### **Marketing: the terminology gap**

- 58% of respondents said they rarely or never use the term “social enterprise” when talking about their work.
- Only 13% said that they perceive their organization as being of very little importance to the overall sustainability of their community – most felt they were making a substantial impact.
- Only 25% said that they often or always refer to their organizations as social enterprises.

## Relationships with For-Profit Businesses in the Community

Many organizations – though not a majority – in the respondent group found relationships with private businesses to be a moderate or big challenge.

| Table 1: Relationships with business   | A challenge for...         |
|--|----------------------------|
| Building formal relationships with local business  | 50% of survey participants |
| Perceptions of their organization as unfair or subsidized competition for private businesses | 25% of survey participants |
| Finding common ideas and direction with local for-profit businesses                          | 42% of survey participants |
| Selling goods and services to private businesses   | 42% of survey participants |
| Building informal relationships with private businesses                                      | 42% of survey participants |

## Planning and Human Resources

Many respondents to the final section of the questionnaire thought that support programs around organizational planning and human resources would be of use. The results are broken down in the chart below.

| Table 2: Supports needed                            | Useful for...              |
|---|----------------------------|
| Help with feasibility studies                       | 54% of survey participants |
| Help with business plans                            | 67% of survey participants |
| Help with financial controls and money management   | 46% of survey participants |
| Help with employee recruitment and retention        | 38% of survey participants |
| Help with measuring financial impact                | 42% of survey participants |
| Help with measuring social and environmental impact | 57% of survey participants |
| Training in the use of loans and financing          | 33% of survey participants |

# The Survey in Depth

## METHODOLOGY

The core element of this study is a standardized, extensive questionnaire that has been administered to social enterprises across Canada.

The questionnaire used in this study was initially developed and piloted by students in Peter Hall's spring 2009 course, SCD 403 (Leadership in Sustainable Community Development). Since then it has been further refined by the SESS research team in subsequent iterations to add clarity (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 – it can be found in Appendix C (page 70).

Supplementary questions were added by CSC NL staff in an effort to capture some data on local issues. These questions evaluated the social enterprise's effectiveness in generating funding and building relationships with for-profit businesses while also assessing the financial, marketing, planning and human resources challenges facing social enterprises in Newfoundland and Labrador.

The questionnaire was made available for online completion using the online survey software SurveyCrafter. Paper copies of the survey were made available online or via mail on request.

## The Sample

CSC NL staff invested much time in creating a sampling frame that included most social enterprises in Newfoundland and collecting data from a sample of this population. Sources used to identify verifiable or potential social enterprises included:

- A list created by Community Sector Council Newfoundland and Labrador (CSC NL) as part of the "Community Profits" guide to the social enterprise sector in 2008
- Advice from persons knowledgeable about the social enterprise sector in the province
- CRA data on charities (which reports the share of earned revenue)

**"The public needs to be reminded of the fantastic, low-cost benefits that are the natural result of the social enterprises that exist in our province. In other words, social enterprise organizations need to be more "aggressive" in promoting themselves and what they do."**

**- Survey Respondent**

# 6

**Waves of invitations sent out  
to gather participants**

# 149

**Organizations identified as  
likely social enterprises**

# 48

**Responses to the survey**

# 21

**Responses with complete  
financial data**

- Self-identification: emails asking social enterprises to self-identify were sent out to CSC NL's database of contacts in the province, which numbers several thousand.
- Press releases, which were sent out to major media outlets.
- Media mentions and in-person recruitment: CSC NL staff regularly mentioned the ongoing survey project at meetings and forums.
- Contact with sub-sector representative bodies (Association of Heritage Industries, Sport NL, etc.).

These efforts generated a total of 482 organizations who might be undertaking social enterprise activity. This larger list, however, included a list of 300+ local harbour authorities – these are small, federally incorporated organizations that manage small craft harbours on around the province on behalf of the Department of Fisheries and Oceans. While these harbour authorities do indeed subsist primarily on earned revenue, and have a social mission, they do not generally self-identify as social enterprises. Bearing that in mind, they were omitted from the final survey sample, resulting in a final list of 149 organizations.

This is not an authoritative accounting of the social enterprise sector in the province – some of the organizations on this list may no longer be undertaking social enterprise work, and it also seems likely that some new social enterprises would not have received a notice about the survey. Nonetheless, this represents the best extant attempt at an inventory of social

enterprises in Newfoundland and Labrador.

## Data collection

Organizations who were successfully contacted were screened either verbally, or with text included on the first page of the questionnaire to determine whether they were (still) operating a social enterprise. They were then guided into the standardized questionnaire and from there to the supplementary questions developed by CSC NL.

There are a few important pieces of context to consider regarding data collection for this project. First, taken together, the questionnaire took most respondents 20-30 minutes to complete. This is definitely long for an organization survey, but was necessary to collect the detailed information this project required.

The questionnaire was also not particularly easy to complete, given that respondents needed to dig into their 2014 financial statements; this meant that the completion of the survey often needed to be passed up the chain to a more senior staff person with access to and familiarity with these statements. Reaching these people was not always easy.

Data collection took place over the spring and summer seasons. While this is a good time to reach many community organizations (some of which are only staffed or active in the summer), it is also their busiest time. Many potential respondents repeatedly put off completion of the survey for this reason. There have also been a number of organizational surveys circulating in the last year, so survey fatigue may have been an issue.

**“We need better government understanding, recognition and tangible support (i.e. financial support) for the valuable contributions that this sector makes to provide a rich quality of life for all residents in the province. This would be a pretty bleak place to live if not for all the community sector organizations that provide programs and services”**

**- Survey Respondent**

Despite these challenges, a total of 48 organizations completed the questionnaire for an overall response rate of 32 percent (48 out of 149). However, this study only reports data from the respondents that provided sufficiently complete responses. When reporting financial averages, we base our estimates on the 30 respondents which provided complete financial data (An effective response rate of 20%).

## Data Treatment and Management

Online completion of the questionnaire 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.

Some classification decisions were also adjusted as the results came in:

- Demographic groups: respondents providing assistance to students were recorded as serving ‘youth’.
- Types of business: ‘accommodation’ was defined as including banquet halls, conference facilities, and party space as well as overnight and short-term rental; ‘waste management’ was defined as recycling; ‘delivery/postering’ was added to the list of business services; the definition of ‘printing’ was expanded to include publishing; the definition of ‘health and social services’ was clarified to include treatment for addictions.

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

Although it is inappropriate to frame the work of many social enterprises in terms of profitability, since many are budget- or service-maximizers while others are satisficers (see below), we did calculate net profit/surplus as revenue minus expenses for each organization.

## Outliers

There was considerable variation within the group of respondents 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 – for example, experience tells us that cultural sector organizations may overstate their membership and people served numbers by including patrons in their reports. Not all high numbers are likely to be outliers, however.

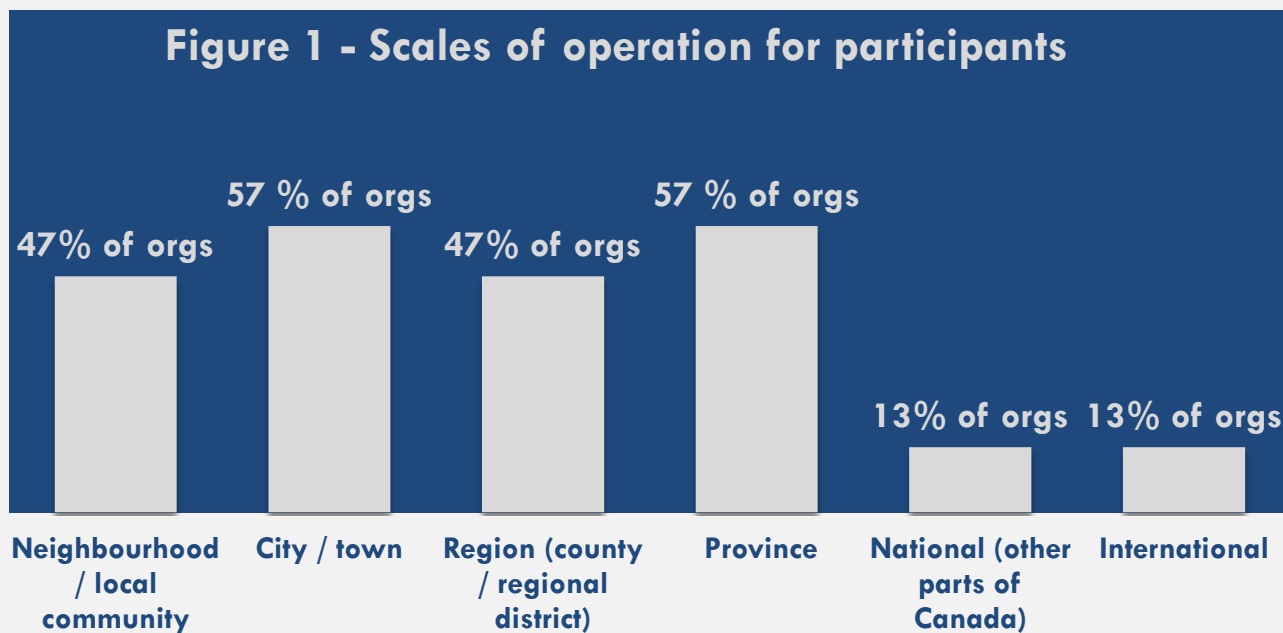
Finally, financial information was incomplete for some organizations. Although we primarily present results that include all responses, we include only those that provided complete financial data when reporting average financial data per respondent.

## What are “satisficers”?

**Based on the work of Nobel Prize winner Herbert Simon, we use ‘satisfice’ to describe the complex motivations of nonprofit social enterprises trying to meet the multiple needs of their organizations and the populations they serve - without trying to maximize any one of them, and without trying to grow beyond their existing scale.**

## ORGANIZATIONAL PROFILES & ANALYSIS

Social enterprises who responded to the survey were most likely to operate at the scale of neighbourhood or local community, city or town and/or regional district. The full breakdown of geographical scales of operation is shown below (note that organizations could, and did, identify more than one scale at which they were operating).



### Purpose and Mission Profile

Social enterprises in the sample had a number of purposes – once again, organizations could (and did) have multiple purposes. It is worth noting that the “income generation” category is perhaps the most familiar type of social enterprise for consumers, as it includes businesses such as thrift stores – and yet this type of operation was not a large part of the survey sample.

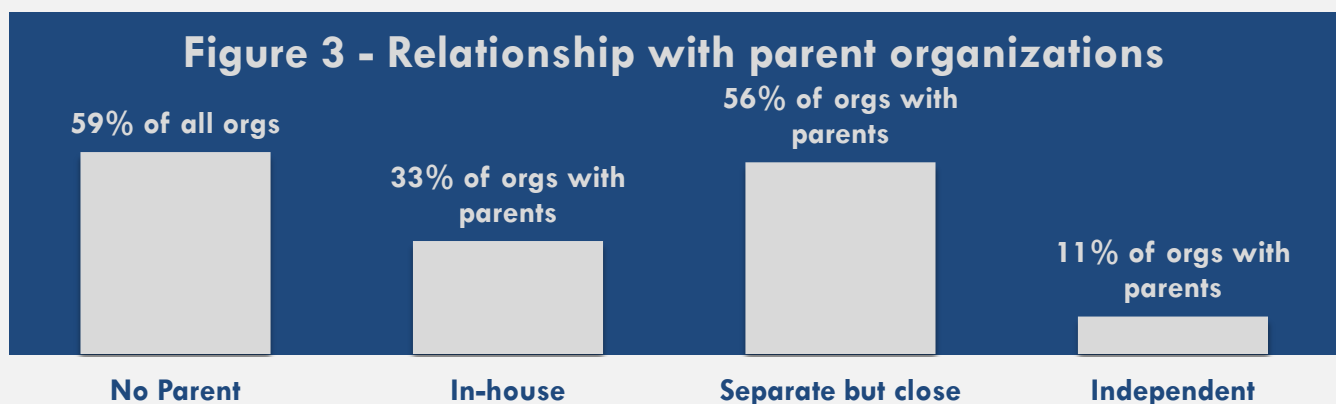


## Organizational Structure

90% of our respondents were incorporated nonprofits, and 76% were registered charities. Very few (3%) of the responding SE's described themselves as for-profit organizations – these organizations can still be social enterprises if they are wholly owned by a nonprofit parent and work to fund their parent non-profit. None of the respondents were cooperatives that distribute surpluses to owners; one organization in the sample was a non-profit cooperative.

## Relationship with Parent Organizations

Only 31% of the survey respondents had a parent organization. Those that did have parent organizations were sometimes “in house” within that parent organization, sometimes separate from them but closely affiliated, and sometimes completely independent.

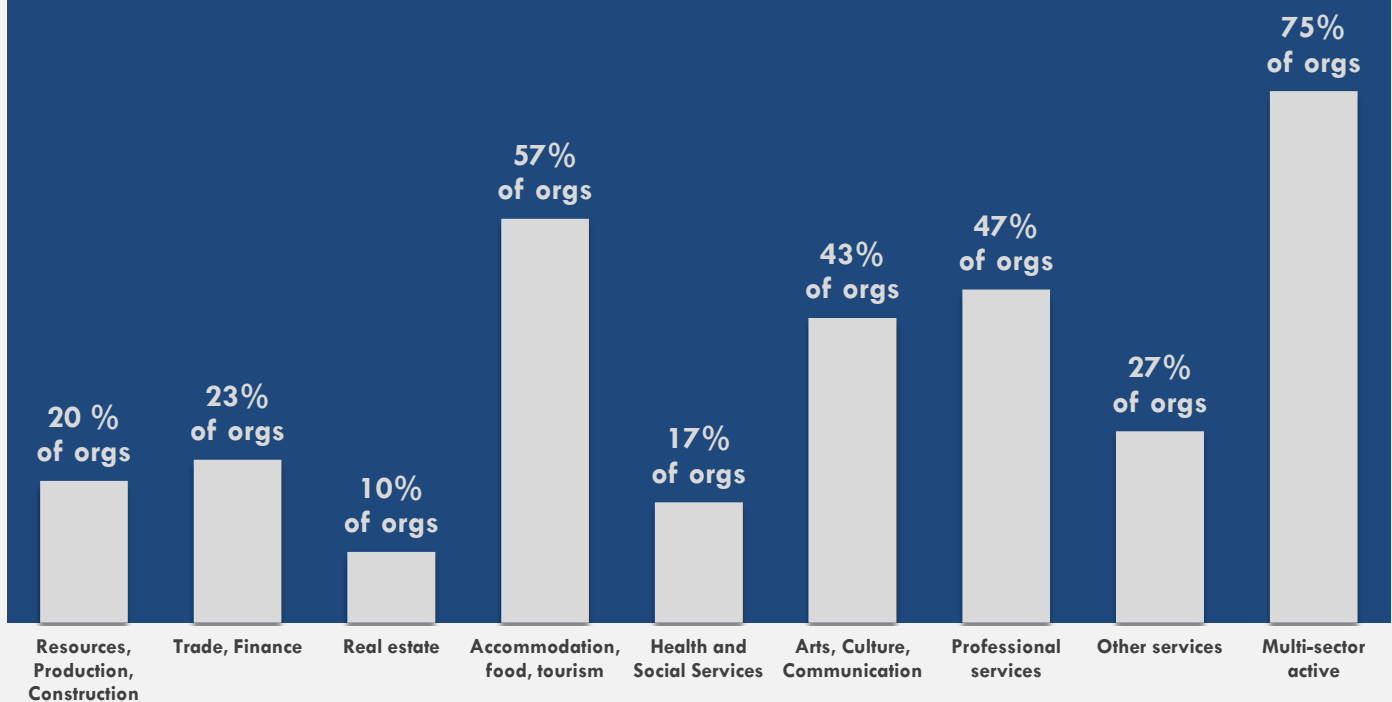


## Sectors of Operation

Survey respondents were given a list of 42 business categories in which they could be selling products and services, and were asked to select all options that applied. The categories were clustered into nine groups which correspond to the classification scheme developed by Bouchard et al. (2008; R-2008-01) (See Appendix C).

Figure 4 (next page) shows the seven sectors, as well as the number and percentage of respondents operating in multiple sectors. In fact, 75% of all organizations in the sample 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 substantial proportion of respondents operate in accommodation, food and tourism (57%), and the arts, culture and communication sectors (43%). This is unsurprising, as much tourist and cultural infrastructure in Newfoundland and Labrador (particularly in rural areas) is run by nonprofit organizations.

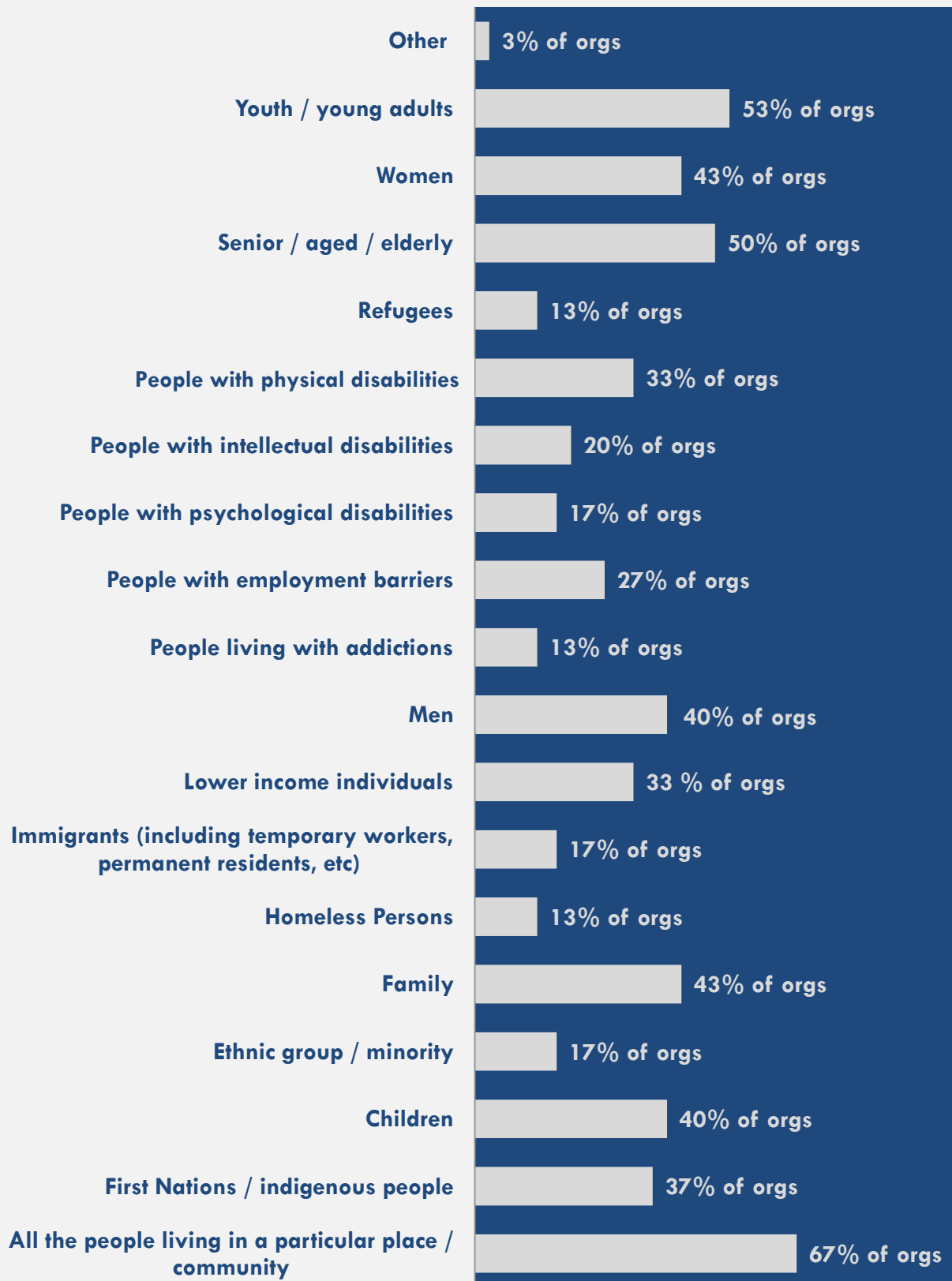
**Figure 4 - Business areas for survey participants**



### **Groups Served**

The social enterprises responding to the survey serve a wide variety of client groups, with services to youth and the elderly getting the largest share of attention (more than half of the sample identified as serving each group). It's worth noting that two-thirds (67%) of organizations say they serve all the people of their community, and that most organizations identified multiple client groups. The full breakdown is on the next page in Figure 5.

## Figure 5 - Client groups



## Employment and Volunteer Participation

Social enterprises engage members, volunteers, and employees (including, in many cases, employees with special needs or from vulnerable populations). Many social enterprises provide meaning and dignity for marginalized individuals or those with a disability by providing work.

While the social enterprise may be subsidized by the public sector, these individuals also earn wages that are fully or partially paid for by the earned revenue of the business. Subsidies, when they come in, are often allocated to training and to providing special supports that allow 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. For that reason, our employment numbers are conservative. For example, some marketing and cooperative social enterprises work with small-scale farmers, refugees, or vendors to ensure that they receive market access and fair trade prices for their product. These people 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 enterprise, but to call them employees in the standard sense is not accurate.

Where social enterprises place members of designated groups in employment, these

## Who counts?

**It isn't always easy to figure out who should count as an employee, and who should count as a client, since providing employment opportunities or income is often part of a group's mission. To be conservative, when in doubt, we didn't count people as employees.**

individuals may be counted as employees or as contract workers. 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 and so should be interpreted with care.

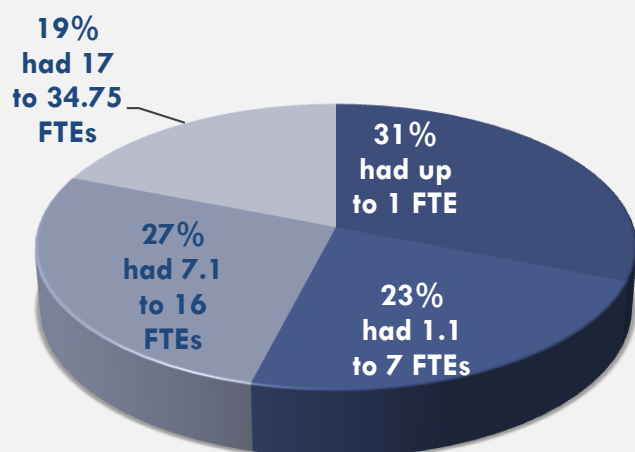
Paid employees also include those that do not face employment barriers and are not employed as part of the mission of the SE. More broadly, many social enterprises also run grant and donation-funded projects. Depending on the structure of the responding organization, and how they interpreted the survey questions, employees working on these projects may or may not have been reported.

Respondents to the survey provided paid employment for at least 815 people in Newfoundland and Labrador. This includes fulltime, part-time, seasonal and contract workers, who together earned at least \$5 million in wages and salaries. Table 3, on the next page, summarizes the employment impact participants made in 2014.

| <b>Table 3: Employees and Volunteers used by Survey Respondents</b>  | <b>Mean in surveyed organizations</b> | <b>Range</b> | <b>Total</b> |
|--|---------------------------------------|--------------|--------------|
| Members of target populations employed in 2014 (included in the full-time, part-time, FTE, Seasonal and contract counts) | 21.1                                  | 0-250        | <b>528</b>   |
| Full-time employees (working 30+ hours per week)   | 5.0                                   | 0-30         | <b>134</b>   |
| Part-time employees (working less than 30 hours per week)  | 5.7                                   | 0-54         | <b>154</b>   |
| Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2014                      | 9.5                                   | 0-60         | <b>248</b>   |
| Full-time-equivalent positions (estimated)   | 9.1                                   | 0.3-34.75    | <b>235</b>   |
| Freelance and contract workers (hired for a specific project or term) in 2014  | 10.3                                  | 0-200        | <b>279</b>   |
| Volunteers who worked 10 or more hours/month in 2014   | 12.9                                  | 0-75         | <b>207</b>   |
| Volunteers who worked less than 10 hours/month in 2014   | 17.2                                  | 3-75         | <b>361</b>   |

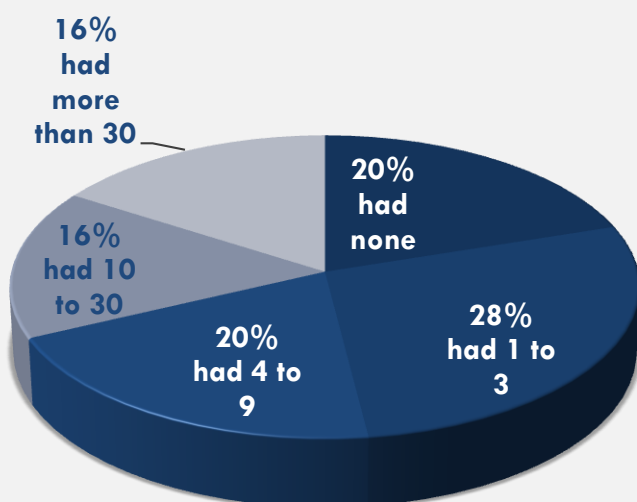
Even within a small group of 30 respondents, organizational size varied widely – a good way to get a handle on this is to look at the number of full-time-equivalent positions (FTEs), as shown in Figure 6, on the next page. As that chart shows, a large number of our respondents had 1 or fewer FTEs – that could be an organization with a single executive director, for example, or an organization that has no permanent staff but hires a group of students through the summer months. At the other end of the scale, a significant number of organizations had 17+ FTEs, which would make them quite large by Newfoundland and Labrador nonprofit standards.

**Figure 6: Full-time-equivalent positions, 2014**



More than 80% of the respondent group also provided employment for their target populations, as shown below.

**Figure 7: Employees from Target Populations**



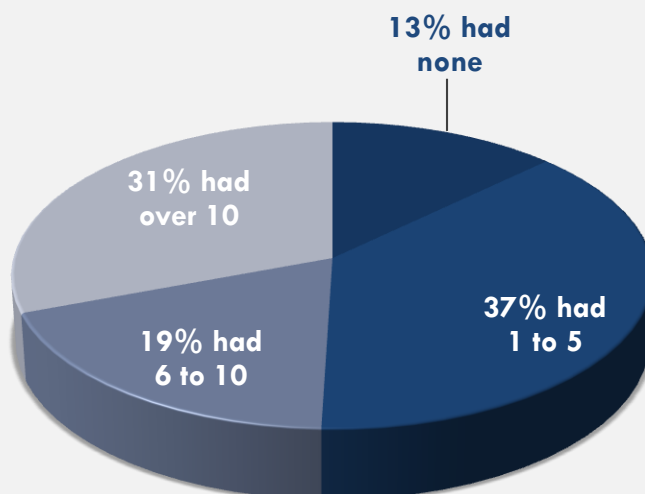
## Volunteer Engagement

Social enterprises are key actors in mobilizing volunteers, both as board members and helping with programs. All of the responding enterprises had volunteers, for a total number of at least 568 volunteers. Table 4, Figure 7, and Table 5 (on the next page) show the distribution.

**Table 4: Volunteer Distribution**

| Total # of Volunteers | % of orgs |
|-----------------------|-----------|
| 0                     | 0         |
| 1 to 4                | 8         |
| 5 to 14               | 15        |
| 15 to 20              | 23        |
| 21 to 37              | 31        |
| Over 37               | 23        |

**Figure 8: Volunteers working 10+ hours per month**



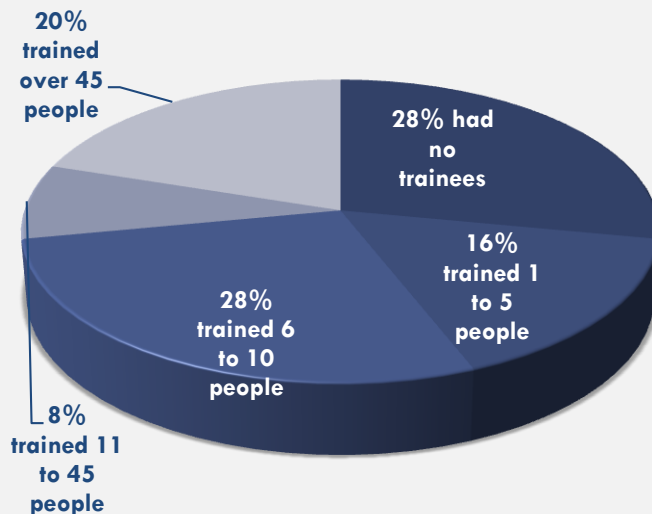
**Table 5: Volunteers working less than 10 hours a month**

| Total # of Volunteers | % of orgs |
|-----------------------|-----------|
| 0                     | 0         |
| Up to 7               | 29        |
| 8 to 14               | 29        |
| 15 to 20              | 29        |
| Over 20               | 14        |

### Training

As part of their mission, social enterprises often provide workplace training to their target population – and indeed, 72% of our survey group did. Figure 9 shows the distribution.

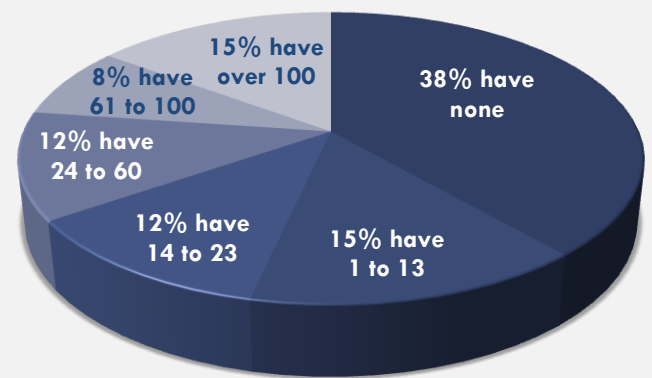
**Figure 9: Number of people from target populations trained by responding organizations**



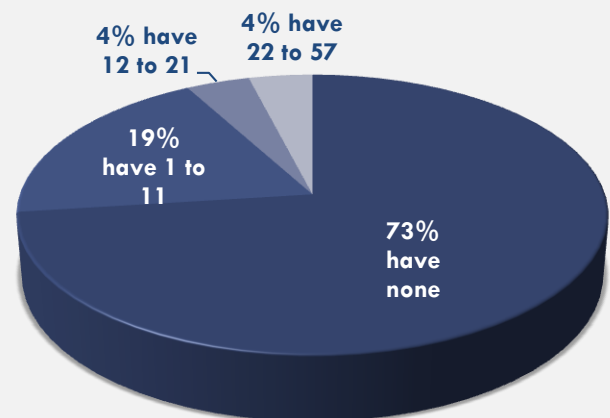
### Membership

76% of the responding social enterprises in Newfoundland reported having a membership base. Respondents had an average of 70 individual members, combining for a total of at least 1,816 individual members across the 48 organizations responding, as well as at least 107 organizational memberships. The individual members per social enterprise ranged from zero to 550 members. Figures 10 and 11 show distributions of individual and organizational members in the organizations who responded to the survey.

**Figure 10: Individual Members**



**Figure 11: Organizational Members**



How old were the organizations in the survey?

Responding social enterprises varied widely in the number of years they have been in operation as highlighted in Table 6. The mean age of social enterprises in Newfoundland was 26 years. The oldest enterprise was formed in 1925 (85 years old) and the newest was formed in 2010.

| Table 6: Age | %  |
|--------------|----|
| 0-9 years    | 15 |
| 10-19 years  | 30 |
| 20-39 years  | 44 |
| 40+ years    | 11 |

Areas of Focus

The purpose of a social enterprise exerts a clear influence on the scale and nature of their operations, and social enterprises typically combine multiple purposes. We used three mutually exclusive categories to classify respondents based on their stated purposes.

First, there are social enterprises whose primary purpose is to generate income for their 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, workplace training or employment development as their core mandate.

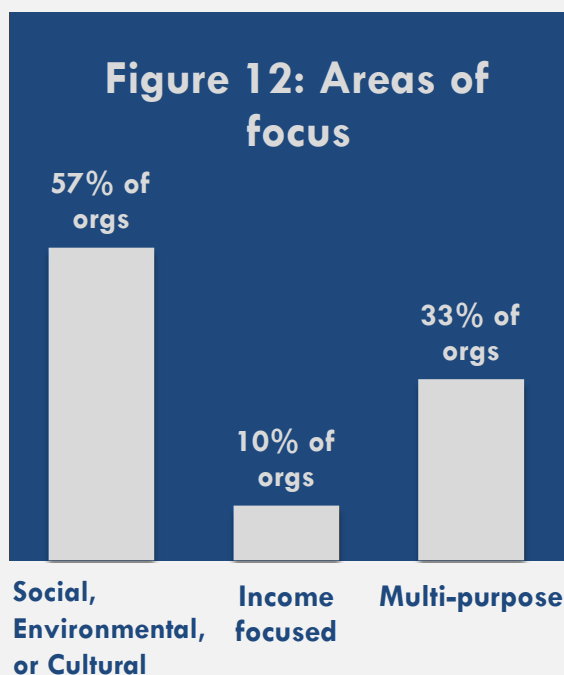
Third, we grouped together social enterprises that serve multiple goals,

whether a social, environmental, cultural or income-generation mission and provide employment development and workplace 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 for a parent nonprofit). 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 combined multiple purposes, most often including the intent of creating employment opportunities.

A 3-way Purpose Classification

Figure 12 on the next page shows a 3-way purpose classification for the categories used in this study.



### An emphasis on fighting poverty

Many of the responding social enterprises reported having an employment purpose or targeting people with employment barriers, low income or homeless. 57% of them address poverty by targeting people with employment barriers, low income or the homeless. Additionally, 43 % reported having an employment focus, revealing that they provided employment, trained or targeted people with employment barriers.

### Parent Organizations

Some social enterprises operate as smaller units within a larger “parent organization” – in this survey, 31% were structured this way. Support from parent organizations comes in several ways: of the groups with parents, 60% received support in the form of personnel, 40 % through in-kind contributions, and 30% received physical space. Half of the organizations with parents received financial transfers from them.

**57%**

Share of respondents focused on fighting poverty

**31%**

Share of respondents with a parent organization

**50%**

Share of organizations with parents getting financial support from them

**30%**

Share of organizations with parents receiving support in the form of office space

## FINANCIAL PROFILES

Conclusions in this section are particularly tentative – out of the 30 organizations who responded in detail, only 21 provided sufficient financial data to analyze.

With that in mind, these results are not representative of the social enterprise sector as a whole, but they do contain some significant and interesting information. The analytical tools used in this report also cannot account for those respondents that balance revenues and expenses over multi-year periods.

In this survey, the average total revenue from all sources for the surveyed social enterprises in their 2014 financial year was \$458,000, with \$301,000 of that coming from sales. A more detailed breakdown is in Table 7 below.

**Table 7: Average Revenue And Expenses For Respondents**

|                           |                   |
|---------------------------|-------------------|
| <b>Total Revenue</b>      | <b>\$ 458,000</b> |
| Sales                     | \$ 301,000        |
| Grants from Parent Org    | \$ 23,000         |
| Grants from Other Sources | \$ 108,000        |
| Other Revenue             | \$ 25,000         |
| <b>Total Expenses</b>     | <b>\$ 453,000</b> |
| Wages Paid                | \$ 254,000        |
| Transfer to Parent Org    | \$ 200            |
| Other Expenses            | \$ 198, 000       |
| <b>Net Profit/Surplus</b> | <b>\$ 5,000</b>   |

**66%**

**Share of respondents' revenue, on average, coming from earned revenue**

**23%**

**Share of respondents' revenue from government and foundation grants**

**55%**

**Average share of respondents' revenue that is spent on wages**

**1%**

**Average budget surplus for survey respondents**

# 57%

Share of surveyed  
organizations that broke even  
in 2014

# 24%

Share of surveyed  
organizations who could  
break even without grants

# 18%

Share of surveyed  
organizations using loans

# 22%

Share of surveyed  
organizations using  
foundation grants

On average, respondents generated more revenue than expenses (an average positive net profit) of \$5,000. Note that this is a net surplus once **all revenue**, not just business revenue, is counted. 57 % of responding SE's broke even in 2014. Within that number were the 24 % of the respondents who broke even without grants. This latter finding underlines a reality of the social enterprise sector: relatively few organizations are financially sustainable without some ongoing financial support beyond earned revenue.

### Sources of Finance

Governments were an important source of financing for responding social enterprises, as were private individuals and foundations (See Figure 13 on the next page).

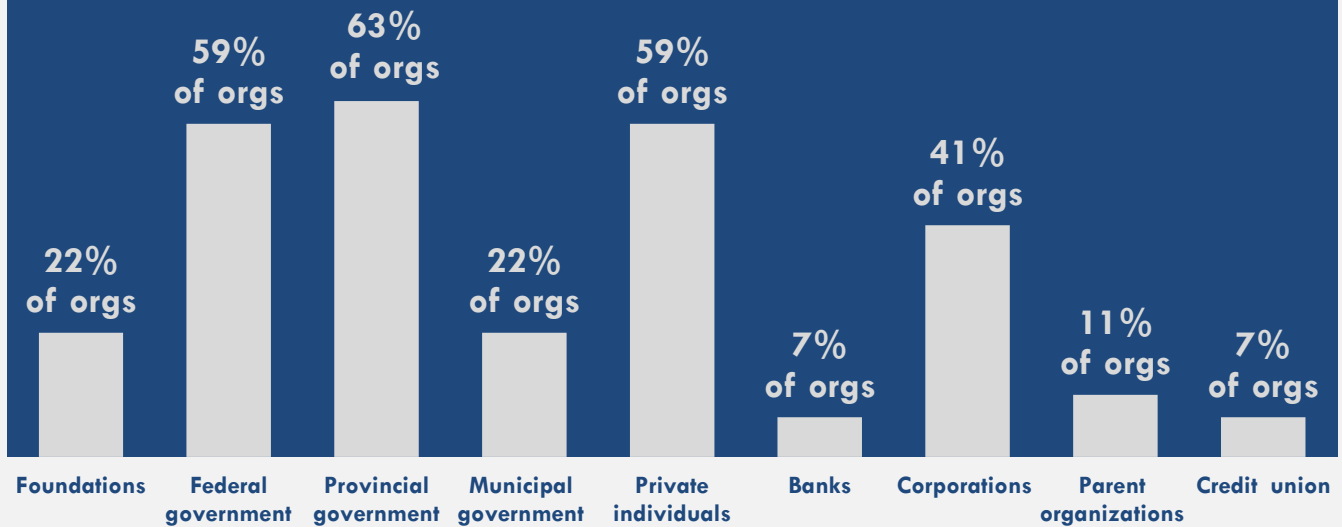
More than half of the grants (59%) were used for social enterprises' operations (e.g. direct program expenses (see Figure 14).

82% of the responding social enterprises did not receive any loans.

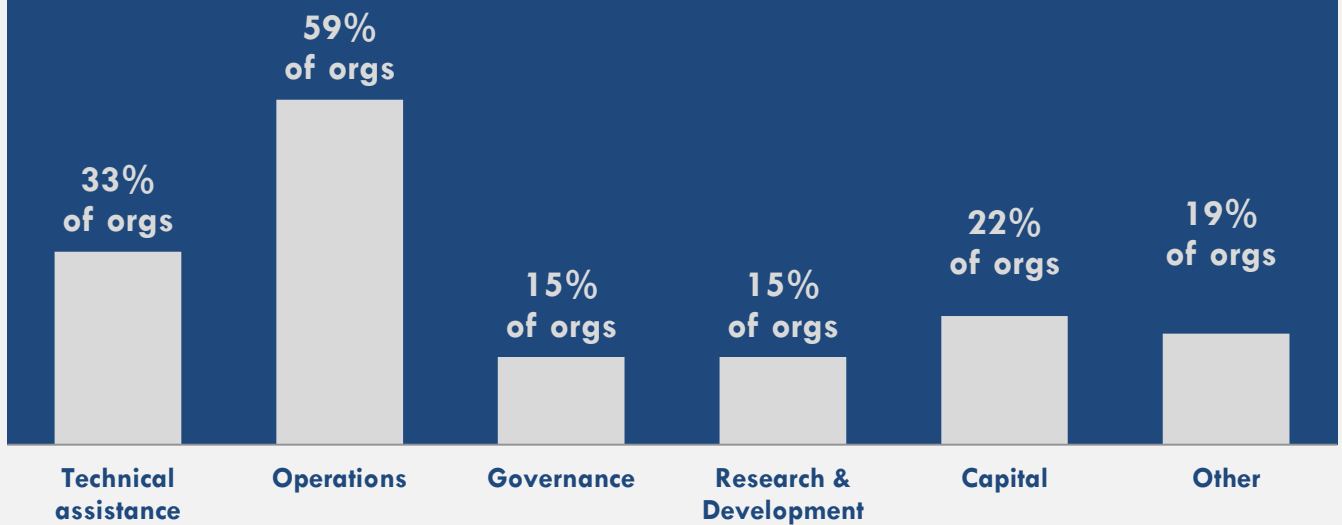
**"Lack of critical mass for purchasing of social enterprise activities is a challenge. Perceived competition with the private sector is a challenge as well, and a clearer understanding of what a social enterprise is would help greatly. Finally, an enabling legislative environment would do much to support this sector in NL."**

- Survey Respondent

**Figure 13: Funding sources reported by respondents**



**Figure 14: What organizations are using grants for**



## PERSPECTIVES ON SUCCESS AND SUPPORT

Along with financial and operational information, respondents were asked to rate the difficulty and utility of a number of things, ranging from which areas they found most challenging to fund, to which relationships were hardest to build, and to the usefulness of some of the different resources available to social enterprises.

### Accessing Financial Resources

The first group of questions in this section broke down access to financing into categories, to see whether certain types of expenditures were easier or more difficult to fund. The next five tables present the results. Funding for permanent staff is hardest to come by, while short-term contract staff are easiest to fund (likely a result of the many short-term employment programs in Newfoundland and Labrador). Note: columns do not add to 100%, as “not applicable” responses have been left out.

| <b>Table 8: Access to Capital Resources</b> | <b>% of orgs</b> |
|---|------------------|
| <b>Very difficult</b>                       | 21               |
| <b>Somewhat difficult</b>                   | 17               |
| <b>Slightly difficult</b>                   | 25               |
| <b>Not difficult</b>                        | 13               |

| <b>Table 9: Access to Resources for Project Expenses</b> | <b>% of orgs</b> |
|--|------------------|
| <b>Very difficult</b>                                    | 14               |
| <b>Somewhat difficult</b>                                | 18               |
| <b>Slightly difficult</b>                                | 32               |
| <b>Not difficult</b>                                     | 23               |

| <b>Table 10: Access to Resources for Short Term Contract Staff</b> | <b>% of orgs</b> |
|--|------------------|
| <b>Very difficult</b>  | 13               |
| <b>Somewhat difficult</b>  | 21               |
| <b>Slightly difficult</b>  | 13               |
| <b>Not difficult</b>   | 29               |

| <b>Table 11: Access to resources for Permanent Staff</b> | <b>% of orgs</b> |
|--|------------------|
| <b>Very difficult</b>                                    | 29               |
| <b>Somewhat difficult</b>                                | 17               |
| <b>Slightly difficult</b>                                | 8                |
| <b>Not difficult</b>                                     | 17               |

| <b>Table 12: Access to Resources for Overhead Costs</b> | <b>% of orgs</b> |
|---|------------------|
| <b>Very difficult</b>                                   | 21               |
| <b>Somewhat difficult</b>                               | 17               |
| <b>Slightly difficult</b>                               | 8                |
| <b>Not difficult</b>                                    | 25               |

### Relationships with For-Profit Businesses in the Community

Responding social enterprises were also asked about their relationships with for-profit business in their community.

This is a frequent topic of conversation amongst community organizations doing social enterprise work. Businesses set up by nonprofits run the risk of being perceived as unfair competition for private businesses – if a business is seen this way by government funders, in particular, it can be a major barrier to accessing funding.

We were interested to see whether this was a challenge for many of our respondents, and more broadly, how our respondents were fitting into the business community where they operate. Overall, that relationship-building seems to be going well for the respondents to this survey. At least for them, conflict and disconnection with local businesses may be more perception than reality. That said, there is clearly room for these relationships to improve, as the next series of charts shows.

50% of the responding social enterprises indicated that building relationships with local businesses (e.g. sitting on committees together, membership in chambers of commerce or partnership on projects) was a moderate/big challenge (see Table 13).

| <b>Table 13: Building Formal Relationships</b> | <b>% of orgs</b> |
|--|------------------|
| <b>Not a challenge</b>                         | 21               |
| <b>A small challenge</b>                       | 21               |
| <b>Moderate challenge</b>                      | 33               |
| <b>Big challenge</b>                           | 17               |

On the other hand, 42% of the social enterprises surveyed indicated that finding common ideas and direction with local for-profit businesses was a moderate or big challenge (see Table 14).

| <b>Table 14: Identifying Common Ideas and Directions</b> | <b>% of orgs</b> |
|--|------------------|
| <b>Not a challenge</b>                                   | 21               |
| <b>A small challenge</b>                                 | 17               |
| <b>Moderate challenge</b>                                | 33               |
| <b>Big challenge</b>                                     | 8                |

Similarly, 42% of respondents reported that selling goods and services to private businesses was a moderate or big challenge for them (see Table 15).

| <b>Table 15: Selling Goods and Services to Private Businesses</b> | <b>% of orgs</b> |
|---|------------------|
| <b>Not a challenge</b>  | 17               |
| <b>A small challenge</b>  | 13               |
| <b>Moderate challenge</b>   | 25               |
| <b>Big challenge</b>  | 17               |

A similar proportion of respondents felt that building informal relationships with private businesses was a moderate or big challenge (see Table 16).

| <b>Table 16: Building Informal Relationships</b> | <b>% of orgs</b> |
|--|------------------|
| <b>Not a challenge</b>                           | 21               |
| <b>A small challenge</b>                         | 32               |
| <b>Moderate challenge</b>                        | 21               |
| <b>Big challenge</b>                             | 21               |

Respondents were also asked to report on whether they faced the perception of their organization as unfair or subsidized competition for private businesses. Few organizations (8%) highlighted this as a big challenge. (see Table 17)

| <b>Table 17: Perceptions of unfair competition</b> | <b>% of orgs</b> |
|--|------------------|
| <b>Not a challenge</b>                             | 42               |
| <b>A small challenge</b>                           | 29               |
| <b>Moderate challenge</b>                          | 17               |
| <b>Big challenge</b>                               | 8                |

## Training Needs

Respondents were invited to rate the usefulness of a suite of potential support programs and tools that social enterprises might make use of. Table 20 below presents the results – the strongest support was for help with business plans. The weakest response was regarding help with recruitment and retention.

| <b>Table 20: Usefulness of Training Tools to Respondents (by % of respondents)</b> |                       |                            |   |   |                                   |                                |                                    |
|--|-----------------------|----------------------------|---|---|-----------------------------------|--------------------------------|------------------------------------|
|  | <b>Business plans</b> | <b>Feasibility Studies</b> | <b>Financial &amp; money management</b> | <b>Employee recruitment &amp; retention</b> | <b>Measuring financial impact</b> | <b>Measuring social impact</b> | <b>Loans &amp; financial tools</b> |
| <b>Not useful</b>  | 8                     | 13                         | 21                                      | 29  | 13                                | 4                              | 17                                 |
| <b>Somewhat useful</b>   | 17                    | 21                         | 29                                      | 21  | 33                                | 26                             | 25                                 |
| <b>Useful</b>  | 21                    | 25                         | 25                                      | 21  | 21                                | 26                             | 8                                  |
| <b>Very useful</b>   | <b>46</b>             | 29                         | 21                                      | 17  | 21                                | 30                             | 25                                 |

Note: columns may not add to 100% due to rounding and a “not applicable” option.

## Funding sources past and future

Respondents were asked to describe their success in finding funding in the past three years, as well as their intentions for the future. The results, here, are a bit difficult to interpret – it appears from the data that organizations received funding they never applied for!

What is likely the case is that respondents understood the questions somewhat differently – that the first column (sought funding) meant “didn’t get.” Read this way, we see that respondents have generally had successful records of bringing in funding – though only two categories (provincial and private donations) see a majority of organizations attempting to access funding through this channel.

Interestingly, many organizations seem to see themselves as pursuing fewer funding avenues in the future – however, with the relatively low response rate to this question, it would be wise not to generalize from this. See Table 21 on the next page for the results.

**Table 21: Respondents' Success Pursuing Funding**

|  | Percent of respondents who...                                  |   |   |
|--|--|---|---|
|  | Sought or applied for this type of funding in the last 3 years | Were successful in obtaining this type of funding in the last 3 years | Are likely to pursue this type of funding in the next three years |
| <b>Foundations</b>   | 13   | 17  | 21  |
| <b>Federal government</b>                                    | 8  | 38  | 17  |
| <b>Provincial government</b>                                 | 8  | 42  | 25  |
| <b>Municipal government</b>                                  | 8  | 29  | 8   |
| <b>Private individuals</b>                                   | 13   | 42  | 17  |
| <b>Donations from private businesses</b>                     | 17   | 25  | 17  |
| <b>Partnerships or investments from private corporations</b> | 4  | 17  | 21  |
| <b>Parent organization</b>                                   | 4  | 8   | 4   |

Note: rows may not add to 100% due to rounding and a “not applicable” option.

## Provincial Comparisons

The SESS has now been conducted across Canada, which means that comparative results for all the core questionnaire data points are available at a province-by-province level. They are summarized in **Appendix A**, beginning on Page 46.

## THE NL SOCIAL ENTERPRISE SECTOR SURVEY: CONCLUSIONS

This survey provides a snapshot of a small group of organizations from a vibrant part of Newfoundland and Labrador's community sector.

While the group of respondents was small, it was also varied. This highlights the wide-ranging scope and activities of social enterprises in the province and makes a strong case for these organizations being critical actors in multiple sectors of the provincial economy. They provide goods and services, create jobs, provide training and deliver services for underrepresented and marginalized groups.

Social enterprises in Newfoundland and Labrador serve different categories of people including youth, women, and aboriginal and indigenous groups as well as those with disabilities. All the responding enterprises worked with volunteers in advancing their missions.

Importantly, this study reminds us that social enterprises in the province (as is true elsewhere) still rely on grants and donations. They fundraise, apply for government and foundation grants, and receive donations from private individuals and corporations.

There are a number of other standout points that emerge from the data. First, this study reminds us that there is a terminology gap in Newfoundland and Labrador. Social enterprise is by no means a new practice – within our group of organizations in the survey, organizations had been, on average, active for more than 20 years. It is, however, something of a new term, and this survey shows that

many organizations who are doing social enterprise work aren't talking about themselves as "social enterprises." With a growing interest in capacity-building for social enterprises by governments, universities, and foundations, this is a gap that needs to be bridged for organizations to fully recognize their potential.

The data gathered here draw attention to the relatively low use of the kinds of debt financing that private businesses depend on. Why might that be? More research is clearly needed. Some of this is almost certainly the result of a very rational choice: if an organization can access a non-refundable grant instead of a loan, it would make little sense not to. Grants, though, are in short supply – debt financing is clearly one way to sharply accelerate growth for those organizations whose missions and business models are pushing them in this direction.

Some kinds of debt financing are likely off the table for most social enterprises. Small business loans from banks and credit unions may demand that personal assets be used as collateral – a huge risk to take, especially when there is no financial reward to be gained from ownership. Nonetheless, as the next section of this paper will show, there are many avenues available to organizations with feasible business plans.

This, though, highlights one final disconnect between the local social enterprise sector and the thinking around it - that there are many programs available for established organizations with solid business plans, but not many programs to help get them there. To build a truly thriving social enterprise sector in NL, this disconnect will have to change.

# Inventory of Support Programs

## THE BIG PICTURE

Organizations looking to take on social enterprise activities in Newfoundland and Labrador have a wide variety of public, community, and private-sector support programs available to them. Indeed, one big competitive advantage of the social enterprise model is its ability to straddle the divide between programs targeted at small business development and more traditional grant funding streams for nonprofit organizations.

A full list of the support programs we identified - with lengthy descriptions of each program and its eligibility criteria, as well as a glossary of departmental acronyms - is presented in Appendix B (Page 52). The inventory is summarized on the table that begins on the next page. We have been intentionally generous in which programs we include here – for example, the inventory includes summer student employment programs. While not targeted at social enterprises, these programs are a critical support for many new organizations in their formative stages.

A look at this set of support programs is telling. There is ample support available for organizations with an economic development focus, as well as for those who have an established business plan.

There is not, however, as much support for organizations to get those plans and studies developed. There are also very few programs explicitly aimed at developing social enterprise within the social services and health care sector, even though these sectors present a huge opportunity for more enterprising business models and approaches to service delivery.

Another notable absence, here, is support for evaluation and outcomes measurement. Organizations are often expected to be able to provide a clear approach to understanding and measuring their impact, but there is no program that explicitly supports the necessary capacity-building or employee time involved.

A note: this list may be incomplete. We appreciate any additions or corrections – please send them to [csc@cscnl.ca](mailto:csc@cscnl.ca).

# 25

**Federal and provincial  
government support programs**

# 15

**Foundation, nonprofit, and  
private-sector programs**

## Provincial Social Enterprise Support Programs

### Glossary:

BTCRD: Department of Business, Tourism, Culture, and Rural Development

HCS: Department of Health and Community Services

AES: Department of Advanced Education and Skills

MA: Department of Municipal Affairs

### Business Development Programs

| Name                                 | Department | Brief Description  |
|--------------------------------------|------------|--|
| Business Development Support Program | BTCRD      | Non-repayable contribution(s) to a maximum amount of \$100,000 per government fiscal year available for productivity improvements, knowledge development, market development and professional technical advice for small/medium enterprises. |

### Non-repayable Funding

| Name  | Department | Brief Description  |
|---|------------|--|
| Regional Development Fund   | BTCRD      | Non-repayable funding for infrastructure, capacity building, marketing, and research.  |
| Operational Support for Community and Regional Heritage Organizations | BTCRD      | Operational support to museums, archives, historical societies and historic trusts. New applicants will be accepted in 2016. |

### Loans and Equity Investments

| Name                             | Department | Brief Description  |
|----------------------------------|------------|--|
| Business Investment Fund         | BTCRD      | Term loans and equity investments (to a maximum of \$500,000/fiscal year) to small/medium enterprises.   |
| Fisheries Loan Guarantee Program | BTCRD      | A number of social enterprises in Newfoundland and Labrador work in the fishery, and there may be space for more. This program provides a government guarantee on loans through local banks to buy, refit, or equip vessels. |

### Capacity-building, Marketing and Training

| Name                                | Department | Brief Description  |
|-------------------------------------|------------|--|
| Community Capacity Building Program | BTCRD      | Training for non-profit organizations with a clear link to economic and business development – there are four themes (strategy and planning, relationship building, organizational skills and management, and co-operative development). |

| Business Retention and Expansion Diagnostic                      | BTCRD      | Businesses work one-on-one with BTCRD Economic Development Officers (EDOs) to look at their business operations and uncover issues and opportunities.  |
|--|------------|--|
| Beyond Your Backyard - Export Readiness Program                  | BTCRD      | Social enterprises who are thinking of developing a product for export could work with this program.   |
| Support for Heritage Projects                                    | BTCRD      | This funding is intended for projects, not on-going programs, run by heritage organizations.   |
| Canada - Newfoundland and Labrador Job Grant                     | AES        | Provides a financial contribution to employers for employer-sponsored training for existing and new employees.   |
| Program and project grants                                       |            |  |
| Name   | Department | Brief Description  |
| The Cultural Economic Development Program - Arts Component       | BTCRD      | Professional arts groups are eligible to apply for funding for festivals, performances series, and one-off projects.   |
| Cultural Events Fund   | BTCRD      | A small fund to support local cultural events  |
| Aboriginal Cultural Heritage Program                             | BTCRD      | Supports Aboriginal projects that involve the safeguarding of traditions and culture.  |
| Community Addictions Prevention and Mental Health Promotion Fund | HCS        | Supports projects and programs addressing substance abuse and mental health.   |
| Inclusion Grants   | HCS        | Supports non-profit, community-based organizations to create or improve the accessibility of the built environment or provide disability-related accommodations at events and meetings.                |
| Short-term employment supports                                   |            |  |
| Name   | Department | Brief Description  |
| JobsNL Wage Subsidy Program                                      | AES        | Provides a 50% subsidy to a maximum of \$8/hour towards the hourly wage, in combination with a flexible duration of 10 - 52 weeks; open to EI-eligible and Non-eligible individuals.                   |
| Job Creation Partnerships  | AES        | Supports creating jobs to provide unemployed, EI insured participants with opportunities to gain meaningful work experience. Project activities should benefit both the participant and the community. |

|  |     |   |
|--|-----|---|
| Student Summer Employment Programs       | AES | Provides funding to assist businesses and not-for-profit organizations in creating summer employment for students.  |
| Labour Market Partnerships               | AES | The Labour Market Partnerships Program provides funding to support employers, employer or employee associations, community groups and communities in developing and implementing labour market strategies and activities for dealing with labour force adjustments and meeting human resource requirements. |
| Community Enhancement Employment Program | MA  | Workers in rural areas are employed by local governments or community organizations for up to 400 hours to assist them with eligibility for EI benefits.  |

## Federal Social Enterprise Support Programs

### Glossary

ACOA: Atlantic Canada Opportunities Agency

SC: Service Canada

### Business Development

| Name                         | Department | Brief Description   |
|------------------------------|------------|---|
| Business Development Program | ACOA       | Provides access to capital in the form of interest-free repayable assistance to small/medium businesses and non-repayable assistance to not-for-profit organizations that provide support to Atlantic businesses.                             |
| Innovative Communities Fund  | ACOA       | Funding for investments that lead to long-term employment and economic capacity building in rural communities. Urban initiatives that stimulate the competitiveness and vitality of rural communities may be considered on a selective basis. |

### Program and Project Grants

| Name  | Department | Brief Description  |
|---|------------|--|
| Canada 150 Community Infrastructure Program | ACOA       | The Canada 150 Community Infrastructure Program (CIP 150) supports projects that rehabilitate existing community facilities across Canada. |

| Short-term employment supports |            |   |
|--------------------------------|------------|---|
| Name                           | Department | Brief Description   |
| Canada Summer Jobs             | SC         | Pays up to 50% of the salary to an eligible full-time student (100% for nonprofit employers) for a summer work placement. |
| Skills Link Program            | SC         | Provides funding for employers and organizations to offer activities to youth facing barriers to employment.              |

## Private-sector, Nonprofit, and Foundation Supports

### Glossary:

CBDC: Community Business Development Corporation

MBO: Metro Business Opportunities

YSI: Youth Social Innovation

NLFC: Newfoundland and Labrador Federation of Cooperatives

BDC: Business Development Bank of Canada

| Non-repayable Funding  |                      |   |
|------------------------|----------------------|---|
| Name                   | Funder               | Brief Description   |
| Social Innovation Fund | McConnell Foundation | This fund has three components – one for early stage innovations; a second for scaling up successful social innovations and for mature organizations diversifying program and business models; and a third for multi-sector collaborations, including ‘change labs’. While not a fit for all social enterprises, those engaging in socially innovative work could partake in up to \$150,000/year in funding. |
| Crowdfunding           | Various              | Raising money directly from the community through online platforms such as Kickstarter and GoFundMe is an increasingly important part of the fundraising landscape for social enterprises.  |

| Loans and equity investments |        |  |
|------------------------------|--------|--|
| Name                         | Funder | Brief Description  |
| Social Enterprise Loans      | CBDC   | The CBDC offers loans of up to \$150,000 per eligible applicant (and higher, in some instances).     |
| Youth Loans                  | CBDC   | The CBDC Youth Loan can help entrepreneurs (primarily in rural areas) aged 18-34 get financial help. |
| First-Time Entrepreneur      | CBDC   | Offers up to \$150,000 to qualified borrowers in   |

|                                      |      |  |
|--------------------------------------|------|--|
| Loan                                 |      | Newfoundland and Labrador (primarily in rural areas). It's available to sole proprietors, limited companies and partnerships.  |
| Seed Loan Program                    | MBO  | The equivalent of a CBDC for St. John's/Mt. Pearl, MBO offers a Seed Loan Program through which young entrepreneurs (under 35) can access financing up to a maximum of \$20,000.   |
| Kickstart Loans                      | MBO  | Provides up to \$5,000 at low interest rates for young entrepreneurs. Applicants must be under 35, living in NL, and unable to access funding in other ways.   |
| Youth Social Innovation Capital Fund | YSI  | This is a private capital fund. All accepted YSI applicants secure up to \$50,000 from the YSI program and also have the option of receiving an additional \$15,000 in startup financing from Futurpreneur.  |
| Futurpreneur                         | N/A  | Provides start-up financing of up to \$45,000 in partnership with the Business Development Bank of Canada. Each young entrepreneur is also hand-matched with a Futurpreneur Mentor for two years.  |
| Cooperative Equity Investment Fund   | NLFC | Provides equity investments in cooperatives. The total amount that co-op members invest may be matched by the fund on a three to one basis, to a maximum of \$30,000. Contribution is repayable once the co-op is profitable.  |
| Business Loans                       | BDC  | BDC is a bank focused entirely on working with entrepreneurs in Canada. They provide a wide variety of services, from consulting on business plans to loans to new and existing businesses. Social enterprises with a sustainable business model can pursue financing through BDC, although (as with any business loan), there is usually a need for collateral. |

### Capacity-building and Training

| Name      | Funder               | Brief Description   |
|-----------|----------------------|---|
| Innoweave | McConnell Foundation | Helps passionate leaders of successful community organizations learn about, select, and implement new tools and approaches to generate greater impact and advance their missions. |

| Program and Project Grants               |                 |   |
|--|-----------------|---|
| Name                                     | Funder          | Brief Description   |
| Community Economic Development Fund      | Cooperators     | The Funds support community economic development initiatives that lead to job creation and/or enhanced employability for marginalized populations.  |
| Trico Charitable Foundation              | Trico           | Trico is a private foundation that believes in supporting social entrepreneurship through programmatic, grant making, and partnership approaches.   |
| Short-term Employment Supports           |                 |   |
| Name                                     | Delivery Agency | Brief Description   |
| Student Work and Service Program (SWASP) | CSC NL          | Funded by Service Canada, this program funds summer student placements – participants receive a \$1,400 tuition voucher upon completion of a 280-hour placement (8 weeks), plus a stipend of \$1,470. |

## APPENDIX A: PROVINCIAL COMPARISONS

|   | 2014 Surveys        |                     |                     |                     |                     |                      | 2015 Surveys          |                     |                         |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|---------------------|-------------------------|---------------------|
|   | AB<br>n=101<br>orgs | BC<br>n=121<br>orgs | MB<br>n=111<br>orgs | NB<br>n=129<br>orgs | NS<br>n=232<br>orgs | PE *<br>n=16<br>orgs | TR **<br>n=47<br>orgs | SK<br>n=113<br>orgs | ON ***<br>n=450<br>orgs | NL*<br>n=30<br>orgs |
| Demographic profile                                   |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Year of formation: median                             | 1984                | 1997                | 1985                | 1990                | 1991                | 1993.5               | 1990                  | 1982                | 1992                    | 1990                |
| Year of first sale: median                            | 1988                | 2000                | 1988.5              | 1991                | 1992                | 1995                 | 1995.5                | 1988.5              | 1993                    | 1993                |
| Number of business sectors (1-17):<br>average         | 1.7                 | 1.9                 | 1.9                 | 1.7                 | 1.5                 | 2.0                  | 2.2                   | 1.9                 | 2.3                     | 2.4                 |
| Number of targeted populations (0-17): average        | 4.3                 | 5.4                 | 4.3                 | 5.3                 | 1.8                 | 4.0                  | 6.1                   | 5.7                 | 5.1                     | 5.1                 |
| Individual members: average in 2013/4                 | 67.6                | 150.5               | 255.2               | 605.5               | 87                  | 15                   | 205.5                 | 73                  | 226.9                   | 69.8                |
| Organizational members: average in 2013/4             | 22.4                | 14                  | 6.9                 | 29.3                | 10.9                | 9.4                  | 16                    | 13.7                | 8.3                     | 4.1                 |
| Trained: average for 2013/4                           | 464.6               | 43.8                | 88.9                | 51.8                | 102.5               | 74                   | 52.8                  | 23.1                | 103.3                   | 51.7                |
| Employed (from target group):<br>average for 2013/4   | 35.8                | 11.8                | 37.5                | 14.3                | 20                  | 16.9                 | 11.7                  | 15.4                | 20.3                    | 21.1                |
| Served: average for 2013/4                            | 6916.9              | 8109.4              | 7688.5              | 4154.6              | 3733.7              | 1959.6               | 2247.3                | 3823.9              | 4114.2                  | 2806.7              |
| FTEs: average in 2013/4                               | 28.4                | 9.0                 | 19.4                | 16.5                | 14.4                | 13.4                 | 9.2                   | 15.2                | 8.8                     | 9.1                 |
| Volunteers (full-and part-time):<br>average in 2013/4 | 175.6               | 50.0                | 75.2                | 60.2                | 120.4               | 42.6                 | 40.9                  | 429.6               | 58.6                    | 30.5                |
| Total expenditure: \$ average in 2013/4               | 694,164             | 764,304             | 695,395             | 936,872             | 1,179,887           | 580,453              | 3,642,839             | 697,500             | 946,881                 | 452,710             |
| Total wages and salaries: \$ average in 2013/4        | 404,792             | 396,916             | 407,895             | 578,215             | 616,315             | 409,687              | 566,327               | 378,198             | 415,754                 | 253,890             |
| Total revenue: \$ average in 2013/4                   | 702,900             | 792,895             | 750,792             | 962,494             | 1,318,872           | 579,954              | 4,047,917             | 712,296             | 958,544                 | 457,762             |

|   | 2014 Surveys        |                     |                     |                     |                     |                      | 2015 Surveys          |                     |                         |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|---------------------|-------------------------|---------------------|
|   | AB<br>n=101<br>orgs | BC<br>n=121<br>orgs | MB<br>n=111<br>orgs | NB<br>n=129<br>orgs | NS<br>n=232<br>orgs | PE *<br>n=16<br>orgs | TR **<br>n=47<br>orgs | SK<br>n=113<br>orgs | ON ***<br>n=450<br>orgs | NL*<br>n=30<br>orgs |
| Revenue from sales of goods and services: \$ average 2013/4   | 407,690             | 611,256             | 579,614             | 737,719             | 857,346             | 285,976              | 3,784,184             | 470,324             | 649,277                 | 301,402             |
| Revenue from grants and donations received from parent organization: \$ average 2013/4                | 17,624              | 28,090              | 6,894               | 21,606              | 38,470              | 8,929                | 97,036                | 55,841              | 39,849                  | 22,592              |
| Revenue from grants and donations from other organizations and private individuals: \$ average 2013/4 | 138,954             | 112,020             | 108,654             | 50,688              | 373,784             | 18,024               | 126,969               | 112,824             | 179,840                 | 107,530             |
| Revenue exceeds expenses in 2013/4: percent   | 76.4                | 80.9                | 80.0                | 77.4                | 76.2                | 78.6                 | 76.9                  | 73.6                | 76.8                    | 57.1                |
| Sales as percent of revenue: average per organization 2013/4  | 46.6                | 60.7                | 57.0                | 60.2                | 54.5                | 62.1                 | 48.4                  | 47.8                | 71.0                    | 56.4                |
| Revenue less grants/loans/donations exceeds expenses in 2013/4: percent                               | 34.8                | 33.7                | 28.9                | 34.4                | 40.6                | 42.9                 | 31.6                  | 31.4                | 51.6                    | 23.8                |
| Purpose (percent of responding social enterprises):   |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Employment development  | 19.8                | 32.2                | 33.3                | 29.5                | 28.4                | 37.5                 | 25.5                  | 15.9                | 23.8                    | 26.7                |
| Training  | 14.9                | 23.1                | 29.7                | 20.2                | 19.8                | 25.0                 | 17.0                  | 10.6                | 16.9                    | 26.7                |
| Income generation for parent organization   | 22.8                | 22.3                | 29.7                | 19.4                | 8.2                 | 50.0                 | 17.0                  | 11.5                | 21.6                    | 13.3                |
| Social mission  | 79.2                | 82.6                | 77.5                | 80.6                | 82.8                | 68.8                 | 78.7                  | 84.1                | 82.2                    | 63.3                |
| Cultural mission  | 64.4                | 48.8                | 58.6                | 37.2                | 35.3                | 50.0                 | 53.2                  | 59.3                | 37.8                    | 50.0                |
| Environmental mission   | 24.8                | 28.1                | 24.3                | 24.8                | 25.4                | 18.8                 | 23.4                  | 14.2                | 34.5                    | 23.3                |
| Legal structure (percent of responding social enterprises)  |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Non-profit legal structure  | 96.0                | 90.1                | 86.5                | 75.2                | 72.8                | 87.5                 | 89.4                  | 92.0                | 58.0                    | 90.0                |
| Registered charity  | 61.0                | 65.5                | 51.8                | 52.7                | 53.7                | 62.5                 | 52.3                  | 66.7                | 48.0                    | 75.9                |

|   | 2014 Surveys        |                     |                     |                     |                     |                      | 2015 Surveys          |                     |                         |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|---------------------|-------------------------|---------------------|
|   | AB<br>n=101<br>orgs | BC<br>n=121<br>orgs | MB<br>n=111<br>orgs | NB<br>n=129<br>orgs | NS<br>n=232<br>orgs | PE *<br>n=16<br>orgs | TR **<br>n=47<br>orgs | SK<br>n=113<br>orgs | ON ***<br>n=450<br>orgs | NL*<br>n=30<br>orgs |
| Target groups (percent of responding social enterprises): |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| All the people living in a particular place / community   | 73.3                | 65.3                | 63.1                | 62                  | 59.5                | 87.5                 | 76.6                  | 70.8                | 63.8                    | 66.7                |
| First Nations / Indigenous people                         | 25.7                | 41.3                | 34.2                | 27.9                | 6.0                 | 18.8                 | 68.1                  | 43.4                | 24.5                    | 36.7                |
| Children  | 47.5                | 40.5                | 25.2                | 37.2                | 9.5                 | 18.8                 | 51.1                  | 52.2                | 28.9                    | 40.0                |
| Ethnic minority   | 21.8                | 29.8                | 24.3                | 28.7                | 6.9                 | 25.0                 | 27.7                  | 36.3                | 23.3                    | 16.7                |
| Families  | 42.6                | 37.2                | 25.2                | 41.9                | 9.1                 | 25.0                 | 57.4                  | 46.0                | 44.0                    | 43.3                |
| People living without homes                               | 8.9                 | 20.7                | 11.7                | 16.3                | 3.0                 | 12.5                 | 25.5                  | 12.4                | 19.3                    | 13.3                |
| Immigrants  | 15.8                | 22.3                | 23.4                | 23.3                | 6.0                 | 25.0                 | 23.4                  | 27.4                | 22.7                    | 16.7                |
| Lower income individuals                                  | 23.8                | 38.8                | 31.5                | 41.9                | 8.2                 | 25.0                 | 42.6                  | 41.6                | 47.6                    | 33.3                |
| Men   | 29.7                | 33.9                | 28.8                | 37.2                | 7.8                 | 25.0                 | 51.1                  | 38.9                | 34.9                    | 40.0                |
| People living with addictions                             | 8.9                 | 22.3                | 13.5                | 19.4                | 5.6                 | 18.8                 | 21.3                  | 19.5                | 20.2                    | 13.3                |
| People living with employment barriers                    | 17.8                | 30.6                | 22.5                | 28.7                | 10.8                | 18.8                 | 23.4                  | 27.4                | 29.1                    | 26.7                |
| People living with psychiatric disabilities               | 13.9                | 28.1                | 16.2                | 24.8                | 15.9                | 6.3                  | 14.9                  | 23.9                | 22.7                    | 16.7                |
| People living with intellectual disabilities              | 14.9                | 31.4                | 26.1                | 29.5                | 24.1                | 25.0                 | 19.1                  | 31.9                | 26.0                    | 20.0                |
| People living with physical disabilities                  | 20.8                | 33.1                | 24.3                | 32.6                | 19.4                | 31.3                 | 17.0                  | 29.2                | 27.1                    | 33.3                |
| Refugees  | 7.9                 | 9.9                 | 12.6                | 10.1                | 1.7                 | 12.5                 | 8.5                   | 9.7                 | 16.0                    | 13.3                |
| Senior / aged / elderly                                   | 41.6                | 37.2                | 33.3                | 37.2                | 13.8                | 37.5                 | 40.4                  | 38.1                | 36.4                    | 50.0                |
| Women   | 36.6                | 41.3                | 35.1                | 45.7                | 11.6                | 31.3                 | 55.3                  | 45.1                | 39.8                    | 43.3                |
| Youth / Young adults                                      | 49.5                | 43.8                | 36.9                | 50.4                | 23.3                | 43.8                 | 63.8                  | 48.7                | 41.9                    | 53.3                |
| Sources of grants and donations received in 2013/4        |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Foundations   | 25.3                | 43.5                | 33.3                | 25.6                | 20.7                | 31.3                 | 12.8                  | 14.5                | 24.2                    | 22.2                |
| Federal Government  | 21.1                | 27.0                | 30.6                | 35.7                | 31.9                | 43.8                 | 42.6                  | 28.2                | 24.9                    | 59.3                |

|   | 2014 Surveys        |                     |                     |                     |                     |                      |                       | 2015 Surveys        |                         |                     |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|---------------------|-------------------------|---------------------|
|   | AB<br>n=101<br>orgs | BC<br>n=121<br>orgs | MB<br>n=111<br>orgs | NB<br>n=129<br>orgs | NS<br>n=232<br>orgs | PE *<br>n=16<br>orgs | TR **<br>n=47<br>orgs | SK<br>n=113<br>orgs | ON ***<br>n=450<br>orgs | NL*<br>n=30<br>orgs |
| Provincial Government   | 67.4                | 44.3                | 50.9                | 58.1                | 50.4                | 68.8                 | 63.8                  | 68.2                | 30.2                    | 63.0                |
| Municipal Government  | 50.5                | 38.3                | 25                  | 26.4                | 23.3                | 25                   | 36.2                  | 28.2                | 27.0                    | 22.2                |
| Private individuals, philanthropists,<br>donors               | 48.4                | 47.0                | 47.2                | 46.5                | 42.7                | 37.5                 | 46.8                  | 52.7                | 32.3                    | 59.3                |
| Bank  | 7.4                 | 7.8                 | 4.6                 | 6.2                 | 5.2                 | 6.3                  | 2.1                   | 3.6                 | 3.9                     | 7.4                 |
| Corporations/Private businesses                               | 36.8                | 28.7                | 30.6                | 35.7                | 19.4                | 18.8                 | 29.8                  | 30.9                | 22.4                    | 40.7                |
| Parent organization   | 7.4                 | 7.0                 | 13.9                | 4.7                 | 5.2                 | 18.8                 | 12.8                  | 10.9                | 4.4                     | 11.1                |
| Credit Union  | 2.1                 | 21.7                | 14.8                | 7.8                 | 1.7                 | 6.3                  | 0                     | 16.4                | 2.3                     | 7.4                 |
| Community futures   | 3.2                 | 2.6                 | 7.4                 | 0                   | 3.9                 | 0                    | 4.3                   | 0.9                 | 3.2                     | 0                   |
| No grants/donations   | 13.7                | 18.3                | 16.7                | 17.8                | 28.0                | 25.0                 | 12.8                  | 10.0                | 34.4                    | 0                   |
| <b>Purposes of grants and donations received in 2013/4</b>    |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Training and technical assistance grants                      | 21.1                | 15.7                | 23.1                | 24.8                | 22.8                | 18.8                 | 19.1                  | 31.3                | 38.2                    | 33.3                |
| Operational grants  | 73.7                | 62.6                | 68.5                | 66.7                | 63.8                | 62.5                 | 80.9                  | 81.8                | 75.4                    | 59.3                |
| Governance and management                                     | 10.5                | 13                  | 7.4                 | 11.6                | 6.5                 | 12.5                 | 19.1                  | 10.1                | 9.5                     | 14.8                |
| Research and development                                      | 13.7                | 13.9                | 15.7                | 16.3                | 10.3                | 0                    | 23.4                  | 10.1                | 24.9                    | 14.8                |
| Capital project   | 38.9                | 25.2                | 32.4                | 15.5                | 15.5                | 25                   | 31.9                  | 40.4                | 33                      | 22.2                |
| <b>Sources of loans/ debt instruments taken out in 2013/4</b> |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Foundations   | 2.1                 | 0                   | 1.9                 | 0                   | 0.4                 | 0                    | 0                     | 0.9                 | 1.8                     | 0                   |
| Federal Government  | 1.1                 | 0                   | 0.9                 | 1.6                 | 0                   | 0                    | 0                     | 0.9                 | 2.3                     | 0                   |
| Provincial Government   | 1.1                 | 1.7                 | 2.8                 | 3.1                 | 0.9                 | 0                    | 0                     | 4.5                 | 0.9                     | 3.7                 |
| Municipal Government  | 3.2                 | 0.9                 | 0                   | 0.8                 | 0.4                 | 0                    | 2.1                   | 0.9                 | 1.8                     | 0                   |
| Private individuals, philanthropists,<br>donors               | 1.1                 | 0.9                 | 9.3                 | 3.9                 | 1.3                 | 6.3                  | 2.1                   | 1.8                 | 2.3                     | 0                   |

|  | 2014 Surveys        |                     |                     |                     |                     |                      |                       | 2015 Surveys        |                         |                     |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|---------------------|-------------------------|---------------------|
|  | AB<br>n=101<br>orgs | BC<br>n=121<br>orgs | MB<br>n=111<br>orgs | NB<br>n=129<br>orgs | NS<br>n=232<br>orgs | PE *<br>n=16<br>orgs | TR **<br>n=47<br>orgs | SK<br>n=113<br>orgs | ON ***<br>n=450<br>orgs | NL*<br>n=30<br>orgs |
| Bank   | 10.5                | 6.1                 | 4.6                 | 9.3                 | 7.8                 | 12.5                 | 8.5                   | 3.6                 | 8.8                     | 0                   |
| Corporations/Private businesses                          | 0                   | 0.9                 | 7.4                 | 0.8                 | 0.4                 | 0                    | 2.1                   | 0                   | 2.5                     | 0                   |
| Parent organization                                      | 2.1                 | 3.5                 | 2.8                 | 0.8                 | 0                   | 0                    | 2.1                   | 0                   | 0.7                     | 0                   |
| Credit Union   | 1.1                 | 4.3                 | 15.7                | 13.2                | 2.2                 | 31.3                 | 0                     | 10.0                | 5.5                     | 3.7                 |
| Community futures  | 1.1                 | 0.9                 | 0.9                 | 0.8                 | 1.3                 | 0                    | 2.1                   | 0                   | 0.5                     | 0                   |
| No loans / debt instruments                              | 73.7                | 73.9                | 64.8                | 63.6                | 80.6                | 50                   | 85.1                  | 78.2                | 74.9                    | 81.5                |
| Purposes of loans/ debt instruments taken out in 2013/4: |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Training and technical assistance Loans                  | 0                   | 0.9                 | 0                   | 2.3                 | 0.4                 | 0                    | 0                     | 0                   | 0.2                     | 0                   |
| Operational Loans  | 8.4                 | 10.4                | 21.3                | 17.8                | 5.6                 | 18.8                 | 6.4                   | 4.9                 | 9.3                     | 4.0                 |
| Governance and management                                | 0                   | 0.9                 | 0                   | 1.6                 | 0.4                 | 0                    | 2.1                   | 1.2                 | 0.5                     | 0                   |
| Research and development                                 | 1.1                 | 0.9                 | 1.9                 | 0.8                 | 0.9                 | 0                    | 2.1                   | 0                   | 0.7                     | 0                   |
| Capital project  | 9.5                 | 7.8                 | 16.7                | 9.3                 | 7.8                 | 25.0                 | 10.6                  | 11.0                | 10.8                    | 4.0                 |
| Sector of products and services sold                     |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Resources, production, construction                      | 16.8                | 25.6                | 26.1                | 27.9                | 19.8                | 25.0                 | 23.4                  | 16.8                | 26.0                    | 20.0                |
| Trade, finance   | 13.9                | 24.8                | 27.9                | 17.1                | 12.9                | 43.8                 | 17.0                  | 7.1                 | 36.2                    | 23.3                |
| Real estate  | 8.9                 | 14.0                | 18.0                | 13.2                | 5.2                 | 6.3                  | 10.6                  | 17.7                | 33.1                    | 10.0                |
| Accommodation, food, tourism                             | 60.4                | 43.8                | 45.0                | 33.3                | 32.8                | 56.3                 | 61.7                  | 39.8                | 34.5                    | 56.7                |
| Health and social services                               | 18.8                | 24.0                | 15.3                | 37.2                | 37.1                | 18.8                 | 31.9                  | 31.9                | 16.2                    | 16.7                |
| Art, culture, communication                              | 35.6                | 36.4                | 45.9                | 27.9                | 23.3                | 31.3                 | 44.7                  | 31.0                | 28.0                    | 43.3                |
| Professional services                                    | 36.6                | 41.3                | 35.1                | 51.9                | 25.9                | 62.5                 | 59.6                  | 31.0                | 29.2                    | 46.7                |
| Other services   | 15.8                | 19.8                | 15.3                | 17.1                | 14.2                | 18.8                 | 27.7                  | 14.2                | 30.4                    | 26.7                |
| Active in two or more sectors (above)                    | 46.3                | 58.7                | 54.4                | 54.5                | 37.7                | 53.8                 | 68.3                  | 56.9                | 56.6                    | 75.0                |
| Focus ****   |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Employment   | 24.8                | 38.0                | 36.0                | 36.4                | 32.3                | 37.5                 | 27.7                  | 20.4                | 39.8                    | 26.7                |

|  | 2014 Surveys        |                     |                     |                     |                     |                      |                       | 2015 Surveys        |                         |                     |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-----------------------|---------------------|-------------------------|---------------------|
|  | AB<br>n=101<br>orgs | BC<br>n=121<br>orgs | MB<br>n=111<br>orgs | NB<br>n=129<br>orgs | NS<br>n=232<br>orgs | PE *<br>n=16<br>orgs | TR **<br>n=47<br>orgs | SK<br>n=113<br>orgs | ON ***<br>n=450<br>orgs | NL*<br>n=30<br>orgs |
| Poverty                                | 36.6                | 48.8                | 47.7                | 47.3                | 34.5                | 43.8                 | 51.1                  | 35.4                | 59.2                    | 40.0                |
| Disability                             | 19.8                | 30.6                | 20.7                | 23.3                | 29.7                | 18.8                 | 12.8                  | 20.4                | 33.7                    | 20.0                |
| <b>Mission ****</b>                    |                     |                     |                     |                     |                     |                      |                       |                     |                         |                     |
| Social, environmental, culture-focused | 67.3                | 54.5                | 51.4                | 55.8                | 64.7                | 25.0                 | 63.8                  | 75.2                | 58.7                    | 56.7                |
| Income-focused                         | 9.9                 | 11.6                | 12.6                | 14.0                | 3.9                 | 43.8                 | 10.6                  | 5.3                 | 15.8                    | 10.0                |
| Multi-purpose                          | 22.8                | 33.9                | 36.0                | 30.2                | 31.5                | 31.3                 | 25.5                  | 19.5                | 25.6                    | 33.3                |

**Notes:**

\* Small sample size, interpret with caution.

\*\* Includes only those respondents from Yukon, Northwest Territories and Nunavut surveys that indicated they own or operate an enterprise.

\*\*\* Includes only non-profit social enterprises, excluding child care providers. Data for Ontario are weighted by sub-sector.

\*\*\*\* Focus - Employment Focus: SE has employment / training purpose, or targets people with employment barriers. Poverty Focus: SE with an employment /training purpose, or targets people with employment barriers, low income or homeless. Disability Focus: serve those with physical, intellectual and/or psychological disabilities. The calculation method changed from 2014 to 2015; results reported here are consistent based on the revised method, which excludes those respondents who reported 13 or more target populations.

\*\*\*\*\* Mission - three mutually exclusive categories used to classify nonprofit social enterprises based on their stated purposes.

TR = Territories

## **APPENDIX B: SOCIAL ENTERPRISE SUPPORTS IN NEWFOUNDLAND AND LABRADOR (DETAILED LIST)**

There are a wide variety of support programs available to social enterprises in Newfoundland and Labrador – these organizations can, at times, take advantage of both programs targeted at the nonprofit sector and those aimed at for-profit businesses. This section of the report pulls together an inventory of these programs. This is by no means definitive – it is not always clear whether a social enterprise would be eligible, and there are likely some programs out there that we've missed (if so, let us know! Email [csc@cscnl.ca](mailto:csc@cscnl.ca) with your additions). In any case, it is always worth checking with program staff before beginning any application process – but this document does provide a place to start.

### **Provincial government support programs**

The content of the descriptive text here is largely sourced from the program websites – a quick Google search will find them if more information is desired. The name of the administering department is in brackets next to each program name. (BTCRD = Business, Tourism, Culture, and Rural Development. AES = Advanced Education and Skills, HCS = Health and Community Services, MA= Municipal Affairs)

#### **Business Development Support Program (BTCRD)**

**<http://www.btcrd.gov.nl.ca/programs/bif.html>**

This program provides non-repayable contribution(s) to a maximum amount of \$100,000 per government fiscal year; they are available for productivity improvements, knowledge development, market development and/or professional technical advice for small/medium enterprises. The contribution level will be based on 50 % of eligible costs, with the business identifying their access to the remaining 50 % to complete the project. To be eligible, an organization must be a small and medium-sized enterprise (SME) based and operating in Newfoundland and Labrador having fewer than 100 employees and less than \$10 million in sales, must demonstrate its ability to undertake the work identified in the project proposal and access the financial capital required to complete the project, must operate in a strategic sector as defined by BTCRD, and must be in good standing with the Government of Newfoundland and Labrador.

#### **Regional Development Fund (BTCRD)**

**<http://www.btcrd.gov.nl.ca/regionaldev/rdf.html>**

This program provides non-repayable contributions to organizations for the development and implementation of economic initiatives with respect to regional and sectoral development, diversification, innovation, and key emerging sectors. Projects submitted for consideration must clearly link non-commercial activities to economic diversification and/or business development. The four key themes of projects intended for funding are: infrastructure; capacity building; marketing; and, research. Assistance is provided up to a maximum contribution of 50 % of

total eligible costs (the program guidelines don't specify an amount), with the client putting in 10%. In many cases, the other half of the support is sought through ACOA.

### **Business Investment Fund (BTCRD)**

**<http://www.btcrd.gov.nl.ca/programs/bif.html>**

This program provides term loans and equity investments (to a maximum of \$500,000/fiscal year) to small and medium-sized enterprises (SMEs) in strategic growth sectors as identified by BTCRD. The fund is also available to businesses which have export potential and require assistance to enter or expand in external markets. Funds are provided to complement funding from conventional sources, where a need has been demonstrated, and are also intended to increase the capital base of businesses allowing them to leverage new private-sector investments. This is primarily used to invest in for-profit businesses – social enterprises incorporated (as most are) without the ability to sell shares may want to look elsewhere.

### **Fisheries Loan Guarantee Program (BTCRD)**

**[http://www.btcrd.gov.nl.ca/programs/fisheries\\_loan.html](http://www.btcrd.gov.nl.ca/programs/fisheries_loan.html)**

A number of social enterprises in Newfoundland and Labrador work in the fishery, and there may be space for more. This program provides a government guarantee on loans through local chartered banks to buy, refit, or equip vessels. Entities, individuals or groups are eligible to apply. An applicant (including incorporated bodies) must be a Canadian citizen/entity and a resident of Newfoundland and Labrador. Harvesters must be registered full time as certified by the Professional Fish Harvesters Certification Board and eligible to hold a commercial fishing license. Applicants are required to have a favourable credit record and demonstrate commercial viability, including the ability to repay the loan.

### **Community Capacity Building Program (BTCRD)**

**<http://www.btcrd.gov.nl.ca/regionaldev/capacitybuilding.html>**

Widely used by community organizations, this program provides training support to non-profit organizations with a clear link to economic and business development. This includes Community Capacity Building module delivery and industry development sessions, based on four themes (strategy and planning, relationship building, organizational skills and management, and co-operative development). These are non-repayable contributions, normally to a maximum of \$5,000 for regional organizations and \$10,000 for provincial organizations per year.

### **Business Retention and Expansion Diagnostic (BTCRD)**

**<http://www.btcrd.gov.nl.ca/regionaldev/businessretention.html>**

In this program, businesses work one-on-one with a BTCRD Economic Development Officer (EDOs) to look holistically at their business operations and uncover issues and opportunities that may impact future plans and overall growth and success. Businesses receive one-on-one, on-site consultation sessions with the EDOs regarding marketing and sales, operations, finance and accounting, human resources and management and future plans. They also receive a report provided by the EDOs including a prioritized action plan, developed with the business,

and follow up care, if required, by BTCRD staff to provide an opportunity to the business to share ideas or feedback.

### **Beyond Your Backyard - Export Readiness Program (BTCRD)**

**<http://www.btcrd.gov.nl.ca/exporting/exportreadiness.html>**

Social enterprises who are thinking of developing a product for export could work with this program. It is an export diagnostic and preparation tool for Newfoundland and Labrador companies that are interested in or currently exporting goods and/or services to international markets.

### **Crafts of Character Branding Program (BTCRD)**

**<http://www.btcrd.gov.nl.ca/sectordev/crafts.html>**

A number of social enterprises in the province do work in the crafts sector. This program provides a quality-assurance label for retailers. To be eligible for the Crafts of Character Retailer designation, retailers or galleries must be in business for at least one year prior to the date of application, consistently stock at least five separate Crafts of Character-approved products lines in their product mix, and not carry products that, in the judgment of the evaluation committee, are demeaning to the brand image. The program is not available to hobbyists, wholesalers, distributors, or agents. Retailers are not eligible to apply to brand products by producers whose work they represent.

### **Economic Diversification and Growth Enterprises (EDGE) Program (BTCRD)**

**[http://www.btcrd.gov.nl.ca/programs/edge\\_page.html](http://www.btcrd.gov.nl.ca/programs/edge_page.html)**

This tax rebate program provides incentives to encourage significant new business investment in the province to help diversify the economy and stimulate new private sector job creation, particularly in rural areas. It provides a 100% rebate on provincial corporate income tax and the provincial health and post-secondary education (payroll) tax for a period of 10 years if the business is established within the northeast Avalon area, or for 15 years if it is established outside the northeast Avalon area; a 50% rebate on federal corporate income tax for the periods referenced above; a further five-year period of partial rebates on the provincial and federal taxes referenced above, declining by 20% in each year of this phase-out period, and a 100 % rebate on municipal property and/or municipal business taxes for 10 or 15 years, followed by a five-year phase-out of such rebates where individual municipalities elect to participate in the EDGE program. This program would only be an option for large and business-like social enterprises; a new business or an existing business interested in expanding in the province may apply for EDGE status if there is the potential to create and maintain 10 new permanent jobs in the province. It is prepared to make a minimum capital investment of \$300,000 or generate incremental annual sales of \$500,000; it would not establish or expand in the province in the absence of the EDGE incentives; the EDGE incentives will not give it a direct competitive advantage over other existing businesses in the province; and the new business activity will have a substantial net economic benefit to the province.

### **Market Readiness Subsidy Program (BTCRD)**

**[http://www.btcrd.gov.nl.ca/tourism/tourism\\_development/market\\_subsidy.html](http://www.btcrd.gov.nl.ca/tourism/tourism_development/market_subsidy.html)**

Aimed at the tourism sector (where a large number of social enterprises work), this program assists tourism stakeholders in enhancing the quality and market readiness of their tourism services, businesses and products. Market Readiness is the creation and delivery of memorable, value added, high quality products and experiences that meet and exceed the expectations of visitors. The department will contribute up to 25% of eligible costs, and applicants at least 25%, with no in-kind contributions accepted. Depending on the program, an additional 50% subsidy could be received from federal government sources. The allowable subsidy is a maximum of 25% up to a total for one event of \$2500.00. The maximum government subsidy from all levels of government is not to exceed 75%. Eligible costs include: professional services, meeting expenses, travel expenses and registration fees. Ineligible costs include: capital and operating costs, industry participation time.

### **The Cultural Economic Development Program - Arts Component (BTCRD)**

**<http://www.btcrd.gov.nl.ca/artsculture/cedp/index.html>**

The Cultural Economic Development Program (CEDP) provides financial support to professional arts organizations for events or projects that stimulate sustainable economic development of the province's cultural resources. The objectives of the program are to improve economic opportunities for professional artists, encourage sustainable economic arts activities, contribute to the stability of sector based organizations, increase capacity for market access and expansion of cultural products, develop a diversity of cultural products, and support growth of the cultural tourism industry. Support is based on the submission of an annual strategy and work plan with clearly defined and measurable outcomes for increasing the economic impact for the cultural industries and for the provincial economy; it is also based on the size and significance of the event, professional development opportunities, potential audience and/or networking opportunities, and overall project costs. Preference is given to groups with an established track record of significant professional commitment to cultural industries development in the province. In the case of activities such as workshops, training or mentorships, organizations that receive CEDP support are expected to charge a nominal fee to participants. In all cases, applicants must contribute at least 10% towards eligible costs.

Professional arts groups are eligible to apply for funding to assist with costs associated with major cultural festivals and marquee events, smaller festivals and performance series, and one-off projects related to marketing, touring and professional development.

Applicants should have an established track record in their discipline of no less than four years, demonstrate relevant managerial, professional, financial and technical capacity, demonstrate potential for long-term viability, demonstrate that their primary focus is on presenting or promoting cultural activities or products by professional artists and cultural industry workers, demonstrate a viable work or business plan, be incorporated in the Province

of Newfoundland and Labrador for at least one year prior to application, and be in good standing.

Sector based organizations are eligible to apply for funding to assist with costs associated with implementing their mandate and for projects that have an industry-wide benefit. These applicants should also be member based, have an active Board of Directors, maintain professional administrative staff, offer on-going industry wide benefits to their membership in the form of workshops, information, training or other sector relevant activities, have a degree of economic development as part of their mandate, and be incorporated in the Province of Newfoundland and Labrador for at least one year prior to application.

### **Cultural Events Fund (BTCRD)**

**<http://www.btcrd.gov.nl.ca/artsculture/culturaleventsfund.html>**

The objectives of this small fund (grants of \$500 - \$1000) are to support projects that: raise awareness of and promote the cultural resources of the region and/or province, maximize the impact of the contribution, benefit a significant number of people, and are accessible to residents and/or visitors. Activities in both the arts and heritage sectors are eligible. Applications with broad appeal will be given priority. Events whose primary focus is sports are not eligible. Eligible applicants are community groups or organizations; individuals are not. Fundable activities include community celebrations, Come Home Year activities, multicultural festivals, significant anniversary commemorations, etc.

### **Operational Support for Community and Regional Heritage Organizations (BTCRD)**

**[http://www.btcrd.gov.nl.ca/heritage/cedp/operational\\_support/index.html](http://www.btcrd.gov.nl.ca/heritage/cedp/operational_support/index.html)**

This program provides operational support to museums, archives, historical societies and historic trusts to assist in the preservation and promotion of our cultural heritage. In 2013/14, three year funding agreements were introduced for heritage organizations. This provides stability to organizations as they will receive the same amount of funding in 2014 and 2015 that they received in 2013 (conditional on budget allocations and program compliance). New Applicants will be accepted in 2016. Applicants must have as their primary purpose the preservation and promotion of the cultural heritage of the province. Eligible groups will normally be limited to museums, archives, historical societies and historic trusts (preservation of built heritage). Applicants must be governed by an incorporated, non-profit board of directors elected by a membership open to the general public. They must also be active members of MANL or ANLA. This condition does not apply to province-wide organizations. Eligible organizations may be committees of town councils or other incorporated bodies, or they may be independent of any such bodies. Regional organizations are also eligible to receive support if their primary focus is on heritage. Such organizations are defined as representing individuals or groups on a regional basis, as being managed by a board of directors with representation from throughout the region, and as offering programs to all parts of the region. Regional organizations must be current members of either MANL or ANLA to be eligible to apply for this support.

**Support for Heritage Projects; Professional Development and Training; Research; Publications; and Provincial Sector Organizations (BTCRD)**

**<http://www.btcrd.gov.nl.ca/heritage/cedp/heritageprojects/index.html>**

This funding is intended for projects, not on-going programs. A project is defined as an activity that has a definite start and end date (within one year), specific goals and objectives. It is recommended that applicants discuss their heritage project proposal with the Heritage Officer at a preliminary stage, to clarify eligibility and to receive feedback as to program priorities. Eligibility criteria are the same as for operational support.

**Aboriginal Cultural Heritage Program (BTCRD)**

**[http://www.btcrd.gov.nl.ca/heritage/aboriginal\\_cultural\\_heritage.html](http://www.btcrd.gov.nl.ca/heritage/aboriginal_cultural_heritage.html)**

This program supports Aboriginal projects that involve the safeguarding of traditions and culture, including language; traditional knowledge and skills; storytelling, music, games and other pastimes; knowledge of the landscape; customs, cultural practices and beliefs; food customs; and living off the land. The maximum project funding available is \$15,000. For projects that involve recognizing and celebrating traditional culture in events of short-term duration, the maximum funding is \$1,000. While projects can be funded up to 100% of eligible costs, applicants are strongly encouraged to show other contributions, either financial or in-kind. This fund is open to established Aboriginal organizations with a cultural focus. Professionals (Aboriginal artisans, cultural workers and educators) can apply for professional skills development if they have a demonstrated background in culture and have community support. An Aboriginal Cultural Heritage Advisory Committee, including representatives from Aboriginal organizations, reviews proposals and makes recommendations to the Department on project funding.

**JobsNL Wage Subsidy Program (AES)**

**<http://www.aes.gov.nl.ca/emp/services/jobsnl.html>**

The JobsNL Wage Subsidy Program is designed to bring employers and employees together by providing funding to employers to create employment opportunities. The program supports employer/employee connections that promote sustainable long-term employment or seasonal employment. JobsNL provides a 50% subsidy to a maximum of \$8/hour towards the hourly wage, in combination with a flexible duration of 10 to 52 weeks; maximum funding per position is \$14,560 for the combined subsidy and duration of employment under the program. It is open to unemployed EI-eligible individuals or unemployed/under-employed Non EI-eligible individuals. JobsNL is not exclusive to but will give priority to the hiring of an individual who is an income support client, a person with a disability, or a recent post-secondary graduate. Priority for funding may be given to occupations and sectors identified by the Department of Advanced Education and Skills. Eligible employers include both private sector and non-profit employers.

**Job Creation Partnerships (AES)**

<http://www.aes.gov.nl.ca/lmda/jcp.html>

The NL Job Creation Partnerships program is designed to support projects which create jobs that will provide unemployed, EI insured participants with opportunities to gain meaningful work experience. Project activities should benefit both the participant and the community. However, the primary focus must be on helping the participant. Sponsors that may be eligible to receive funding to support JCP projects include not-for-profit, professional, employer and labour associations, municipal governments, band/tribal councils, crown Corporations, businesses, and health and educational institutions.

**Student Summer Employment Programs (AES)**

[http://www.aes.gov.nl.ca/students/summer\\_jobs.html](http://www.aes.gov.nl.ca/students/summer_jobs.html)

The Student Summer Employment Programs (SSEP) provide funding to assist private sector businesses and not-for-profit organizations in creating summer employment for students. There are two separate programs. One is aimed at employing post-secondary students called “SSEP – Post-secondary,” and the other is aimed at employing high school students called “SSEP – High School”. These two programs have separate applications and separate deadlines. The subsidy for not-for-profit organizations approved under these programs will be 100% of the current minimum wage plus 15% to help cover the mandatory employment related costs. The subsidy for private sector employers shall be \$5 per hour. All payments required by law are the responsibility of the employer, including Income tax, Employment Insurance, CPP, assessments under the Workplace Health Safety and Compensation Act and holiday pay. Not-for-profit employers are eligible to apply for both the SSEP Post-secondary and High School programs. Private Sector employers may only apply for the SSEP Post-secondary program.

**Labour Market Partnerships (AES)**

<http://www.aes.gov.nl.ca/lmda/lmp.html>

The Labour Market Partnerships Program provides funding to support employers, employer or employee associations, community groups, and communities in developing and implementing labour market strategies and activities for dealing with labour force adjustments and meeting human resource requirements. Labour Market Partnerships may be used to provide assistance for employed persons who are facing loss of employment. Funding may be provided to cover overhead costs such as wages and employment costs, research or technical studies, and other related costs and eligible expenses negotiated with program officials. Businesses, organizations, municipalities, band/tribal councils, public health and educational institutions are eligible to receive funding as sponsors. Proposed activities must focus on an identified labour market issue and be assessed as likely to have a positive impact on the labour market. All activities must involve partnership. Within these parameters, Labour Market Partnerships may support activities related to human resource planning and labour force adjustment. Activities must have defined start and finish dates, and not be part of a sponsor's day-to-day operations.

### **Canada - Newfoundland and Labrador Job Grant (AES)**

**[http://www.aes.gov.nl.ca/foremployers/canada\\_nl\\_job\\_grant.html](http://www.aes.gov.nl.ca/foremployers/canada_nl_job_grant.html)**

The program is targeted to private sector and non-profit employers. This program will provide a financial contribution to employers for employer-sponsored training for existing and new employees. Training costs will be shared between the employer and government. The maximum government contribution will be \$10,000 for each employee trained. The goal of the program is to increase labour force participation and to help develop the skills necessary to find and keep meaningful and long term employment and to encourage employer involvement in training to ensure that skills are aligned to job opportunities. Employers in the private and non-profit sectors may apply. Eligible employers must be incorporated and have a Canada Revenue Agency business number, be in good standing with the Registry of Companies, and have an office location/base in Newfoundland and Labrador.

### **Adult Basic Education (AES)**

**<http://www.aes.gov.nl.ca/adultlearning/abe.html>**

Adult Basic Education (ABE) is a provincial program for adult learners and is made up of three levels: Level I refers to basic literacy and roughly equates to K-6; Level II is considered equivalent to grades 7-9; Level III corresponds to grades 10-12 and requires the completion of a minimum of 36 credits in order to graduate. During 2003 revisions were made to the ABE Level I program including an updated curriculum, new assessment tools, and delivery standards. A number of non-profit community-based centres have contracted with the Department of Advanced Education and Skills to offer the ABE Level I program. Level I is also offered through some private training institutions. Employment Insurance clients being served through Employment and Social Development Canada who have identified their need for basic education as part of their return-to-work action plan may receive support for tuition and such things as child care and transportation.

### **Community Addictions Prevention and Mental Health Promotion Fund (HCS)**

**<http://www.getuponit.ca/en/community>**

The Community Addictions Prevention and Mental Health Promotion Fund is an initiative of the Mental Health and Addictions Division of the Department of Health and Community Services. This fund supports projects and programs that seek to reduce problematic substance use, promote mental health, address stigma, and provide effective prevention, harm reduction, treatment and enforcement strategies. All individuals, not for profit community groups, and organizations in the four health regions of Newfoundland and Labrador, who are interested in preventing addictions issues and promoting mental health to community members, are eligible to apply for project funding through their regional health authority. The maximum amount of funding that may be requested for one specific project may vary by region. To receive funding, the project must cover one of the following priority areas: increasing awareness and understanding of problematic substance use and/or gambling, reducing alcohol-related harms, developing supportive communities, promoting mental health, providing recreational activities, or supporting child/parent/family development.

## **Community Enhancement Employment Program**

**[http://www.miga.gov.nl.ca/emp\\_support/ceep.html](http://www.miga.gov.nl.ca/emp_support/ceep.html)**

The Community Enhancement Employment Program (CEEP) is a provincially-funded program that provides short-term employment. Workers in rural areas are employed by local governments or community organizations for up to 400 hours to assist them with eligibility for Employment Insurance benefits. The department provides funding towards projects that contribute to tourism development, economic development, community/municipal infrastructure, and community services. The department also encourages project sponsors to develop projects that provide skills development opportunities for workers and ongoing benefits to the region. Project sponsors must be established not-for-profit organizations or local governments. This includes towns, regional municipalities, Inuit community governments, local service districts, community or economic development organizations, and other not-for-profit organizations.

## **Inclusion Grants**

**[http://www.swsd.gov.nl.ca/disabilities/inclusion\\_grants.html](http://www.swsd.gov.nl.ca/disabilities/inclusion_grants.html)**

Inclusion Grants were established to enhance the inclusion of persons with disabilities and to enable greater participation in community opportunities through the removal of barriers. The program supports non-profit, community-based organizations to create or improve the accessibility of the built environment, which includes buildings and facilities, playgrounds, sidewalks and boardwalks, or provide disability-related accommodations at events and meetings. Disability-related accommodations include sign language interpretation, real time captioning and audio support for assistive listening devices.

## **Federal government support programs**

The primary access point for federal funding for social enterprises in Newfoundland and Labrador is the Atlantic Canada Opportunities Agency (ACOA), which has an economic development mandate in the province. A number of other federal programs provide assistance that could be useful – these resources are pulled together quite succinctly at <http://www.canadabusiness.ca/eng/page/4337/>

## **Business Development Program (ACOA)**

**<http://www.acoa->**

**[apeca.gc.ca/eng/ImLookingFor/ProgramInformation/Pages/ProgramDetails.aspx?ProgramID=2](http://www.acoa-apeca.gc.ca/eng/ImLookingFor/ProgramInformation/Pages/ProgramDetails.aspx?ProgramID=2)**

This program helps start up, expand or modernize a business. Focusing on small and medium-sized enterprises, the BDP provides access to capital in the form of interest-free repayable assistance. Most business sectors are eligible except retail/wholesale, real estate, government services, and services of a personal or social nature. The BDP also provides financial assistance, in the form of non-repayable assistance, to not-for-profit organizations that provide support to Atlantic businesses. To be considered for BDP financing, a project should meet strategic priorities identified by ACOA, provide economic benefit for Atlantic Canada, demonstrate need for financial assistance, and be economically viable.

### **Innovative Communities Fund (ACOA)**

[http://www.acoa-](http://www.acoa-apeca.gc.ca/eng/ImLookingFor/ProgramInformation/Pages/ProgramDetails.aspx?ProgramID=6)

[apeca.gc.ca/eng/ImLookingFor/ProgramInformation/Pages/ProgramDetails.aspx?ProgramID=6](http://www.acoa-apeca.gc.ca/eng/ImLookingFor/ProgramInformation/Pages/ProgramDetails.aspx?ProgramID=6)

The Innovative Communities Fund (ICF) invests in strategic projects that build the economies of Atlantic Canada's communities. Working in partnership with Atlantic communities and stakeholders, ICF builds on the strengths of communities and provides the tools needed to identify opportunities available for their sustainable economic growth. ICF focuses on investments that lead to long-term employment and economic capacity building in rural communities. Urban initiatives that stimulate the competitiveness and vitality of rural communities may be considered on a selective basis. Eligible recipients include non-commercial/not-for-profit organizations such as local development associations, municipalities and their agencies, business or technology institutes, industry/sector associations, economic development associations, local co-operatives, universities and educational institutions. To be considered for ICF funding, projects should be compatible with the overall objectives of the program and clearly demonstrate linkages and partnerships within the community; be beneficial to the economic development of a community; be consistent with economic development plans/objectives that address challenges and opportunities of a community; lead to sustainable and viable economic activity; be incremental in nature; be of a fixed duration; and demonstrate adequate managerial, financial and technical capability to conduct the proposed activity. Assistance is non-repayable. The amount provided to each individual project will be determined by an assessment of the level of funding necessary to allow the project to proceed.

### **Canada 150 Community Infrastructure Program (ACOA)**

<http://www.acoa-apeca.gc.ca/eng/ImLookingFor/ProgramInformation/Pages/Canada-150-Infrastructure-Program.aspx>

The Canada 150 Community Infrastructure Program (CIP 150) supports projects that rehabilitate existing community facilities across Canada. The program is part of the Government of Canada's celebration of our country's 150th anniversary of Confederation. The program will be in effect until March 31, 2018. Qualifying projects include community and cultural centres; legions; museums; parks, recreational trails such as fitness trails, bike paths and others; libraries; recreational facilities, including local arenas, gymnasiums, swimming pools, sports fields, tennis, basketball, volleyball or other sport-specific courts, golf courses, ski hills and certain other types of recreational facilities; tourism facilities; docks; cenotaphs; and other existing community infrastructure assets that have a local community impact, such as local roads, drinking water treatment and distribution systems, connectivity and broadband, local airports, solid-waste management and waste-water infrastructure. An applicant must be either a municipal or regional government established by or under provincial or territorial statute; a provincial or territorial entity (e.g. a department, Crown corporation or agency) that provides municipal-type infrastructure service to communities, as defined in provincial or territorial statute; band council within the meaning of section 2 of

the *Indian Act*; or a government authority established pursuant to a Self-Government Agreement or a Comprehensive Land Claim Agreement between Her Majesty the Queen in right of Canada and an Aboriginal people of Canada, that has been approved, given effect and declared valid by federal legislation; a public-sector body that is established by or under provincial or territorial statute or by regulation or is wholly owned by province, territory, municipal or regional government and that provides municipal-type infrastructure services to communities; or a not-for-profit organization. While the CIP 150 can fund up to a maximum of 50 % of total eligible project costs, preference may be given to projects that only require one third funding from the program. The proponent is required to source the balance of the funding. The maximum contribution amount under the program is \$1 million per project.

#### **Canada Summer Jobs (Service Canada)**

**<http://www.servicecanada.gc.ca/eng/epb/yi/yep/programs/scpp.shtml>**

This wage subsidy pays up to 50% of the salary to an eligible full-time student (100% for nonprofit employers) for a summer work placement. To qualify, students must be between 15 and 30 years old, and the organization should have no more than 50 full-time employees. The project needs to meet the priorities set for that region (available as part of the application process)

#### **Skills Link Program (Service Canada)**

**<http://www.servicecanada.gc.ca/eng/epb/yi/yep/newprog/skillslink.shtml>**

Skills Link is a program that provides funding for employers and organizations to offer eligible activities to youth facing barriers to employment. The program is part of the Youth Employment Strategy, a horizontal initiative involving eleven federal departments and agencies. To be eligible for Skills Link funding, proposed projects must involve a minimum of 8 youth participants. Within rural (defined by Statistics Canada as an area with a population of less than 1,000 and a density of less than 400 people per square kilometre) and remote regions, exceptions may be made to the minimum participant requirement. Applicants must include a strong justification in the proposal as to why the minimum requirement of 8 participants cannot be fulfilled. All interventions must include a work experience-type activity (Work Experience, Employability Skills through Work Experience or Employability Skills through Entrepreneurship), meaning that a work experience-type activity may be the sole activity of an intervention, or it must be a part of a combination with other interventions and/or services. Eligible applicants include not-for-profit organizations, municipal governments, Aboriginal organizations (including band councils, tribal councils and self-government entities), for-profit organizations as well as provincial and territorial governments, institutions, agencies and Crown Corporations.

## **Private-sector, nonprofit and foundation support**

Social enterprises in Newfoundland and Labrador also have a number of support options available to them from outside of government. Once again, this is by no means an exhaustive list – but it does cover many of the most directly applicable options.

### **Community Business Development Corporations (CBDC) Social Enterprise Loans**

**<http://www.cbdc.ca/en/atlantic-association-of-cbdcs/programs/cbdc-social-enterprise-loan>**

The CBDC offers loans of up to \$150,000 per eligible applicant (higher, in some instances). Loans are repayable with competitive interest rates and repayment terms. The Social Enterprise Loan may be used to purchase machinery, equipment or other items necessary for continued business operations. Loan amortizations of up to ten years are available. This is based on the life expectancy of the asset(s) the social enterprise is using the funds to acquire. Both new and existing social enterprise businesses are eligible to apply for this loan; social enterprises may be seasonal or year-round and must be located in rural areas of Newfoundland and Labrador. Loans may be used to start-up a new social enterprise or to expand, renovate, or upgrade an existing one. The social enterprise's business operations should provide a realistic expectation of economic viability, ensure sound business practices, and facilitate job creation and maintenance in the community.

### **Community Business Development Corporations (CBDC) Youth Loans**

**<http://www.cbdc.ca/en/atlantic-association-of-cbdcs/programs/cbdc-youth-loan>**

The CBDC Youth Loan can help entrepreneurs (primarily in rural areas) aged 18-34 get financial help. It is available as a repayable loan with competitive interest rates and repayment terms. Financial options may include: demand and term loans, equity investments or loan guarantees. They also help young entrepreneurs cover the cost of business management and other training to make sure the business venture gets off on the right track. These funds can be used for business startup, modernization or expansion. Seasonal and year-round businesses qualify; loans may be for a variety of business expenses: start-up costs, fixed assets and/or working capital. Leasehold improvements and franchise purchases also qualify, and the loan may be used to acquire assets of a previous business, so long as the transaction is at arm's length and the business assets are bought at or below current market value. Eligible borrowers may be a sole proprietorship, a limited company or a partnership (majority of the care and control must reside with the new entrepreneur). The intended business operations must not have a negative impact on existing area businesses. The borrower's business should have a reasonable expectation of economic viability, as well as employment creation and/or maintenance in their community.

### **CBDC First-Time Entrepreneur Loan**

**<http://www.cbdc.ca/en/atlantic-association-of-cbdcs/programs/cbdc-first-time-entrepreneur-loan>**

The CBDC First-Time Entrepreneur Loan offers up to \$150,000 to qualified borrowers in Newfoundland and Labrador, primarily in rural areas. It's available to sole proprietors, limited companies and partnerships (when majority control resides with the new entrepreneur). First-Time Entrepreneur Loans are repayable, but have competitive interest rates and repayment terms. Financing may be term or demand loans, a loan guarantees, or equity investments. Applicants must be a new, first-time entrepreneur living in a rural area of Newfoundland and Labrador. The loan may be used for a business start-up, or to help buy an existing business. Both seasonal and year-round businesses may apply. The loan may be used for a variety of purposes: start-up costs, fixed assets, working capital, buildings and land, furniture and fixtures, machinery or other types of equipment, and possibly vehicles used strictly for business operations. Franchise purchases and leasehold improvements are also eligible.

### **Metro Business Opportunities Seed Loan Program**

**<http://www.mbec.ca/programs/scp.php>**

The equivalent of a CBDC for St. John's/Mount Pearl, MBO offers a Seed Loan Program through which young entrepreneurs can access financing up to a maximum of \$20,000. The financing must be used to assist the financing of business activities including establishment, expansion or modernization of a commercial activity, provided the principle shareholder is under the age of 35. For entrepreneurs over the age of 35, Seed Loan Program financing can be used for start-up businesses only. Applicants under the age of 19 will require the co-signature of a parent or guardian.

These loans have an interest rate set at very competitive rates, and a maximum repayment period of 5 years. The first six months can be considered principal and interest free at the discretion of the Development Officer, and there is training available. In order to qualify for Seed Loan Program financing, all of the following eligibility criteria must be met: business is located in the St. John's - Mount Pearl area, loan to the applicant is to be subsequently invested as capital in a business endeavor via common or preferred stocks, shareholder's loan, or note payable in cases of limited companies or as owner's capital in case of proprietorship; assistance may be provided to proprietorships, partnerships, incorporated companies and cooperatives. In case of partnership, confirm that applicant is the majority owner in the business. Loan proceeds may be used to finance any costs of the business including fixed assets, start up costs and working capital. The loan is made to the individual but cannot be used for personal use. The purchase of a going concern is not eligible under Seed Loan Program. Loan proceeds cannot be used for bail-out situations (i.e. refinancing of existing debts or a restructuring exercise). The proposed business must also not have a negative impact on existing businesses.

**MBO Kickstart Loans**

**<http://www.mbec.ca/programs/kickstart.php>**

Kickstart loans provide up to \$5,000 at low interest rates for young entrepreneurs. Applicants must be under 35, living in NL, and unable to access funding in other ways.

**Youth Social Innovation Capital Fund**

**<http://www.youthsocialinnovation.org/>**

YSI bridges the gap between the needs of young social entrepreneurs and impact investors by providing debt financing and resources that facilitate successful venture growth, and offering triple-bottom-line investment opportunities that generate financial, social, and environmental returns. This is accomplished through up to \$65,000 of debt financing to young social entrepreneurs. YSI partners with Futurpreneur Canada, formerly Canadian Youth Business Foundation, to provide financing and support to young social entrepreneurs and their ventures. Through this partnership, all accepted YSI applicants secure up to \$50,000 from the YSI program and also have the option of receiving an additional \$15,000 in startup financing from Futurpreneur. Applicants must be a Canadian citizen or permanent resident, aged 18 to 35, and be running a for-profit or non-profit social enterprise that is pursuing social or environmental goals.

**Futurpreneur**

**<http://www.futurpreneur.ca/en/>**

Futurpreneur Canada is a national charity that is committed to providing entrepreneurial programming and support services that allow young Canadians to reach their full potential. Young people are precious resources and programs such as Futurpreneur help these youth develop and prosper. Futurpreneur offers start-up mentoring, financing and business resources for young Canadians, age 18-39 to access in order to create their own successful business venture. Futurpreneur lends on character, not collateral. The program is intended for young people who do not qualify for conventional funding. Futurpreneur can provide start-up financing of up to \$45,000 in character-based start-up financing in partnership with the Business Development Bank of Canada. In addition to Futurpreneur financing, each young entrepreneur is hand-matched with a qualified Futurpreneur Mentor for two years during the critical start-up period.

**Innoweave (McConnell Foundation)**

**<http://www.innoweave.ca/en/modules/social-enterprise/grants>**

Innoweave helps passionate leaders of successful community organizations learn about, select, and implement new tools and approaches to generate greater impact and advance their missions. Organizations that have participated in an Innoweave Social Enterprise workshop and are clear on the business that they would like to develop and the assistance that they require to move forward (e.g. conduct a feasibility study/develop a business plan) are invited to apply for Innoweave Social Enterprise Implementation Funding.

**Social Innovation Fund (McConnell Foundation)**

**<http://www.mcconnellfoundation.ca/de/programs/social-innovation-fund>**

This fund has three components – one for early stage innovations; a second for scaling up successful social innovations and for mature organizations diversifying program and business models; and a third for multi-sector collaborations, including ‘change labs’. While not a fit for all social enterprises, those engaging in socially innovative work could partake in up to \$150,000/year in funding.

**The Cooperators Community Economic Development Fund**

**<http://www.cooperators.ca/en/About-Us/foundation/ced.aspx>**

The mission of the Community Economic Development (CED) Funds is to contribute to financial security for Canadians and their communities through community economic development. The Funds support community economic development initiatives that lead to job creation and/or enhanced employability for marginalized populations. They do not fund more than 50% of the budget and the maximum grant is \$20,000.

**NL Federation of Cooperatives Cooperative Equity Investment Fund**

**<http://www.nlfc.coop/files/NLFC%20Bro-Web.pdf>**

The Co-operative Equity Investment Fund (CEIF) assists members of eligible, newly developing co-ops to generate the equity investment required for the implementation of their co-op business plans. The total amount that co-op members invest may be matched by the fund on a three to one basis, to a maximum of \$30,000. CEIF becomes a non-voting shareholder in the co-op by virtue of its equity contribution. This contribution is repayable once the co-op is profitable.

**Trico Charitable Foundation**

**<http://tricofoundation.ca/our-work/>**

Trico is a private foundation that believes in supporting social entrepreneurship through programmatic, grant making, and partnership approaches. They take a systems view to every decision we make and foster social entrepreneurship by supporting the ecosystem and providing social entrepreneurs with capacity building resources. They engage in a wide range of granting programs.

**Business Development Bank of Canada (BDC)**

**<http://www.bdc.ca/en/pages/home.aspx>**

BDC is a bank focused entirely on working with entrepreneurs in Canada. They provide a wide variety of services, from consulting on business plans to loans to new and existing businesses. Social enterprises with a sustainable business model can pursue financing through BDC, although, as with any business loan, there is usually a requirement for collateral.

**Banks and Credit Unions**

Social enterprises can also approach local banks and credit unions for loans. Credit unions, in particular, are community-owned businesses with a strong focus on community economic development. They have been engaged in supporting the social enterprise ecosystem in Canada in a number of ways.

**Crowdfunding**

Raising money directly from the community through online platforms such as Kickstarter and GoFundMe is an increasingly important part of the fundraising landscape for social enterprises. Some organizations use these platforms to raise donations, while others use them to pre-sell the social enterprise's products and services. This provides the necessary capital to get these products out the door. There are a variety of articles and resource guides available online to this emerging field.

## APPENDIX C: SESS QUESTIONNAIRE

### 2015 Social Enterprise Survey – Newfoundland and Labrador

Community organizations all over the province are using market activities to support and fulfill their missions – in other words, they are **social enterprises**. They can take many forms, from cafes to thrift stores to organizations selling consultancy work to support themselves. If your organization earns revenue from market activities, **we want to hear from you**.

By taking some time to complete this survey, you can help fill in a picture of what the social enterprise sector in Newfoundland and Labrador looks like, and what can be done to help ensure that it thrives.

By providing a sense of what is happening on the ground, this survey will help open the door to more coordination, support, and skills-sharing. This is particularly important here in Newfoundland and Labrador, where nonprofit organizations quite often serve as the economic and cultural pillars of their communities.

This survey is part of a national study of social enterprises being conducted by Simon Fraser and Mount Royal Universities in partnership with the Community Sector Council Newfoundland and Labrador (CSC NL). Its purpose is to better understand the social enterprise sector in Newfoundland and Labrador.

Questions? The primary contact is Penelope Rowe, CEO, CSC NL NL, reachable at [pennyrowe@cscnl.ca](mailto:pennyrowe@cscnl.ca) or (709) 753-9860. Questions may also be directed to Project Associate Joshua Smee, reachable at [joshsmee@cscnl.ca](mailto:joshsmee@cscnl.ca) or (709) 753-9860 (in office Wednesdays and Fridays).

A quick note, based on a common question: when the survey asks about your revenue sources, it will also ask about revenue from “service contracts for government” – please use this line to report income from services you **competed** to sell – i.e., where other organizations could have potentially won the contract. Grants to your organization, including those from government, to provide services should be recorded under “grants and donations”.

This survey has been pre-tested and is expected to take a maximum of 25 minutes to complete, assuming you have the required information, including your 2014 year-end financial statement, 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 Community Sector Council NL under the direction of CEO Penelope Rowe and Project Associate Joshua Smee, in collaboration with Dr Peter Hall (Simon Fraser University) and Dr Peter R 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 Newfoundland and Labrador.

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 at least the end of 2017, 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 websites for CCEDNet and the Social Enterprise Sector Survey ([www.sess.ca](http://www.sess.ca)) and 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 October 2015.

If you have any questions please contact Penelope Rowe (709) 753-9860 or Dr Peter Elson at 403-462- 4384 or [pelson@mtroyal.ca](mailto:pelson@mtroyal.ca) or Dr Peter Hall at 778-782-6691 or [pvhall@sfu.ca](mailto: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](mailto:Jtoward@sfu.ca) or telephone at 778-782-6593. or to the Chair HREB, MRU (403)440-6494 or [hreb\\_chair@mtroyal.ca](mailto: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, 2015 (please check one):

|     |    |
|-----|----|
| Yes | No |
|-----|----|

**Definition of a social enterprise**

"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". So that we can classify your organization correctly, does your organization undertake both, one, or none of the following activities that define a social enterprise?

|  | Yes | No |
|--|-----|----|
| Our organization owns or operates a business venture or facility   |     |    |
| Our organization sells goods and services in the market for the purpose of creating a blended return on investment, both financial and social/environmental/cultural |     |    |

**Is your social enterprise (Please click the one response that is most applicable)**

|   |  |
|---|--|
| A fisheries cooperative, farmers market, or agricultural society?                     |  |
| A harbour authority?  |  |
| A thrift store?   |  |
| A museum or heritage site?  |  |
| A non-profit child care organization?   |  |
| An arts and culture organization (theatre companies, music festivals, etc)?           |  |
| An enterprise focused on workplace training for people from vulnerable populations?   |  |
| A nonprofit housing agency?   |  |
| A community centre?   |  |
| A retail or service cooperative?  |  |
| An organization focused on delivering training to individuals or other organizations? |  |
| Other (not listed above)  |  |

**Thank you. Please continue to complete the survey**

This 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                            | <input type="checkbox"/> |
| Cultural purpose                          | <input type="checkbox"/> |
| Environmental purpose                     | <input type="checkbox"/> |
| Income generation for parent organization | <input type="checkbox"/> |
| Employment development                    | <input type="checkbox"/> |
| Training for workforce integration        | <input type="checkbox"/> |

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 | <input type="radio"/> |
| No  | <input type="radio"/> |

If **YES**

|   |  |
|---|--|
| 3.1 How 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

|                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Nonprofit corporation                                 |
| <input type="checkbox"/> | Limited liability corporation (for-profit)            |
| <input type="checkbox"/> | Co-operative, non-financial (distributes surplus)     |
| <input type="checkbox"/> | Co-operative, non-financial (non-profit distributing) |
| <input type="checkbox"/> | Credit union/ Caisse Populaire                        |
| <input type="checkbox"/> | Other (please specify) _____                          |

5.0 Is your social enterprise a registered charity with the Canada Revenue Agency?

|     |                       |
|-----|-----------------------|
| Yes | <input type="radio"/> |
| No  | <input type="radio"/> |

6.0 Do you have a parent organization?

|     |                       |
|-----|-----------------------|
| Yes | <input type="radio"/> |
| No  | <input type="radio"/> |

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   | <input type="radio"/> |
| We are an in-house program, project or department of the parent organization             | <input type="radio"/> |
| We are a separate organization that works closely with the parent organization           | <input type="radio"/> |
| We are an independent organization, operating at arm's length from a parent organization | <input type="radio"/> |

6.3 Did your parent organization regularly provide any of the following supports in the past 12 months?

Please check **all** that apply

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Personnel (time of staff, administration, management, etc) |
| <input type="checkbox"/> | In-kind (goods, materials, transportation, etc)            |
| <input type="checkbox"/> | Space (offices, storage, accommodations, etc)              |
| <input type="checkbox"/> | Finance (grants, loans, loss write-off, etc)               |
| <input type="checkbox"/> | 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*

|  |                          |  |
|--|--------------------------|--|
|  | <input type="checkbox"/> | To a neighbourhood / local community         |
|  | <input type="checkbox"/> | To a city / town                             |
|  | <input type="checkbox"/> | Across a region (county / regional district) |
|  | <input type="checkbox"/> | Across the province / territory              |
|  | <input type="checkbox"/> | Across Canada                                |
|  | <input type="checkbox"/> | Internationally                              |
|  | <input type="checkbox"/> | Other (please specify) _____                 |

70

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

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

|                          |                          |   |
|--------------------------|--------------------------|---|
|                          | <input type="checkbox"/> | Accommodation (overnight, short-term)                                       |
|                          | <input type="checkbox"/> | Administrative services   |
|                          | <input type="checkbox"/> | Agriculture, forestry, fishing, mining                                      |
|                          | <input type="checkbox"/> | Arts and culture  |
|                          | <input type="checkbox"/> | Communications (mail, radio, internet)                                      |
|                          | <input type="checkbox"/> | Construction  |
|                          | <input type="checkbox"/> | Consulting  |
|                          | <input type="checkbox"/> | Day care  |
|                          | <input type="checkbox"/> | Education   |
|                          | <input type="checkbox"/> | Emergency and relief  |
|                          | <input type="checkbox"/> | Employment services   |
|                          | <input type="checkbox"/> | Environment and animal protection   |
|                          | <input type="checkbox"/> | Facilities (banquet, conference, party)                                     |
|                          | <input type="checkbox"/> | Finance and insurance   |
|                          | <input type="checkbox"/> | Food service/catering   |
|                          | <input type="checkbox"/> | Food production   |
|                          | <input type="checkbox"/> | Food distribution   |
|                          | <input type="checkbox"/> | Gallery/arts  |
|                          | <input type="checkbox"/> | Health care (incl. hospital, nursing, clinic, crisis care, addictions, etc) |
|                          | <input type="checkbox"/> | Housing (long-term rental, assisted, etc)                                   |
|                          | <input type="checkbox"/> | Janitorial/cleaning (incl. street cleaning)                                 |
|                          | <input type="checkbox"/> | Landscaping/Gardening   |
|                          | <input type="checkbox"/> | Law, advocacy, politics   |
|                          | <input type="checkbox"/> | Movers/hauling  |
|                          | <input type="checkbox"/> | Personal services   |
| <input type="checkbox"/> | Printing and publishing  |   |

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

Please check **all** that apply.

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Production/manufacturing   |
| <input type="checkbox"/> | Professional services  |
| <input type="checkbox"/> | Property Management  |
| <input type="checkbox"/> | Public administration/services to government   |
| <input type="checkbox"/> | Real estate (development and management)   |
| <input type="checkbox"/> | Repair and Maintenance   |
| <input type="checkbox"/> | Research   |
| <input type="checkbox"/> | Retail sales (incl. Thrift stores)   |
| <input type="checkbox"/> | Scientific/technical services  |
| <input type="checkbox"/> | Services to private businesses   |
| <input type="checkbox"/> | Services to social enterprises, cooperatives, non-profits, charities and their employees |
| <input type="checkbox"/> | Sewing   |
| <input type="checkbox"/> | Social services (incl. income, social work)  |
| <input type="checkbox"/> | Sports and Recreation  |
| <input type="checkbox"/> | Theatre/performing arts  |
| <input type="checkbox"/> | Tourism  |
| <input type="checkbox"/> | Transportation and storage   |
| <input type="checkbox"/> | Waste management (incl. recycling)   |
| <input type="checkbox"/> | Wholesale sales  |
| <input type="checkbox"/> | Other (please specify) _____   |

71

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:

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | All the people living in a particular place / community            |
| <input type="checkbox"/> | Aboriginal / Indigenous people                                     |
| <input type="checkbox"/> | Children   |
| <input type="checkbox"/> | Ethnic group / minority  |
| <input type="checkbox"/> | Family   |
| <input type="checkbox"/> | Homeless persons   |
| <input type="checkbox"/> | Immigrants (including temporary workers, permanent residents, etc) |
| <input type="checkbox"/> | Lower income individuals   |
| <input type="checkbox"/> | Men  |
| <input type="checkbox"/> | People living with addictions                                      |
| <input type="checkbox"/> | People living with employment barriers                             |
| <input type="checkbox"/> | People living with psychiatric disabilities                        |
| <input type="checkbox"/> | People living with intellectual disabilities                       |
| <input type="checkbox"/> | People living with physical disabilities                           |
| <input type="checkbox"/> | Refugees   |
| <input type="checkbox"/> | Senior / aged / elderly  |
| <input type="checkbox"/> | Women  |
| <input type="checkbox"/> | Youth / young adults / students                                    |

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:

|                          |                              |
|--------------------------|------------------------------|
| <input type="checkbox"/> | 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 2014, how many people did you train?               | _____ |
| 9.2 From the groups listed above, in 2014, how many people did you employ?              | _____ |
| 9.3 From the groups listed above, in 2014, how many people did you provide services to? | _____ |

72

10.0 How many people were employed or volunteering at your social enterprise during 2014?

*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 2014 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.*

|   |       |
|---|-------|
| <b>REVENUE</b>  |       |
| Revenue from sales of goods and services, including service contracts with government (contracts you bid on in a competitive process) | _____ |

11.0 We would like to know about the revenue and expenses in 2014 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 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   | _____ |
| <b>Total revenue from all sources in 2014</b>   | _____ |
| <b>EXPENSES</b>   |       |
| Total wages and salaries paid, including target groups in training within your social enterprise          | _____ |
| Total financial transfers to parent organization  | _____ |
| All other operating expenses  | _____ |
| <b>Total expenses on all items in 2014</b>  | _____ |

12.0 What were the sources of **grants and donations** received in 2014?

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

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Foundations                                  |
| <input type="checkbox"/> | Federal government                           |
| <input type="checkbox"/> | Provincial government                        |
| <input type="checkbox"/> | Municipal government                         |
| <input type="checkbox"/> | Private individuals, philanthropists, donors |
| <input type="checkbox"/> | Bank   |
| <input type="checkbox"/> | Corporations/Private businesses              |
| <input type="checkbox"/> | Parent organization                          |
| <input type="checkbox"/> | Credit Union                                 |
| <input type="checkbox"/> | Community Futures/ CBDC                      |
| <input type="checkbox"/> | Other (please specify) _____                 |
| <input type="checkbox"/> | No grants and donations received             |

12.1 What were the purposes of **grants and donations** received in 2014?

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

12.1 What were the purposes of **grants and donations** received in 2014?

Please check **all** that apply:

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Training, and technical assistance                             |
| <input type="checkbox"/> | Operations and program/ service delivery                       |
| <input type="checkbox"/> | Governance and management (e.g. strategic planning)            |
| <input type="checkbox"/> | To research, develop, implement or expand a product or service |
| <input type="checkbox"/> | Capital project (e.g. new land, building, equipment )          |
| <input type="checkbox"/> | Other (please specify) _____                                   |
| <input type="checkbox"/> | No grants and donations received                               |

12.2 What were the sources of **loans/ debt instruments** taken out in 2014?

Please check **all** that apply:

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Foundations                                  |
| <input type="checkbox"/> | Federal government                           |
| <input type="checkbox"/> | Provincial government                        |
| <input type="checkbox"/> | Municipal government                         |
| <input type="checkbox"/> | Private individuals, philanthropists, donors |
| <input type="checkbox"/> | Bank   |
| <input type="checkbox"/> | Corporations/Private businesses              |
| <input type="checkbox"/> | Parent organization                          |
| <input type="checkbox"/> | Credit Union                                 |
| <input type="checkbox"/> | Community Futures/ CBDC                      |
| <input type="checkbox"/> | Other (please specify) _____                 |
| <input type="checkbox"/> | No loans/ debt instruments taken out         |

12.3 What were the types **loans/ debt instruments** taken out in 2014?

Please check **all** that apply:

|                          |                              |
|--------------------------|------------------------------|
| <input type="checkbox"/> | Operating line of credit     |
| <input type="checkbox"/> | Repayable equity             |
| <input type="checkbox"/> | Long-term loans / equity     |
| <input type="checkbox"/> | Short-term loans             |
| <input type="checkbox"/> | Other (please specify) _____ |

We'd also like to get a sense of where you have been successful in finding funding for your work in the past, what you used it for, and where you'd like to go looking for it in the future. Check all that apply.

|   | Sought or applied for this type of funding in the past 3 years | Successful in obtaining this type of funding the past 3 years | Likely to pursue this type of funding in the next 3 years | N/A           | Don't Know |
|---|--|---|---|---------------|------------|
| Foundations   |  |   |   |               |            |
| Federal government (ACOA, HRDC, etc)  |  |   |   |               |            |
| Provincial government (BTCRD/IBRD, Heath and Community Services, etc)   |  |   |   |               |            |
| Municipal government  |  |   |   |               |            |
| Donations from private individuals  |  |   |   |               |            |
| Repayable investments from private individuals  |  |   |   |               |            |
| Bank loans  |  |   |   |               |            |
| Donations from private businesses or corporations   |  |   |   |               |            |
| Partnerships with/investments from private businesses or corporations   |  |   |   |               |            |
| Funds from your parent organization   |  |   |   |               |            |
| Credit Union loans  |  |   |   |               |            |
| Community Futures/ CBDCs  |  |   |   |               |            |
| Other (please specify)  |  |   |   |               |            |
| Now we'd like to get a sense of whether or not it has been difficult in the past 3 years to secure financial resources for certain types of expenses  |  |   |   |               |            |
|   | Very difficult   | Somewhat difficult  | Slightly difficult  | Not difficult | NA         |
| Capital projects (renovations, buildings, equipment, etc)   |  |   |   |               |            |
| Project expenses (venue rentals, food, transportation, etc)   |  |   |   |               |            |
| Short-term contract staff   |  |   |   |               |            |
| Permanent staff   |  |   |   |               |            |
| Rent and overhead costs   |  |   |   |               |            |
| Please take a few minutes to complete this last section of the survey – these are questions specific to Newfoundland and Labrador that will help solidify our understanding of the province's unique context.                     |  |   |   |               |            |
| In your opinion, how important is your organization to the overall sustainability of the community you are based in?  |  |   |   |               |            |
| Not important   | A little important   | Important   | Very Important  |               |            |
| We'd also like to get a sense of how your organization describes itself in promotional materials, marketing, and casual communications: how often do you use the term “ <b>social enterprise</b> ” when you talk about your work? |  |   |   |               |            |
| Never   | Rarely   | Sometimes   | Often   | All the time  |            |

| Now we'd like to get a sense of how your relationships with for-profit businesses in your community are going – please indicate whether any of the following are a challenge? |                 |                   |                      |                 |    |
|---|-----------------|-------------------|----------------------|-----------------|----|
|   | Not a challenge | A small challenge | A moderate challenge | A big challenge | NA |
| Building informal relationships with private businesses   |                 |                   |                      |                 |    |
| Building formal partnerships with local businesses (sitting on committees together, membership in the chamber of commerce, partnerships on projects, etc)                     |                 |                   |                      |                 |    |
| Perceptions of our organization as unfair or subsidized competition for for-profit businesses   |                 |                   |                      |                 |    |
| Finding common ideas and direction with local for-profit businesses   |                 |                   |                      |                 |    |
| Selling goods and services to private businesses  |                 |                   |                      |                 |    |
| Now we'd like to get your input on what tools and help would be useful for you. Please rate each of the following.  |                 |                   |                      |                 |    |
|   | Not useful      | Somewhat useful   | Useful               | Very useful     |    |
| Help with feasibility studies   |                 |                   |                      |                 |    |
| Help with business plans  |                 |                   |                      |                 |    |
| Help with proposal-writing  |                 |                   |                      |                 |    |
| Help with financial controls and money management   |                 |                   |                      |                 |    |
| Help with employee recruitment and retention  |                 |                   |                      |                 |    |
| Tools to measure financial impact   |                 |                   |                      |                 |    |
| Tools to measure social/environmental impact  |                 |                   |                      |                 |    |
| Training on how to make use of loans and financing tools  |                 |                   |                      |                 |    |
| Before we go, we'd like to get a sense of what kinds of support would be most useful for your organization, and what you see as your biggest challenges.                      |                 |                   |                      |                 |    |
| Please list the top 3 supports that would help your social enterprise thrive if you could access them:  |                 |                   |                      |                 |    |
| 1   |                 |                   |                      |                 |    |
| 2   |                 |                   |                      |                 |    |
| 3   |                 |                   |                      |                 |    |
| Please list the top 3 challenges that you currently face  |                 |                   |                      |                 |    |
| 1   |                 |                   |                      |                 |    |
| 2   |                 |                   |                      |                 |    |
| 3   |                 |                   |                      |                 |    |
| Please use the space below to provide any final comments on what needs to happen to make Newfoundland and Labrador a great place for social enterprises?                      |                 |                   |                      |                 |    |
|   |                 |                   |                      |                 |    |

