Social Enterprise Sector Survey Guide

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ACKNOWLEDGEMENTS

We wish to express our deepest appreciation to all those who contributed to the survey work, both those who were there at the beginning in 2009 and those who were there at the end 2015 as the survey. What started off as a pilot project evolved to become the first fully national survey of social enterprises in Canada.

As we never tire of telling people, this Social Enterprise Sector Survey is not a survey for its own sake, but a social enterprise community development tool and no survey has been conducted in any province or territory unless we were invited by a lead group of social enterprise catalysts in that province or territory to do so. To those leaders, your passion for social enterprise makes a real difference. It was our pleasure to work with everyone and this manual is one way in which we hope this survey work will continue to contribute to the maturation of the social enterprise sector community in Canada.

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INTRODUCTION

This manual provides an outline of the research process for the Social Enterprises Sector Survey. The process is presented in three parts. The first part provides a general overview of the entire survey. The second part addresses the methodology component, including the generation of lists of participating SE's, the verification process and data analysis. The third section focuses on the reporting of survey findings by providing an example of comprehensive document with details on the methodology, analysis and statistical findings, and an abbreviated version consisting of key highlights from the survey.

SOCIAL ENTERPRISE SECTOR SURVEY OVERVIEW

Social enterprises are emerging as both an identifiable and viable organizational form capable of providing goods and services in the marketplace and are motivated by a clear social, cultural, environmental or employment mission.

Objectives of the Survey

To generate, measure and compare the impact of social enterprise activity, while recognizing its emergent character. This study uses a short and highly standardized questionnaire, designed for easy completion and return in order to achieve a high response rate.

Definition of Social Enterprise

The operational definition of a social enterprise for this research survey 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; financial, social, environmental, and cultural".

This definition excludes other important organizations in the social and solidarity economy, including institutional non-profits such as universities and hospitals, most co-operatives, voluntary associations and societies, as well as non-enterprise charities and non-profits. It also excludes any enterprise owned or operated by a government, including municipalities and First Nations.

There are **three** criteria that must be met to define a social enterprise:

1. Ownership or operation of the social enterprise by a non-profit organization;
2. Continuous sale of goods and/or services in the market; and
3. The market activity must achieve a social, cultural or environmental benefit.

This is not to deny that some social enterprises will generate significant income to support or subsidize their mission-based activities.

> Market activities that have no social, environmental or cultural benefit, used by nonprofit organizations only to raise funds, do not make that activity or organization a social enterprise.

For example, selling cookies or chocolates to raise funds is not a social enterprise, it is classic fundraising. If, on the other hand, a recycling social enterprise transfers or donates excessive revenues to a mission-driven parent organization, the recycling activity would qualify the organization as a whole, or the recycling social enterprise in particular, as a social enterprise. There will arise many questions as to what constitutes a social enterprise. It is important to apply any criteria consistently within any sample set. Affiliated or consulting researchers will be an important asset to guide this decision making process.

Research Ethics

Anyone who is involved with contacting respondents, collecting, entering, or analyzing data, or has any access to information about whom the respondents were or what they said/reported is bound by Human Research Ethics protocols. This means that everyone associated with the research that has access to survey data and direct contract with respondents are required to keep all responses and the names of respondents confidential and to sign a confidentiality statement outlining their obligations and responsibilities. This recommendation assumes that the research is taking place under the auspice of a university or Tri-Council member.

> The lead provincial partner organization is required to sign a letter verifying their understanding and agreement to the ethical guidelines prior to the start of any survey.

The participation of respondents also requires their informed consent: respondents need to know what their rights are, what commitments we have made to them, and how the information they provide will be used (See Appendix E for additional information on ethics). The ethics statement at the start of the questionnaire is thus very important; it is essential that all respondents read, understand and agree to these conditions and commitments before they complete the questionnaire.

Survey Partners

Provincial intermediary organizations who sponsor the survey take the lead in identifying potential respondents; distributing and engaging respondents; and collaborating in the completion of the survey report. Affiliated or consulting researchers should act as advisors and consultants throughout the survey process, from identifying potential survey respondents to statistical analysis and interpretation of the data, in addition to providing a report template. Local university partners are also encouraged to participate in this process (See Appendix G for Sample MoU).

Survey Costs

Access to the secure on-line survey is available at no cost and is available in French and English to university researchers, subject to a written agreement. The sponsoring provincial organization(s) are expected to individually or collectively support or apply for support to cover the costs or time associated with finalizing the structure and content of the survey; identifying existing social economy networks and inviting contribute names and contact information to the sample frame; circulating and following-up with the survey to all verified social enterprises to maximize the response rate; and report preparation, including circulating the preliminary survey results to social enterprise-related networks. The full survey costs, excluding affiliated or consulting researchers, is in the range of fifteen to twenty thousand dollars.

Survey Timeline

The survey is divided into three components including the preliminary stages of identifying social enterprises to be added to the study. The second phase consists of data collection. The final phase consists of data analysis and report writing (See survey workflow table below).

SESS Survey Workflow

List preparation and verification	Survey	Analysis and report writing
6-8 Weeks	**6-8 Weeks**	**6-8 weeks**
The purpose of this phase is to generate the most complete and accurate contact list possible.	The purpose of this phase is to achieve the highest and most complete response rate possible.	The purpose of this phase is to create and present an accurate, timely, and appealing profile of social enterprises.
Sign ethics MOU	phone contacts	verify data
identify survey options (e.g. Fax/ in person)	send e-mail with survey link	data cleaning
identify and verify supplementary questions	follow-up, offer alternative response formats	preliminary analysis
solicit lists and letters of support	verify and track responses	GIS mapping; determine options for regional reporting
classify new and existing social enterprises	contact and response coding	final analysis
verify existing lists and contacts	response and report coding	Methodology update and feedback
verify scheduling re survey release	identify and announce deadline for completion	draft report preparation
ethics and survey orientation to surveyors	allow a week after 'final' deadline for completion	report verification and feedback
generate survey link(s)	complete sample realization report	report finalization, printing, circulation

SURVEY METHOD

The social enterprise sector survey is implemented in three phases. We consider all phases as integral components of the research process.

Phase One: The structure and content of the survey, including any additional questions, is finalized. Existing and emerging social economy networks are identified and invited to contribute names and contact information to the sample frame, and in turn, will benefit from its results. Outreach to new and existing social enterprises takes place.

Phase Two: The survey is circulated to all verified social enterprises in the sample frame to achieve a large and fully representative sample. Data are subsequently collected for cleaning, entry, and analysis. Follow-up strategies to maximize the number, quality and completeness of responses are undertaken.

Phase Three: Involves the review or circulation of the preliminary survey results to social enterprise-related networks.

The next section provides detailed information on each of these phases.

Phase One: Structure and Content of the Survey

- ✓ **Survey Structure and Content**
- ✓ **Sampling**
- ✓ **Generating Survey List**

Survey Structure and Content

The structure and content of the survey, including any additional questions, is finalized. Existing and emerging social economy networks are identified and invited to contribute names and contact information to the sample frame. These organizations will in turn benefit from its results. Outreach to new and existing social enterprises takes place at this point

Survey Instrument / Questionnaire

The survey instrument is specifically designed to map the location, purpose, and operations of social enterprises. While additional questions can be added to the existing questionnaire, this should be done in consultation with the affiliated or consulting researchers to ensure that inter-provincial comparability of data is not compromised. The current questionnaire has been designed for ease of completion and has delivered useful results following extensive testing.

We recommend surveying social enterprises in the spring/early summer - after the previous year's financial statements have been prepared, but before the summer break when response rates fall. The goal is to develop a clear indication of their nature, scope, and socio-economic contribution in the year prior to the survey. Indicators of socio-economic contribution include sales and revenue, expenditures, employment, volunteer engagement, and clients served and trained. The respondents are asked to report on financial performance in the previous annual reporting period. The questionnaire / survey instrument consists of five parts (see Appendix H for the complete survey questionnaire). A detailed explanation of each part of the survey is outlined below:

PART A: The initial portion of the survey verifies the identification of the organization, the location and contact information of the person who completed the survey; date of completion; form of response (e.g. in person, telephone interview, self-completion). It also provides informed consent information; and contact information for the principal investigators and human research ethics board administrators.

PART B: The first series of questions (1-7) are designed to capture the primary purpose of the social enterprise and their organizational and operational characteristics. A number of questions (e.g. question 4) are designed to verify the status of the social enterprise in relation to the operational definition. Demographic information and postal codes are collected to be used to develop a GIS map of both identified and responding social enterprises by type. This helps to identify geographic clusters of social enterprises and their proximity to major transportation corridors and various populations.

PART C: The next question (8) is designed to identify the nature of the goods and services sold by the social enterprise. The list of options was generated from known social enterprise business sectors, as well as Marie Bouchard's broader and comprehensive classification of social economy organizations (Bouchard, Ferraton, Michaud, & Rousselière, 2008). Note that the list of sectors provided to respondents thus includes some redundancy; for example, day care is an activity within the broader sector, personal services. We believe that this question assists respondent recall and generates usable information to sector intermediaries, while post-coding allows a widely accepted sectoral description to be created.

PART D: The next questions move from the broad classification of goods and services to the more specific area of human resources. Question 9 identifies the demographic groups which the social enterprise trained, employed or provided services to as part of its mission. The list of demographic groups starts with "all the people living in a particular place/community", which can be appropriate for some social enterprises.

Question 9.1 asks respondents to quantify this relationship. It is important NOT to include retail customers as those who receive "services". "People served" in this survey is reserved for those who receive mission-focused services (e.g. people living with a mental disability).

Thereafter, respondents are asked to identify paid staff and volunteers as well as seasonal and full time paid and unpaid worker (Question 10). Part time workers are classified as those who worked less than 30 hours and week, while volunteers are separated in to those that worked more or less than 10 hours per month. Note that people employed because they are members of the demographic group(s) served by the organization's mission (e.g. at risk youth), are included in both Questions 9 and 10. These questions generate two estimates of employment; those employed from the population defined as part as the mission of the organization, and overall employment.

PART E: The final part of the questionnaire (Question 11) deals with financial information. While more and more detailed questions in this regard could certainly be posed, we deliberately strike a balance between capturing the most relevant financial information and delving into operational details that could create a real barrier to successful survey completion. The questions provide a rich source of information although some respondents may need additional time to retrieve the information. *It is often important to remind respondents that the information they provide will be kept confidential*; and even if they are unwilling or unable to answer all the questions, often some incomplete information is better than none.

Sampling

In the sector survey, the *sample* consists of those social enterprises which actually respond to the survey (e.g. the farmer's markets which complete the survey).

- The *population* consists of all the social enterprises in the Province or in some market segment (e.g. all of the farmer's markets in the Province).
- The *sample frame* consists of all the social enterprises that are known to you when you start your survey (e.g. all of the farmer's markets listed for last season plus names added by key informants).

A good survey is one where the sample (those who respond) are representative of the population. One step to achieving a good sample is to create a good sample frame. Note that we are not saying that the sample frame and population must be identical – usually one does not have enough resources to ensure that. Rather, be sure that any social enterprise

included in the sample meets the definition of social enterprise (using the criteria outlined below). When possible, double check with the source of any list as to whether all three criteria are met.

Recommendation: Solicit endorsements/testimonials from provincial organizations that work and have influence in the nonprofit or social enterprise sector. In the case of Alberta and British Columbia, we received support from Enterprising Nonprofits (ENP), the Calgary Foundation and the Edmonton Community Foundation. A similar strategy was used in Ontario with the Ontario Trillium Foundation (funder) and Ontario Nonprofit Network (advocacy group). Each organization provided a letter of support to accompany the questionnaire that could be sent to potential respondents or a short statement and logo from each endorsing organization that was used in the survey invitation email. Thus the survey strategy was a blended approach, as distinct from a purely "top down" or "bottom up" approach (Lyon & Sepulveda, 2009). We encourage others to do the same by contacting similar organizations.

Provincial associations are not only helpful in identifying names for the sample frame. Ideally, they can share member contact lists but where that is not possible, due to confidentiality issues, they can help by promoting the survey and encouraging their members to enroll to receive the survey, and in sharing the learning.

A key strength of contact with a provincial association is their ability to share scheduling information. For example, daycares are best reached for follow-up by telephone between 1-3pm (nap time); Farmers Markets are really busy in July/August, it can be hard to get in touch. Thrift/A&C are very busy around holidays. Nonprofits are in grant application crunch in Oct/Nov. Attempt to plan the initial send out and follow-up schedule in conjunction with anticipated work flows. This knowledge has the ability to drastically decrease the need for repeated attempts to contact evasive enterprises.

Recommendation: Attempt to plan the initial send out and follow-up schedule in conjunction with anticipated work flows.

Best efforts should be made to create a sample frame that includes all social enterprises in the province, and to collect data from a representative sample of this population. However, usually it is not possible to create a list of all social enterprises for certain market segments.

In these cases, we recommend including only those market segments for which you have confidence that you have most of the enterprises in that segment present in your sample frame. For example, when one or two known examples of social enterprises (e.g. farmers' markets) came to our attention, we broadened our outreach to try to capture all the similar social enterprises within the same market segment. However, sometimes this was not possible. In those cases, we avoided the entire market segment once we had determined that we could not identify the sample frame and identifies social enterprises are allocated to a miscellaneous category.

Generating your Social Enterprise Sector Survey List

A verified, complete and up-to-date list of social enterprises with contact information is essential for conducting the survey. Even though we attempt to survey all the social enterprises on the list, you should think of this list as the sample frame or 'population'. In order to make generalizations from the respondents, we need to know which population they represent.

Purpose

There are a number of ways to generate a comprehensive list of social enterprises. The primary purpose of this list to:

a) **Verify** that the nonprofit organization is indeed a social enterprise prior to sending them a survey

Remember the definition:
- Nonprofit/ co-op or community Interest/ contribution company;
- Continually provides a good or service in the market;
- Achieves a social, environmental, or cultural benefit, including employment and/or training.

b) **Organize** the list social enterprises into groups that are as complete as possible (e.g. 80% + of all thrift stores or farmers markets in the province)

c) **Identify** the contact name, e-mail and phone number of the person in each social enterprise to whom the survey should be sent. Existing lists can be chronically out-of-date, so updating contact information in important. The email address is essential for distributing the link to the online survey.

d) **Create** a list that is as comprehensive as possible for all social enterprises, whether they have an employment, training, social, cultural and/or environmental purpose.

The Process of Generating a Survey List

Step One

Have a general idea of the types of social enterprises you know and then organize them into service segments. The list below is just an example; you might want to organize the categories differently according to your context and also to the way in which sector representative organizations and associations are structured; for example, the Agricultural Societies are more important in some provinces than others.

Farmers Markets	Thrift Stores	Nonprofit day/child care	Nonprofit housing	Agricultural societies	Museums and galleries	Employment and training	Environmental social enterprises (re-cycling, nature centres, water treatment, conservation)	Cultural social enterprises (e.g. theatres, choirs)	Miscellaneous: Other social enterprises not otherwise categorized

Below is an Excel template that we will provide you to help you code and enter your contact information:

CATEGORY	ORGANIZATION	ADDRESS	POSTAL CODE	CONTACT	POSITION	PHONE	EMAIL	WEB SITE	NOTE
Agricultural society									
Thrift store									
Farmers market									
Nonprofit child care									
Arts or cultural organization									
Employment focused									
Nonprofit housing									

agency								
Cooperative								
Francophone								
Other:								
Other:								

Step Two

Gather your community partners. If there are any local, regional or provincial intermediary associations, organizations or networks (e.g. Provincial association of farmers markets), they may be in a position to provide you with a complete membership list or contact information. They may be able to partner with you to send out the survey request to their members as long as you can verify your response rate. Also think about any provincial gathering that has taken place that may be able to provide an up-to-date list of social enterprises. Seek out the right people. An administrative assistant will likely not be able to answer this survey and it will require the attention of Executive Director. Get them on the phone early on in the process.

Develop invitation template to distribute to all social enterprises in sample frame (See Appendix A for invitation/participant recruitment samples). Although these letters are formatted as a written letter, most invitations are modified to be circulated by e-mail.

Step Three

Verify your social enterprise list (See Appendix D for sample verification script)

Step Four

Determine the extent to which each service segment/category is well represented in your sample. If there are too few social enterprises (< 20) in the category or if you are not confident that your list of the social enterprises in that category is mostly complete (e.g. < 70%) then these social enterprises may need to be moved to miscellaneous category.

Refer to the Social Enterprise Sector Survey web site (www.sess.ca) for more information on the survey and contacts for those who have previously conducted a survey.

Phase Two: Distributing the Survey

- ✓ **Distributing the Survey**
- ✓ **Tracking the Survey**
- ✓ **Respondent list**
- ✓ **Coding**
- ✓ **Follow-up**
- ✓ **Drop-Dead Date**
- ✓ **Second Round of Invites**

Survey Circulation

The survey is circulated to all verified social enterprises in the sample frame to achieve a large and fully representative sample.

Distributing the Survey

The primary method of distributing the link to the online survey is by email (although we give people the option to respond other ways). The email address becomes the unique identifier in the database. It also allows the respondent to return to add/edit responses before they finally submit. So it would be worthwhile putting any resources you have now into calling organizations and asking them for their email address.

There is no need to break down the list further for distribution purposes. Instead, the important questions to be asking at this stage are:

1. Have we covered all the important social enterprise segments?
2. Within each social enterprise segment, have you included most of the organizations in that segment? This is important because... say you only have a small percentage of the farmer's markets... most likely these will be largest and most established... so if we were to say that our survey was representative of all farmer's markets, we would probably be providing inflated estimates. I assume that the sub-sector categories in your list were collected from associations and websites. I would ask the creators of the list, people knowledgeable of the sector, and so on, for their honest assessment of how complete and up to date each source was. If you have reasons to doubt the

completeness of the list of any sub-sector, it may be better to cut them out (which we can discuss).

Finally, just in case this was worrying you... in the survey we ask a series of questions that allow us to classify the respondents afterwards by purpose, by size, by charitable status, etc etc. We don't need to know precisely how to classify the organizations before the survey, rather we need to know which segments of the sector are in, and which are not.

Segments of social enterprises to look at and capture as many known organizations as possible include the following:

* Agricultural societies
* Farmers markets
* Employment focused social enterprises (e.g. youth, immigrants)
* Museums
* Thrift stores
* Arts and culture
* Child/ seniors care
* Nonprofit housing
* Environment (e.g. re-cycling)

Note: In the Ontario context, the survey link for each subcategory was different. This required that each subgroup received a unique email and corresponding link. Be sure that subcategories are not mixed up or receiving improper links.

Tracking the Survey

Potential respondents should be further screened both, verbally, and with the following text included on the first page of the on-line questionnaire to verify that they are (still) operating as a social enterprise:

> Verbal screening is an extremely useful step if you have the resources: all organizations should be telephoned to confirm that they are an operating social enterprise, and also to identify the name and contact information for the person who is best situated to answer the questionnaire.

In administering the BC-Alberta survey in 2012, there appeared to be striking differences in the level of recognition of the terminology of "social enterprise" between rural and urban jurisdictions: urbanites tended to have a pre-existing definition of the term which did not always line up with our working definition, and rural organizations had more often than not no idea what we were talking about. This is also true of several subsectors. Museums or theatres or most farmers markets do not normally think of themselves as social enterprises.

The survey instrument is typically sent out electronically to all identified social enterprises following contact by phone to verify their contact information (see sample e-mail script in Appendix A). Respondents could respond verbally with the data being recorded by a research assistant; by fax or mail after manually completing the survey; or by online completion. In other words, a PDF version of the survey should be sent with the e-mail correspondence together with telephone, e-mail, mailing address, fax number, and on-line completion information. The vast majority of surveys are completed online.

Recommendation: Create separate tracking sheet in excel for each subcategory. (See Tracking Sheet in Appendix I)

Each social enterprise in the sample frame is given a unique number for tracking purposes and respondent follow-up. It can make later data analysis easier if market segments are identified clearly at the same time, and numbered accordingly. For example, general multi-purpose social enterprises could be numbered 100-199, Thrift Stores from 200-399, day care from 400-499, and so on.

Note: That we didn't start at 1...why? Because you are less likely to make a data entry error if you have a consistent number of digits per variable. For each respondent within the sample population Survey Crafter, (the on-line system) will also allocate a unique tracking number. This number will not change as respondents enter/re-enter to complete the same survey; and it will ease the final cross referencing between the sample frame and the respondents.

Respondent List

The on-line respondent list, embedded in your survey software, becomes your best friend. Every few days, the host researchers will cross-reference their excel spreadsheet with those who have completed the survey. Researchers can update changes in contact information or addresses and should include the unique login # at the first point of contact.

Note: not all respondents will fully complete the survey at their first entry, they may be required to re-enter at a later date to complete it. *tracking and code is explained in the following sections.

Coding

Once completed questionnaires are received, the data is coded, entered into a database (See coding and data entry scheme in Appendix F) and checked for accuracy and internal consistency (e.g. income from one source cannot exceed total revenue). When necessary, respondents are re-contacted to clarify unclear or contradictory responses, especially regarding the collection of financial data. Ask for a phone number and best time to call, at the very start of the survey.

The following coding schema can be used to track responses in the sample frame:

CODING FOR SAMPLE FRAME

1 = Not contactable (after several tries)

2   = Contacted, not a social enterprise
2.1 = Contacted, no longer a social enterprise
2.2 = Contacted, no informed response yet (e.g. receptionist only)

3   = Contacted, refuse to participate

4   = Contacted, sent a questionnaire
4.1= First Follow-up
4.2= Second Follow-up
4.3= Third Follow-up

5   = Started – entered SurveyCrafter < 0.2

6   = responded > 0.2 of survey

Follow-up

Let follow-up (the best part) commence. Each invitee should be contacted a minimum of 3 times following the initial invitation. In Ontario, we started follow-up no earlier than 3 days after the first invite was sent.

> Keep a record of days that phone calls were made, the types of responses received, and any changes of names or relevant contact information.

It is very important to keep an accurate record of all the organizations contacted, and how they respond. One reason for doing this is to ensure that you follow up with all respondents several times - but not in a way that is irritating or disrespectful. The goal should be to remind the respondent approximately once a week of the importance, for the sector and its future development, of collecting accurate and representative information. Negotiating a date for the survey completion and then following-up can be a helpful strategy; but it is important to avoid the situation where the respondent says "I missed the date so now we don't need to worry any more". You also want to avoid the situation where the respondent says, "No, and that is my final answer". Instead, keep encouraging them to respond when they have time, offer to help them if necessary – in other words, make it easy for them to help you.

Second Round Invitation

Send a second round invitation to re-invite all uncompleted survey contacts to take part. Invitation copy should highlight importance and urgency.

Reconcile the final respondent listings from the survey software

Reconcile the final respondent listings from survey software with the social enterprise sample frame lists in Excel.

The other reason to track responses carefully is that sometimes the questionnaire completion and screening phases are combined. For example, you may have some organizations in your sample frame which are no longer social enterprises (or perhaps never were). In other cases, some organizations may indicate that they have multiple social

enterprises. In these cases, we let the respondent decide how many responses to complete based on their relationship with each other and whether they maintain independent financial accounts. If it is more accurate for them to complete a separate questionnaire for each enterprise, then they should do so. However, this will then require a correction to the estimated population due to these multiple response organizations, for which we need the tracking information.

When to Stop Collecting Data: Drop-dead' Date

Set a 'drop-dead' date, after which the survey will be closed.

Eventually you will reach the point when a final request with a firm response deadline must be sent to all non-respondents in the sample frame. An example of a "last chance" e-mail is provided in Appendix A. This is another reason why you cannot expect to rush the data collection phase.

Data Cleaning

Data are subsequently collected for cleaning, entry, and analysis. Online completion by individual respondents is followed by a series of random checks for internal consistency in responses. When necessary, respondents were re-contacted to clarify unclear or contradictory responses, especially regarding the reporting of financial data.

Various decisions about data classifications are made based on the responses received, including:

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

This study includes an estimate of the Full-Time Equivalent (FTE) positions in the responding organizations. In calculating Estimated FTEs, if respondent provided an FTE

count, this is accepted. Otherwise an estimate based on 1 FTE per full-time employee, 0.5 per part-time and 0.25 per seasonal is calculated. Missing data are regarded as 0 for this calculation.

Outliers

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

> When reporting financial and service, training, employment aggregates, we use all the complete data - and we are always careful to say... "The respondents reported at least $XXX in revenue and YY employees".

The "at least" part is to recognize that there is going to be missing data. We have also used the complete data for averages of service, training, employment because the missing data problem is typically not so great. So you have the data for this.

Note: Financial information is incomplete for some organizations in some cases, resulting in potentially misleading estimates for some indicators. Our approach is to primarily present results that include all responses, however, we include only those that provided complete financial data when average financial data per social enterprise is reported. In other words, when reporting financial averages (i.e. $X per SE), we only use the complete financial data because the averages are sensitive to missing data (I'm more likely to share my big revenue than my bigger expense, etc). If you want to relate that average financial data to average employment, etc, then you really should be looking at the respondents with complete financials only. Hence that data is also included.

Additionally, if you are relating people served, trained and employed from the target population to average financials, it would be better to use the respondents with complete financials only.

DATA ANALYSIS

- ✓ **SPSS**
- ✓ **SESS Full Report**
- ✓ **Brief Report/Provincial Highlights**

SPPS

The data is analyzed using statistical software such as SPSS to create indicators of the size, scope and scale of social enterprises. To the extent possible, customized analysis of the data to address questions raised by the host province is conducted and incorporated in the final report. The data is also used to build a cross-provincial analysis and where available, changes within a given province over time.

SESS Full Report

The full report provides a comprehensive presentation of the survey's findings. The survey's population, methodology, key organizational findings including their mission and purpose, scales of operation, employment levels, membership, and volunteers are highlighted. The social enterprises contributions to the provincial economy are also outlined. The report provides a financial report including total revenues and expenses, and sources of funding. Lastly, the report consists of findings from supplementary questions added by host organizations or survey partners. The sample analysis track sheet gives you an idea of different components that you should focus on when writing the full report. (See Appendix J).

Brief Report/Provincial Highlights

The brief is made up of a 2-4 page report providing the key highlights of the reports (See Appendix K for provincial highlights sample). This report is developed with input from host organizations.

Examples of key areas featured in this report are:

- Social enterprises' purpose in the province
- Social enterprises' Community partners
- Social enterprises 'Community impact
- Key provincial findings

Sharing your Data

Review of the Primary Survey Results

This step involves the circulation of the preliminary survey results to social enterprise-related networks for feedback.

Public Access

The report is posted on the Social Enterprises Sector Survey's website:

http://www.sess.ca/english/

APPENDIX A: Examples of Recruitment Scripts

Example 1: Initial E-mail Invitation (1)

Dear [name of respondent]:

My name is [name of surveyor]. I am writing to you to request your participation in the [name of province] Social Enterprise Study, [year] based on your work with [name of respondent organization]. A social enterprise is a business venture owned or operated by a non-profit organization that sells goods or provides services in the market for the
purpose of creating a blended return on investment, both financial and social/environmental/cultural. The goal of this survey is to develop a clear indication of the nature, scope and socio-economic contribution of social enterprises in [name of province].

This is the [first/second/third] such survey we have conducted in [name of province]. The results of the previous surveys are available at www.sess.ca. These reports provide an excellent profile of the impact of social enterprises across Canada and the value we place in your participation in the survey.

We obtained your name and email address from a list of social enterprises compiled for this survey. The sources for this list included members of the research team, [complete as applicable].

This research project is being conducted by [affiliated/consulting researchers names] and their research assistants [names], in collaboration with [provincial partner's name (s)].

Here is a link to your personalized survey for completion in English or French, the first page of the survey asks that you approve a consent form that specifies the terms of the survey and our obligations to you. The questionnaire is designed for quick completion and may be completed online. You may stop and start the survey at your convenience by entering your e-mail address on the front page, as long as you do not click the SUBMIT button until you have fully completed the survey:

English:

[survey link]

French:

[survey link]

PLEASE COPY AND PASTE YOUR PREFERRED URL IF THE ABOVE LINK DOES NOT WORK.

Attached you will also find a .pdf version of the survey if you would prefer to complete it by hand and mail or fax it back.

Thank you for considering our invitation to participate in this important social enterprise sector survey. We look forward to learning about your organization and its impact. Please do not hesitate to contact me if you have any questions or concerns regarding this survey. If you are no longer involved with, or know of someone in the organization who is better suited to respond to this request, it would be appreciated if you could provide us with their details, and we will contact them directly.

Sincerely,

[Name]

Example 2: Follow-up E-mail Invitation (1)

Good morning, [First name of contact],

Thank you for your reply and for your support of this project. Below you will find a participation request email along with a link that will take you to the survey. If you have any questions, please feel free to contact me.

Best regards,

[First name of survey coordinator]

Example 3: initial E-mail / letter Invitation (2)

The [affiliated/consulting researchers' names] and their research assistants [names], in collaboration with [provincial partner's name (s)], are currently conducting a Social Enterprise Survey in [province name]. All [define population – e.g., housing providers which are nonprofit organizations] qualify as Social Enterprises for the purposes of this survey.

Principle researchers [affiliated/consulting researchers names] hope to build on their prior research on Social Enterprises in [province]. The first round of surveying was completed in 2010, and resulted in the report [name of report], available at: [url of report, e.g., (http://www.mtroyal.ca/wcm/groups/public/documents/pdf/socialenterprise2.pdf)]. This survey and similar surveys conducted in [other provinces] have helped to build awareness of the sector and the creation of supportive policies.

Your participation in their research would be extremely helpful, as it will create an updated portrait of Social Enterprises in [province name]. Our goal is to help the sector to be better able to understand and document its contributions to the provincial economy while meeting social, cultural and environmental needs, as well as identifying the common difficulties we might face. This research will help to inform policy decision making with regards to Social Enterprises, and enable the researchers to identify areas in which further study and action is required.

The following URL will take you to the survey online.

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

The research is governed by the research ethics protocols; further information about our commitments to you is included with the questionnaire. The survey itself is only 12 questions long, and may be completed online, or by mail or telephone should you prefer. If it is completed online, it may be started, closed, and returned to at your convenience.

Thank you for taking the time to help create a portrait of this very important sector.

APPENDIX B: Sample Sponsor Letter

Dear [Full name of contact] [Position – Organization]:

My name is [X]. I am writing to you to request your participation in a new survey of social economy organizations in [Location e.g. Northern Canada] organized by [Organization's name]. [Name] was a [northern research network] created in [year] to conduct research on the non-profits, voluntary organizations, co-operatives, and other social enterprises in [province]. Although the core funding for this research ended in [year], this year we are partnering with the Social Enterprise Sector Survey Project to support a national study on social enterprises/social economy organizations in Canada.

Since [year] [organization] has maintained a detailed database of social economy groups across [Northern Canada]. We have produced a number of research reports looking at the needs and potential of social economy organizations such as yours. [See the (organization's) website at http://XXXXXX]. In order to keep our information current and ensure we have included all groups, we need your input and assistance. We are conducting a new survey that will provide some information on the issues and impacts of importance for organizations such as yours that operate in the [Canadian North].

This research project is being led by [name (s) and designation(s) of the affiliated/consulting researchers].

If you agree to participate in this survey, please **copy and paste** the link provided below into your web browser. The link will bring you to a webpage where you can access the survey, but before moving on to the actual survey, we will ask that you approve a consent form, which specifies the terms of the survey and our obligations to you. The questionnaire is designed for quick, on-line completion, but may also be completed in a telephone interview, or mailed, emailed or faxed to you for you to complete on your own time. If you would rather complete the survey using one of these alternative methods, please feel free to contact me.

Please remember to **copy and paste** the following link into your web browser (simply clicking the link will not work).

English:

https:// XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Version française (French):

https:// XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Thank you for considering this request.

Yours,

APPENDIX C: Survey E-mail Reminder

SUBJECT LINE:

Last Chance to Participate in Social Enterprise Survey

***

Dear [FULL NAME],

My name is [YOUR NAME]. I have previously contacted you requesting your participation in the [name of province] Social Enterprise Study, [year]. The survey is nearing completion but there is still time for your organization to be included. We have received completed questionnaires from over [xxx] social enterprises, and we hope to boost this number to more accurately represent the contribution of the sector in the province. I have attached the questionnaire for your completion, and as indicated on the [page number], it may be returned by email, mail or fax. I hope that you can respond by [date], but we will continue accepting questionnaires for as long as possible.

The remainder of this email contains information about the study. Thank you for considering this request

Sincerely,

[YOUR NAME]

***

Study information:

A social enterprise is a business venture owned or operated by a non-profit, community-based or mission-driven organization that sells goods or provides services in the market for the purpose of creating a blended return on investment, both financial and social/environmental/cultural. The goal of this survey is to support the sector by creating clear indicators of the nature, scope and socio-economic contribution of social enterprises in both provinces.

We obtained your name and email address from a list of social enterprises compiled for this survey. The sources for this list included members of the research team and .....

This research project is being conducted by [names of primary researchers] and their research assistants, under the auspices of [name of funder].

If you agree to participate in this survey, we will ask that you approve a consent form that specifies the terms of the survey and our obligations to you. The questionnaire is designed for quick completion in no more than 10 minutes [if the information is at hand] and may be completed in a telephone interview, or mailed, emailed or faxed to you for you to complete in your own time. We will send you an email informing you of the release of the report, which will be posted online and also you will also be able to obtain a copy of the final report by contacting …

If you have any questions please contact ….

APPENDIX D: Verification Script

My name is [name of research assistant] and I am working with the [lead organization] [and name of relevant community partners]. In [year], we are embarking on the Social Enterprise Sector Survey in [province]. This survey is supported by [affiliated or consulting researchers] and is funded, in part, by [Funder's name]. The survey will follow the ethics guidelines of the university and any participation is voluntary and confidential.

The goal of this survey is to measure the impact of social enterprises in [province]. Before we can distribute the questionnaire, we need to create a complete and up-to-date list of social enterprises with contact information.

We obtained your organization, name and email address from an initial list of social enterprises compiled for this survey. The sources for this list included members of the research team and [relevant local source]. Would you be available to provide some information so we can verify the details that we received?

To clarify, this is not a survey call. We would simply like to verify contact information that we have for your organization.

First, I'd like to define what we mean by a social enterprise. A social enterprise is a business venture owned or operated by a non-profit or co-operative 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.

1) **Does your organization or any projects, programs, divisions, subsidiaries or others parts of it, meet this definition?**

   If **yes, or if you are in any doubt**, please continue.

   If **no**, they state that they are definitely not a social enterprise by this definition, thank them for their time, and conclude the call.

Once verified, you (or the identified contact person for this organization) will be contacted by e-mail and invited to complete a short online survey on your social enterprise.

1) Can we verify the information we have for you:
   a. Organization Name
   b. Address (Postal code is needed)
   c. Contact (Who is the best contact- because the questionnaire will examine some details such as financials and organizational experiences it is best to speak with either the person who oversees your social enterprise or the executive director of your organization)
   d. Contact's Position
   e. Contact's email address
   f. Website

2) Please verify your category of social enterprise (from list of categories):
   a. Non-profit housing
   b. Environmental
   c. Social Purpose Social Enterprises
   d. Agricultural society
   e. Museums (based on owner- not municipalities)- runs programs
   f. Day care/ child care
   g. Thrift stores
   h. Farmers Markets
   i. Arts and Culture
   j. Employment and training

Thank you very much for your time. We anticipate that the survey will be sent out on or shortly after [launch date].

If you have any questions, you may contact me at: [Contact information]

APPENDIX E: General Principles- Human Research Ethics

Consent Shall Be Given Voluntarily

(a) Consent shall be given voluntarily.

(b) Consent can be withdrawn at any time.

(c) If a participant withdraws consent, the participant can also request the withdrawal of their data or human biological materials.

Consent Shall Be Informed

Researchers shall provide to prospective participants, or authorized third parties, full disclosure of all information necessary for making an informed decision to participate in a research project

Consent Shall Be an Ongoing Process

Consent shall be maintained throughout the research project. Researchers have an ongoing duty to provide participants with all information relevant to their ongoing consent to participate in the research

Incidental Findings

Researchers have an obligation to disclose to the participant any material incidental findings discovered in the course of research.

Consent Shall Precede Collection of, or Access to, Research Data

Research shall begin only after the participants, or their authorized third parties, have provided their consent.

Critical Inquiry

Permission is not required from an organization in order to conduct research on that organization. If a researcher engages the participation of members of an organization without the organization's permission, the researcher shall inform participants of any foreseeable risk that may be posed by their participation.

Ethical Duty of Confidentiality

Researchers shall safeguard information entrusted to them and not misuse or wrongfully disclose it. Institutions shall support their researchers in maintaining promises of confidentiality.

Researchers shall describe measures for meeting confidentiality obligations and explain any reasonably foreseeable disclosure requirements during the consent process with prospective participants.

Ethics Tutorial

Collaborators and research assistants are directed to the Tri Council Policy Statement (TCPS 2 online tutorial on ethics as a useful resource.

http://www.pre.ethics.gc.ca/eng/education/tutorial-didacticiel/

APPENDIX F: Data Entry Instructions

(FOR SURVEYS NOT COMPLETED ONLINE)

Enter each completed questionnaire into the excel spreadsheet, [2011se_survey_dataentry.xls]

In the spreadsheet, each row (1,2,3…) corresponds to a single questionnaire. Each column (A, B,C…D, F) corresponds to a variable. There are 117 variables; note that many questions in the questionnaire have more than one variable.

When you enter a questionnaire, make sure that every single variable has either a number (0,1…) or, if the question is not answered, insert a '.' (i.e. a point) for missing data. Only enter text for the following questions:

- Question 1.0: year of formation and operation
- Question 2.0: organization's purpose
- Question 2.1: primary mission
- Question 3.0: individual and organizational members
- Question 3.1: number of individual members
- Question 3.2: number of organizational members
- Question 4.0: type of organizational structure
- Question 5.0: legal structure
- Question 6.0: parent organization
- Question 6.1: name of parent organization
- Question 6.2: relationship with parent organization
- Question 6.3: kind of support by parent organization
- Question 7.0: name of municipality where organization is located
- Question 7.1: geographic areas or scales of operations
- Question 8.0: other sectors where organization sells products and/services
- Question 9:0 targeted demographic groups that are part of the organization's mission
- Question 9.1 to 9.3 members of targeted populations trained, employed or provided with services
- Question 10.0: people employed or volunteering in organization
- Question 11.0: revenue and expenses [reference year]
- Question12.0: sources of grants and donations in [reference year]
- Question 12.1: purpose of grants and donations in [reference year]
- Question 12.2: sources of loans /debt instruments in [reference year]
- Question 12.3: types of loans/debt instruments in [reference year]
- Question 12.4: purpose of loans/debt instruments in [reference year]
- [Add supplementary questions]

CODE LIST for BC 2014 Survey questionnaire (see Appendix H)

Question	Variable name	Code list and directions
	@	Survey number
	STATUS	Percent complete
	Email	Email
	B	Consent (Ethics)
	C	Start date
	D	End date
	E	IP Address
	F	Browser
	G	Provincial code
	H	Province initials
	J	Unknown – Possibly Auto Generated Variable _
	J	Core Language (English/French]
	ORGNAME	Enter the organization name
	K	Address
-	L	Postcode
	M	Phone number
	N	Website
1.1	YRFORM	Enter 4-digits for year . if missing
1.2	YRSTART	Enter 4-digits for year . if missing
2	PURSOC	1=Social mission is a purpose 0=Not
2	PURCUL	1=Cultural mission is a purpose 0=Not
2	PURENV	1=Environmental mission is a purpose 0=Not
2	PURINC	1=Income is a purpose 0=Not
2	PUREMP	1=Employment is a purpose 0=Not
2	PURTRAIN	1=Training is a purpose 0=Not
2.1	PRIMPURP	ENTER TEXT . if missing
3	MEMBASE	Have individual or organizational members 1=Yes

Question	Variable name	Code list and directions
		2=No . if missing
3.1	MEMNUM_I	Enter number of individual members, could be 0 . if missing
3.2	MEMNUM_O	Enter number of organizational members, could be 0 . if missing
4	LEGAL_NP	1=Legal structure is Non-profit 0=Not . if all of question 4 is missing
4	LEGAL_COOP	1=Legal structure is Cooperative distributing 0=Not . if all of question 4 is missing
4	LEGAL_COOP_ND	1=Legal structure is Cooperative non distributing 0=Not . if all of question 4 is missing
4	LEGAL_PRO	1=Legal structure is For profit 0=Not . if all of question 4 is missing
4	LEGAL_CU	1=Legal structure is Credit Union 0=Not . if all of question 4 is missing
4	LEGAL_OTH	1=Legal structure is Other 0=Not . if all of question 4 is missing
4	LEGALOTH	Enter text to describe other legal structure . if missing
5	REGCHAR	Enter 1 if a registered charity, otherwise 0
6	PARENT	Enter 1 if they have a parent, 0 if none
6.1	NPARENT	ENTER TEXT HERE 0 if no parent . if missing
6.2	RPARENT	Relationship with parent: 1=no parent 2=in-house program, project or department

Question	Variable name	Code list and directions
		3=separate organization but work closely 4=independent organization operating at arms-length . if missing
6.3	PARENTPERS	1=Parent provides personnel 0=Not . if all of question 6.3 is missing
6.3	PARENTIK	1=Parent provides in-kind support 0=Not . if all of question 6.3 is missing
6.3	PARENTSPC	1=Parent provides space 0=Not . if all of question 6.3 is missing
6.3	PARENTFIN	1=Parent provides finance 0=Not . if all of question 6.3 is missing
6.3	PARENTOTH	1=Parent provides other 0=Not . if all of question 6.3 is missing
6.3	PARENT_OTH	Specify other
7	MUNIC	ENTER TEXT HERE . if missing
7.1	GEOLOCAL	Enter 1 if they operate at local/neighbourhood scale, otherwise 0
7.1	GEOCITY	Enter 1 if they operate at city/town scale, otherwise 0
7.1	GEOREGION	Enter 1 if they operate at region scale, otherwise 0
7.1	GEOPROV	Enter 1 if they operate at province scale, otherwise 0
7.1	GEOCAN	Enter 1 if they operate at National / Canadian scale, otherwise 0
7.1	GEOINT	Enter 1 if they operate at international scale, otherwise 0
7.1	GEOOTH	Enter 1 if they operate at OTHER scale, otherwise 0
7.1	GEOOTHER	ENTER TEXT HERE FOR OTHER SCALE, otherwise 0
8	BACCOM	Enter 1 if sector is Accommodation, otherwise 0
8	BADMIN	Enter 1 if sector is Administrative

Question	Variable name	Code list and directions
		services, otherwise 0
8	BPRIM	Enter 1 if sector is Agriculture, forestry, fishing, mining, otherwise 0
8	BART	Enter 1 if sector is Art and culture, otherwise 0
8	BCOMM	Enter 1 if sector is Communications, otherwise 0
8	BCONST	Enter 1 if sector is Construction, otherwise 0
8	BCONSUL	Enter 1 if sector is Consulting, otherwise 0
8	BDAY	Enter 1 if sector is Day care, otherwise 0
8	BEDUC	Enter 1 if sector is Education, otherwise 0
8	BEMERG	Enter 1 if sector is Emergency and Relief, otherwise 0
8	BEMP	Enter 1 if sector is Employment services, otherwise 0
8	BENV	Enter 1 if sector is Environment, otherwise 0
8	BFAC	Enter 1 if sector is Facilities, otherwise 0
8	BFIN	Enter 1 if sector is Finance and insurance, otherwise 0
8	BFOODS	Enter 1 if sector is Food service/catering, otherwise 0
8	BFOODP	Enter 1 if sector is Food production, otherwise 0
8	BFOODD	Enter 1 if sector is Food distribution, otherwise 0
8	BGALL	Enter 1 if sector is Gallery/arts, otherwise 0
8	BHLTH	Enter 1 if sector is Health care, otherwise 0
8	BHOUSE	Enter 1 if sector is Housing, otherwise 0
8	BCLEAN	Enter 1 if sector is Janitorial/cleaning (incl. street cleaning), otherwise 0
8	BGARDEN	Enter 1 if sector is Landscaping/Gardening, otherwise 0
8	BLAW	Enter 1 if sector is Law, advocacy, politics, otherwise 0
8	BMOVE	Enter 1 if sector is Movers/hauling, otherwise 0

Question	Variable name	Code list and directions
8	BPSERV	Enter 1 if sector is Personal services, otherwise 0
8	BPRINT	Enter 1 if sector is Printing, otherwise 0
8	BPROD	Enter 1 if sector is Production/manufacturing, otherwise 0
8	BPROF	Enter 1 if sector is Professional services, otherwise 0
8	BPROP	Enter 1 if sector is Property Management, otherwise 0
8	BPUPAD	Enter 1 if sector is Public administration services, otherwise 0
8	BREAL	Enter 1 if sector is Real estate, otherwise 0
8	BREPAIR	Enter 1 if sector is Repair and Maintenance, otherwise 0
8	BRESRCH	Enter 1 if sector is Research, otherwise 0
8	BRETAIL	Enter 1 if sector is Retail sales (incl. Thrift stores), otherwise 0
8	BSCI	Enter 1 if sector is Scientific/technical services, otherwise 0
8	BBSERV	Enter 1 if sector is Services for Businesses, otherwise 0
8	BSES	Enter 1 if sector is Services for Social Enterprises, Cooperatives, Non-Profits, Charities, etc, otherwise 0
8	BSEW	Enter 1 if sector is Sewing, otherwise 0
8	BSOCSERV	Enter 1 if sector is Social services, otherwise 0
8	BSPREC	Enter 1 if sector is Sport/Recreation, otherwise 0
8	BACT	Enter 1 if sector is Theatre/performing arts, otherwise 0
8	BTOURSM	Enter 1 if sector is Tourism, otherwise 0
8	BTRAN	Enter 1 if sector is Transportation and storage, otherwise 0
8	BWASTE	Enter 1 if sector is Waste management, otherwise 0
8	BWSALE	Enter 1 if sector is Wholesale sales, otherwise 0
8	BOTHER	Enter 1 if sector is OTHER, otherwise 0
8	B_OTH	ENTER TEXT HERE FOR OTHER SECTOR,

Question	Variable name	Code list and directions
		otherwise 0
9	DALL	Enter 1 if sector is All the people living in a particular place / community, otherwise 0
9	DABOR	Enter 1 if sector is Aboriginal/ indigenous people, otherwise 0
9	DKID	Enter 1 if sector is Children, otherwise 0
9	DETH	Enter 1 if sector is Ethnic group / minority, otherwise 0
9	DFAM	Enter 1 if sector is Family, otherwise 0
9	DHOMEL	Enter 1 if sector is Homeless persons, otherwise 0
9	DIMMIG	Enter 1 if sector is Immigrants (including temporary workers, permanent residents, etc), otherwise 0
9	DMEN	Enter 1 if sector is Men, otherwise 0
9	DLOWINC	Enter 1 if sector is Lower income individuals, otherwise 0
9	DADDICT	Enter 1 if sector is people with addictions, otherwise 0
9	DEMPBARR	Enter 1 if sector is people with employment barriers, otherwise 0
9	DMENTAL	Enter 1 if sector is people with mental/psychiatric disability, otherwise 0
9	DINTELL	Enter 1 if sector is people with intellectual disability, otherwise 0
9	DPHYSIC	Enter 1 if sector is people with physical disability, otherwise 0
9	DREFUGE	Enter 1 if sector is Refugees, otherwise 0
9	DOLD	Enter 1 if sector is Senior / aged / elderly, otherwise 0
9	DWOMEN	Enter 1 if sector is Women, otherwise 0
9	DYOUTH	Enter 1 if sector is Youth / young adults, otherwise 0
9	DOTHER	Enter 1 if sector is OTHER, otherwise 0
9	D_OTH	ENTER TEXT HERE FOR OTHER GROUP, otherwise 0
9.1	TRAINED	Enter number trained, could be 0 . if missing
9.2	EMPLOYED	Enter number employed, could be 0

Question	Variable name	Code list and directions
		. if missing
9.3	SERVED	Enter number served, could be 0 . if missing
10	FULLTIME	Enter number fulltime paid employees, could be 0 . if missing
10	PARTTIME	Enter number parttime paid employees, could be 0 . if missing
10	SEASONAL	Enter number seasonal employees, could be 0 . if missing
10	FTE	Enter number FTEs, could be 0 . if missing
10	CONTRACT	Enter number freelance/contract employees, could be 0 . if missing
10	FULLVOL	Enter number volunteers, could be 0 . if missing
10	PARTVOL	Enter number volunteers, could be 0 . if missing
11	SALES	Enter total revenue from sales, could be 0 . if missing
11	GRANTSP	Enter total revenue from grants, loans, and donations from parent, could be 0 . if missing
11	GRANTSO	Enter total revenue from grants, loans, and donations from other organizations, could be 0 . if missing
11	REVENUE	Enter total revenue from all sources . if missing
11	WAGESAL	Enter total wages and salaries, could be 0 . if missing
	TRANSFPAR	Enter transfers to parent, could be 0 . if missing
11	OTH_EXP	Enter other expenses, could be 0 . if missing
11	EXPENSE	Enter total all expenses . if missing
12	SGFOUND	Enter 1 if grant source is Foundations,

Question	Variable name	Code list and directions
		otherwise 0
12	SGFGOV	Enter 1 if grant source is Federal government, otherwise 0
12	SGPGOV	Enter 1 if grant source is Provincial government, otherwise 0
12	SGMGOV	Enter 1 if grant source is Municipal government, otherwise 0
12	SGPRIV	Enter 1 if grant source is Private individuals, philanthropists, donors, otherwise 0
12	SGBANK	Enter 1 if grant source is Bank, otherwise 0
	SGCORP	Enter 1 if grant source is Corporate, otherwise 0
12	SGPARENT	Enter 1 if grant source is Parent, otherwise 0
12	SGCREDIT	Enter 1 if grant source is Credit Union, otherwise 0
12	SGCOMFUT	Enter 1 if grant source is Community Futures, otherwise 0
12	SGOTHER	Enter 1 if grant source is OTHER, otherwise 0
12	SG_NONE	Enter 1 if no grant received
12	SG_OTH	ENTER TEXT HERE, otherwise 0
12	SLFOUND	Enter 1 if loan source is Foundations, otherwise 0
12.1	PGTECH	Enter 1 if grant purpose is Technical assistance grants, otherwise 0
12.1	PGOPERATE	Enter 1 if grant purpose is Operational grants, otherwise 0
12.1	PGGOV	Enter 1 if grant purpose is Governance, otherwise 0
12.1	PGRND	Enter 1 if grant purpose is Research and Development, otherwise 0
12.1	PGCAP	Enter 1 if grant purpose is Capital project, otherwise 0
12.1	PGOTHER	Enter 1 if grant purpose is Other, otherwise 0
12.1	PG_OTH	ENTER TEXT HERE, otherwise 0
12.2	SLFGOV	Enter 1 if loan source is Federal government, otherwise 0

Question	Variable name	Code list and directions
12.2	SLPGOV	Enter 1 if loan source is Provincial government, otherwise 0
	SLMGOV	Enter 1 if loan source is Municipal government, otherwise 0
12.2	SLPRIV	Enter 1 if loan source is Private individuals, philanthropists, donors, otherwise 0
12.2	SLBANK	Enter 1 if loan source is Bank, otherwise 0
12.2	SLCORP	Enter 1 if loan source is Corporate, otherwise 0
12.2	SLPARENT	Enter 1 if loan source is Parent, otherwise 0
12.2	SLCREDIT	Enter 1 if loan source is Credit Union, otherwise 0
	SLCOMFUT	Enter 1 if loan source is Community Futures, otherwise 0
12.2	SLOTHER	Enter 1 if loan source is OTHER, otherwise 0
12.2	SL_NONE	Enter 1 if no loan received
12.2	SL_OTH	ENTER TEXT HERE, otherwise 0
12.3	TLOP	Enter 1 if type of loan is operating, otherwise 0
12.3	TLEQ	Enter 1 if type of loan is repayable, otherwise 0
12.3	TLLT	Enter 1 if type of loan is long term, otherwise 0
12.3	TLST	Enter 1 if type of loan is short term, otherwise 0
12.3	TLOTHER	Enter 1 if type of loan is other, otherwise 0
12.3	TL_OTH	ENTER TEXT HERE FOR OTHER Loan type, otherwise 0
12.4	PLTECH	Enter 1 if loan purpose is Technical assistance grants, otherwise 0
12.4	PLOPERATE	Enter 1 if loan purpose is Operational grants, otherwise 0
12.4	PLGOV	Enter 1 if loan purpose is Governance, otherwise 0
12.4	PLRND	Enter 1 if loan purpose is Research and Development, otherwise 0

Question	Variable name	Code list and directions
12.4	PLCAP	Enter 1 if loan purpose is Capital
12.4	PLOTHER	Enter 1 if loan purpose is Other, otherwise 0
12.4	PL_OTH	ENTER TEXT HERE, otherwise 0
FINCHALL1	A35_Fina	Access to loans 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9 (not applicable)
FINCHALL2	A35_Fin2	Access to grants 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
FINCHALL3	A35_Fin3	Budgeting and accounting 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
FINCHALL4	A35_Fin4	Cash flow 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable), otherwise 0
FINCHALL5	A35_Fin5	Revenue diversity/mix 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
OPCHALL1	A36_Oper	Business planning 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
OPCHALL2	A36_Ope2	Logistics for production 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
OPCHALL3	A36_Ope3	Sale of products / services 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
OPCHALL4	A36_Ope4	Human resources 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
OPCHALL5	A36_Ope5	Internal resources 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
OPCHALL6	A36_Ope6	Information technology 1(Not a challenge), 2(small challenge),

Question	Variable name	Code list and directions
		3(moderate challenge), 4(significant challenge), 9(not applicable)
MARKCHALL1	A37_Mark	Contract procurement 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
MARKCHALL2	A37_Mar2	Access to customers 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
MARKCHALL3	A37_Mar3	Advertising / publicity 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
MARKCHALL4	A37_Mar4	Brand recognition 1(Not a challenge), 2(small challenge), 3(moderate challenge), 4(significant challenge), 9(not applicable)
MARKCHALL-OTH	A38_AreT	Other challenges. ENTER TEXT HERE, otherwise 0
FINEDU1	A40_Fina	Access to investment sources 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
FINEDU2	A40_Fin2	Serving both financial and social purposes 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
FINEDU3	A40_Fin3	Financial planning 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
FINEDU4	A40_Fin4	Tools to measure financial impact 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
OPEDU1	A41_Oper	Information technology 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
OPEDU2	A41_Ope2	Organizational growth 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
OPEDU3	A41_Ope3	Tools to enhance staff/volunteer 1(not helpful), 2(somewhat helpful),

Question	Variable name	Code list and directions
		3(helpful), 4(very helpful), 9(not applicable)
OPEDU4	A41_Ope4	Tools to measure S, C, or E impact 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
MARKEDU1	A42_Mark	Communications 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
MARKEDU2	A42_Mar2	Networking 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
MARKEDU3	A42_Mar3	Social Media 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
MARKEDU4	A42_Mar4	Online marketplace 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
PREFDELIEDU1	A44_Pref	Offline workshops 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
PREFDELIEDU2	A44_Pre2	Online seminars 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
PREFDELIEDU3	A44_Pre3	Coaching 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
PREFDELIEDU4	A44_Pre4	Online access to manuals 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
PREFTYPEDU1	A45_Pref	Templates, examples, cases 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
PREFTYPEDU2	A45_Pre2	Manuals and how-to guides 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
PREFTYPEDU3	A45_Pre3	Studies, research papers 1(not helpful), 2(somewhat helpful),

Question	Variable name	Code list and directions
		3(helpful), 4(very helpful), 9(not applicable)
PREFTYPEDU4	A45_Pre4	Audio/video links 1(not helpful), 2(somewhat helpful), 3(helpful), 4(very helpful), 9(not applicable)
ADDEDU	A1_AreTh	Additional educational resources
OTHCOMM	A8_Pleas	Other Comments ENTER TEXT HERE, otherwise 0

APPENDIX G: Sample MOU

_____ **SOCIAL ENTERPRISE STUDY,** <mark>[Year]</mark>

Memo of Understanding (MOU)

<mark>Month, day, year</mark>

<mark>Community Partner / Investigator:</mark>

<mark>[Community partner to be named with organization, address and e-mail]</mark>

Research Collaborators

Peter Hall, Professor, Urban Studies Program, Simon Fraser University at Harbour Centre, 515 W Hasting Street, Vancouver BC, V6B 5K3 (778) 782-6691 pvhall@sfu.ca

Peter Elson, Senior Research Associate, Institute for Nonprofit Studies, Mount Royal University, 4825 Mount Royal Gate SW, Calgary, AB T3E 6K6. (778-782-6691). pelson@mtroyal.ca

Binding of MOU

This MOU is binding on all signatories of this agreement and any and all paid staff and volunteers commissioned to work on this study.

If there is any disagreement concerning the ethical conduct or protocol to be utilized, the Human Research Ethic Board of either Mount Royal University of Simon Fraser University will prevail.

Survey Outline

This survey is a working collaboration [<mark>affiliated/consulting researchers names</mark>] and their research assistants [<mark>names</mark>], in collaboration with [<mark>provincial partner's name (s)</mark>], Peter Hall of SFU, and Peter Elson of Mount Royal University. This understanding pertains to the Organizational Information portion of the survey and is intended to be compatible with the social enterprise surveys conducted by Peter Hall and Peter Elson in other Canadian Provinces and Territories.

Unless ethics approval is sought and obtained by Peter Hall or Peter Elson from their respective Universities, research data may not be collected by asserting connection or affiliation with either University or the results may not be disseminated in the public domain indicating association with either University.

The survey will include social enterprises in [province] with the goal of developing clear indicators of their nature, scope and socio-economic contribution. Indicators of socio-economic contribution include profit, sales/revenue, expenditures, employment, volunteer engagement, and clients served, employed and trained.

The study population is defined by 1) a specific definition of social enterprise that conforms to a well-defined population and 2) social purpose businesses that are registered as for-profit organizations.

A list of [province]-based and known social enterprises, enterprising nonprofits, microenterprises and social purpose businesses will be developed. Any social enterprise that is included in the sample must meet the dual criteria of (1) being a business venture that sells goods and services, and (2) that does so primarily in order to meet its social, cultural and/or environmental mission. A further selection criteria is that to be included in our sample frame, the social enterprise (3) must be recognized by other organizations as being a social enterprise/ social purpose business. We regard this as an appropriate way of ensuring that our definition of what constitutes a social enterprise is useful in practice.

The goal will be to collect a representative sample that is large enough for statistical analysis from a list of known social enterprises in [province] that trade in goods and services in order to meet their social/cultural/environmental mission, and that are recognized as such by others in their context of operation. It is hoped that the sample size will be such that separate analysis by Province will be possible.

Once the sample frame has been compiled, organizations will be contacted by email and/or phone and will be asked to complete the survey questionnaire.

Respondents to the survey instrument will be the senior executive in the sampled social enterprise. It is assumed that they have the authority to answer the questionnaire on behalf of your social enterprise. No risks to participating in this survey are anticipated, while the social enterprise sector broadly will benefit from the study.

The names of individuals respondents will be kept confidential, as will the individual answers they provide. Answers will be combined with those provided by other respondents, and analyzed by the research team.

Respondents will have the option of telephone (or possibly in-person completion for a few local organizations) interview, or self-completion followed email, fax, mail or electronic submission. In the case of telephone interviews, an email confirming verbal consent will be sent to respondents at the completion of the interview.

The verbal / printed script also includes all relevant study details regarding confidentiality, the right of respondents to decline to answer some or all of the questions, analysis and reporting, and the storage and disposal of questionnaires. With regards to this latter point, the completed questionnaires will be held in locked cabinets in the offices of the two investigators, and will be destroyed at the end of [year]. The secure filing of the survey responses is required to verify any subsequent anomalies in the survey analysis and ensure confidentiality is sustained beyond the term of the survey.

Data use

The survey database from the questionnaire survey will only be available to members of the research team.

Investigators and collaborators will inform each other on any analysis of the data, interpretation, and reporting.

Use of the survey data will be available to all investigators and collaborators and notice of at least 60 days will be required prior to the publication of the data.

Agreed to on or before [date]   by:

[Community partner to be named with organization, address and e-mail]

Peter Hall, Professor, Urban Studies Program, Simon Fraser University at Harbour Centre

Peter R. Elson, Senior Research Associate, Institute for Nonprofit Studies, Mount Royal University

APPENDIX H:

Sample Survey

For illustration purpose only

BRITISH COLUMBIA SOCIAL ENTERPRISE SURVEY (2014)

This survey is part of a national study of social enterprises being conducted by Simon Fraser and Mount Royal Universities in partnership with Enterprising Non-Profits BC. Its purpose is to better understand the social enterprise sector, primarily nonprofits, co-operatives, and other organizations in British Columbia that:

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

The information gathered through this survey will help guide the government, community, agricultural societies and social enterprises to develop new resources, programs and policies to help this important sector of our British Columbia economy to grow.

Questions? The primary contact is [name and (email)]. Additional contacts are [names and (email and/or phone number)].

Welcome to the 2014 Social Enterprise Survey for British Columbia

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 2013 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 Dr Peter Hall (Simon Fraser University), Dr Peter Elson (Mount Royal University) and *Enterprising Non-Profits BC.* 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 British Columbia.

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 website for the Institute for Nonprofit Studies, Mount Royal University and the Social Enterprise Sector Survey web site: www.sess.ca may be used in promotional and educational materials, and policy-related initiatives. We will send you an email informing you of the release of the report. We anticipate that the research will be completed by July, 2014.

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

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

Yes	No
	O

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	O	O
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	O	O

Thank you. Please continue to complete the survey.

The questionnaire is designed for quick completion.
Please complete check the appropriate box for each question, or insert dates, numbers, amounts or text as requested.

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

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

2. What is the PURPOSE of your social enterprise?

*Please check **all** that apply*

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

2.1 In your own words, what is the <u>PRIMARY</u> MISSION of your social enterprise?

_____

3.0 Does your social enterprise have individual or organizational members?

Yes	○
No	○

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

3

4.0 What is the form of incorporation of your social enterprise?

Please check all that apply

☐	Nonprofit corporation/ society
☐	Limited liability corporation (for-profit)
☐	Co-operative, non-financial (distributes surplus)
☐	Co-operative, non-financial (non-profit distributing)
☐	Credit union/ Caisse Populaire
☐	Other (please specify) _____

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

Yes	○
No	○

6.0 Do you have a parent organization?

Yes	○
No	○

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

_____

6.2 What is your relationship with the parent organization?

Select the one option which best describes your relationship with the parent organization:

We have no parent organization	○
We are an in-house program, project or department of the parent organization	○
We are a separate organization that works closely with the parent organization	○
We are an independent organization, operating at arm's length from a parent organization	○

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

Please check all that apply

☐	Personnel (time of staff, administration, management, etc)
☐	In-kind (goods, materials, transportation, etc)
☐	Space (offices, storage, accommodations, etc)
☐	Finance (grants, loans, loss write-off, etc)
☐	Other (please specify) _____

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

_____

7.1 In which of the following geographic areas or scales do you operate or provide services?

Please check all that apply

☐	To a neighbourhood / local community
☐	To a city / town

7.1 In which of the following geographic areas or scales do you operate or provide services?

*Please check **all** that apply*

☐	Across a region (county / regional district)
☐	Across the province / territory
☐	Across Canada
☐	Internationally
☐	Other (please specify) _____

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

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

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

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

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

☐	Waste management (incl. recycling)
☐	Wholesale sales
☐	Other (please specify) _____

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

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

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

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

It is okay to count the same person in more than one category.

Estimated totals are acceptable.

Do not include people who are exclusively the retail customers of your social enterprise.

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

10.0 How many people were <u>employed or volunteering</u> at your social enterprise during 2013?

Estimated totals are acceptable.

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

Full-time paid employees (30 or more hrs/week)	_____
Part-time paid employees (less than 30 hrs/week)	_____
Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months)	_____
If known, TOTAL FTEs (full time equivalent employment at 2,000 hours p.a.)	_____
Freelancers, contract, on-call 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 <u>2013</u> of your social enterprise.

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

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

12.0 What were the <u>sources</u> of grants and donations received in 2013?

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

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

12.1 What were the <u>purposes</u> of grants and donations received in 2013?

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

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

12.2 What were the <u>sources</u> of loans/ debt instruments taken out in 2013?

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

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

12.3 What were the <u>types</u> loans/ debt instruments taken out in 2013?

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

☐	Operating line of credit
☐	Repayable equity
☐	Long-term loans / equity
☐	Short-term loans
☐	Other (please specify) _____

12.4 What were the <u>purposes</u> of loans/ debt instruments taken out in 2013?

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

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

9

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

Financial Challenges

	Not a Challenge	Small Challenge	Moderate Challenge	Significant Challenge	Not Applicable
Access to Loans	○	○	○	○	○
Access to Grants	○	○	○	○	○
Budgeting and accounting	○	○	○	○	○
Cash Flow	○	○	○	○	○
Revenue diversity/ mix	○	○	○	○	○

Operational Challenges

	Not a Challenge	Small Challenge	Moderate Challenge	Significant Challenge	Not Applicable
Business planning	○	○	○	○	○
Logistics for production and/or distribution	○	○	○	○	○
Sales of products and/or services	○	○	○	○	○
Human resources (e.g. training, qualified staff, employee and/or volunteer recruitment and retention)	○	○	○	○	○
Internal resources (e.g. equipment, facilities)	○	○	○	○	○
Information technology (e.g. computers, software, and website)	○	○	○	○	○

Marketing Challenges

	Not a Challenge	Small Challenge	Moderate Challenge	Significant Challenge	Not Applicable
Contract procurement	○	○	○	○	○
Access to customers	○	○	○	○	○
Advertising/publicity	○	○	○	○	○
Brand recognition and awareness	○	○	○	○	○

Are there any other challenges you would like to note?	_____ _____ _____

What educational resources, support, and training methods would be relevant and useful to your social enterprise ? Please rate each suggested resource.

Financial resources, support, and training

	Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
Access to investment sources (e.g. loans)	O	O	O	O	O
Serving both financial and social purposes	O	O	O	O	O
Financial planning	O	O	O	O	O
Tools to measure financial impact	O	O	O	O	O

Operational resources, support, and training

	Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
Information Technology (IT)	O	O	O	O	O
Organizational growth and capacity building strategies	O	O	O	O	O
Tools to enhance staff and/or volunteer capacity	O	O	O	O	O
Tools to measure social, cultural and/or environmental impact	O	O	O	O	O

Marketing resources, support, and training

	Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
Communications/public relations	O	O	O	O	O
Networking	O	O	O	O	O
Social media	O	O	O	O	O
Online marketplace to sell products and/or services	O	O	O	O	O

Preference re delivery of resources, support, and training

	Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
Offline workshops and/or in-person training	O	O	O	O	O
Online/ Live webinars	O	O	O	O	O
Coaching	O	O	O	O	O
Online access to manuals and how-to guides	O	O	O	O	O

Preference re types of resources

	Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
Templates, examples, and/or case studies	O	O	O	O	O
Manuals and how-to guides	O	O	O	O	O
Studies or research papers	O	O	O	O	O
Audio/ video links/ downloads	O	O	O	O	O

Are there any additional resources, support and training needs you would like to bring to our attention?	
_____ _____	

THANK YOU FOR YOUR PARTICIPATION!

If there is any information that you wish to add to the questionnaire response and are unable to do so, please e-mail *[name and (email and/or phone number)]*.

Once the final survey report has been prepared you will be sent a link so it can be downloaded

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

APPENDIX I: Analysis Tracking Sheet

Analysis work sheet			
ACTION	DATA SOURCE	Checked (forward)	Double checked (backward)
For the step-by-step checklist, the first step should be to create a clean report template by removing all numbers from text and tables in the previous report.		*Move through report from output to analysis*	*Reverse check from end of document and from charts to output*
Verify output data – what it contains			
Classify output data – cross-reference – output data with report requirement: demographic profile/ *Differentiate the financials. For example, averages will come from row xx, while aggregate financial and employment averages will come from row yy.*	Example only: Rows XX-XX: basic frequencies and means for whole group. Rows XX-XX: data for the Venn diagram. Rows XX-XX: comparing by purpose class. Rows XX-XX: comparing by province Rows XX-XX: comparing by employment focus Rows XX-XX: comparing by poverty focus Rows XX-XX: comparing by disability focus Rows XX-XX -end: financials for those with complete data. Frequencies, then: Row XX+ - financials for purpose classes Row XX+ registered charities Row XX+ employment focus Row XX+ poverty focus Row XX+ income purpose		
Generate summary stats for "Summary of Findings"			
Revise data notes			
Revise data treatment			

ACTION	DATA SOURCE	Checked (forward)	Double checked (backward)
Generate and update organizational profile (frequencies and means)			
Generate and update Purpose and Profile	Purpose – Rows XX-XX Structure- Rows XX-XX Parent org- Rows XX-XX Sectors of operation Rows XX-XX Groups Rows XX-XX		
	Employment Membership		
Generate and update Organizational Analysis	Rows XX-XX		
Years of operation	Rows XX-XX		
Areas of focus (3-way purpose classification) *Percent in each group by focus*			
Employment and poverty focus	Rows XX-XX		
Training	Rows XX-XX		
Social enterprise employment *FTE* *Target pop* *Volunteers*	Rows XX-XX		
Relationship with parent org	Rows XX-XX		
Areas of support	Rows XX-XX		
Financial Profile	Rows XX-XX		
Revenue and expenses (average) *Break even – 3 way* *Break even – no grants*	 Row XX Row XX		
Sources of finance			
Grants – purpose *Grants – source* *Loans – purpose* *Loans – source*	Rows XX-XX Rows XX-XX Rows XX-XX Rows XX-XX		
Supplementary analysis	Rows XX-XX		

Appendix			
Key points of comparison - = purpose	Rows XX-XX		
Distribution tables	Rows XX-XX		
Provincial comparisons	Rows XX-XX		
Survey			

APPENDIX J: Sample SESS Full Report

[Year] [Province] Social Enterprise Sector Survey Report

List of Authors

Institutions/Organizations logos

Purpose of Acknowledgements

- The purpose of the acknowledgements page is to recognize the contributions of funders, supporters, partners, staff and volunteers

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Acknowledgments

Example

This survey was made possible with the support [funders and institutions names]. This project is funded in part by the Government of Canada's Employment and Social Development Canada

We are indebted to the members of [name of organization]whose intimate knowledge of the province's social enterprise sector helped to strengthen this report.

[Add Names], did a stellar job of identifying and contacting social enterprises on numerous occasions throughout the survey period. Special thanks to [e.g. Questionnaire creator, Map developers, etc].

The authors would like to express their sincere gratitude to the social enterprises that completed the survey. Without their contribution, this survey would not have been possible.

© [year, authors' names]

[add any disclaimers]

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Purpose of Introduction

- To provide brief contextual overview of study (time line, key partners and funders)
- To define social enterprises
- To provide a brief summary of results (profile, impact, financial results)

</div>

INTRODUCTION

Overview and Purpose

Definition: What is a social enterprise?

Example

This survey is the third profile of social enterprises in [Province], building on the previous report surveys completed in 2010 and 2012.

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

The findings in this report cannot be considered a definitive reflection of all social enterprise sector activity in [Province]. This is due to two factors. First, not all responding social enterprises provided complete financial data and our financial analysis was restricted to those that did. Second, the response rate, although excellent for a survey of this type, does not allow us to predict what the remaining non-responding social enterprises would have reported, had they done so.

In 2013, the 121 responding enterprises in [Province] reported to have generated at least $78 million in revenues, including over $56 million in sales. They paid at least $37 million in wages and salaries to 1,900 people. They also trained 4,640 people, provided services to over 860,000, and involved 4,700 volunteers.

What is a social enterprise?

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

"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."

SUMMARY OF THE FINDINGS

Summary of the Survey/Key Points Emerging from the Survey

Social enterprises profile (median age, groups served, membership, employment, volunteers etc.)

Example:

Our research initial findings indicate there may be as many as 1032 social enterprises in [PROVINCE]. This number was reduced to a list of 744 confirmed social enterprises after further screening to determine if they operated as social enterprises during the study period. We received responses from 163 of these social enterprises (for a valid response rate of 22% percent), but report the data from 121 respondents that provided sufficiently complete responses.

- Responding social enterprises in [PROVINCE] have a median age of 14 years.
- Social enterprises exist for a variety of purposes:
  - 32% of social enterprises in [PROVINCE] provide employment development.
  - 23% of social enterprises in [PROVINCE] provide training for workforce integration.
  - 22% of social enterprises in [PROVINCE] generate income for a parent organization.
  - 83% of social enterprises in [PROVINCE] operate to achieve a social mission.
  - 49% of social enterprises in [PROVINCE] operate to achieve a cultural mission.
  - 28% of social enterprises in [PROVINCE] operate to achieve an environmental purpose.

Social Enterprise Impact

Social enterprise impact on various sectors

Example:
- Social enterprises engage people in multiple ways, unlike the more confined employee and client relationships in a traditional business. The same individual may have multiple, intersecting connections to a social enterprise, as member, recipient of training, employment and services, employee or volunteer:
  - Social enterprises in [PROVINCE] have an average of 150 individual members and 14 organizational memberships. Overall, the responding social enterprises in [PROVINCE] have at least 17,800 individual members and 1,650 organizational memberships.
  - Social enterprises provided paid employment for at least 1,900 workers in [PROVINCE]. This includes fulltime, part-time, seasonal and contract workers, who together earned

over $ 37 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 940 fulltime equivalent employees.

- Those employed include 1,260 people who were employed as part of the mission of the social enterprise, such as those with disabilities and/or other employment barriers.
- Social enterprises also involved 4,700 full- and part-time volunteers.
- In addition, social enterprises provided training to 4,640 people and provided services to over 860,000 people.

Financial Results

Financial Results **(Total revenue for responding social enterprises, total sales, numbers of SE's that broke even with and without grants, net profits etc).**

Example:
- Total revenue for responding social enterprises in 2013 was at least $78 million. This includes sales of goods and services of $56 million.
- In financial terms, social enterprises in [Province] average $793, 000 in total revenues, and $611,000 in sales. The (PROVINCE) social enterprises average $29,000 in net profit/surplus.
- Finance and support:

Financial Support (Sources of grants and loans for SE's)

Example:
- The main sources of grants for social enterprises were provincial (44%), federal (27%) and municipal governments (38%). Other sources included private individuals (47%), foundations (44%), corporations (29%) and credit unions (22%). 18 percent of social enterprises in [PROVINCE] received no grants.
- A few social enterprises received loans from banks (6%), credit union (4%), provincial government (2%), municipal government (1%) and private individuals (1%). 74 percent of social enterprises received no loans.

Challenges

The responding social enterprises identified the following challenges as significant:

Financial Challenges

- 55% of the organizations identified cash flow as a moderate or significant challenge
- 64% of the organizations identified revenue diversity as a moderate or significant challenge

Operational Challenges

- **50%** of the social enterprises identified business planning as a moderate or significant challenge
- **43%** of the social enterprises identified logistics for production as a moderate or significant challenge
- **18%** of the social enterprises identified the sale of products and services as a moderate or significant challenge
- **54%** of the social enterprises identified human resources as a moderate or significant challenge
- **46%** of the social enterprises identified internal resources as a moderate or significant challenge
- **18%** of the social enterprises highlighted information technology as a moderate or significant challenge

Marketing Challenges

- **44%** of the social enterprises identified contract procurement as a moderate or significant marketing challenge
- **49%** of the social enterprises identified access to customers as a moderate or significant challenge
- **22%** of the social enterprises identified advertising or publicity as moderate or significant marketing challenge
- **62%** of the social enterprises identified brand recognition was a moderate or significant marketing challenge

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Purpose of Data Notes and Methodology

- To outline how the social enterprises were identified and selected
- To outline how the survey was conducted
- To outline how the data was organized and verified
- To outline how the questionnaire was developed
- To outline the limitations of the data
- To outline the data entry process, steps taken to ensure consistent responses, and criteria for data classification

---

DATA NOTES AND METHODOLOGY

Survey identification and selection

Example:

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

Best efforts were made to create a sample frame that included all social enterprises in [Province] and to collect data from a representative sample of this population. Sources used to identify verifiable or potential social enterprises included:
- A list created by [Enterprising Non-Profits (ENP)]
- Advice from persons knowledgeable about the social enterprise sector

Based on these lists, a total of 1032 organizations that were potential social enterprises were identified. They were screened either verbally, or with the following text included on the first page of the questionnaire to determine whether they were (still) operating a social enterprise:

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

This resulted in 744 confirmed social enterprises.

A total of 163 organizations completed the questionnaire. Hence, our overall response rate was 21.9 percent [163 out of 744] (See Table 1). However, we only report data from the 121 respondents that provided sufficiently complete responses. When reporting financial averages, we base our estimates on the 92 respondents which provided complete financial data.

Table 1: **Sample Survey Response**

Initial list of potential social enterprises	1032
Confirmed list of social enterprises	744
Contacted, not a social enterprise	203
Not contactable	85
No response	576
Contacted, refused to participate	5
Partial response	42
Completed responses	121
Net response rate (163/744)	**21.9%**

Questionnaire

The questionnaire was initially developed and piloted by students in Peter Hall's spring 2009 course, SCD 403 (Leadership in Sustainable Community Development). The questionnaire has been further refined by the research team in subsequent (e.g., legal structure was clarified; set of sector definitions was expanded) and to also meet newly identified specific data needs (e.g., sources and uses of grant financing). However, the basic structure and length of the tested and proven questionnaire was retained. See Appendix F for the complete questionnaire. [ENP] added some supplementary survey questions to the original research. These questions evaluated the relevance of education resources, support and training, and financial, operational and marketing challenges facing social enterprises in [Province]. The questionnaire was transferred for online completion using the online survey software, SurveyCrafter in 2012. Paper copies of the survey were made available online or via mail on request.

Data Treatment and Management

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

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

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

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

It is inaccurate to speak of many social enterprises in terms of profitability, since many are budget- or service-maximizers, while others have extremely complex motivations and seek to meet the multiple needs of defined populations without trying to maximize any one of them. We did calculate Net Profit / surplus as revenue minus expense. This allowed us to identify social enterprises that broke even (i.e., showed a surplus of zero or more in the 2013 financial year).

Outliers

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

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

ORGANIZATIONAL PROFILE

Purpose of Organizational Profile
- To provide a geographic profile of social enterprises areas of activities
- To provide an overview of the responding social enterprises by type, age, areas of activity, mission or purpose, sector(s) of operation, groups served, trained and employed by the organization, organization's structure, and relationship to a parent organization (if any)

Example of Geographic Profile

Social enterprises in (Province) are most likely to operate at the scale of neighbourhood or local community (57%), at the city or town scales (55%) and/or regional district (52%) scales. The least proportions of social enterprises operate at the national scale (10%) and international scale (10%) (See Figure 1). The full breakdown of geographical scales of operation of social enterprise's activity is as follows:

- 57% operate at neighbourhood/local community scale
- 55% operate at city/town scale
- 52% operate at the regional district scale
- 15% operate at the provincial scale
- 10% operate at national scale
- 10% of social enterprises operate at the international scale

Figure 1: **Scale of Social Enterprise Activity (percent)**
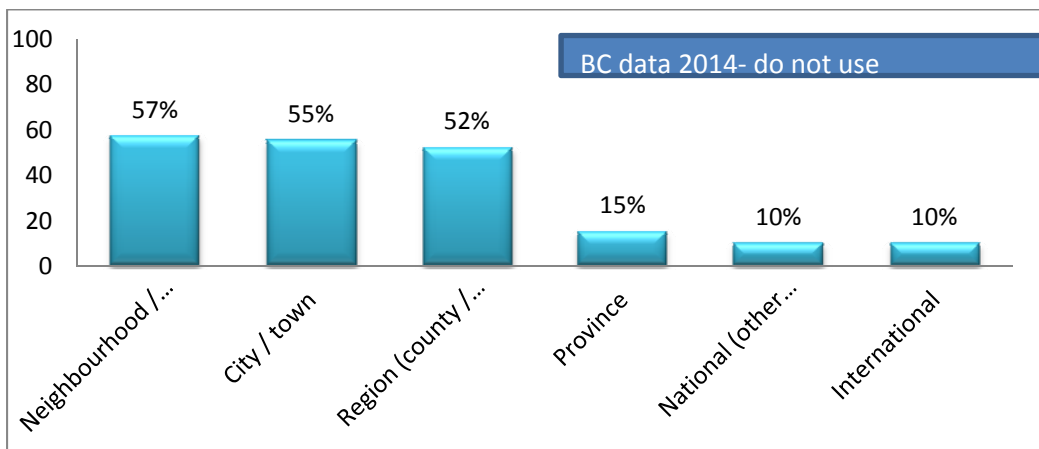
Map 1 below shows the scales of operation of all identified social enterprises (respondents and non-respondents) in [Province].

Map 1: Social Enterprise Respondents and Non-respondents

British Columbia Social Enterprises: Respondents and Non-respondents

BC map 2015- do not use

Lower Mainland

Purpose Class
- Respondent
- Non-respondent
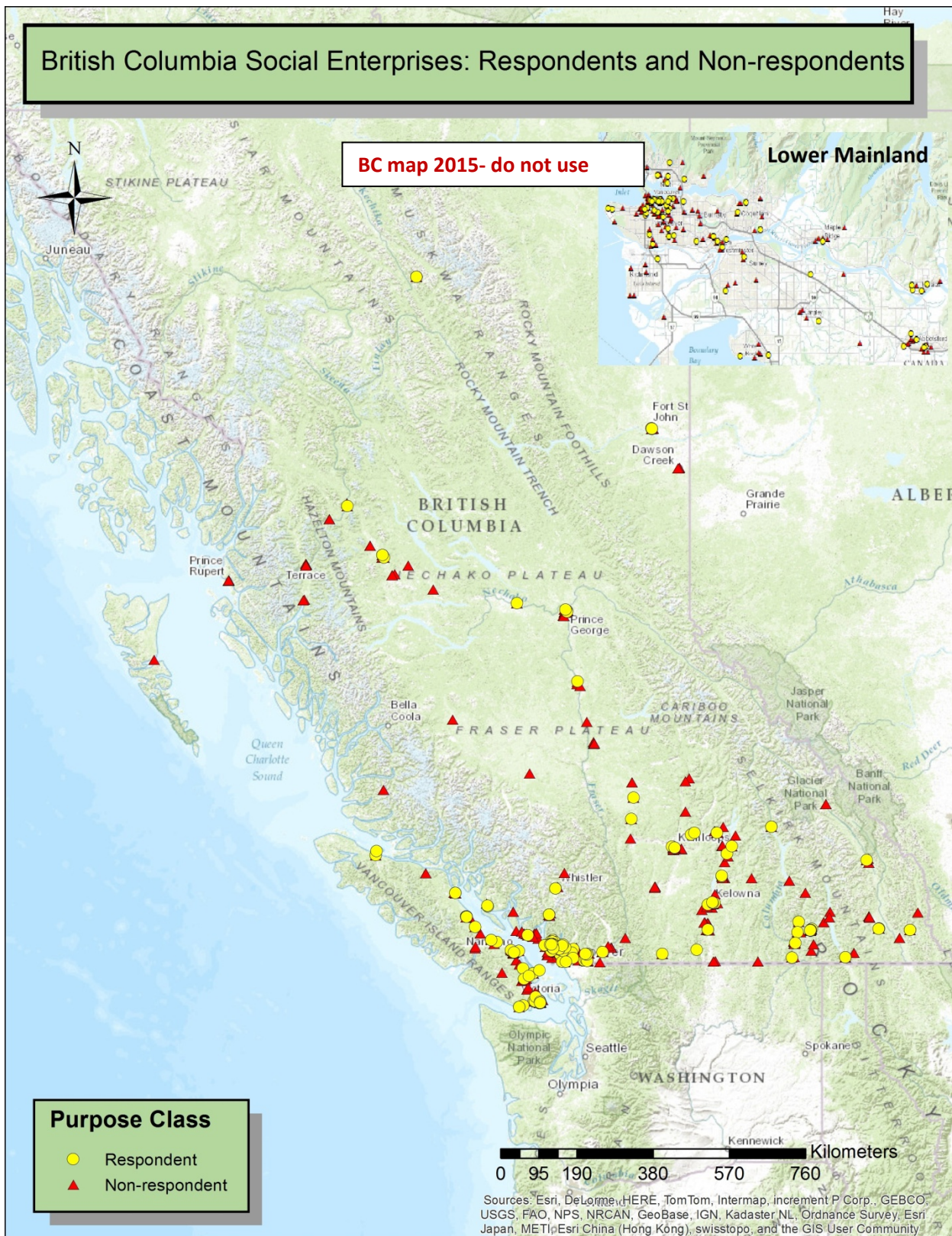
Purpose and Mission Profile

Social enterprises in the survey reflect a number of non-exclusive purposes. As shown in Figure 2, the highest percentage of social enterprises (83%) describe themselves as having a social purpose, while 49 percent of social enterprises operate to achieve a cultural purpose. 32 percent work towards employment development, 28 percent focus on the environment and 23 percent on training for workforce organization. 22 percent of social enterprises in [Province] focus on income generation for parent organizations.

Figure 2: Social Enterprises Purpose (percent)
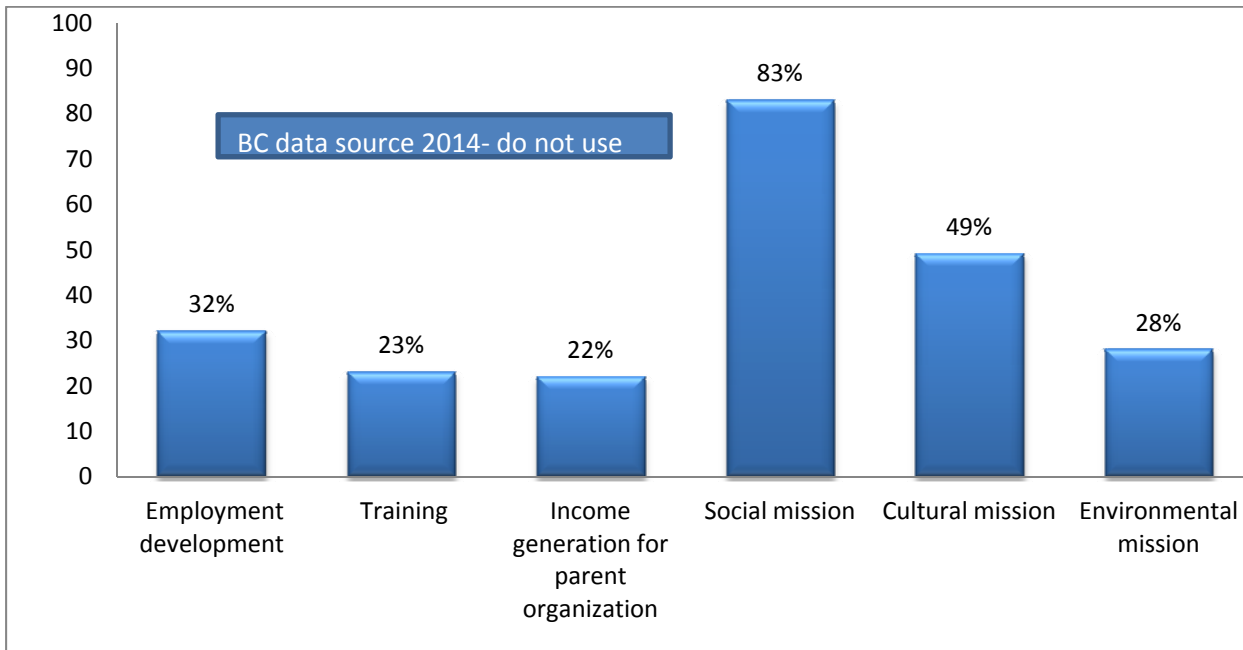
Organization Structure

109 (91%) of the surveyed social enterprises have a non-profit corporate structure. 66 percent of the social enterprises were registered charities. Few (3%) of the SE's described themselves as a for-profit organization; hence they are wholly owned by a nonprofit parent and that work to fund their parent non-profit corporation. None of the respondents had a co-op distributing or credit union structures, while 3 percent are co-op non- distributing structures. (See Figure 3).

Figure 3: Corporate Structure
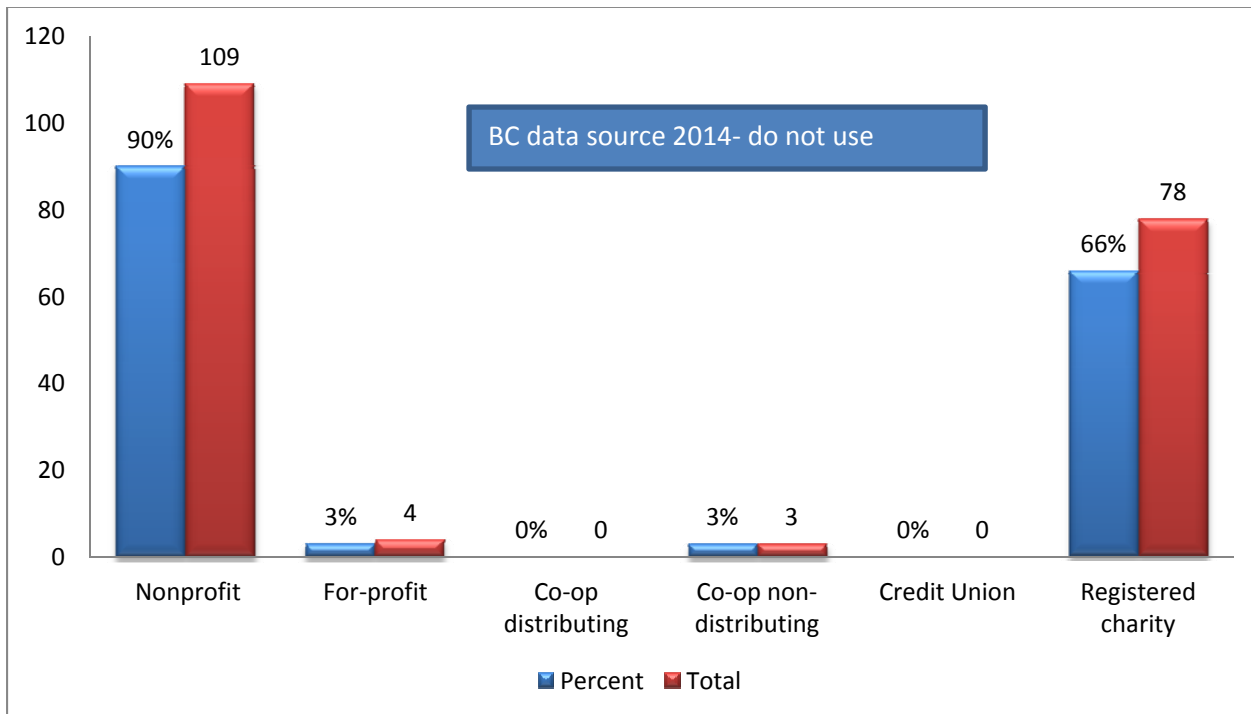
Relationship with Parent Organization

Only 38 percent of responding SE's in [Province] have a parent organization. As figure 4 shows, the majority of SE's (63%) are not owned or supported by a parent organization. Social enterprises with parent organizations characterized their relationship with their parent in the following ways:

- In-house, program, project or department of the parent organization: 22%
- Separate organization working closely with parent organization: 9%
- Independent from parent organization: 6%

Figure 4: Relationship with Parent Organization
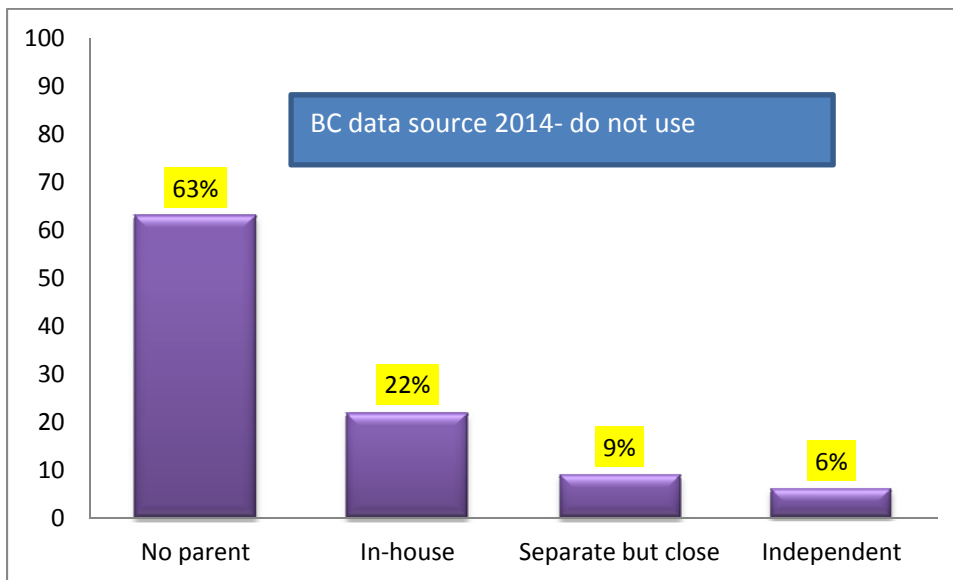
Sectors of Operation

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

Figure 5 shows the seven sectors, as well as the number and percentage of social enterprises operating in multiple sectors. In fact, more than half all social enterprises (59%) 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 social enterprises operated in the accommodation, food and tourism (44%), and the arts, culture and communication sectors (36%).

Figure 5: Sector of Operation (percent and total)
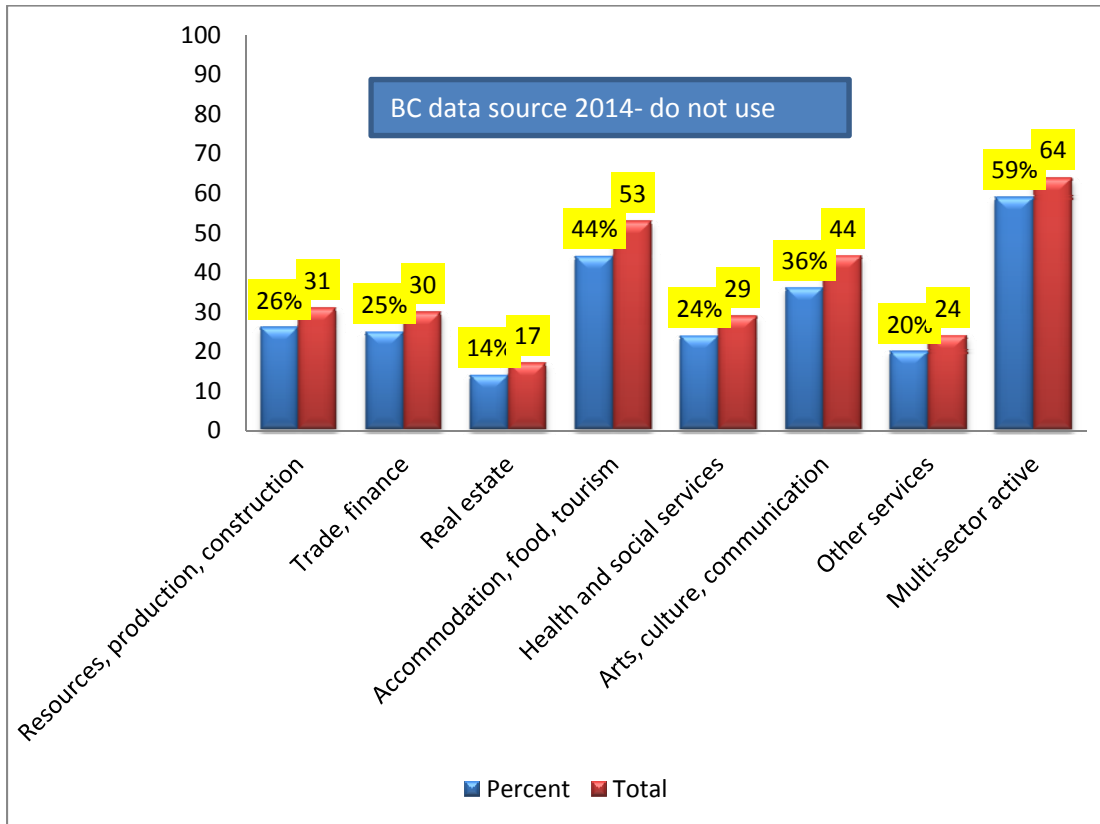
Groups Served

A wide variety of groups are served by social enterprises. As Figure 6 and Table 2 reveal, 65 percent of social enterprises focus on those people living in the immediate neighbourhood as their target population. A number of SE's focused on youth (44%). A significant number of SE's also focused on women, aboriginal groups, children and low income individuals.

Figure 6: Population Served

Figure 6: Population Served

BC data source 2014- do not use

- 65% — All the people living in a particular place / community
- 41% — Aboriginal / indigenous people
- 41% — Children
- 30% — Ethnic group / minority
- 37% — Family
- 21% — Homeless persons
- 22% — Immigrants (including temporary workers, permanent...
- 39% — Lower income individuals
- 34% — Men
- 22% — Addicted
- 31% — People with employment barriers
- 28% — People with psychological disabilities
- 31% — People with intellectual disabilities
- 33% — People with physically disabilities
- 10% — Refugees
- 37% — Senior / aged / elderly
- 41% — Women
- 44% — Youth / young adults

■ Percent of Social Enterprises Serving this Population

Table 1: Population Served

Population Served	Percent of Social Enterprises Serving this Population
All the people living in a particular place / community	65
Aboriginal / indigenous people	41
Children	41
Ethnic group / minority	30
Family	37
Homeless persons	21
Immigrants (including temporary workers, permanent residents, etc)	22
Lower income individuals	39
Men	34
Addicted	22
People with employment barriers	31
People with psychological disabilities	28
People with intellectual disabilities	31
People with physically disabilities	33
Refugees	10
Senior / aged / elderly	37
Women	41
Youth / young adults	44

Employment

Social enterprises engage members, volunteers, employees, and those that could be designated as special needs employees. Social enterprises provide meaning and dignity for marginalized individuals or those with a disability through work. While the social enterprise may be subsidized by the public sector, these individuals also earn wages as employees. Often the subsidy funds are allocated to training and special supports that allow social enterprise beneficiaries to engage in business and employment opportunities they might not otherwise

be able to access. This particular phenomenon within social enterprises complicates the task of enumerating employment figures than otherwise would be the case. [1]

Social enterprises provided paid employment for at least 1,900 people in [PROVINCE]. This includes fulltime, part-time, seasonal and contract workers, who together earned at least $37 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 940 fulltime equivalent employees.

Those employed include at least 1,260 who were employed as part of the mission of the social enterprise, such as those with disabilities and/or other employment barriers.

Social enterprises also involved at 4,700 full- and part-time volunteers.

Table 3 reflects a breakdown of the employment statistics. The surveyed social enterprises were responsible for at least 660 full-time, 750 part-time, 90 seasonal and 400 contract positions.

Table 3: Employment

Number	Mean[2]	Range	Total
Members of designated groups employed in 2013 (included in the full-time, part-time, FTE, Seasonal and contract counts)	11.8	0-160	1,260
Full-time (work 30+ hrs per week)	6.4	0-105	660
Part-time (work<30hrs per week)	7.2	0-60	750
Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2013	0.9	0-6	90
FTE (Estimate)	9.0	0-120	940

---

[1] Note that our employment numbers are conservative regarding estimation of impact on social enterprise activity. For example, some marketing and cooperative social enterprises that work with, for example, small-scale farmers, refugees, street vendors, to ensure that they receive market access and fair trade prices for their product are recorded as receiving services (i.e., marketing, distribution, technical advice) and may be working as 'contractees' but are not recorded as employees. Many of these people would not be receiving an income without the activity of the social enterprise, but to call them employees in the standard sense is not accurate. Where social enterprises place members of designated groups in employment, these individuals may be counted as FTEs or as contract workers as appropriate. Somewhat balancing this underestimation is that in a limited number of cases, the 'employed' from designated groups are counted as 'unpaid volunteers'. The bottom line is that the employment of individuals from the designated groups is broadly but not precisely encompassed within the count of paid employment (i.e., FTEs) and so should be interpreted with care. Of course paid employees also include professional and other stage that do not face employment barriers and are not employed as part of the mission of the SE.

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

Freelance and contract workers (hired for a specific project or term) in 2013	6.9	0-75	400
Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013	18.9	0-225	1,770
Volunteers (incl. unpaid interns, etc) who worked less than 10hrs/month in 2013	31.2	0-320	2,930

Membership

75 percent of the responding social enterprises in [Province] reported having a membership base. The SE's had an average of 150 individual members per SE, combining for a total of at least 17,750 individual members, as well as at least 1,650 organizational memberships. The individual members per social enterprise ranged from zero to 3,900 members. Table 4 and figure 7 illustrate distributions in organizational membership. 19 percent of social enterprises have one to ten organizational memberships, while many (28%) of SE's had more than 100 individual members of enterprises had no organizational membership (See Table 5 & figure 8).

Table 4: Distribution of Social Enterprises by Number of Organizational Membership

Number of Organizational Members in 2013	Percent of Social Enterprises
0	67
1 to 10	19
11 to 25	6
26 to 60	6
Over 60	3

Figure 7: Distribution of Social Enterprises by Number of Organizational Membership

6% of SE's have 11 to 25 organizational members

6% of SE's have 26 to 60 organizational members

2% of SE's have more than 60 organizational members

67% of SE's have no organizational members

19% of SE's have 1 to 10 organizational members

Legend:
- 0
- 1 to 10
- 11 to 25
- 26 to 60
- Over 60

BC data source 2014- do not use
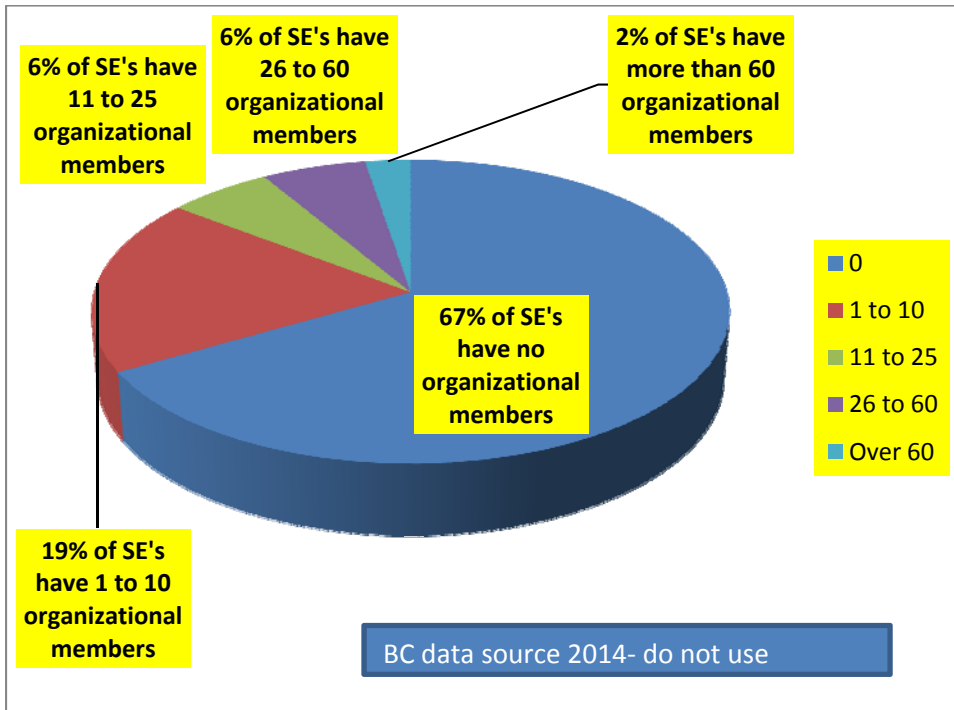
Table 5: Distribution of Social Enterprises by Individual Members

Number of Individual Members 2013	Percent of Social Enterprises
0	30
1 to 10	11
11 to 25	9
26 to 50	11
51 to 100	12
Over 100	28

Figure 8: **Distribution of Social Enterprises by Individual Members**

28% of SE's have over 100 individual members

BC data source 2014- do not use

30% of SE's have no individual members

Legend:
- 0
- 1 to 10
- 11 to 25
- 26 to 50
- 51 to 100
- Over 100

12% of SE's have 51 to 100 individual members

11% of SE's have 26 to 50 individual members

9% of SE's have 11 to 25 individual members

11% of SE's have 1 to 10 individual members
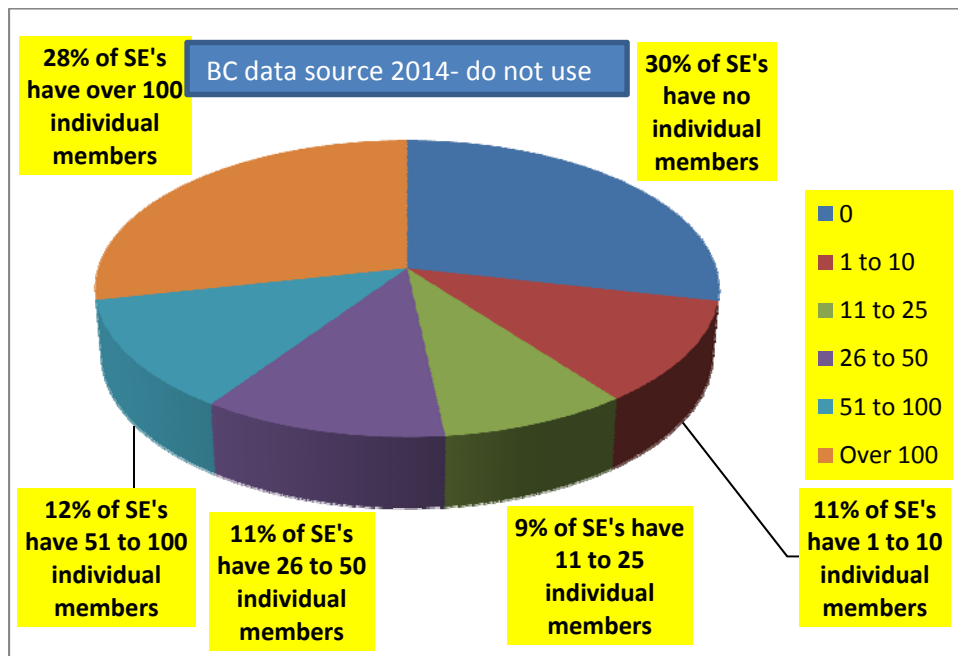
ORGANIZATIONAL ANALYSIS

Purpose of Organizational Analysis
- To provide comparisons between different mission e.g. income focused organizations that focused either on social cultural purposes or environmental purposes
- To provide key distribution tables (training, employment, FTEs, volunteers etc)
- To highlight the numbers of designated groups employed by SE's (Full-time, part-time, seasonal etc)
- To outline the relationship between SE's and parent organizations (income generation, comparisons between SE's with parent organizations and those without; kinds and purpose of parent organization's support for SE's)

Example

Age of the Social Enterprises

Social enterprises in [Province] vary in the number of years they have been in operation as highlighted on Table 6 and Figure 9. The majority of social enterprises surveyed (25%) are new and have been in operation for three years or less. Those that have operated between 20-39 years, account for 22 percent of the responding social enterprises. The mean age of social enterprises in (PROVINCE) was 18 years. Many of the responding organizations began selling their goods and services after 2000 (median). The oldest enterprise was formed in 1873 (141 years old) and the newest was formed in 2014

Table 6: Distribution of Social Enterprise by Years of Operation

Age	Number of Organizations	Percent
0-3 years	23	25
4-9 years	18	19
10-19 years	17	18
20-39 years	20	22
40+ years	15	16

Figure 9: Distribution of Social Enterprise by Years of Operation

BC data source 2014- do not use

Legend:
- 0-3 years
- 4-9 years
- 10-19 years
- 20-39 years
- 40+ years

Pie chart values: 25%, 19%, 18%, 22%, 16%
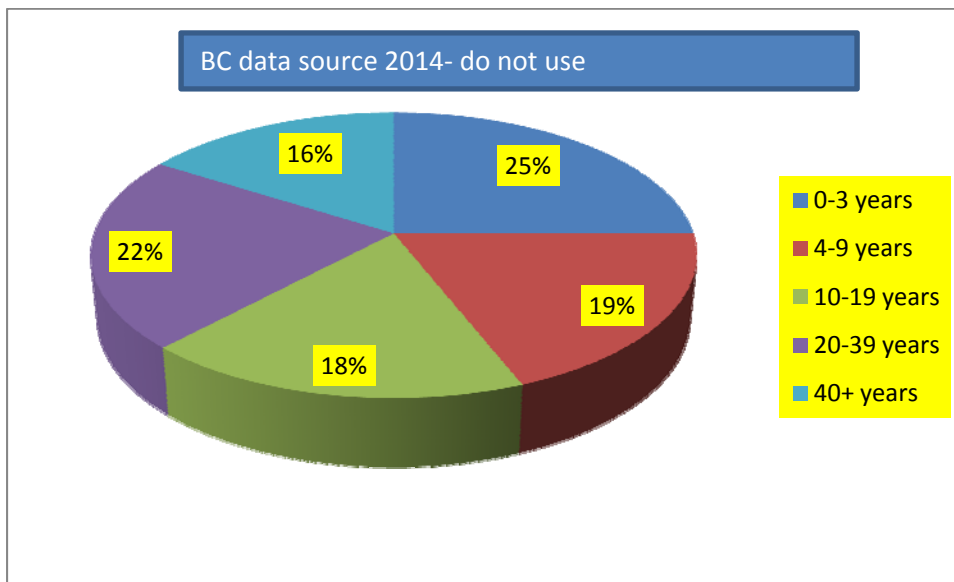
Areas of Focus

The purpose(s) of the social enterprise exerts a clear influence on the scale and nature of the operations, and social enterprises typically combine multiple purposes. We used three mutually exclusive categories to classify social enterprises based on their stated purposes. First, there are social enterprises whose primary purpose is to generate income for its parent non-profit organization. Second, there are social enterprises intended to fill a social, cultural, and or environmental mandate, but that do not identify income generation or training or employment development as their core mandate. Third, we grouped social enterprises that serve multiple goals, whether a social, environmental, cultural or income-generation mission *and* provide employment development and training under the 'multi-purpose' category. This categorization provides a means of classifying social enterprises into three mutually exclusive groups:

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

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

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

A 3-way Purpose Classification

Figure 10 shows a 3way purpose classification for the categories used in this study. 54 percent of social enterprises in [PROVINCE] have a social, cultural and/or environmental purpose, 12 percent focus on generating income for a parent organization, while 34 percent have multiple areas of purpose.

Figure 10: Areas of focus by 3way Purpose Classification
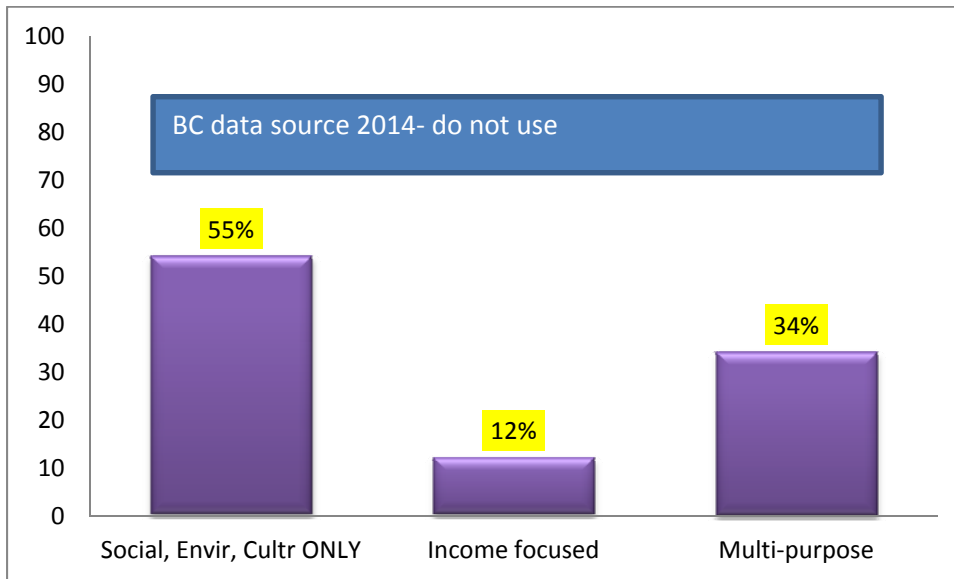
This three way purpose classification also shows that social enterprises focus on activities that reflect their overall purpose. For example, SE's with social missions also engaged in multiple activities (95%) as well as income generation (50%) (See figure 11). In contrast, only 14 percent of those with an environmental mission focused on income generation for parent organizations and 42 percent had multiple purposes (See Figure 12).

Figure 11 **Percentage in each group with social mission by 3way purpose classification**
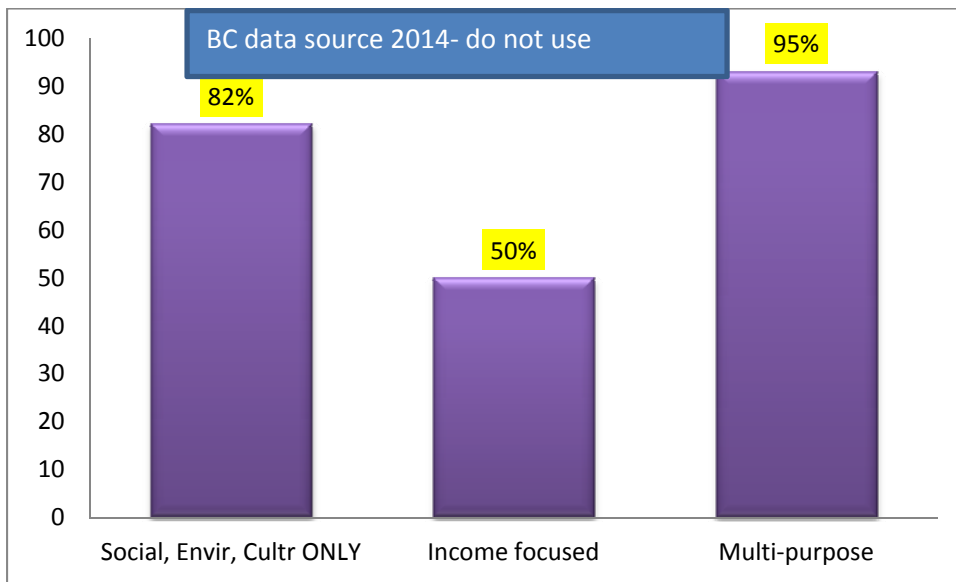
Figure 12: **Percentage in each group with environmental mission by 3way purpose classification**
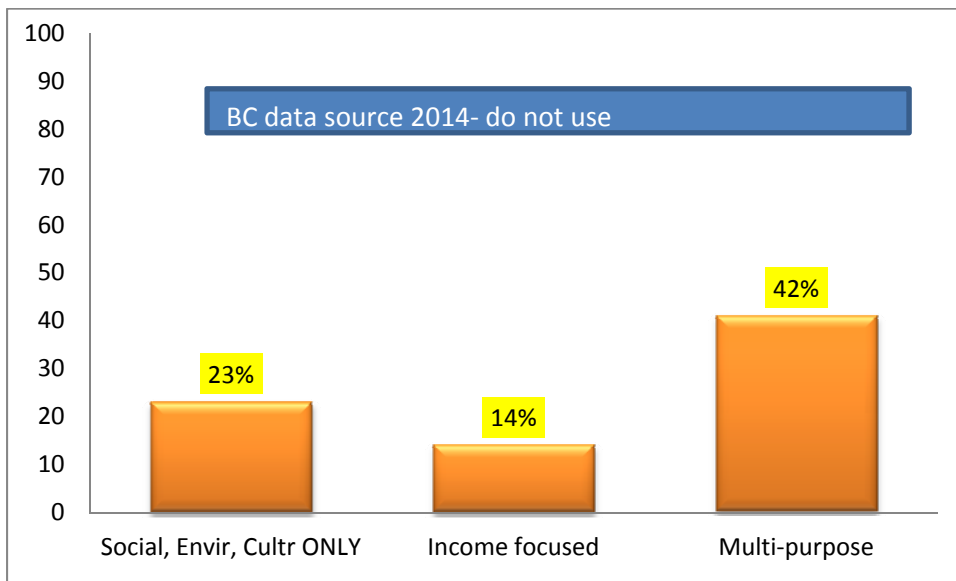
Employment and Poverty Focus

Many of the responding social enterprises reported having an employment purpose or targeting people with employment barriers, low income or homeless. All of the multi-purpose driven social enterprises address employment (e.g. training) or targeting people with employment barriers (e.g. low income, homeless etc) as their main areas of focus (See figures 13). In contrast, 21 percent social enterprises with a social, environmental and cultural focus

with an employment focus provided employment, trained and targeted people with employment barriers. 43 percent of the income focused enterprises also had an employment focus.

Figure 13: Percentage in each group with employment focus (employment/training purpose or target people with employment barrier) by 3way purpose classification
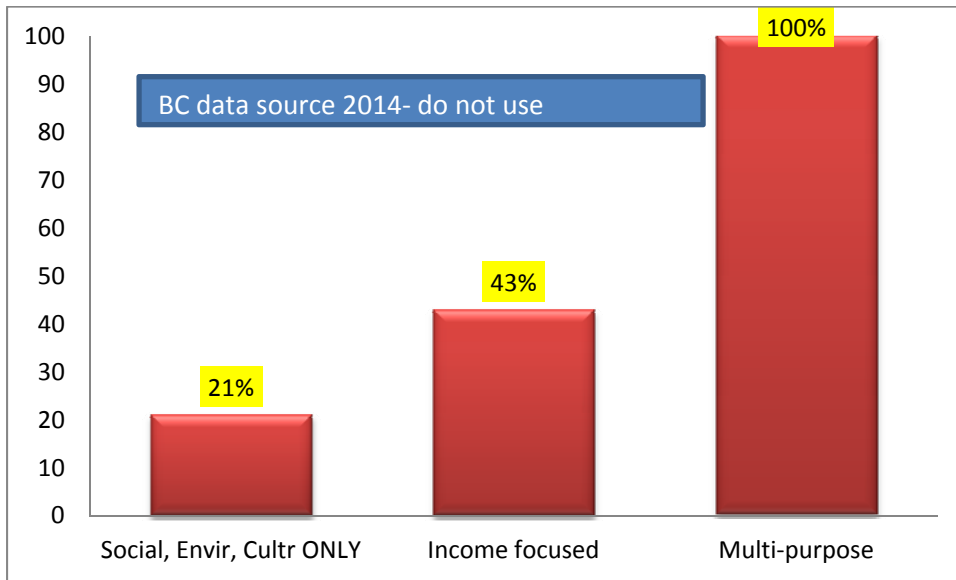
In addition, all (100%) of SE's with multiple purposes had a poverty focus, while 41 percent of the social environmental and cultural focused SE's, and 43 percent of the income focused organizations targeted people with employment barriers, low income and the homeless in their work (See figure 14)

Figure 14: Percentage in each group with poverty focus (employment purpose or target people with employment barriers, low income or homeless) by 3way purpose classification
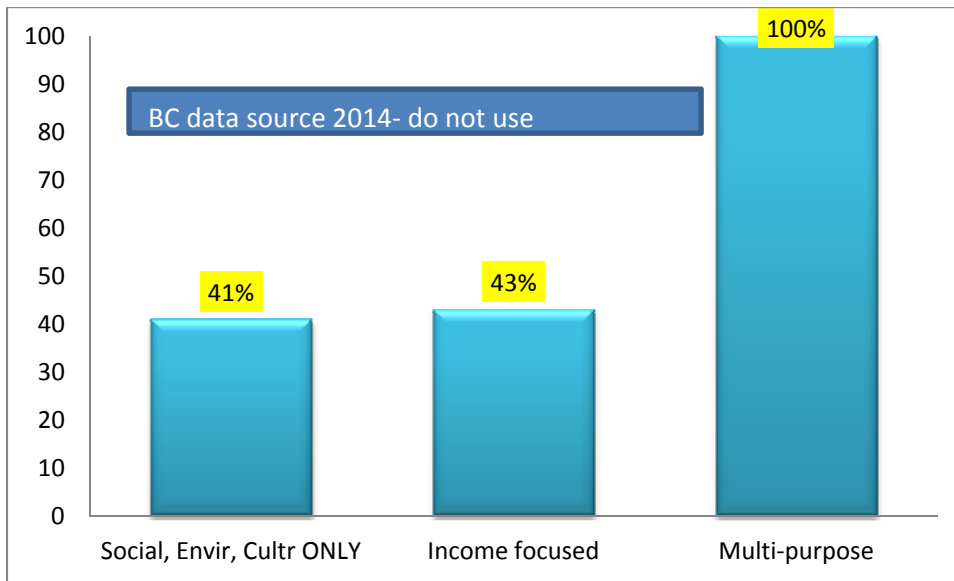
Training

As part of their mission, social enterprises often train and employ services to designated demographic groups. Table 7 and Figure 15 show the distribution of people trained from target population in 2013.

Table 7: Distribution of Number Trained from Target Population by Social Enterprises

Number Trained, 2013	Percent of Social Enterprises
0	32
1 to 10	33
11 to 20	11
21 to 100	13
Over 100	10

Figure: 15 **Distribution of Number Trained from Target Population by Social Enterprises**
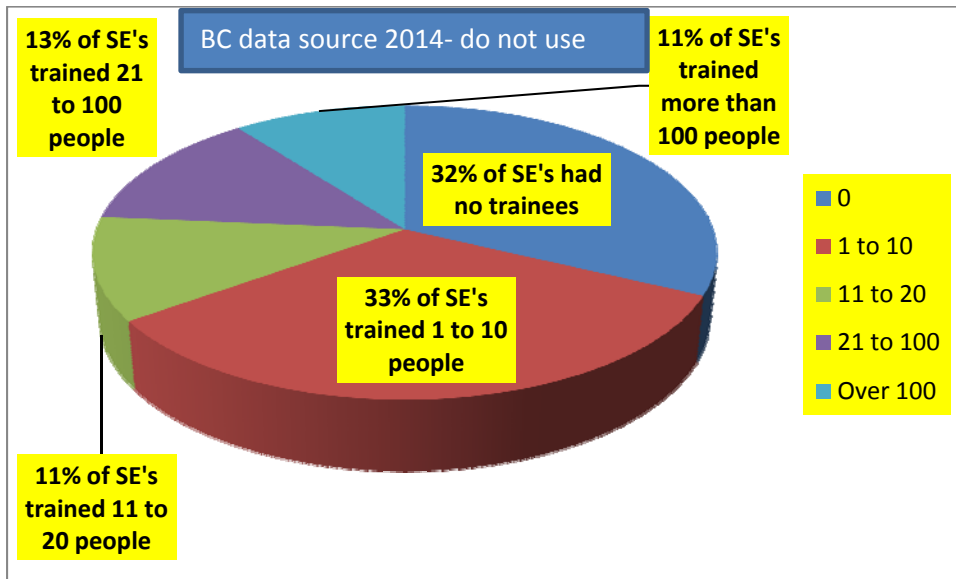
Social Enterprises Employment

Social enterprises are important direct employers in the communities. In responding [PROVINCE] social enterprises, a mean of about 6 people were full time paid employees (See Figure 16), while 7 people were paid part-time employees and at least 244 people (mean) were seasonal employees.

Figure 16: Employment (Mean) per Social Enterprise, 2013
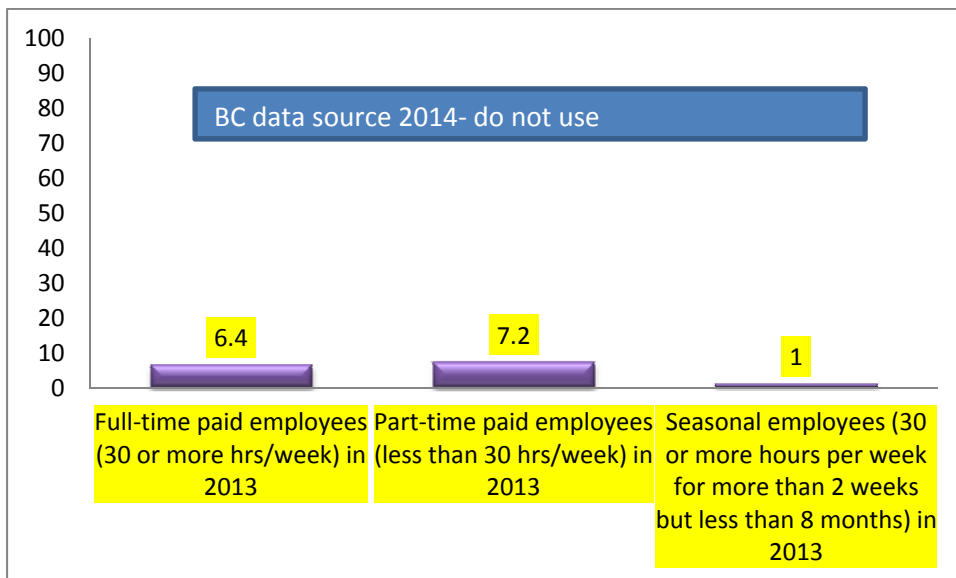
40 percent of responding social enterprises provided Full Time Equivalent (FTE) positions in a range of 1 to 5 employees (See Table 8 & Figure 17). 20% of the enterprises provided FTE positions in a range of 10 to 75 FTEs.

Table 8: Distribution of Social Enterprises by Estimated FTEs in 2013

Estimated FTEs in 2013	Percent of Social Enterprises
0	10
Up to 1	15
1.1 to 5	40
5.1 to 10	13
10.1 to 75	20
Over 75	2

Figure 17: Distribution of Social Enterprises by Estimated FTEs in 2013
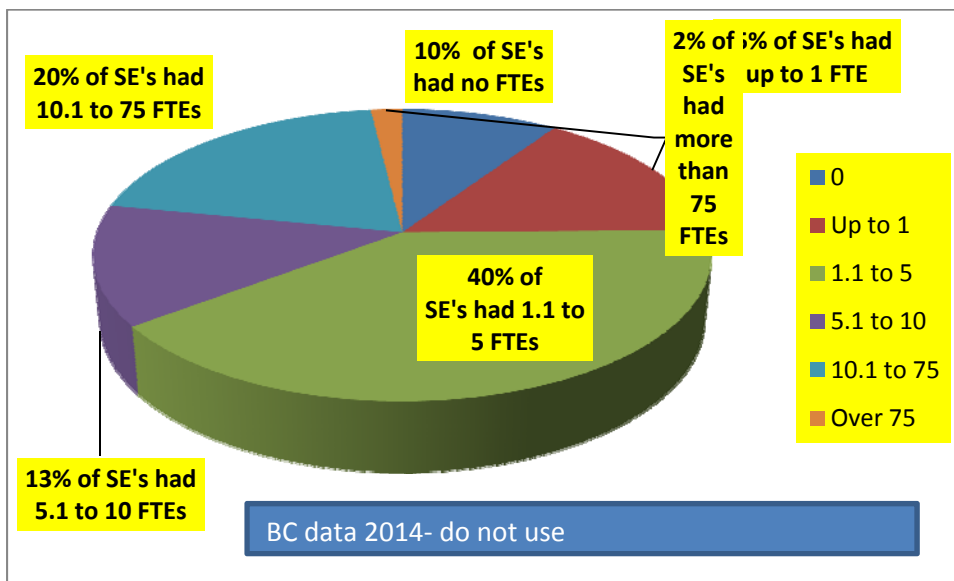
The social enterprises surveyed also provided employment for the targeted groups. 43 percent of the responding enterprises employed between 1 to 10 people from the target population, while a quarter of social enterprises provided no employment for targeted groups, and (See Table 9 & Figure 18).

Table 9: Distribution of Social Enterprises by Number Employed from Target Population

Number of People Employed in 2013	Percent of Social Enterprises
0	25
1 to 10	43
11 to 25	16
26 to 55	12
Over 56	3

Figure 18: Distribution of Social Enterprises by Number Employed from Target Population

12% of SE's had 26 to 55 employees

3% of SE's had more than 56 employees

25% of SE's had no employees

43% of SE's had 1 to 10 employees

17% of SE's had 11 to 25 employees

- 0
- 1 to 10
- 11 to 25
- 26 to 55
- Over 56

BC data 2014- do not use
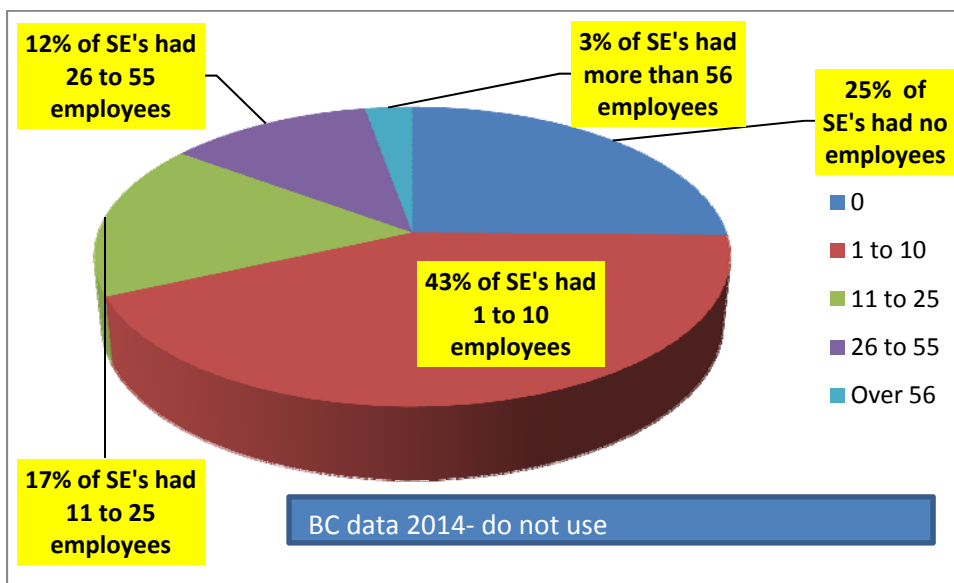
Social enterprises are key actors in mobilizing volunteers. 90 percent of the responding enterprises had volunteers. The total number of full-time and part-time volunteers in the responding social enterprises in [PROVINCE] was 4,700. Many of the SE's (37%) had more than 30 part-time and full-time volunteers (See Table 10 & Figure 19). 35 percent of the social enterprises surveyed included more than 10 volunteers in their activities for 1 to 10 hours in a month (See Table 11, Figure 20). 56 percent of social enterprises had volunteers' more than 10 volunteers working less than 10hrs in a month (Table 12 & Figure 21).

Table 10: Distribution of Social Enterprises by Total volunteers (part and full-time added)

Number of Total Volunteers	Percent of Social Enterprises
0	10
1 to 15	36
16 to 30	17
Over 30	37

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

Figure 19: Distribution by Total volunteers (part and full-time added)
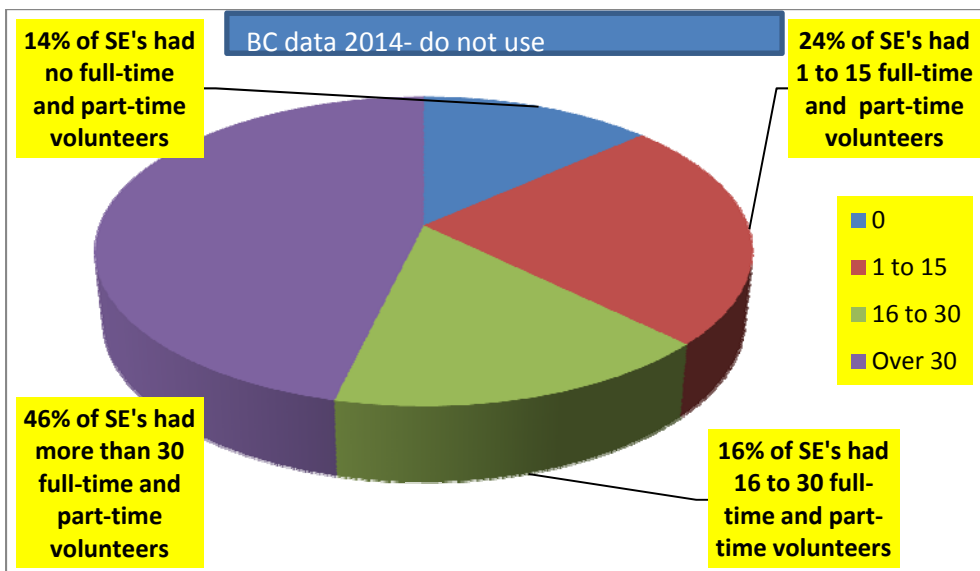
Table 11: Distribution by Full-time Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013

Number of Volunteers working 10 or more hrs/month	Percent of Social Enterprise
0	27
1 to 5	25
6 to 10	14
Over 10	35

Figure 20: Distribution by Full-time Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013

34% of SE's had over 10 volunteers working 10 or more hrs/month

BC data 2014- do not use

25% of SE's had no volunteers working 10 or more hrs/month

- 0
- 1 to 5
- 6 to 10
- Over 10

14% of SE's had 6 to 10 volunteers working 10 or more hrs/month

25% SE's had 1 to 5 volunteers working 10 or more hrs/month
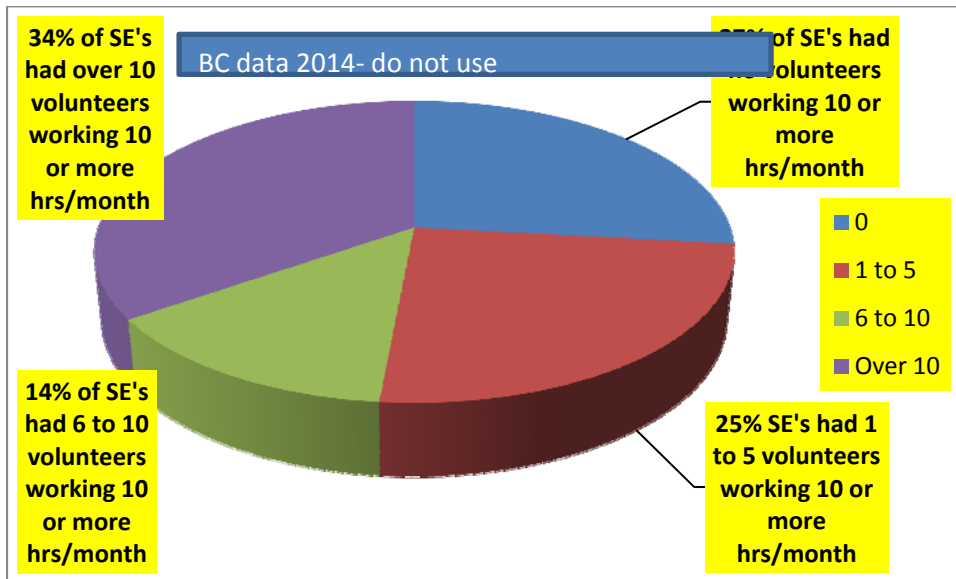
Table 12: Distribution by part-time Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013

Number of volunteers working less than 10 hrs/month in 2013	Percent of Social Enterprises
0	15
1 to 5	15
6 to 10	15
Over 10	55

Figure 21: Distribution by part-time Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013
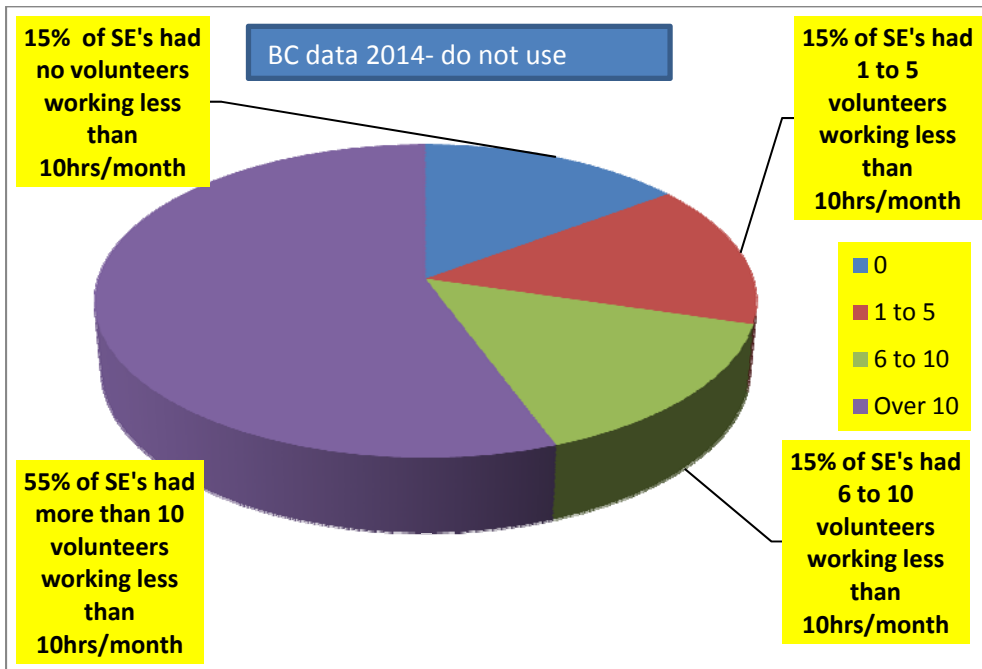
Relationship with Parent Organization

As shown previously on Figure 4, 63 percent of the responding social enterprises did not have a parent organization. Of those with parent organization, 72 percent of the funding was used for personnel support. Approximately 48 percent of the funds were in-kind, and more than half of the funds were directed towards the organizations' space (See Figure 22).

Figure 22: Areas of Parent Support (only for those with parents)

Personnel	72%
In-kind	48%
Space	53%
Finance	49%
Other	13%
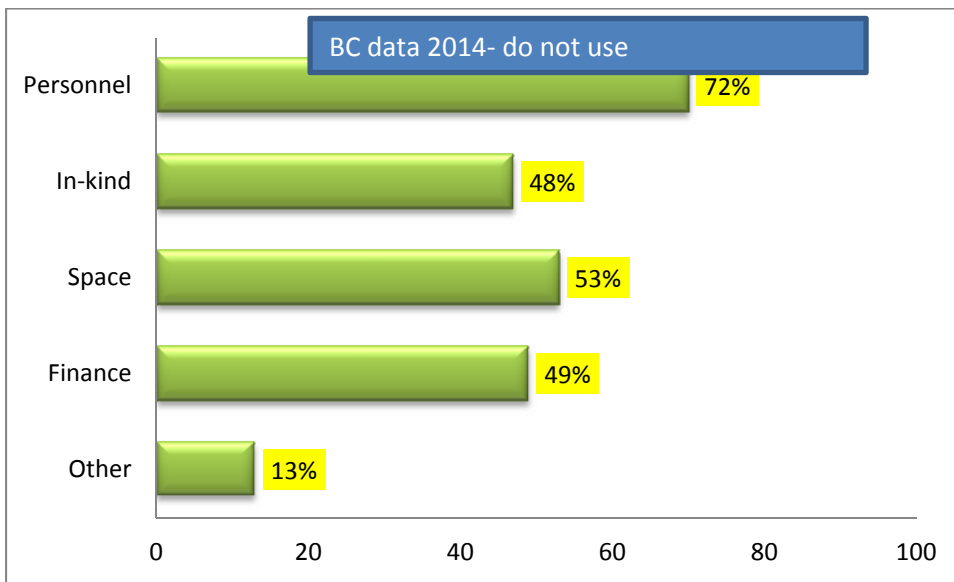
FINANCIAL PROFILE

Purpose of the Financial Profile

- To profile total revenues and sources of those revenues
- To profile total expenses (and wages)
- To profile sources of grants, loans and their purpose
- To highlight (SE's contribution to the economy)

Example

Financial Results

Social enterprises make significant contributions to local economies. Moreover, social enterprise success is determined by their ability to generate profits. In this survey, the average revenue from all sources for the surveyed social enterprises in 2013 was $793,000 (See Table 13 & Figure 23). The responding social enterprises generated more revenue than expenses (an average positive net profit) of $29,000. 81 percent of responding SE's broke even in 2013, while 34 percent of the enterprises broke even without grants. As figure 24 shows, most of the social enterprises in all three purpose classifications broke even. However, without grants, less than half of the responding social enterprises in the social, environment, and culture and multi-purpose categories broke even (See Figure 25). 62 percent of the income focused enterprises broke even, while 36 percent of the multipurpose and 25 percent of the social,

environment and cultural SE's broke even (See figure 25). This latter finding underlines the importance of ongoing support to allow social enterprises to achieve their social mission.

Table 13: Finances: Average Revenue and Expenses in 2013 reported by responding SE's

Total Revenue (all sources)	$793,000
Revenue from Sales and Grants	$611,000
Grants from Parent	$28,000
Grants from Other Sources	$112,000
Other Revenue	$36,000
Total Expenses	$764,000
Wages Paid	$397,000
Transfer to Parent	$12,000
Other Expenses	$355,000
Total Net Profit	$29,000

Figure 23: Finances: Average Revenue and Expenses in 2013 reported by responding SE's
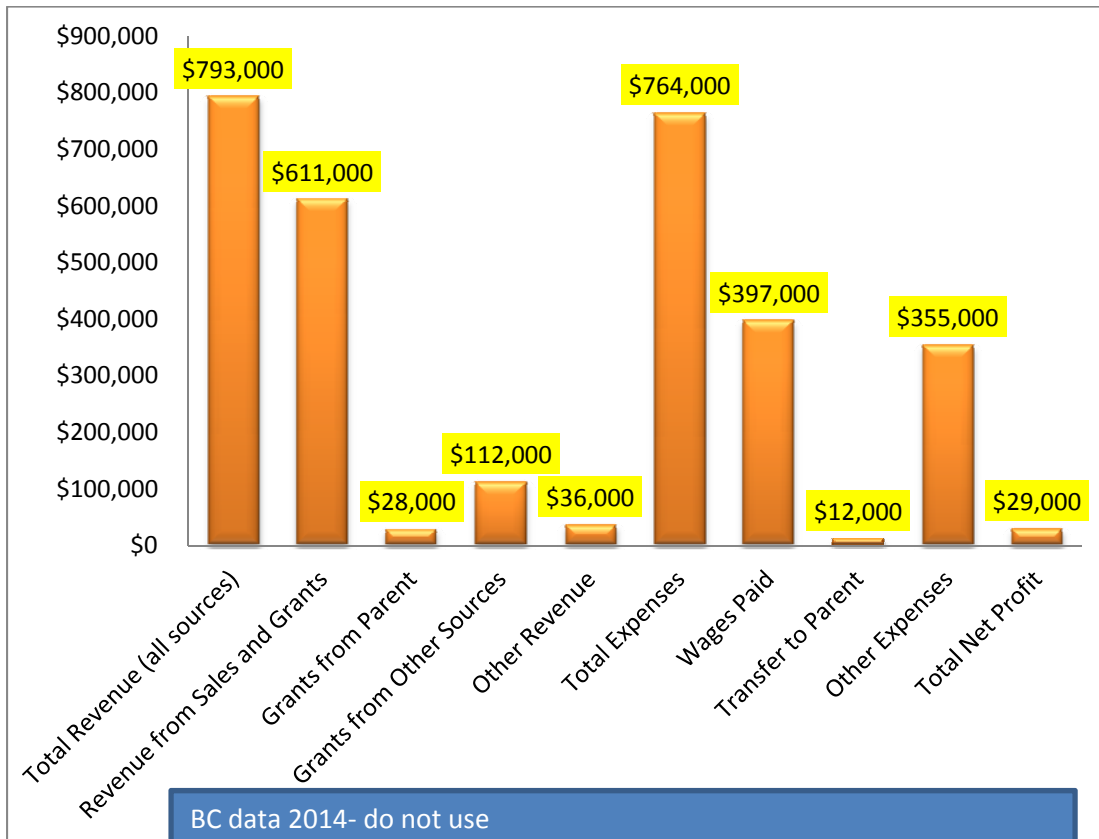
Figure 24: SE's that Broke Even in 2013 by 3way Purpose Classification
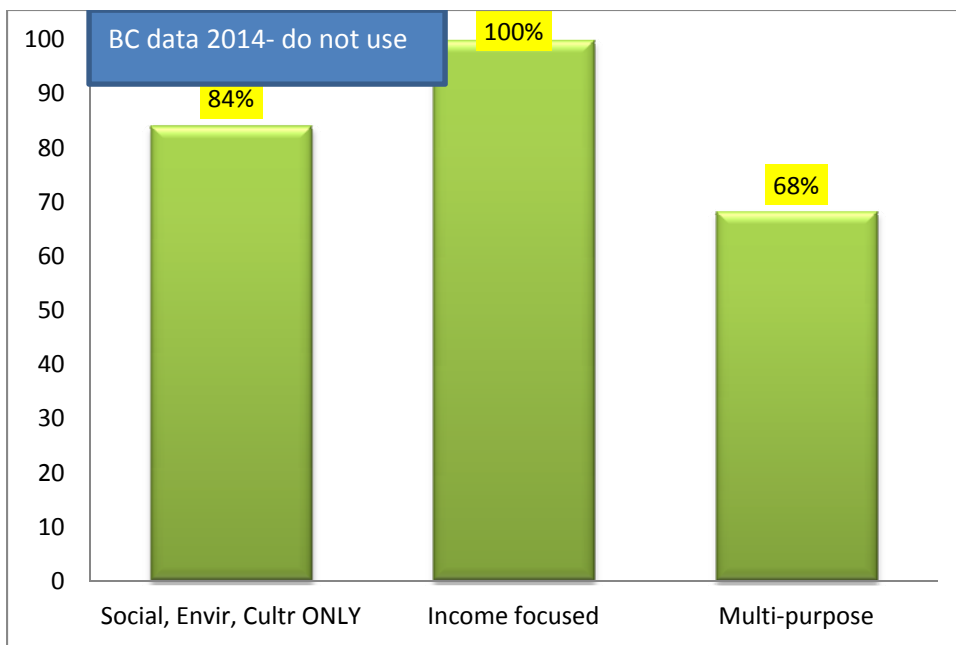
Figure 25: Social Enterprises that Broke Even Without Grants by 3way Purpose Classification
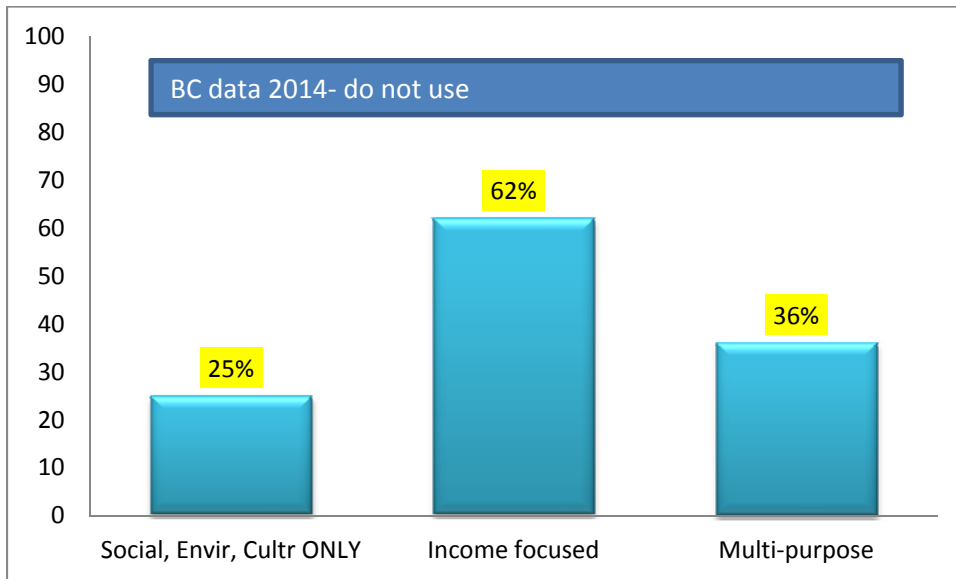
Sources of Finance

Governments were an important source of financing for social enterprises as were private individuals and foundations (See Figure 26). Most of the grants (63%) were used for social enterprises' operations (See Figure 27). 74 percent of the responding social enterprises did not receive any loans (See figure 28) and the few with loans used the funds for organizations' operations and capital investments (see figure 29).

Figure 26: Sources of Grants

Bar chart "BC data 2014- do not use":
- Foundations: 44%
- Federal government: 27%
- Provincial government: 44%
- Municipal government: 38%
- Private individuals: 47%
- Banks: 8%
- Corporations: 29%
- Parent: 7%
- Credit union: 22%
- Community futures: 3%
- Other: 14%
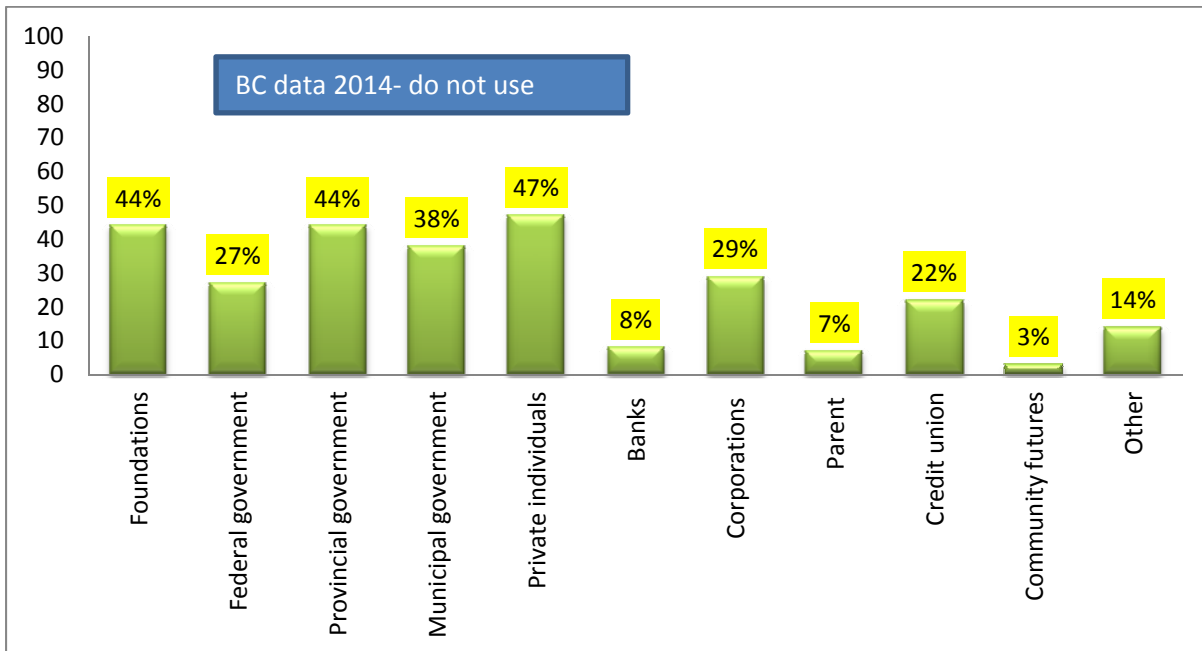
Figure 27: Purpose of Grants

Bar chart "BC data 2014- do not use":
- Technical assistance: 16%
- Operations: 63%
- Governance: 13%
- Research & development: 14%
- Capital: 25%
- Other: 10%
- None: 18%
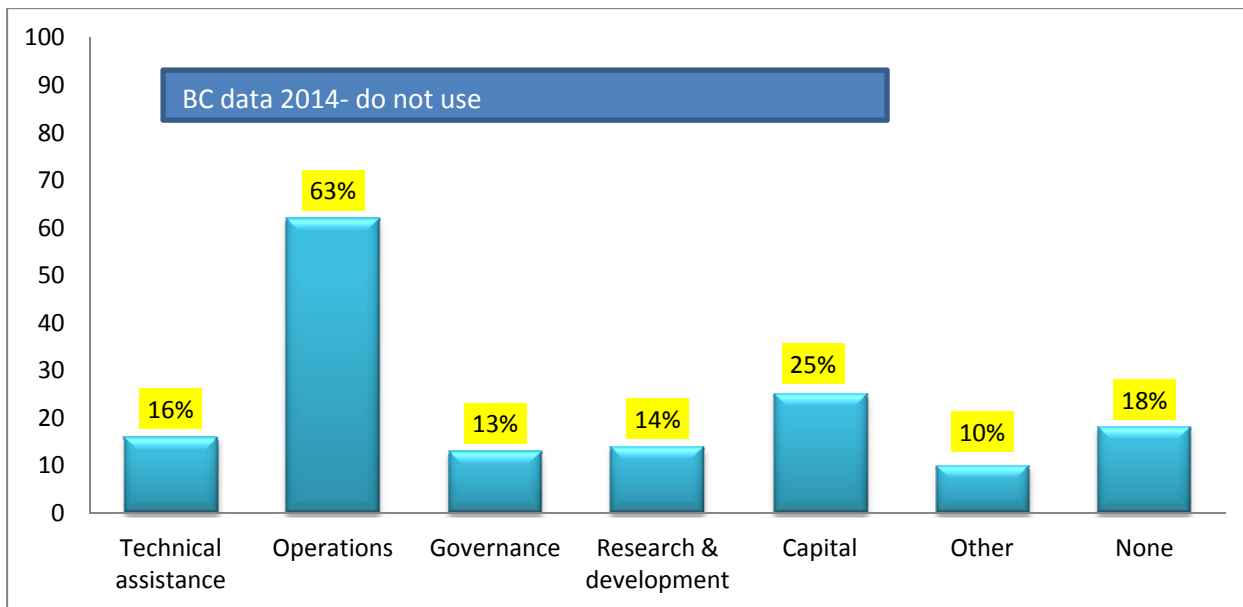
Figure 28: Sources of Loans (Percent)

Source	Percent
None	74%
Other	2%
Community futures	1%
Credit union	4%
Parent	4%
Corporations	1%
Banks	6%
Private individuals	1%
Municipal government	1%
Provincial government	2%
Federal government	0%
Foundations	0%

BC data 2014- do not use
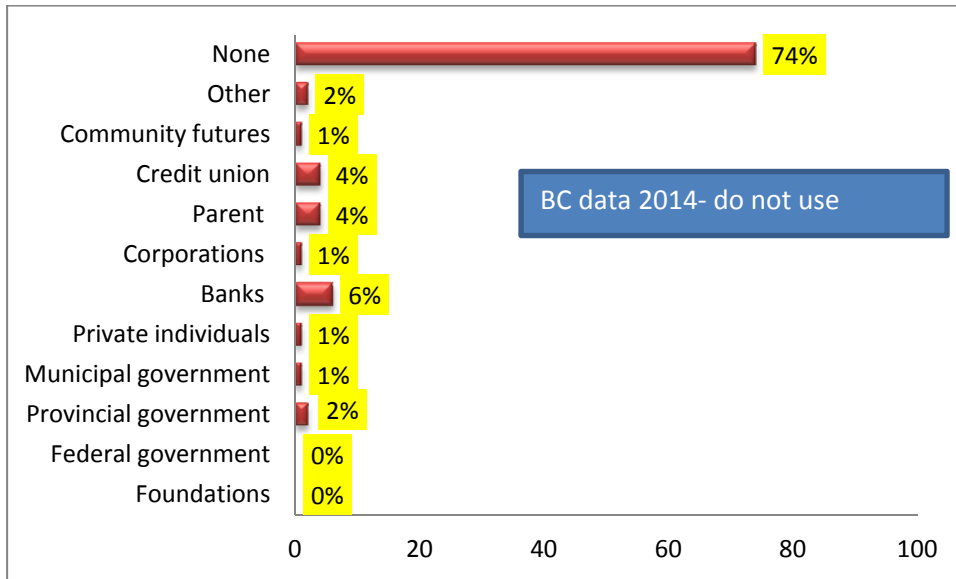
Figure 29: Purpose of Loans (Percent)

Purpose	Percent
Other	5%
Capital	8%
R&D	1%
Governance	1%
Operations	10%
Technical assistance	1%

BC data 2014- do not use
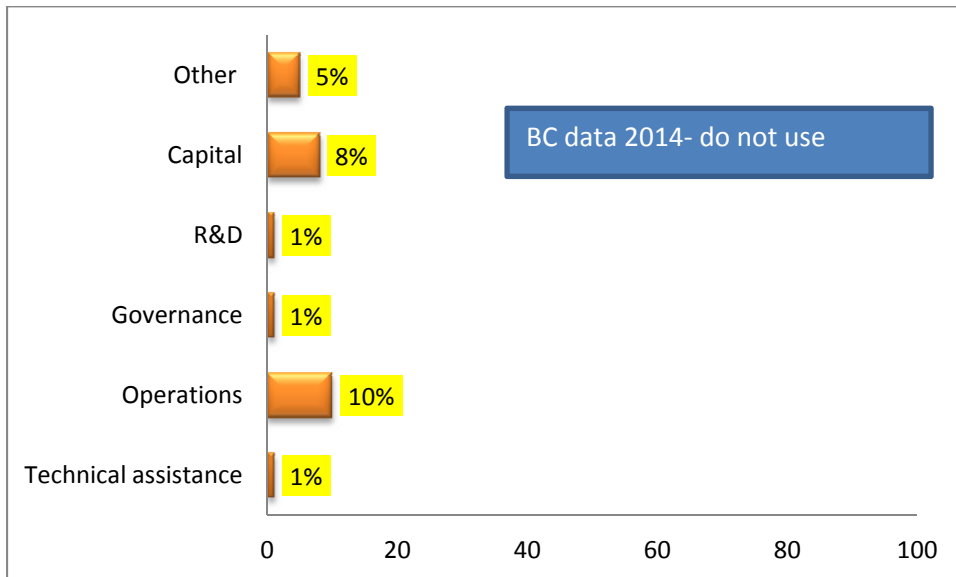
Financial Analysis

Purpose of Financial Analysis

- To analyze data from respondents that provided complete financial data only *(lower than total number of respondents)*
- To profile financial returns by social enterprise sub-sectors
- To determine the percentage of revenue from sales
- To determine if the SE's are breaking even (e.g. with or without grants)

Example:

This analysis is limited by the sample size and due to low numbers responding enterprises that provided complete financial data. We cannot account for social enterprises that balance revenues and expenses over several years, since we had access to income statements, not balance sheets. Overall the total revenue for responding social enterprises in [year] was at least $XX million. In [year], three-quarters of all social enterprises generated more revenue than expenses. However, not including grant funding, only one-third of social enterprise broke even in [Year]. In financial terms, social enterprises in (province), average $X million in total revenues, and $XX, 000 in sales. The (province) social enterprises average $XXX in net profits (See Figure X- insert figure with averages, similar to Figure 23 above).

GENERAL PERSPECTIVES ON EDUCATION RESOURCES, SUPPORT AND TRAINING FOR SOCIAL ENTERPRISES IN [PROVINCE]

As part of the social enterprise sector survey, respondents were invited to rate a series of educational resources, support and training which may be relevant or useful to their social enterprise. The items which they were asked to rate included the financial, operational and marketing areas.

FINANCIAL EDUCATION RESOURCES, SUPPORT AND TRAINING

Access to Investment sources

45 percent of the organizations stated that financial education resources, support, and training on access to investment sources would be helpful or very helpful. However, 33 percent indicated that the resources, support and training would not be helpful (See table 14).

Table 14: SE's Perceptions on Education Resources on Access to Investment Sources

Access to Investment Sources	Percent of Social Enterprises
Not helpful	33
Somewhat helpful	22

Helpful	24
Very helpful	21

Financial and Social Purposes

65 percent of the organizations indicated that financial education resources, support, and training on serving both financial and social purposes would be helpful or very helpful. Only 9 percent of the SE's indicated that resources, support and training on this topic would be unhelpful (See table 15).

Table 15: SE's Perceptions on Education Resources on serving both Financial and Social Purposes

Financial and Social purposes	Percent of Social Enterprises
Not helpful	9
Somewhat helpful	27
Helpful	42
Very helpful	23

Financial Planning

As table 16 reveals, 55 percent of the organizations indicated that financial education resources, support, and training on financial planning would be helpful or very helpful, while 11 percent of social enterprises reported that resources, support and training on this topic would be unhelpful.

Table 16: SE's Perceptions on Education Resources on Financial Planning

Financial Planning	Percent of Social Enterprises
Not helpful	11
Somewhat helpful	34
Helpful	29
Very helpful	26

Tools to Measure Financial Impact

Table 17 shows that 75 percent of the organizations indicated that financial education resources, support, and training on financial impact would be helpful or very helpful, while only 6 percent found the resources, support and training would be unhelpful.

Table 17: SE's Perceptions on Education Resources on Tools Measuring Financial Impact

Tools to Measure Financial Impact	Percent of Social Enterprises

Not helpful	6
Somewhat helpful	19
Helpful	44
Very helpful	31

OPERATIONAL EDUCATION RESOURCES, SUPPORT AND TRAINING

Information Technology
56 percent of the organizations indicated that the operational education resources, support, and training on information technology would be helpful or very helpful. 15 percent of the social enterprises reported that the information would be unhelpful (See table 18).

Table 18: SE's Perceptions on Education Resources on Information Technology

Information technology	Percent of Social Enterprises
Not helpful	14
Somewhat helpful	30
Helpful	30
Very helpful	26

Organizational Growth and Capacity Building Strategies
73 percent of the organizations revealed that the operational education resources, support, and training on organizational growth and capacity building strategies would be helpful or very helpful. Only 6 percent of the organizations stated that resources, support and training would be unhelpful (See Table 19).

Table 19: SE's Perceptions on Education Resources on Organizational Growth and Capacity Building Strategies

Organizational Growth	Percent of Social Enterprises
Not helpful	6
Somewhat helpful	21
Helpful	38
Very helpful	35

Tools for Enhancing Staff/Volunteer Capacity
As shown in the table 20 below, 76 percent of the organizations indicated that operational education resources, support, and training   on the tools to enhance staff or volunteer capacity would be helpful or very helpful. Only 7 percent stated that resources support and training would be unhelpful.

Table 20: SE's Perceptions on Education Resources on Tools for Enhancing Staff/Volunteer Capacity

Tools to Enhance Staff/Volunteer	Percent of Social Enterprises
Not helpful	7
Somewhat helpful	17
Helpful	43
Very helpful	33

Tools to Measure Social, Cultural and/or Environmental Impact

76 percent of the organizations reported that operational education resources, support, and training   on Tools to measure social, cultural and/or environmental impact would be helpful or very helpful (See table 21).

Table 21: SE's Perceptions on Education Resources on Tools to Measure Social, Cultural and/or Environmental Impact

Tools to Measure Social, Cultural or Environmental Impact	Percent of Social Enterprises
Not helpful	6
Somewhat helpful	18
Helpful	33
Very helpful	43

MARKETING EDUCATION RESOURCES, SUPPORT AND TRAINING

Communications/Public Relations

73 percent of the organizations reported that education resources, support, and training on communications/public relations would be helpful or very helpful (See table 22).

Table 22: SE's Perceptions on Education Resources on Communications/Public Relations

Communications	Percent of Social Enterprises
Not helpful	8
Somewhat helpful	19
Helpful	45
Very helpful	28

Networking

66 percent of the organizations revealed that marketing education resources, support, on networking would be helpful or very helpful, while 26 percent reported that education, resources and support would be somewhat helpful (See table 23).

Table 23: SE's Perceptions on Education Resources on Networking

Networking	Percent of Social Enterprises
Not helpful	9
Somewhat helpful	26
Helpful	37
Very helpful	29

Social Media

70 percent of the organizations indicated that marketing education resources, support, and training on social media would be helpful or very helpful (see Table 24).

Table 24: SE's Perceptions on Education on Social Media

Social Media	Percent of Social Enterprises
Not helpful	7
Somewhat helpful	24
Helpful	42
Very helpful	28

Online Market Place

61 percent of the organizations indicated that marketing education resources, support, and training on online market place would be helpful or very helpful while 20 percent of the organizations stated that resources, support and training would be unhelpful (See table 25).

Table 25: SE's Perceptions on Education Resources on Online Market Place

Online Marketplace	Percent of Social Enterprises
Not helpful	20
Somewhat helpful	19
Helpful	32
Very helpful	29

DELIVERY OF EDUCATION RESOURCES, SUPPORT AND TRAINING

Offline Workshops

As revealed in Table 26 below, the majority of organizations (75%) would find offline workshops to be helpful, or very helpful, while few (2%) indicated that they would be unhelpful. Similar percentages would find coaching (73%) and online/live webinars (69%) to be helpful or very helpful. In contrast, a lower percentage (62%) would find online access to manuals and how-to guides helpful or very helpful.

Table 26: SE's Preference for Delivery of Education Resources, Support and Training

	Percent of Social Enterprises			
	Offline Workshops	Online / Live Webinars	Coaching	Online access to manuals and how-to guides
Not helpful	2	11	8	7
Somewhat helpful	23	20	19	31
Helpful	41	46	43	31
Very helpful	34	23	30	31

Table 27 provides nuance to the preference for delivery mode reported in Table 26. Table 26 may be interpreted as an indication of a preference for engaged and active forms of education and training. Table 27 indicates that social enterprises would prefer education resources in the form of templates, examples and case studies (78% helpful or very helpful) and audio/video links/downloads (75% helpful or very helpful). Support for studies or research papers (60% helpful or very helpful) is less strong.

Table 27: SE's Preferences for Types of Education Resources

	Percent of Social Enterprises			
	Templates, examples and/or case studies	Manuals and how-to guides	Studies or research papers	Audio/video links/downloads
Not helpful	5	5	14	7
Somewhat helpful	17	27	26	18
Helpful	35	42	46	45
Very helpful	43	26	14	30

CHALLENGES FACING SOCIAL ENTERPRISES IN [PROVINCE]

As part of the social enterprise sector survey, respondents were asked to rate a series of challenges which they expected to face in these three areas in the next one to three years.

FINANCIAL CHALLENGES

The responding social enterprises were asked to consider financial challenges. As table 28 shows, more than half (55%) of the respondents reported that cash flow was a moderate or significant challenge; 64 percent revealed that revenue diversity was a moderate or significant challenge; and access to grants was a moderate or significant challenge for 74% of respondents. In contrast, only 38% named budgeting and accounting as a moderate or significant challenge.

Table 28: Financial Challenges (percent)

	Access to loans	Access to grants	Budgeting and accounting	Cash flow	Revenue diversity / mix
Not a challenge	41	14	34	27	17
Small challenge	13	13	29	18	20
Moderate challenge	21	38	32	31	35
Significant challenge	25	36	6	24	29

OPERATIONAL CHALLENGES

Responding social enterprises were asked to consider the following operational challenges: business planning; logistics for production/or distribution, human resources, internal resources and information technology. Half of the social enterprises indicated that business planning (54%), human resources (54%) and information technology (52%) were a moderate or significant challenge (See table 29). Ranked slightly lower as moderate or significant challenges were logistics for production and/or distribution (43%), sales (48%) and internal resources such as equipment and facilities (46%).

Table 29: **Operational Challenges (percent)**

	Business planning	Logistics for production and/or distribution	Sales of products and/or services	Human resources	Internal resources	Information technology
Not a challenge	20	30	30	16	18	20
Small challenge	26	28	22	30	36	29
Moderate challenge	36	32	33	32	31	39
Significant challenge	18	11	15	22	15	13

MARKETING CHALLENGES

Social enterprises in this survey were asked to highlight marketing challenges such as contract procurement, access to customers, advertising/publicity, and brand recognition and awareness. Table 30 shows that that brand recognition is a moderate or significant challenge for a majority (62%) of respondents. This stands out above other marketing dimensions (access to customers, and advertising or publicity), and suggests that labeling, certification and credentials for social enterprise products and services would aid the sector. Surprisingly, only 44% of social enterprises indicated that contract procurement is a moderate or significant challenge.

Table 30: **Marketing Challenges (percent)**

	Contract procurement	Access to customer	Advertising or publicity	Brand recognition
Not a challenge	32	25	19	17
Small challenge	24	26	28	21
Moderate challenge	29	33	33	36
Significant challenge	15	16	19	26

CONCLUSION

This survey highlights the scope and activities of social enterprises in the province and reveals that social enterprises are critical actors in multiple sectors of the economy. They provide goods and services to local neighbourhoods, cities and towns and regions. Social enterprises also play a role in the labour economy by creating jobs, training and services for underrepresented or marginalized groups in society. The majority of organizations in this survey focused on social and cultural missions. In addition, more than half of the social enterprises targeted people with employment barriers such as low income and homeless populations. Social enterprises in [Province] also serve different categories of people including youth, women, and aboriginal and indigenous groups as well as those with disabilities. Almost all of the responding enterprises worked with volunteers in advancing their missions. The study also shows that social enterprises in the province rely on funding from government, private individuals and corporations and are trying to become more effective by meeting their missions using enterprising strategies. While a strong majority of social enterprises broke even in 2013, only a third broke even without grants, underling the importance of ongoing financial support for social enterprises in [Province].

Appendix A: Key Points of Comparison-Purpose[3]

	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Demographic profile				
Year of formation: median	1991.5	2005.5	2000	1997
Year of first sale: median	1998	2004.5	2000	2000
Number of business sectors (1-17): average	1.7	1.9	2.3	1.9
Number of targeted populations (0-16): average	5.3	3.0	6.4	5.4
Individual members: average in 2013	210	50	90	150
Organizational members: average in 2013	20	0	10	14
Trained: average for 2013	30	40	60	44
Employed (from target group): average for 2013	10	10	20	12
Served: average for 2013	9000	10100	5900	8100

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

FTEs: average in 2013	10	10	10	9
Volunteers (full and part-time): average in 2013	50	90	40	50
Total expenditure: average in 2013	1,041,000	342,000	514,500	764,000
Total wages and salaries: average in 2013	510,000	176,000	314,000	397,000
Transfers to parent: average in 2013	2,600	52,600	9,900	12,100
Other expenses: average 2013	53,000	113,000	190,000	355,000
Total revenue: average in 2013	1,058,000	430,000	534,000	793,000
Revenue from sales of goods and services: average 2013	805,000	403,000	398,000	611,000
Revenue from grants and donations received from parent organization: average 2013	50,000	5,000	5,000	28,000
Revenue from grants and donations from other organizations and private individuals: average 2013	141,000	18,000	106,000	112,000
Other revenue: average 2013	62,000	3,000	9,000	36,000
Revenue exceeds expenses in 2013 : percent	80	100	70	81
Sales as percent of revenue: average per	50	80	60	61

organization 2013				
Revenue less grants/loans/donations exceeds expenses in 2013 : percent	30	60	40	34

Purpose (percent of social enterprises)	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Employment development	0	20	90	32
Training	0	10	60	23
Income generation for parent organization	0	100	30	22
Social mission	80	50	100	83
Cultural mission	40	50	60	49
Environmental mission	20	10	40	28
Legal structure (percent of social enterprises, rounded to nearest 10%)				
Non-profit legal structure	90	90	90	90
Registered charity	70	50	60	66
For Profit	0	10	0	3
Coop Distributing	0	0	0	0
Coop Non-distributing	0	0	0	3
Target groups (percent of social enterprises, rounded to nearest 10%):				
All the people living in a particular place/community	70	70	50	65
Aboriginal /indigenous people	40	20	50	41
Children	50	20	40	41
Ethnic minority	30	0	30	30

Families	40	20	40	37
Homeless people	20	10	30	21
Immigrants	20	0	30	22
Men	30	20	40	34
Lower income individuals	40	20	40	39
People with addictions	20	10	20	22
People with employment barriers	20	10	50	31
People living with psychiatric disabilities	30	10	30	28
People living with intellectual disabilities	30	20	40	31
People living with physical disabilities	30	30	30	33
Refugees	10	0	20	10
Senior/aged/elderly	40	20	40	37
Women	40	20	50	41
Youth/young adults	40	40	60	44
Sources of grants and donations received in 2013 (percent of social enterprises, rounded to nearest 10%)				
Foundations	50	30	30	44
Federal government	30	20	20	27
Provincial government	60	10	30	44
Municipal government	50	20	30	38
Private individuals, philanthropists, donors	60	40	20	47
Bank	10	0	10	8

Corporations/private businesses	40	20	10	29
Parent organization	10	10	10	7
Credit union	20	10	20	22
Community futures	0	0	0	3
No grants	10	40	30	18
Purpose of grants and donations received in 2013 (percent of social enterprises, rounded to nearest 10%)				
Technical assistance grants	20	10	10	16
Operational grants	70	30	60	63
Governance	10	10	20	13
R&D	10	10	20	14
Capital	30	30	10	25
Sources of loans/debt instruments taken out in 2013 (percent of social enterprises, rounded to nearest 10%)				
Foundations	0	0	0	0
Federal government	0	0	0	0
Provincial government	0	0	0	2
Municipal government	0	0	0	1
Private individuals, philanthropists, donors	0	0	0	1
Bank	10	0	0	6
Corporations/private businesses	0	0	0	1
Parent organization	0	10	10	4

Credit union	0	0	10	4
Community business development corporations	0	0	0	1
No loans/debt instruments	70	90	80	74

Purposes of loans/debt instruments taken out in 2013 (percent of social enterprises, rounded to nearest 10%)	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Technical assistance grants	0	0	0	1
Operational grants	10	0	20	10
Governance	0	0	0	1
R&D	0	0	0	1
Capital	10	10	10	8

Appendix B: Distribution Tables

Distribution of Social Enterprises by Freelancers and contract workers (hired for a specific project or term)

Number of Freelancers and Contract Workers, 2013	Percent of Social Enterprises
0	22.4
1 to 5	50
6 to 10	12.1
Over 10	15.5

Distribution of Social Enterprises by Freelancers and contract workers (hired for a specific project or term)

16% of SE's had more than 10 freelancers and contract workers

22% of SE's had no freelancers and contract workers

12% of SE's had 6 to 10 freelancers and contract workers

50% of SE's had 1 to 5 freelancers and contract workers

- 0
- 1 to 5
- 6 to 10
- Over 10
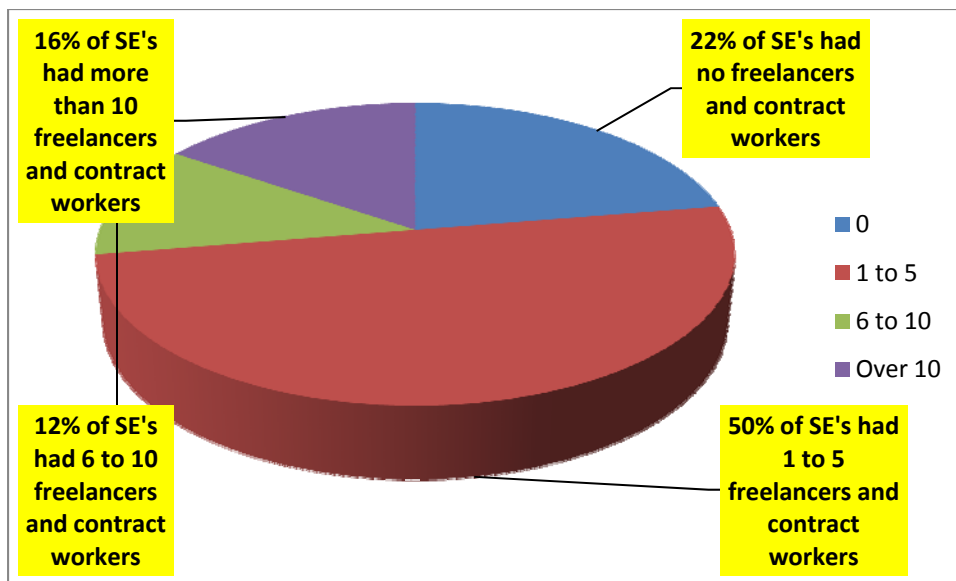
Distribution of Social Enterprises by Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months)

Number of Seasonal Employees, 2013	Percent of Social Enterprises
0	66
1 to 2	19.4
3 to 5	12.6
Over 5	2.9

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

13% of SE's had 3 to 5 seasonal employees

3% of SE's had more than 5 seasonal employees

66% of SE's had no seasonal employees

19% of SE's had 1 to 2 seasonal employees

Legend: 0, 1 to 2, 3 to 5, Over 5
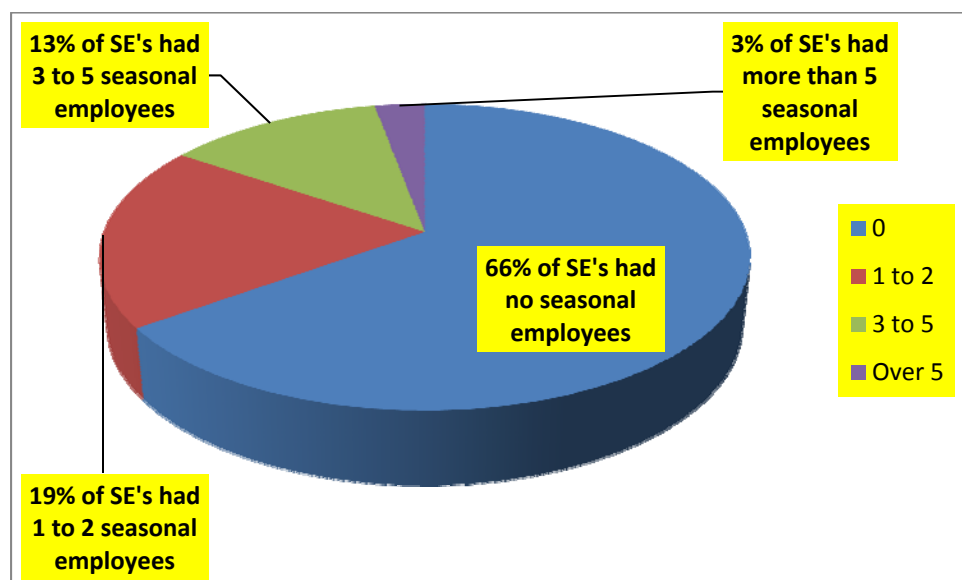
Distribution of Social Enterprises by paid Part-time employees (less than 30 hrs/week) in 2013

Number of Paid Part-Time Employees, 2013	Percent of Social Enterprises
0	20.2
1 to 5	52.9
6 to 19	15.4
20 to 30	4.8
Over 30	6.7

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

5% of SE's had 20 to 30 paid part-time employees

7% of SE's had more than 31 paid part-time employees

20% of SE's had no paid part-time Employees

53% of SE's had 1 to 5 paid part-time employees

15% of SE's had 6 to 19 paid part-time employees

Legend:
- 0
- 1 to 5
- 6 to 19
- 20 to 30
- Over 30
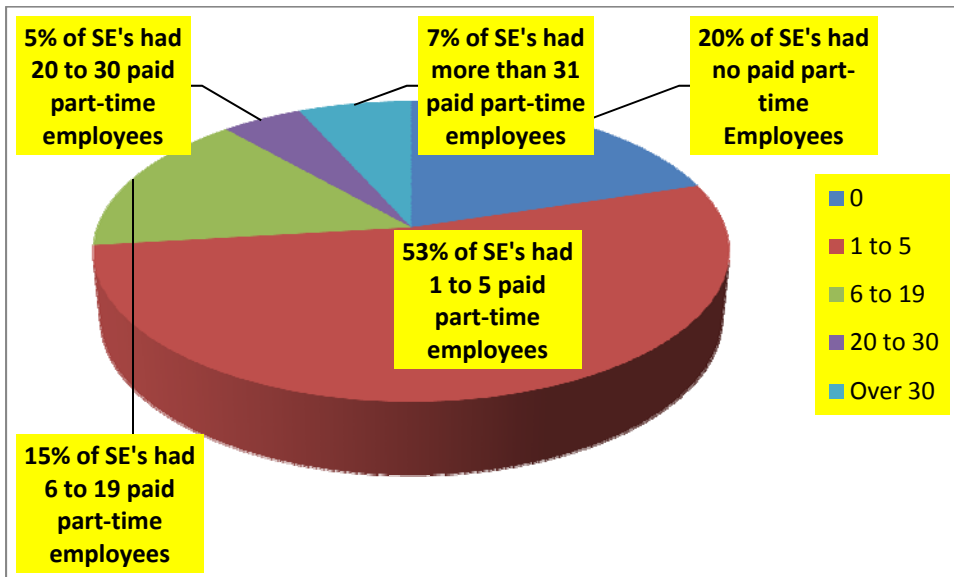
Distribution of Social Enterprises by Paid Full-time Employees (30 or more hrs/week) in 2013

Number of Full-time Employees, 2013	Percent of Social Enterprises
0	24.0
1 to 5	51.0
6 to 30	22.1
Over 30	4.8

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

22% of SE's had 6 to 30 full-time employees working 30 or more hrs/wk

3% of SE's had more than 3o full-time employees working 30 or more hrs/wk

24% of SE's had no paid full-time employees working 30 ormore hrs /wk

51% of SE's had 1 to 5 full-time employees working 30 or more hrs/wk

Legend:
- 0
- 1 to 5
- 6 to 30
- Over 30

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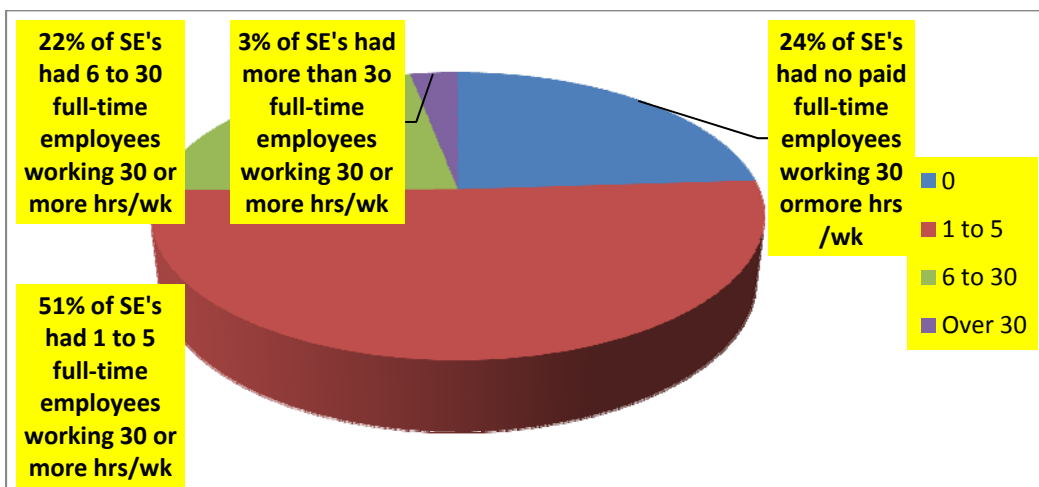
Distribution by Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013

Number of Volunteers working 10 or more hrs/month	Percent of Social Enterprises
0	13.8
1 to 5	28.8
6 to 10	16.3
Over 10	41.3

Distribution by Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013
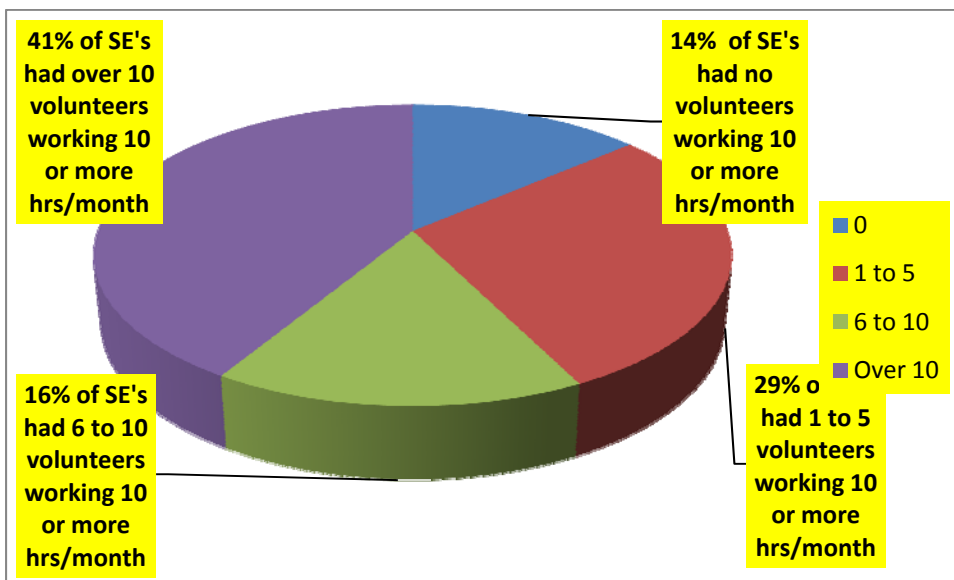
41% of SE's had over 10 volunteers working 10 or more hrs/month

14% of SE's had no volunteers working 10 or more hrs/month

16% of SE's had 6 to 10 volunteers working 10 or more hrs/month

29% o had 1 to 5 volunteers working 10 or more hrs/month

- 0
- 1 to 5
- 6 to 10
- Over 10

Distribution of volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013

Number of volunteers working less than 10 hrs/month in 2013	Percent of Social Enterprises
0	14.8
1 to 5	14.8
6 to 10	14.8
Over 10	55.6

Distribution of volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013

15% of SE's had no volunteers working less than 10hrs/month

15% of SE's had 1 to 5 volunteers working less than 10hrs/month

- 0
- 1 to 5
- 6 to 10
- Over 10

55% of SE's had more than 10 volunteers working less than 10hrs/month

15% of SE's had 6 to 10 volunteers working less than 10hrs/month
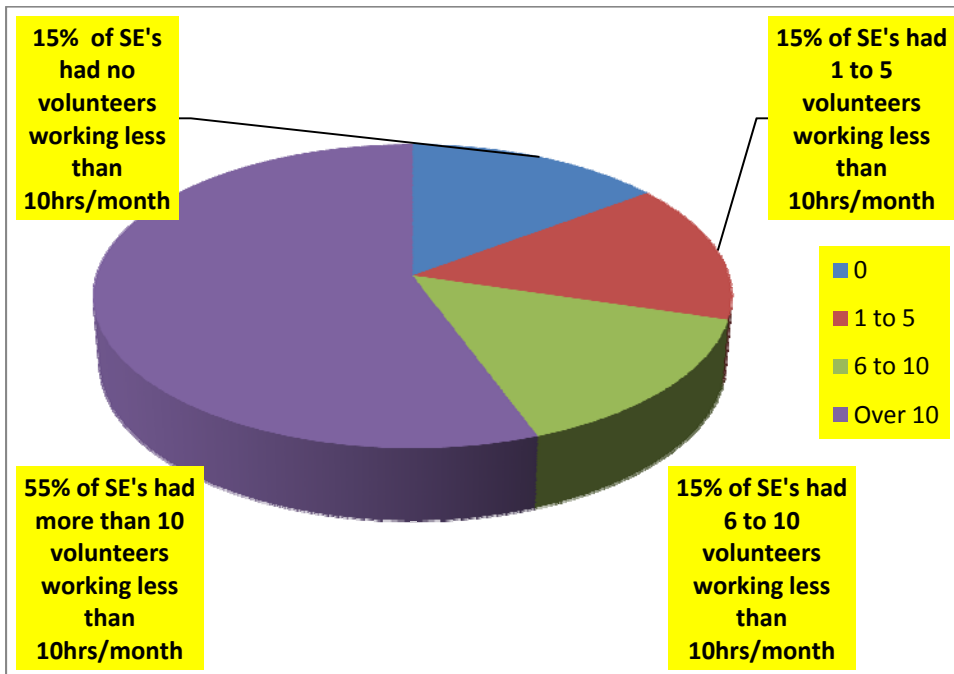
Distribution of Social Enterprises by Number Employed from Target Population

Number of People Employed in 2013	Percent of Social Enterprises
0	25.2
1 to 10	43.0
11 to 25	16.8
26 to 55	12.1
Over 56	2.8

Distribution of Social Enterprises by Number Employed from Target Population

12% of SE's had 26 to 55 employees

3% of SE's had more than 56 employees

25% of SE's had no employees

43% of SE's had 1 to 10 employees.

17% of SE's had 11 to 25 employees

Legend:
- 0
- 1 to 10
- 11 to 25
- 26 to 55
- Over 56
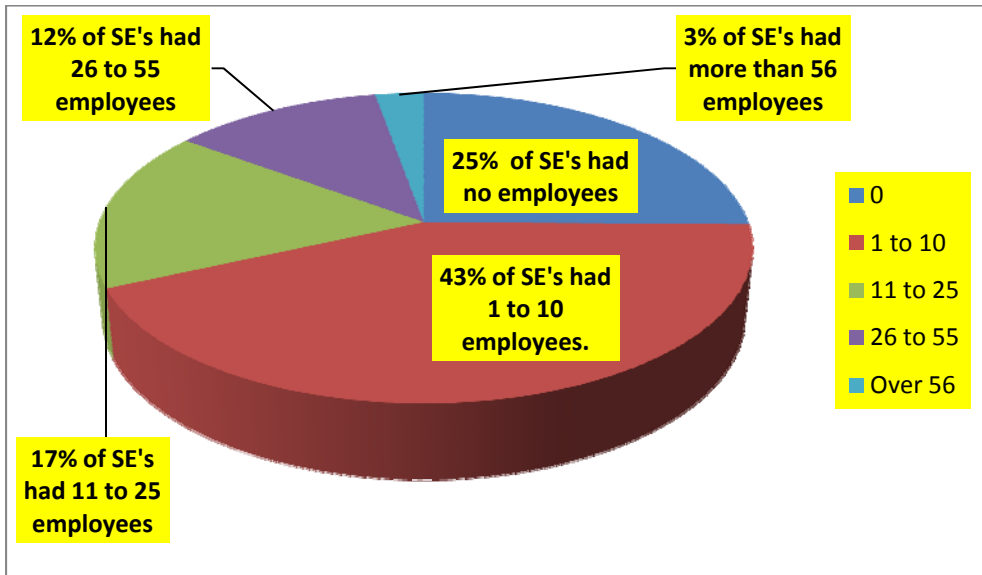
Appendix C: Provincial Comparisons

	2014 Surveys							2015 Surveys			ALL
	AB	**BC**	**MB**	**NB**	**NS**	**PE ***	**TR ****	**SK**	**ON *****	**NFLD***	
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)	
Demographic profile											
Year of formation: median	1984	1997	1985	1990	1991	1993.5	1990	1982	1992	1990	1990
Year of first sale: median	1988	2000	1988.5	1991	1992	1995	1995.5	1988.5	1993	1993	1993
Number of business sectors (1-17): average	1.7	1.9	1.9	1.7	1.5	2.0	2.2	1.9	2.3	2.4	2.0
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	4.6
Individual members: average in 2013/4	67.6	150.5	255.2	605.5	87	15	205.5	73	226.9	69.8	195.9
Organizational members: average in 2013/4	22.4	14	6.9	29.3	10.9	9.4	16	13.7	8.3	4.1	13.1
Trained: average for 2013/4	464.6	43.8	88.9	51.8	102.5	74	52.8	23.1	103.3	51.7	95.4
Employed (from target group): average for 2013/4	35.8	11.8	37.5	14.3	20	16.9	11.7	15.4	20.3	21.1	19.2
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	4498.4
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	12.9
Volunteers (full-and part-time): average in 2013/4	175.6	50.0	75.2	60.2	120.4	42.6	40.9	429.6	58.6	30.5	114.8
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	845,948
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	37,996
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	160,164
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	1,132,059
Total wages and salaries: $	404,792	396,916	407,895	578,215	616,315	409,687	566,327	378,198	415,754	253,890	460,038

	2014 Surveys							2015 Surveys			ALL
	AB	**BC**	**MB**	**NB**	**NS**	**PE ***	**TR ****	**SK**	**ON *****	**NFLD***	
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)	
average in 2013/4											
Transfers to parent: $ average in 2013/4	19,229	12,102	1,295	938	33,988	6,786	22,146	1,133	21,649	190	15,207
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	1,070,398
Revenue exceeds expenses in 2013/4: percent	76.4	80.9	800	77.4	76.2	78.6	76.9	73.6	76.8	57.1	76.7
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	60
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	40.0
Purpose (percent of nonprofit social enterprises):											
Employment development	19.8	32.2	33.3	29.5	28.4	37.5	25.5	15.9	23.8	26.7	25.9
Training for workforce integration	14.9	23.1	29.7	20.2	19.8	25.0	17.0	10.6	16.9	26.7	18.6
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	19.2
Social mission	79.2	82.6	77.5	80.6	82.8	68.8	78.7	84.1	82.2	63.3	81.0
Cultural mission	64.4	48.8	58.6	37.2	35.3	50.0	53.2	59.3	37.8	50.0	44.8
Environmental mission	24.8	28.1	24.3	24.8	25.4	18.8	23.4	14.2	34.5	23.3	26.7
Scale of activity (percent of nonprofit social enterprises):											
Neighbourhood / local community	60.6	56.8	64.9	47.3	70.8	56.3	38.3	58.5	58.3	46.4	58.2
City / Town	69.0	55.4	67.9	52.7	61.1	62.5	47.5	70.8	61.6	57.1	61.1
Regional	50.7	52.2	40.4	58.0	49.1	43.8	39.3	42.7	51.3	46.4	49.1

	2014 Surveys							2015 Surveys			ALL
	AB	**BC**	**MB**	**NB**	**NS**	**PE ***	**TR ****	**SK**	**ON *****	**NFLD***	
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)	
Provincial	23.9	15.1	38.6	27.7	31.5	56.3	45.9	19.3	21.6	57.1	26.7
National	18.3	10.1	15.8	10.8	9.3	25.0	9.8	9.9	15.3	14.3	13.0
International	13.9	10.1	17.5	4.6	9.3	12.2	8.2	1.8	13.0	14.3	9.9
Legal structure (percent of nonprofit 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	76.0
Registered charity	61.0	65.5	51.8	52.7	53.7	62.5	52.3	66.7	48.0	75.9	55.5
Target groups (percent of nonprofit 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	65.8
First Nations / Indigenous people	25.7	41.3	34.2	27.9	6.0	18.8	68.1	43.4	24.5	36.7	28.6
Children	47.5	40.5	25.2	37.2	9.5	18.8	51.1	52.2	28.9	40.0	32.4
Ethnic minority	21.8	29.8	24.3	28.7	6.9	25.0	27.7	36.3	23.3	16.7	23.6
Families	42.6	37.2	25.2	41.9	9.1	25.0	57.4	46.0	44.0	43.3	36.8
People living without homes	8.9	20.7	11.7	16.3	3.0	12.5	25.5	12.4	19.3	13.3	14.8
Immigrants	15.8	22.3	23.4	23.3	6.0	25.0	23.4	27.4	22.7	16.7	20.3
Lower income individuals	23.8	38.8	31.5	41.9	8.2	25.0	42.6	41.6	47.6	33.3	35.9
Men	29.7	33.9	28.8	37.2	7.8	25.0	51.1	38.9	34.9	40.0	31.1
People living with addictions	8.9	22.3	13.5	19.4	5.6	18.8	21.3	19.5	20.2	13.3	16.9
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	24.6
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	20.7
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	26.4
People living with physical	20.8	33.1	24.3	32.6	19.4	31.3	17.0	29.2	27.1	33.3	26.7

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	2014 Surveys							2015 Surveys			ALL
	AB	**BC**	**MB**	**NB**	**NS**	**PE ***	**TR ****	**SK**	**ON *****	**NFLD***	
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)	
disabilities											
Refugees	7.9	9.9	12.6	10.1	1.7	12.5	8.5	9.7	16.0	13.3	10.6
Senior / aged / elderly	41.6	37.2	33.3	37.2	13.8	37.5	40.4	38.1	36.4	50.0	33.9
Women	36.6	41.3	35.1	45.7	11.6	31.3	55.3	45.1	39.8	43.3	36.8
Youth / Young adults	49.5	43.8	36.9	50.4	23.3	43.8	63.8	48.7	41.9	53.3	42.3
Serves two or more groups (above)	64.8	63.8	56.1	65.6	34.7	56.3	73.8	66.5	61.3	64.3	58.8
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	24.6
Federal Government	21.1	27.0	30.6	35.7	31.9	43.8	42.6	28.2	24.9	59.3	29.9
Provincial Government	67.4	44.3	50.9	58.1	50.4	68.8	63.8	68.2	30.2	63.0	48.7
Municipal Government	50.5	38.3	25	26.4	23.3	25	36.2	28.2	27.0	22.2	28.9
Private individuals, philanthropists, donors	48.4	47.0	47.2	46.5	42.7	37.5	46.8	52.7	32.3	59.3	42.2
Bank	7.4	7.8	4.6	6.2	5.2	6.3	2.1	3.6	3.9	7.4	5.0
Corporations/Private businesses	36.8	28.7	30.6	35.7	19.4	18.8	29.8	30.9	22.4	40.7	26.6
Parent organization	7.4	7.0	13.9	4.7	5.2	18.8	12.8	10.9	4.4	11.1	7.3
Credit Union	2.1	21.7	14.8	7.8	1.7	6.3	0	16.4	2.3	7.4	7.2
Community futures	3.2	2.6	7.4	0	3.9	0	4.3	0.9	3.2	0	2.8
No grants/donations	13.7	18.3	16.7	17.8	28.0	25.0	12.8	10.0	34.4	0	23.2
Purposes of grants and donations received in 2013/4:											
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	26.8
Operational grants	73.7	62.6	68.5	66.7	63.8	62.5	80.9	81.8	75.4	59.3	70.5
Governance and management	10.5	13	7.4	11.6	6.5	12.5	19.1	10.1	9.5	14.8	10.5

	2014 Surveys							2015 Surveys			ALL
	AB	**BC**	**MB**	**NB**	**NS**	**PE ***	**TR ****	**SK**	**ON *****	**NFLD***	
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)	
Research and development	13.7	13.9	15.7	16.3	10.3	0	23.4	10.1	24.9	14.8	15.6
Capital project	38.9	25.2	32.4	15.5	15.5	25	31.9	40.4	33	22.2	27.4
Sources of loans/ debt instruments taken out in 2013/4											
Foundations	2.1	0	1.9	0	0.4	0	0	0.9	1.8	0	1.0
Federal Government	1.1	0	0.9	1.6	0	0	0	0.9	2.3	0	1.1
Provincial Government	1.1	1.7	2.8	3.1	0.9	0	0	4.5	0.9	3.7	1.8
Municipal Government	3.2	0.9	0	0.8	0.4	0	2.1	0.9	1.8	0	1.1
Private individuals, philanthropists, donors	1.1	0.9	9.3	3.9	1.3	6.3	2.1	1.8	2.3	0	2.4
Bank	10.5	6.1	4.6	9.3	7.8	12.5	8.5	3.6	8.8	0	7.7
Corporations/Private businesses	0	0.9	7.4	0.8	0.4	0	2.1	0	2.5	0	1.5
Parent organization	2.1	3.5	2.8	0.8	0	0	2.1	0	0.7	0	.9
Credit Union	1.1	4.3	15.7	13.2	2.2	31.3	0	10.0	5.5	3.7	7.0
Community futures	1.1	0.9	0.9	0.8	1.3	0	2.1	0	0.5	0	.7
No loans / debt instruments	73.7	73.9	64.8	63.6	80.6	50	85.1	78.2	74.9	81.5	74.1
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	.5
Operational Loans	8.4	10.4	21.3	17.8	5.6	18.8	6.4	4.9	9.3	4.0	9.8
Governance and management	0	0.9	0	1.6	0.4	0	2.1	1.2	0.5	0	.7
Research and development	1.1	0.9	1.9	0.8	0.9	0	2.1	0	0.7	0	.8
Capital project	9.5	7.8	16.7	9.3	7.8	25.0	10.6	11.0	10.8	4.0	10.5
Sector of products and services sold											

	2014 Surveys							2015 Surveys			ALL
	AB	**BC**	**MB**	**NB**	**NS**	**PE ***	**TR ****	**SK**	**ON *****	**NFLD***	
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)	
Resources, production, construction	16.8	25.6	26.1	27.9	19.8	25.0	23.4	16.8	26.0	20.0	23.4
Trade, finance	13.9	24.8	27.9	17.1	12.9	43.8	17.0	7.1	36.2	23.3	23.5
Real estate	8.9	14.0	18.0	13.2	5.2	6.3	10.6	17.7	33.1	10.0	18.4
Accommodation, food, tourism	60.4	43.8	45.0	33.3	32.8	56.3	61.7	39.8	34.5	56.7	39.9
Health and social services	18.8	24.0	15.3	37.2	37.1	18.8	31.9	31.9	16.2	16.7	25.3
Art, culture, communication	35.6	36.4	45.9	27.9	23.3	31.3	44.7	31.0	28.0	43.3	30.8
Professional services	36.6	41.3	35.1	51.9	25.9	62.5	59.6	31.0	29.2	46.7	36.0
Other services	15.8	19.8	15.3	17.1	14.2	18.8	27.7	14.2	30.4	26.7	21.3
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	53.8
Age at time of survey											
0-5 years	10.0	31.1	19.6	14.7	16.3	18.8	16.0	11.3	17.5	0.0	16.9
6-15 years	20.0	22.6	17.6	27.6	20.1	25.0	30.0	19.4	19.4	24.0	21.4
16 years or more	70.0	46.2	62.7	57.8	63.6	56.3	54.0	69.4	63.2	76.0	61.8
Location											
Rural and small town	54.2	47.1	49.1	68.5	64.8	100.0	100.0	75.3	36.5	39.3	56.8
Urban (CMA of 100k + population)	45.8	52.9	50.9	31.5	35.2	0.0	0.0	24.7	63.5	60.7	43.2
Focus ****											
Employment	24.8	38.0	36.0	36.4	32.3	37.5	27.7	20.4	39.8	26.7	29.4
Poverty	36.6	48.8	47.7	47.3	34.5	43.8	51.1	35.4	59.2	40.0	42.7
Disability	19.8	30.6	20.7	23.3	29.7	18.8	12.8	20.4	33.7	20.0	22.6
Mission *****											

	2014 Surveys							2015 Surveys			ALL
	AB	**BC**	**MB**	**NB**	**NS**	**PE ***	**TR ****	**SK**	**ON *****	**NFLD***	
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)	
Social / environmental / cultural mission	67.3	54.5	51.4	55.8	64.7	25.0	63.8	75.2	58.7	56.7	60.0
Income-generation mission	9.9	11.6	12.6	14.0	3.9	43.8	10.6	5.3	15.8	10.0	12.2
Multi-purpose mission	22.8	33.9	36.0	30.2	31.5	31.3	25.5	19.5	25.6	33.3	27.8

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.

Appendix D: Business Sector Classification

Broad Sector Grouping based on Bouchard et al., 2008 (R-2008-01)	Detailed Sector Description (from questionnaire)	Percentage of Social Enterprises Active in this Sector
Resources, production and construction	Agriculture, forestry, fishing, mining Construction Food production Printing and publishing Production/manufacturing/sewing Repair and maintenance	26%
Trade and finance	Finance and insurance Retail sales (incl. thrift stores) Wholesale sales	25%
Real estate	Housing Property management Real estate	14%
Accommodation, tourism and food service	Accommodation Facilities (banquet, conference, etc.) Food service/catering Food distribution Sports and recreation Tourism	44%
Health and social services	Emergency and relief Employment services Environment and animal protection Health care Social services	24%
Arts, culture and communication	Arts, culture and communication Gallery/arts Theatre/performing arts	36%

Other services	Administrative services Consulting Janitorial/cleaning Landscaping/gardening Law, advocacy, politics Movers/hauling Personal/professional services Public administration services	Research/education Scientific/technical services Services for businesses/social enterprises/co-ops/non profits Transportation and storage Waste management	20%
Multi-sector (social enterprises which sell goods or services in two or more of the above)			59%

Appendix F: Questionnaire

(See page appendix H on the manual section for sample questionnaire)

APPENDIX K: Provincial Highlights (SAMPLE ONLY)

2014 BC Social Enterprise Sector Survey Report

Purpose

This study represents an updated profile study of social enterprises in British Columbia in 2012. Previous studies have analyzed social enterprises in Alberta and British Columbia (2010), Manitoba (2011), Nova Scotia (2011), New Brunswick (2011) and Ontario (2012). The goal of this research is to sketch a profile of social enterprises in various provinces, and contribute to a pan Canadian understanding of this important, emerging sector. Specifically, the research seeks to capture key dimensions of the social enterprise arena by highlighting the size, scope, and nature of the activities occurring in the sector. The survey of social enterprises in British Columbia (BC) was conducted in the summer of 2012 and respondents were asked to report on their activities during their previous operating period (e.g. the year to December 31, 2011).

Community Partners

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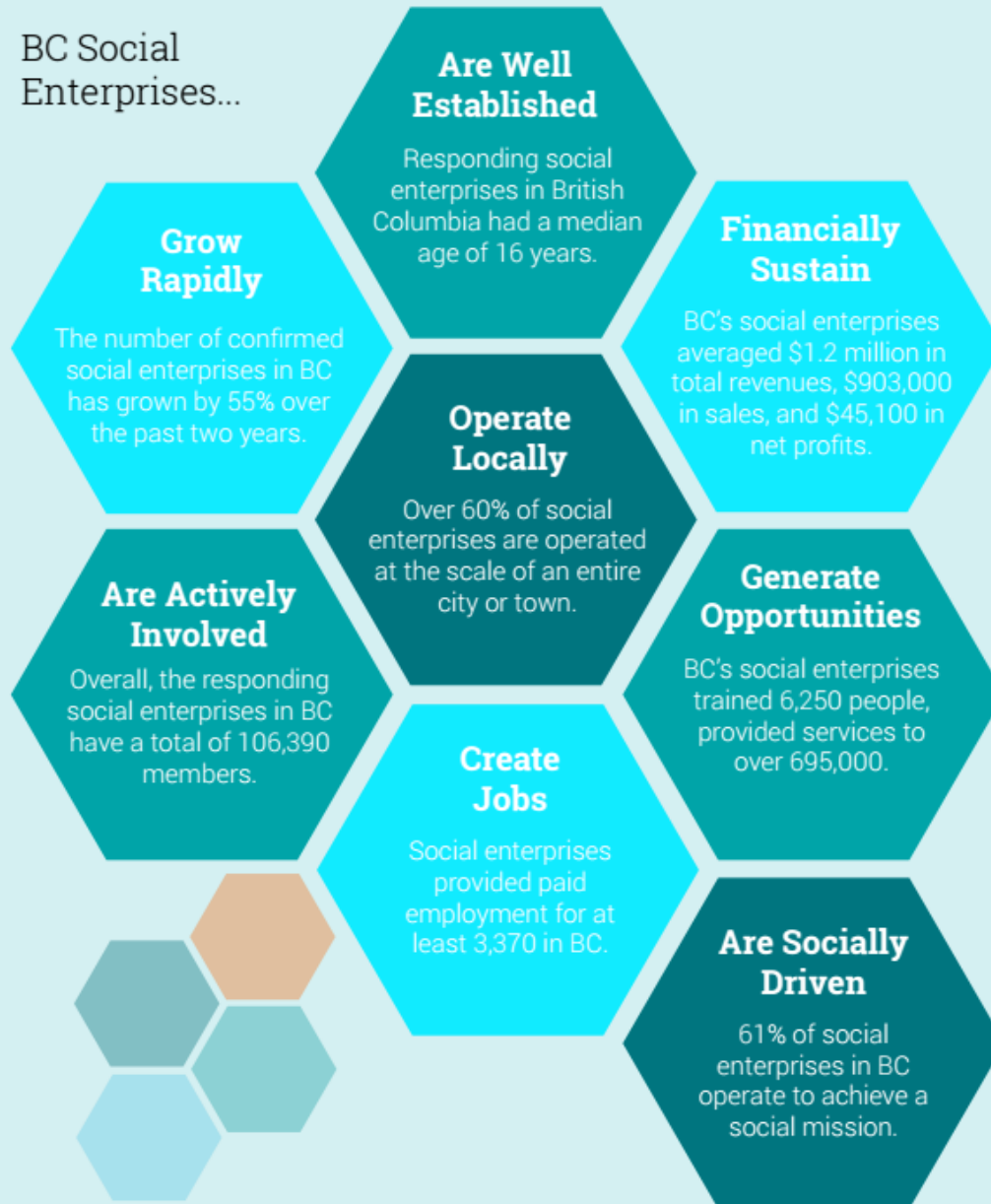onse rate. Given the objectives of the study, to generate widely intelligible quantitative indicators of the impact of the social enterprise activity in British Columbia, we opted

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BC Social Enterprises Report 2014 | For the full report, visit www.sess.ca

Community Impact

BC Social Enterprises...

Are Well Established

Responding social enterprises in British Columbia had a median age of 16 years.

Grow Rapidly

The number of confirmed social enterprises in BC has grown by 55% over the past two years.

Financially Sustain

BC's social enterprises averaged $1.2 million in total revenues, $903,000 in sales, and $45,100 in net profits.

Operate Locally

Over 60% of social enterprises are operated at the scale of an entire city or town.

Are Actively Involved

Overall, the responding social enterprises in BC have a total of 106,390 members.

Generate Opportunities

BC's social enterprises trained 6,250 people, provided services to over 695,000.

Create Jobs

Social enterprises provided paid employment for at least 3,370 in BC.

Are Socially Driven

61% of social enterprises in BC operate to achieve a social mission.

For the full report, visit www.sess.ca | **BC Social Enterprises Report 2014**

Key Findings

BC's Social Enterprises...

Grow Rapidly

The number of confirmed social enterprises in BC has grown by 55% over the past two years.

Financially Sustain

BC's social enterprises averaged $1.2 million in total revenues, $903,000 in sales, and $45,100 in net profits.

Are Locally Operated

Over 60% of social enterprises are operated at the scale of an entire city or town.

Actively Involve

Overall, the responding social enterprises in BC have a total of 106,390 members.

Generate Opportunities

BC's social enterprises trained 6,250 people, provided services to over 695,000.

BC Social Enterprises Report 2014 | For the full report, visit www.sess.ca

BC's Social Enterprises...

Are Well Managed

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Help the Community

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Decrease their Debt

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Are Non-Profit Structured

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Are On the Books

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Support Diversity

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Build Relationships

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Create New Jobs

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www.sess.ca