

**ENTERPRISING CHANGE: Report of the 2015 Social Enterprise Survey for Ontario
Appendices C - L**

Appendix A & B integrated into the main report

Appendix A: 2015 Social Enterprise Survey for Ontario (Nonprofit Questionnaire)

Appendix B: Cross Comparative Data on Social Enterprise in Ontario, 2012 & 2015

Appendix C: Detailed Survey Method

Subsector Treatment (Nonprofit Survey)						
First email invitation	Arts & Culture, Thrift Stores, Employment, Farmers' Markets, Miscellaneous	Franco phone	Non-Co-op Housing	Housing Co-ops	Co-operatives (not child care or housing)	Child Care
First email invitation	✓	✓	Sent to membership of Ontario Non Profit Housing Association	✓	✓	✓
First follow-up	Email (excluding those who bounced/refused/weren't eligible)		-	Email (excluding those who bounced/refused/weren't eligible)		
Second follow-up	Phone if available	Phone if available	-	Phone if available	Phone if available	Email (excluding those who bounced/refused/weren't eligible)
Third follow-up	Phone/Email if left voice message	-	-	-	Phone/Email if left voice message	-
Final reminder	Email (excluding those who bounced/refused/weren't eligible)	Email	-	Email	Email	Email

Complete breakdown of number of respondents and non-respondents (nonprofit survey)

	Arts & Culture	Co-ops (not housing/ child care)	Farmers' Markets	Housing Co-ops	Miscellan eous	Employment Enterprises	Thrift	Franco phone	Child Care
Social Enterprises Initial List	335	406	161	587	230	168	361	126	1250
Not Contactable	17	204	9	159	2	1	5	15	66
Contacted, not Social Enterprise	13	12	13	9	17	5	5	1	1
Confirmed List of Social Enterprises	305	190	139	419	211	162	351	110	1183
No Response	242	149	91	351	146	51	120	80	1113
Refused to Participate	11	21	12	7	9	1	37	3	14
Incomplete responses	8	3	4	9	6	6	6	3	16
Valid Respondent Social Enterprises	44	17	32	52	50	42	188	24	40
Response Rate	14%	4%	23%	9%	24%	26%	54%	22%	3%
Unique	44	17	32	52	50	42	38	24	40

Respondents									
Number of Sites	-	-	-	-	-	74	189	-	682

Variables which needed clarification; includes:

- **Confirming the difference between customers (not counted in this survey), those receiving services, and those receiving training.**
- **Clarifying employment counts. For example, adjusting when members of targeted populations are employed in contract positions, and hence do not form part of the FTE count.**
- **Reconciling and completing financial data. For example, when social enterprises without a parent organization did not indicate transfers to/from a parent, this was re-coded as \$0.**
- **Some respondents were unable to provide an estimate of the Full-Time Equivalent (FTE) positions in their organization. In calculating Estimated FTEs, if the 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.**
- **Social enterprises that did not provide complete financial data were not included in the analysis of the financial questions.**
- **Operating surplus was calculated as revenue minus expenses. This measurement allowed social enterprises that broke even to be identified (i.e., showed a net surplus of zero or more in the 2014 financial year).**

Appendix D: Average Revenues & Expenses by Subsector

Note: This table represents the responses of 322 nonprofit organizations that provided complete financial information. All numbers reported are for the 2014 fiscal year. For for-profit financials, see Appendix F.

	Arts & Culture (n=50)	Child Care (n=24)	Housing (n=66)	Farmers' Markets (n=21)	Employment (n=24)	Thrift (n=63)	Miscellaneous (n=74)
Revenue from sales of goods/services, incl service contracts with govt	\$521,210	\$3,746,650	\$632,905	\$41,750	\$639,960	\$564,680	\$998,080
Revenue from grants & donations received from parent	\$195,540	\$10,560	\$2,230	\$2060	\$61880	\$340	\$5,010
Revenue from grants & donations from other orgs and individuals	\$298,550	\$283,030	\$13,200	\$3,295	\$89,750	\$2,680	\$480,150
Total revenue (all sources)	\$1,136,930	\$4,161,460	\$842,675	\$65,730	\$807,785	\$570,780	\$1,575,610
Total wages & salaries paid	\$580,580	\$3,096,510	\$139,580	\$10,810	\$414,550	\$247,530	\$810,290
Transfers to parent	\$610	\$63,160	\$0	\$7,250	\$5,240	\$93,940	\$2,720
Total expenses on all items	\$1,139,890	\$4,046,360	\$831,710	\$56,740	\$799,970	\$552,700	\$1,556,870
Net profit (Revenue – Expenses)	-\$2,960	\$115,100	\$10,960	\$8,990	\$7,820	\$18,080	\$18,740
% of Revenue from sales	45.8%	90.0%	75.1%	63.5%	79.2%	98.9%	63.3%
Net profit without grants	-\$497,040	-\$178,490	-\$4,470	\$3,630	-\$143,810	\$15,060	-\$466,420
Trained: average in previous year	61	308	5	12	59	60	311
FTEs: average in previous year	11	134	1	1	12	8	19
Total Employed: average in previous year	39	207	5	2	36	14	47
Served: average in previous year	16,542	3,280	246	1,617	464	1,502	2,471
Volunteers (full- and part-time): average in previous year	95	189	33	22	48	57	66

Appendix E: Detailed Employment & Financial Averages by Age of Social Enterprise (rounded)

Note: This table represents the responses of 255 nonprofit organizations that provided complete financial information and their age. It does not include nonprofit child care providers. All numbers reported are for the 2014 fiscal year. For a comparison of nonprofit, for-profit and child care financials, see Appendix F.

	0-3 Years n=33	4-9 Years n=37	10-19 Years n=57	20-39 Years n=105	40+ Years n=23
Revenue from sales of goods/services, incl service contracts with govt	\$86,300	\$394,780	\$594,300	\$619,350	\$2,261,780
Revenue from grants & donations received from parent	\$9,620	\$36,200	\$36,490	\$25,630	\$235,280
Revenue from grants & donations from other orgs and individuals	\$16,990	\$53,350	\$446,510	\$86,170	\$710,840
Total revenue (all sources)	\$113,490	\$574,260	\$1,125,680	\$899,980	\$3,322,970
Total wages & salaries paid	\$48,750	\$178,440	\$469,370	\$318,180	\$1,851,000
Transfers to parent	\$18,160	\$32,180	\$32,990	\$8,360	\$6,190
Total expenses on all items	\$105,480	\$56,100	\$1,104,490	\$896,610	\$3,293,360
Net profit (Revenue – Expenses)	\$8,010	\$8,160	\$21,190	\$3,370	\$29,620
% of Revenue from sales	76%	69%	53%	69%	68%
Net profit without grants	-\$18,590	-\$81,390	-\$461,810	-\$108,430	-\$916,510
FTEs: average in previous year	1.9	8.4	8.6	11.0	17.2
Total Employed: average in previous year	6.5	19.1	34.6	27.1	49.6
Trained: average in previous year	26	173	246	61	133
Served: average in previous year	439	1,401	9,554	1,511	17,690
Volunteers (full- and part-time): average in previous year	41	85	73	51	108

Appendix F: Detailed Employment & Financials for Nonprofit, For-profit and Child Care

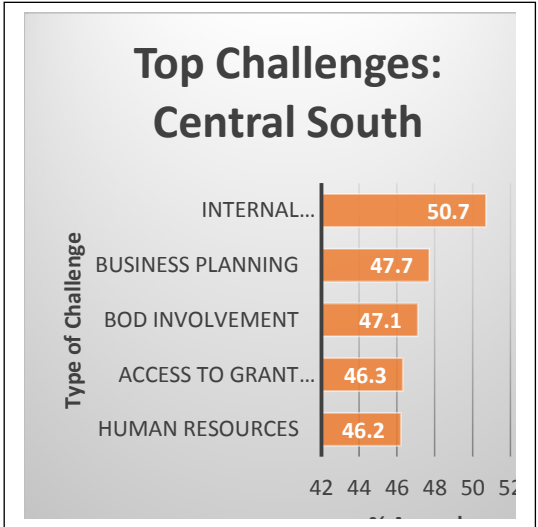
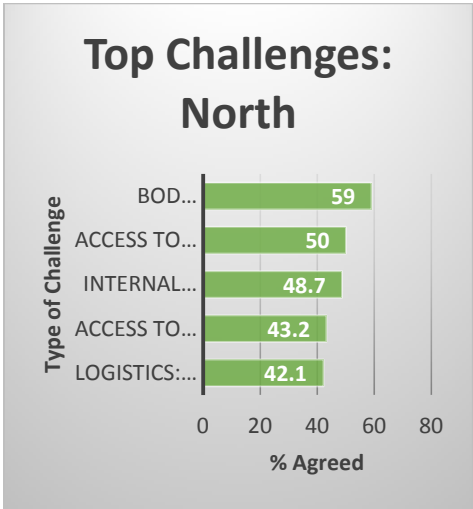
Only respondents who provided complete financial information are included here. All numbers are for the 2014 fiscal year.

	Nonprofit (n=298)	Nonprofit Child Care (n=24)	For-profit (known n=47)	Total Sector Respondents (n=369)
Average Revenue from sales of goods/services, incl. service contracts with govt	\$649,280	\$3,746,650	\$1,106,420	\$910,210
Average Revenue from grants & donations received from parent	\$39,850	\$10,560	\$3,400	\$33,290
Average Revenue from grants & donations from other orgs and individuals	\$179,840	\$283,030	\$48,070	\$169,810
Average Total revenue (all sources)	\$958,540	\$4,161,460	\$1,186,890	\$1,197,240
Average Total wages & salaries paid	\$415,750	\$3,096,510	\$488,460	\$600,450
Average Transfers to parent	\$21,650	\$63,160	\$3,190	\$22,010
Average Total expenses on all items	\$946,880	\$4,046,360	\$1,329,350	\$1,198,440
Average Net profit (Revenue – Expenses)	\$11,660	\$115,100	-\$142,450	-\$1,200
% of Revenue from sales	68%	90%	93%	76%
Average Net profit without grants	-\$208,030	-\$178,490	-\$193,930	-\$204,300
FTEs: average in previous year	10	134	10	18
Total Employed: average in previous year	26	207	14	38
Trained: average in previous year	103	308	69	115
Served: average in previous year	4,110	3,280	39,060	8,380
Volunteers (full- and part-time): average in previous year	59	189	5	64

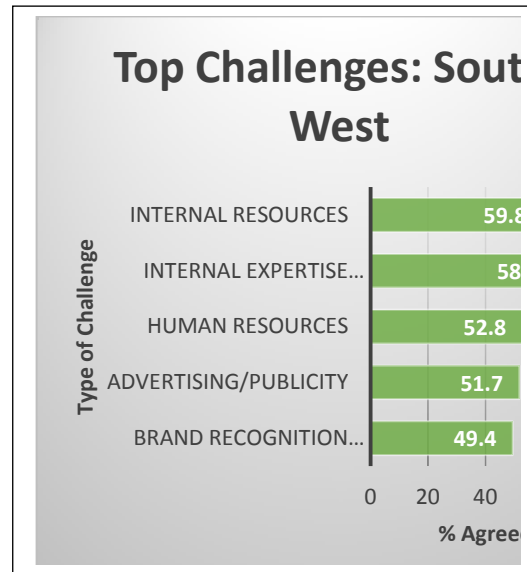
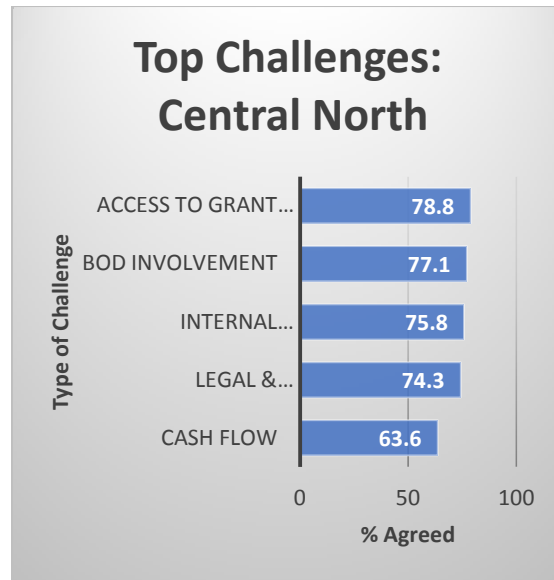
Appendix G: Detailed Challenges & Helpful Resources Charts

-Major Challenges by Region

These charts are based on the responses of 397-408 (varying according to available data) nonprofit organizations and do not include nonprofit child care providers. The ‘% agreed’ reports the percentage of respondents that indicated that this was a significant or moderate challenge. Given the number of respondents in some areas, not all percentages would be considered statistically significant. They do however provide an indication of respondent’s priorities. The biggest differences between regions are for Internal expertise to drive the social enterprise, Meeting the organizational mission, Access to grant capital, Cash flow, Logistics for production/distribution, Internal resources, Information technology and Advertising/publicity.

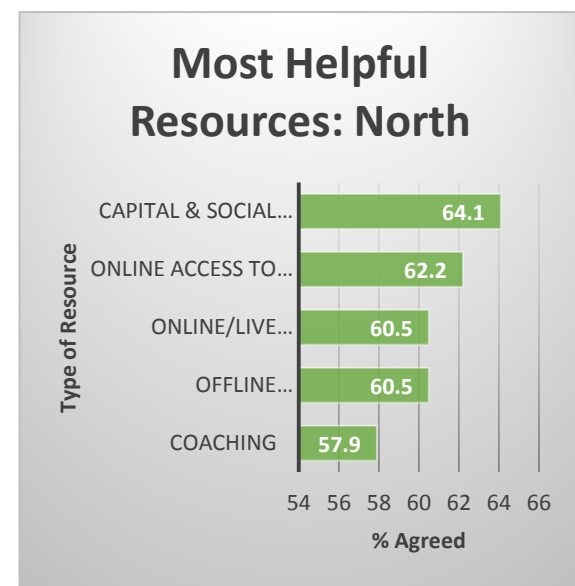
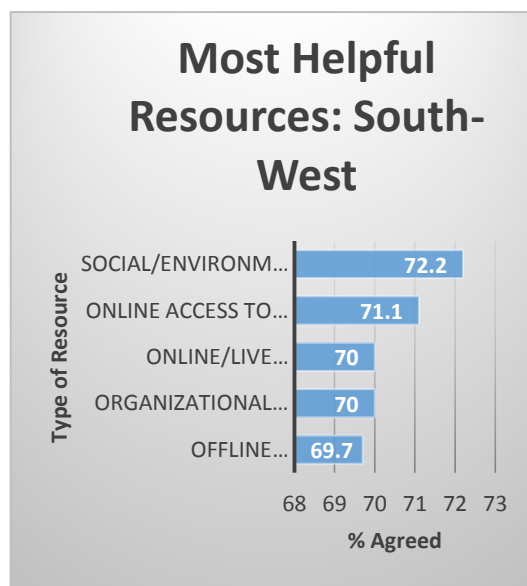
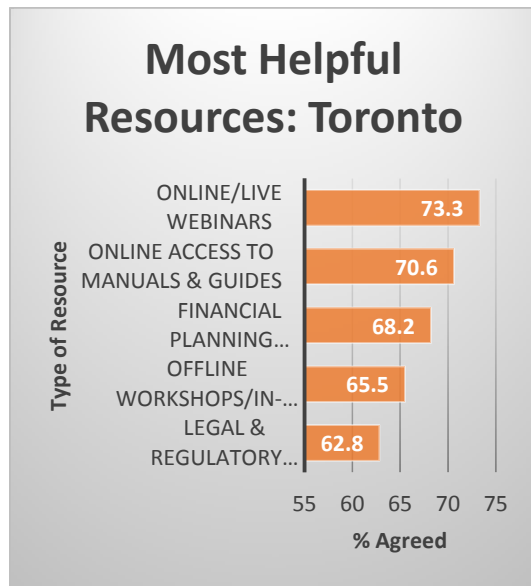


Major Challenges by Region cont.

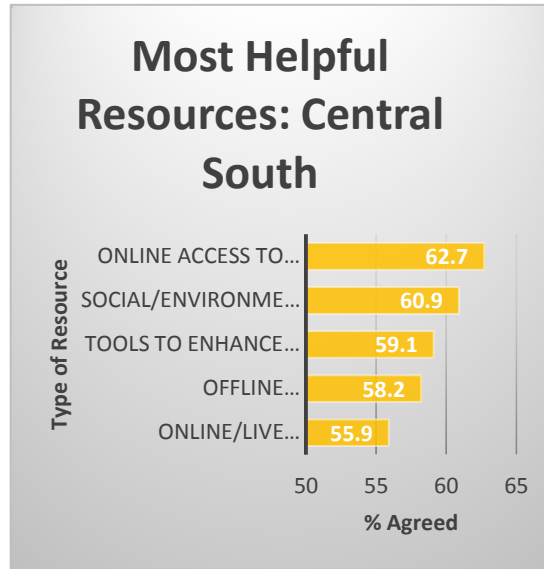
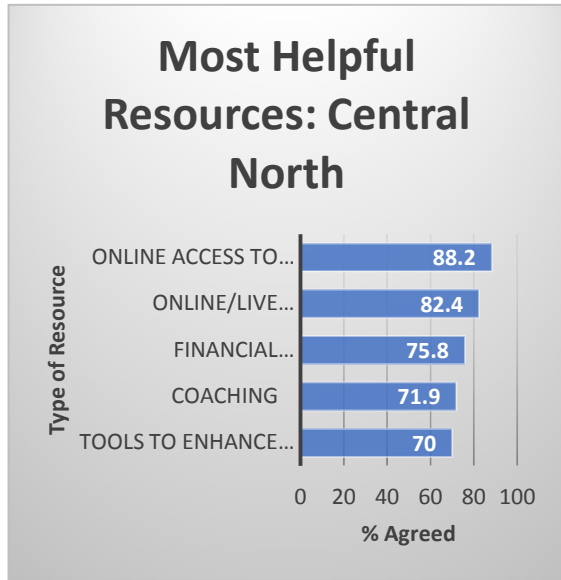


-Most Helpful Resources by Region

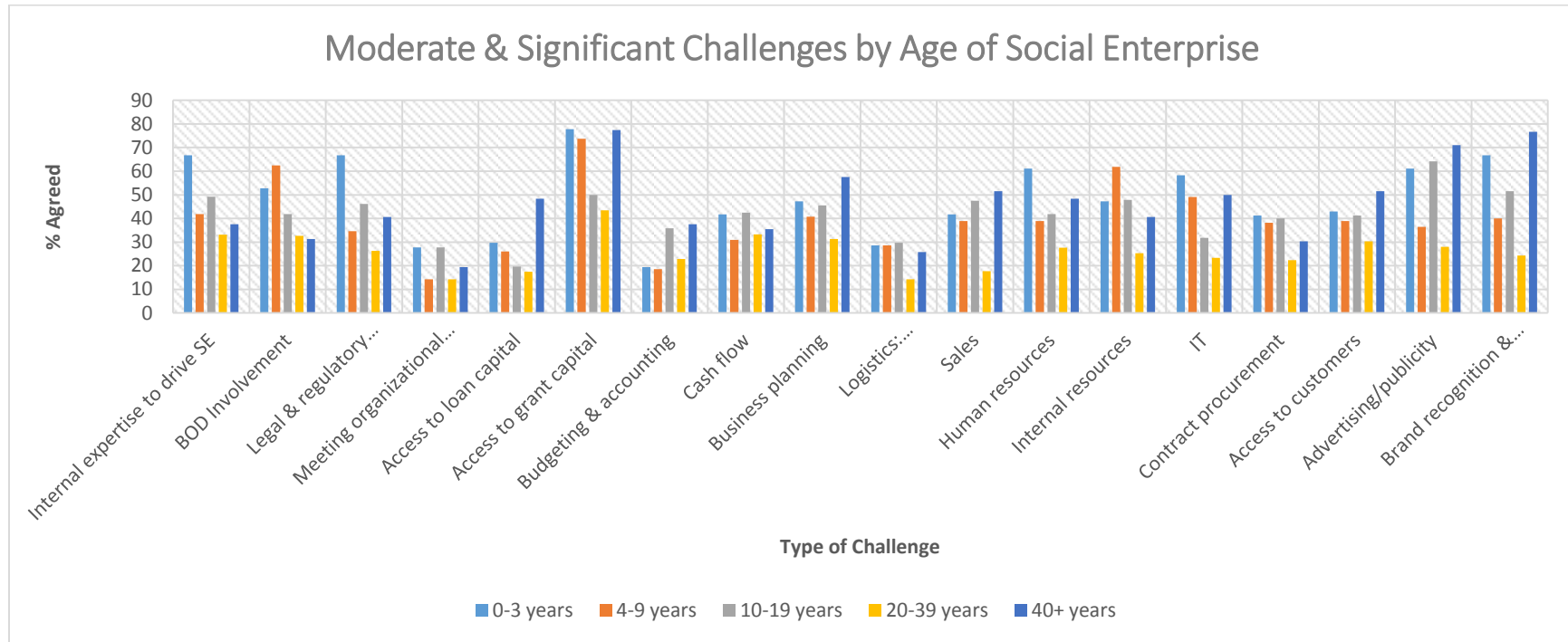
These charts represent the responses of 393-407 (varying according to available data) nonprofit organizations and do not include nonprofit child care providers. The ‘% agreed’ reports the percentage of respondents that indicated that this was a helpful of very helpful. Given the number of respondents in some areas, not all percentages would be considered statistically significant. They do however provide an indication of respondent’s priorities. The biggest differences between regions are for Legal and regulatory advice specific to social enterprise, Organizational growth and capacity building, Social/environmental impact measurement tools, Networking information and Online/live webinars.



Most Helpful Resources by Region cont.



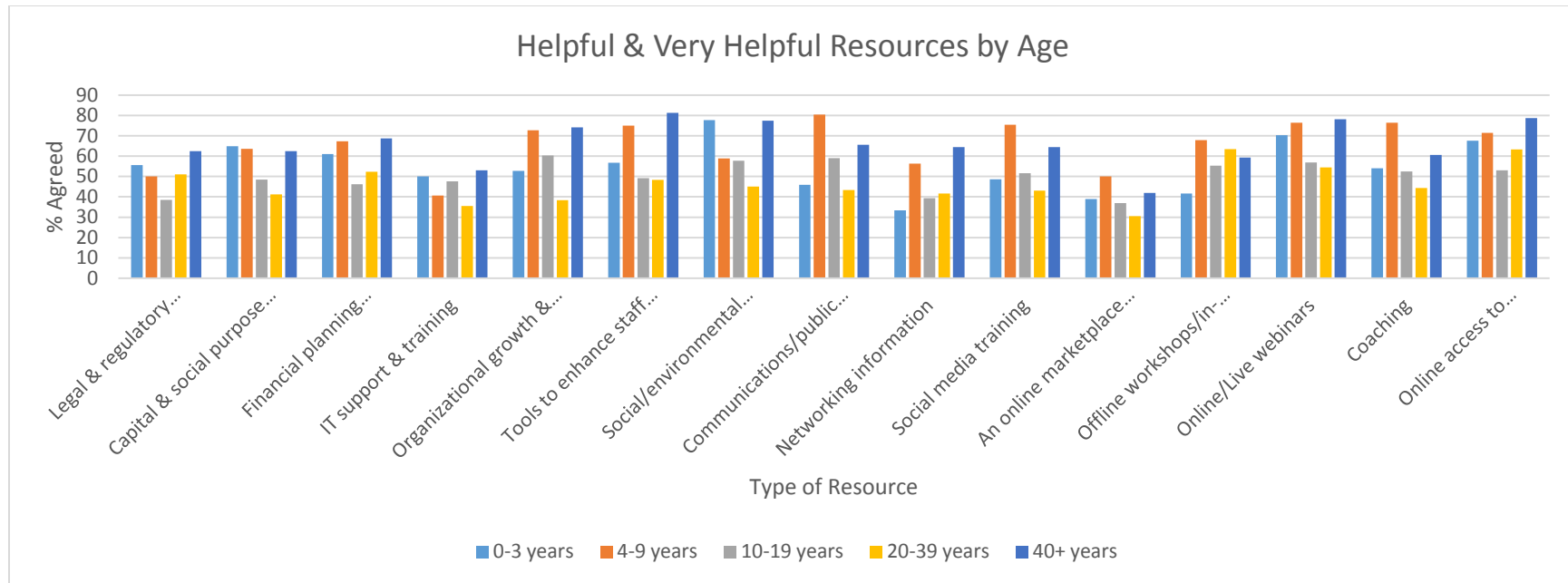
Major Challenges by Age



This chart represents nonprofit respondents only and does not include nonprofit child care providers.

The smallest differences between age groups are for Contract procurement and Business planning.

Most Helpful Resources by Age



This chart represents nonprofit respondents only and does not include nonprofit child care providers. The strongest differences are for IT support and training, Organizational growth and capacity building, Communications/publicity, Networking information, Social media training, Online marketplace and Online/Live webinars.

Major Challenges & Most Helpful Resources by Overall Nonprofit Subsector

This table represents responses from 404 nonprofit organizations and 40 nonprofit child care providers. Highlighted numbers show the top 5 responses for each subsector.

Moderate-Significant Challenges (% of social enterprises)	Thrift (n=69)	Farmers' Markets (n=28)	Arts & Culture (n=79)	Employment (n=30)	Housing (n=103)	Miscellaneous (n=95)	Child Care (n=40)
Internal expertise to drive SE	89.9%	35.7%	41.8%	50.0%	26.2%	45.3%	42.4%
Board of Director involvement	76.8%	41.4%	40.2%	25%	32.4%	50.5%	34.3%
Legal & regulatory considerations	73.7%	18.5%	26.5%	37.5%	38.5%	40.4%	51.5%
Meeting organizational mission	55.4%	14.3%	24.4%	25.8%	17.6%	19.4%	23.5%
Access to loan capital	1.8%	18.5%	28.9%	25.8%	22.9%	29.2%	20.5%
Access to grant capital	43.6%	39.3%	72.6%	71.9%	31.1%	63.4%	50%
Budgeting & accounting	3.6%	28.6%	32.5%	35.5%	15.1%	38.8%	41.2%
Cash flow	40.4%	40.7%	48.8%	50%	25.2%	48.5%	39.4%
Business planning	80.4%	35.7%	39.2%	50%	28.8%	34.3%	51.5%
Logistics for production/distribution	67.9%	21.4%	23.2%	41.9%	0.9%	26.5%	9.4%
Sales of goods and/or services	23.2%	29.6%	53.8%	61.3%	2%	43%	31.4%
Human resources	59.6%	48.1%	49.4%	56.3%	25.5%	34%	68.6%
Internal resources	85.7%	28.6%	60.2%	59.4%	13.5%	36.2%	45.5%
Information technology	49.1%	34.5%	39.8%	40.6%	12.9%	41%	60.6%
Contract procurement	8.8%	16.7%	30.1%	64.5%	10.2%	55.4%	15.2%
Access to customers	22.2%	53.6%	61.4%	56.3%	6.5%	47.9%	45.4%
Advertising/publicity	25%	55.2%	71.6%	62.5%	8.5%	62%	14.7%
Brand recognition & awareness	23.2%	44.4%	49.4%	68.8%	8.3%	70%	48.5%

Helpful-Very Helpful Resources (% of social enterprises)	Thrift	Farmers' Markets	Arts & Culture	Employment	Housing	Miscellaneous	Child Care
Legal & regulatory advice specific to SE	61.4%	40.7%	52.4%	53.1%	51.4%	59.8%	70.6%
Capital & social purpose investment opportunities	80%	29.6%	56.1%	75%	38.1%	56.1%	29.4%
Financial planning support & training	72.7%	32.1%	61%	58.1%	59.4%	50.5%	41.2%
Support & training on information technology (IT)	77.2%	39.3%	45.2%	38.7%	36.8%	41.8%	55.9%
Organizational growth & capacity building strategies	91.2%	44.4%	72%	67.7%	53.1%	53.1%	52.9%
Tools to enhance staff capacity	92.9%	44.4%	70.4%	71.9%	45.2%	47.4%	67.6%
Tools to measure social/environmental impact	89.5%	50%	58.5%	71.9%	35.6%	66%	50%
Communications/public relations	84.2%	64.3%	64.6%	66.7%	31.1%	58%	67.6%
Networking information	52.6%	69.2%	58.8%	53.1%	27.5%	54.5%	55.9%
Training on social media & developing an online presence	88.5%	64.3%	62.7%	61.3%	32.7%	54.1%	51.5%
An online marketplace to sell products & services	83%	32.1%	48.2%	41.9%	12.3%	39.1%	35.3%
Offline workshops/in-person training	57.1%	69%	69%	67.7%	75.5%	55.6%	75.8%
Online/Live webinars	89.3%	53.6%	59.5%	64.5%	59.4%	72.4%	68.8%
Coaching	52.7%	46.4%	61.4%	59.4%	47.6%	55.9%	63.6%
Online access to manuals & how-to guides	87.5%	57.1%	59.8%	56.3%	70.8%	70.1%	75.8%

Major Challenges & Most Helpful Resources for For-profit, Nonprofit and Child Care Social Enterprises

Highlighted numbers indicate the top responses for each sample group.

Moderate-Significant Challenges (% of social enterprises)	Nonprofit (n=409)	Nonprofit Child Care (n=35)	For-profit (n=73)
Internal expertise to drive SE	47%	42.4%	49.3%
Board of Director involvement	45.7%	34.3%	19.2%
Legal & regulatory considerations	41.4%	51.5%	45.2%
Meeting organizational mission	26.4%	23.5%	47.9%
Access to loan capital	21.8%	20.5%	76.7%
Access to grant capital	53.2%	50%	80.6%
Budgeting & accounting	24.8%	41.2%	38.4%
Cash flow	40.6%	39.4%	86.3%
Business planning	43.2%	51.5%	32.9%
Logistics for production/distribution	27.3%	9.4%	39.7%
Sales of goods and/or services	31.6%	31.4%	68.5%
Human resources	42.1%	68.6%	63.9%
Internal resources	45.4%	45.5%	30.1%
Information technology	29.4%	60.6%	27.7%
Contract procurement	28.5%	15.2%	53.5%
Access to customers	36.5%	45.4%	67.1%
Advertising/publicity	43.2%	14.7%	61.6%
Brand recognition & awareness	40.2%	48.5%	65.3%

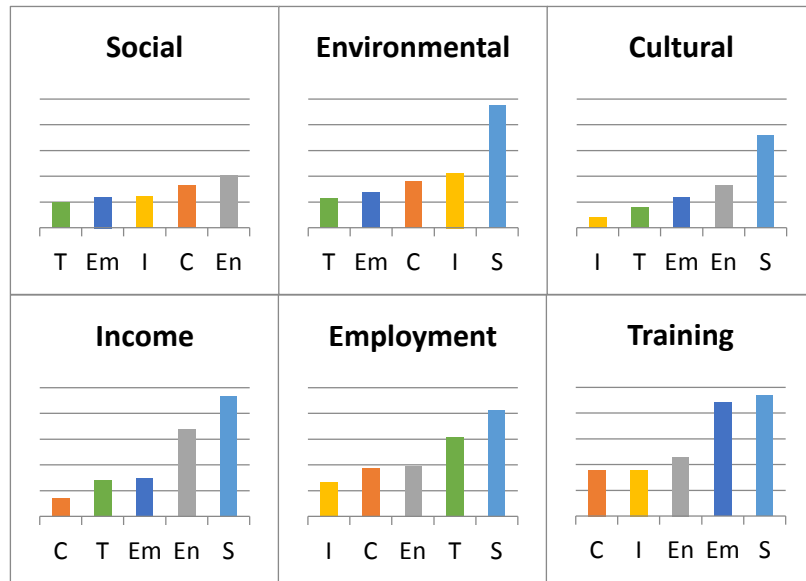
Helpful-Very Helpful Resources (% of social enterprises)	Nonprofit (n=409)	Nonprofit Child Care (n=35)	For-profit (n=73)
Legal & regulatory advice specific to SE	54.7%	70.6%	50%
Capital & social purpose investment opportunities	55.3%	29.4%	71.2%
Financial planning support & training	57.5%	41.2%	49.3%
Support & training on information technology (IT)	47.2%	55.9%	19.2%
Organizational growth & capacity building strategies	59%	52.9%	49.3%
Tools to enhance staff capacity	61%	67.6%	52.1%
Tools to measure social/environmental impact	60.6%	50%	57.5%
Communications/public relations	58.6%	67.6%	64.4%
Networking information	49.5%	55.9%	49.3%
Training on social media & developing an online presence	57.2%	51.5%	49.3%
An online marketplace to sell products & services	41.4%	35.3%	38.4%
Offline workshops/in-person training	65%	75.8%	56.2%
Online/Live webinars	67.3%	68.8%	55.6%
Coaching	53.9%	63.6%	58.9%
Online access to manuals & how-to guides	69.1%	75.8%	52.8%

Appendix H: Additional Purpose & Structure Information

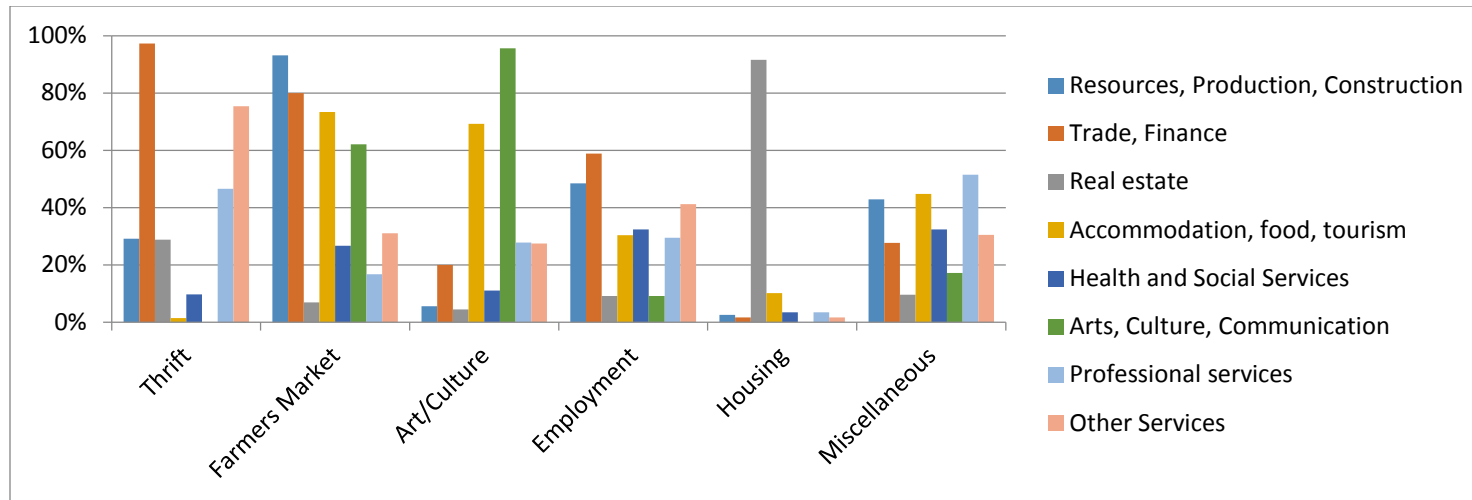
The information shown here represents the responses of 450 nonprofit organizations and does not include nonprofit child care providers.

Purpose Combinations

These charts demonstrate the likelihood that purposes are chosen together. Some combinations are more common than others. Social purpose is the most commonly combined with all others; for example, almost every respondent who identifies with environmental also identifies with social. The link between environmental and income generation purposes is fairly strong, and so is the link between employment and training. The cultural/income generation combination is the least common. Other weak linkages include the cultural/training combination and the income/training combination.



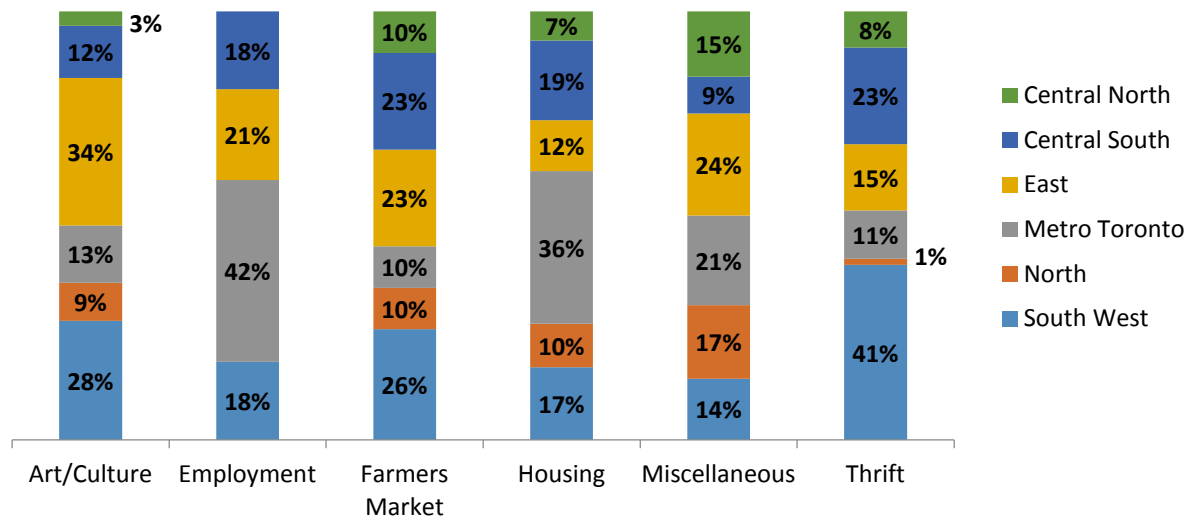
Type of Industry by Nonprofit Social Enterprise Subsector



Appendix I: Additional Geographic Information

The information shown here represents the responses of 449 nonprofit organizations and does not include nonprofit child care providers.

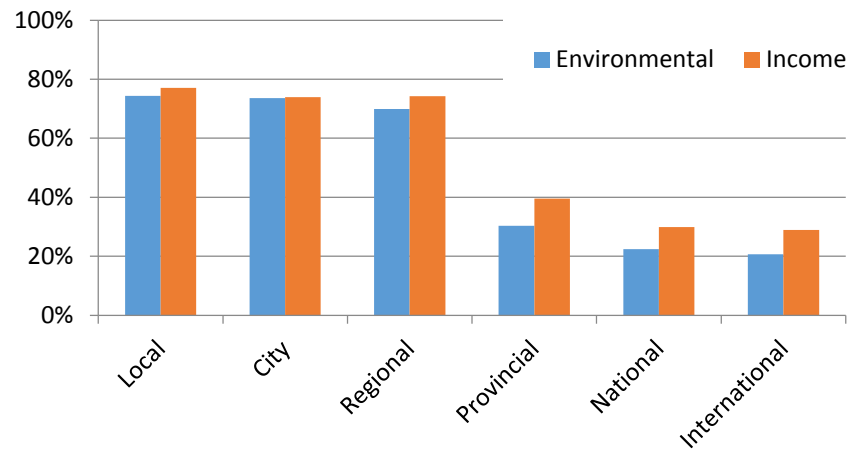
Regional Representation by Nonprofit Subsector



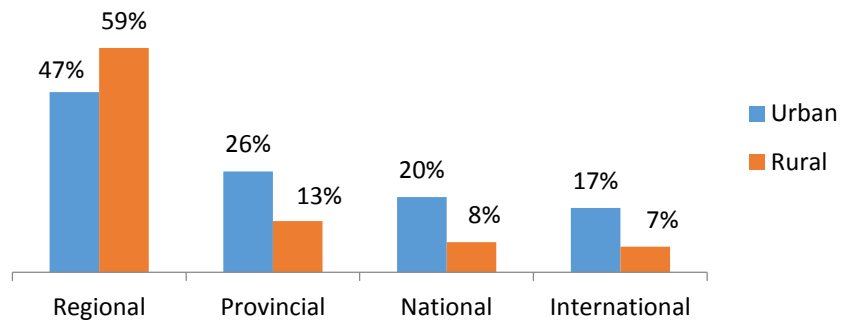
Region & Charitable Status

Although results show that the relationship between region and presence of co-ops is not statistically significant, the relationship between region and charitable status is. The proportion of social enterprises with charitable status is highest among respondents in the South West, Toronto and East regions, where over 50% identify as registered charities running a social enterprise. It is lowest in the North region, with less a quarter of respondents identifying this way.

Geographic Scale of Operation & Environmental/Income Purpose



Geographic Scale of Operation by Rural/Urban Classification



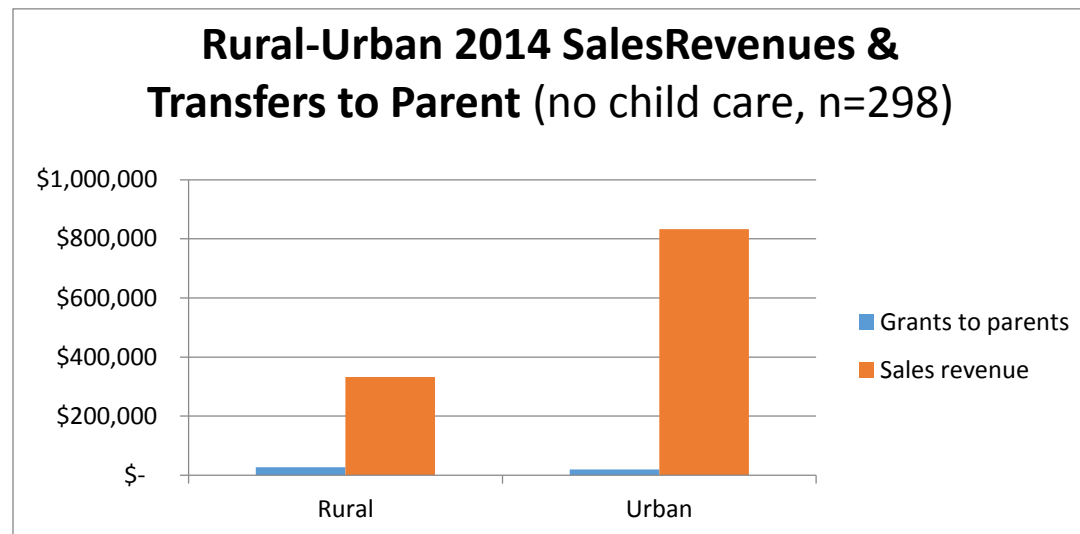
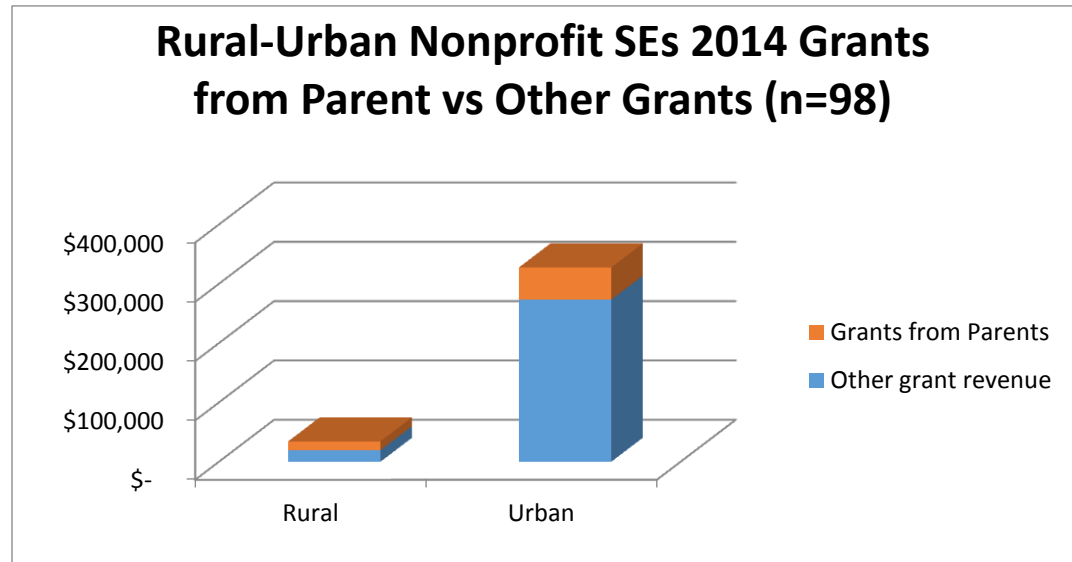
Appendix J: Breakdown of Counties by Region

Region	County	Population
Central North		
	Simcoe	446,063
	Bruce	66,102
	Muskoka	58,047
	Grey	92,568
Central South		
	Halton	501,669
	Hamilton	519,949
	York	1,032,524
	Durham	608,124
	Peel	1,296,814
	Halton	501,669
East		
	Leeds and Grenville	99,306
	Ottawa	883,391
	Prescott and Russell	85,381
	Lanark	65,867
	Northumberland	82,126
	Frontenac	149,738
	Haliburton	17,026
	Renfrew	101,326
	Stormont, Dundas and Glengarry	111,164
	Prince Edward	25,258
	Lennox and Addington	41,824
	Kawartha Lakes	73,214
Toronto		
	Toronto	2,615,060

North		
	Rainy River	20,370
	Timiskaming	32,634
	Nipissing	84,736
	Parry Sound	42,162
	Greater Sudbury / Grand Sudbury	160,376
	Algoma	115,870
	Manitoulin	13,048
	Sudbury	21,196
	Cochrane	81,122
	Kenora	57,607
	Thunder Bay	146,057
	Rainy River	20,370
	Timiskaming	32,634
	Nipissing	84,736
South-West		
	Essex	388,782
	Middlesex	439,151
	Haldimand-Norfolk	109,118
	Brant	136,035
	Oxford	105,719
	Lambton	126,199
	Huron	59,100
	Waterloo	507,096
	Chatham-Kent	104,075
	Perth	75,112
	Wellington	208,360
	Elgin	87,461
	Niagara	431,346

Appendix K: Detailed Financial Comparison for Rural-Urban Social Enterprises

These charts represent responses from 298 nonprofit organizations, 110 Rural and 188 Urban) who provided complete financial information for the 2014 fiscal year. Nonprofit childcare providers are not included in this analysis.



Appendix L: Cross-Comparative Data on Social Enterprise by Province
(to be inserted)

Appendix M: Social Enterprise Resources & Publications

Organizations & Programs (Ontario & Canada):

- Canadian Alternative Investment Cooperative
 - <http://www.caic.ca/apply.html>
- Canadian Centre for Community Renewal
 - <http://communityrenewal.ca/enterprise-development>
- Canadian Community Economic Development Network - Ontario Office
 - http://ccednet-rcdec.ca/en/regional_networks/ontario
 - Linking Infrastructure And Investment for Social enterprise in Ontario
 - https://ccednet-rcdec.ca/en/regional_networks/ontario/liaison
- Canadian Social Entrepreneurship Foundation
 - <http://www.csef.ca/>
- Carleton Centre for Community Innovation
 - <http://carleton.ca/3ci/>
- Centre for Innovative Social Enterprise Development
 - <http://www.cised.ca/>
- Centre for Social Innovation
 - <http://socialinnovation.ca/>
 - Ontario Catapult Microloan Fund for Social Ventures
 - <http://socialinnovation.ca/catapult>
- Community Futures Development Corporations
 - <http://www.oacfdc.com/>
- Community Innovation Lab
 - <http://www.communityilab.ca/>
- Community Opportunity and Innovation Network
 - <http://coin-ced.org/>
- Conseil de la coopération de l'Ontario (CCO)
 - <http://www.cco.coop/fr/>
- Entreprise collective – sociale – économie
 - <http://entreprisesociale.ca/>
- Enterprising Non-Profits
 - <http://www.socialentreprisecanada.ca/en>
- Innoweave
 - <http://innoweave.ca/>

- MaRS Centre for Impact Investing
 - <http://impactinvesting.marsdd.com/>
- MaRS Social Innovation Generation
 - <http://www.sigeneration.ca/>
- Mowat Centre for Policy Innovation
 - <http://mowatcentre.ca/>
- J.W. McConnell Family Foundation
 - Social Innovation Fund
 - <http://www.mcconnellfoundation.ca/assets/PDFs/SIF%20Information%20Guide.pdf>
- Ontario Centres of Excellence
 - Ontario Social Impact Voucher
 - <http://www.oce-ontario.org/programs/entrepreneurship-programs/osiv-pilot-program>
- Ontario Co-Operative Association (On Co-op)
 - <http://www.ontario.coop/>
- Ontario Federation of Indigenous Friendship Centres
 - <http://www.ofifc.org/about-us/general-information/social-enterprise>
- Ontario Network of Entrepreneurs
 - <http://www.onebusiness.ca/>
- Ontario Nonprofit Network
 - <http://theonn.ca/>
- Ontario Social Economy Roundtable
 - <http://seontario.org/home/about-social-enterprise-ontario/strengthening-the-social-economy-in-ontario/>
- PARO Centre for Women's Enterprise
 - <http://paro.ca/2013/>
- Pillar Nonprofit Network
 - Social Enterprise Program
 - <http://www.pillarnonprofit.ca/>
- Rural Social Enterprise Constellation
 - <http://theonn.ca/ruralsocialenterpriseconstellation/>
- School for Social Entrepreneurs
 - <https://www.the-sse.ca/>
- Social Economy Centre at University of Toronto
 - <http://socialeconomycentre.ca/>
- Social Entrepreneurship Evolution
 - <http://www.nordikinstitute.com/archives/project/seevolutiones>
- Social Enterprise Northern Ontario

- <http://paro.ca/2013/paro-services/social-enterprises-northern-ontario-seno/>
- Social Enterprise Ontario
 - <http://seontario.org/>
- Social Enterprise Toronto
 - <http://socialenterprisetoronto.com/>
- Social Return on Investment Canada
 - <http://www.sroi-canada.ca/>
- Social Venture Exchange (SVX)
 - <https://svx.ca/en>
- SoJo
 - <http://mysojo.co/>
- Toronto Enterprise Fund
 - <http://www.torontoenterprisefund.ca/>
- Trico Charitable Foundation
 - <http://tricofoundation.ca/capacity-building/>
- Youth Social Innovation Capital Fund
 - <http://www.youthsocialinnovation.org/for-si/apply-now/>
- Waubetek
 - <http://www.waubetek.com/default.aspx>

Recent Publications (Ontario & Canada):

- **A Policy Blueprint for Strengthening Social Enterprise in the Province of Ontario**
 - Ontario Nonprofit Network, 2014
 - <http://theonnc.ca/wp-content/uploads/2014/10/ONN-Policy-Blueprint-for-Social-Enterprise.pdf>
- **Partnerships Between Not-for-Profit Organizations and Business: Challenges and Opportunities**
 - Carleton Centre for Community Innovation, 2014
 - <http://carleton.ca/3ci/wp-content/uploads/R-14-02.pdf>
- **The New Regulatory Regime for Social Enterprise in Canada: Potential Impacts on Nonprofit Growth and Sustainability**
 - AFP Foundation for Philanthropy Canada, 2014
 - http://www.sess.ca/english/wp-content/uploads/2014/10/OConnor-Social-EnterpriseRegRegime.FINAL_2014.pdf
- **Mobilizing Private Capital for Public Good: Priorities for Canada**
 - Canada's National Advisory Board to the Social Impact Investment Taskforce & MaRS Centre for Impact Investing, 2014
 - http://www.socialimpactinvestment.org/reports/MaRS-National_Advisory_Board_Report_EN.pdf
- **Mapping Social Enterprises in Ontario: A Report to the Province**
 - Pillar Nonprofit Network, 2014

- <https://www.dropbox.com/s/rb0g3fuhrcyv38/Mapping%20SE%20in%20Ontario%20Community%20REPORT.pdf>
- **From Investment to Impact: the NFP Experience with Social Impact Bonds**
 - Mowat Centre, 2014
 - http://mowatcentre.ca/wp-content/uploads/publications/93_from_investment_to_impact.pdf
- **Dual Purpose Corporate Structure Legislation: Stakeholder Engagement Report**
 - Deloitte Social Enterprise Panel, 2014
 - <http://www.ontariocanada.com/registry/showAttachment.do?postingId=17642&attachmentId=26891>
- **Inspiring Innovation: The Size, Scope and Socioeconomic Impact of Nonprofit Social Enterprise in Ontario**
 - Canadian Community Economic Development Network, 2013
 - http://www.sess.ca/english/wp-content/uploads/2013/09/InspiringInnovation_CCEDnet_web.pdf
- **The Social Enterprise Opportunity for Ontario**
 - Mowat Centre's Non-for-Profit Research Hub, 2013
 - http://mowatcentre.ca/wp-content/uploads/publications/67_the_social_enterprise_opportunity.pdf
- **Investing for Impact: How Social Entrepreneurship is Redefining the Meaning of Return**
 - Credit Suisse and the Schwab Foundation for Social Entrepreneurship, 2012
 - http://www.weforum.org/pdf/schwabfound/Investing_for_Impact.pdf
- **Social Finance Census 2010**
 - Ontario Nonprofit Network & SVX, 2010
 - <http://theonnc.ca/wp-content/uploads/2012/02/sfcensus2010summary.pdf>
- **Canadian Social Enterprise Guide**
 - Enterprising Nonprofits, 2010
 - <http://www.socialenterprisecanada.ca/en/learn/nav/canadiansocialenterpriseuide.html>

Government of Ontario Publications:

- **Impact: A Social Enterprise Strategy for Ontario**
 - 2013
 - <http://www.ontario.ca/document/impact-social-enterprise-strategy-ontario>
- **The Partnership Project: An Ontario Government Strategy to Create a Stronger Partnership with the Not-For-Profit Sector**
 - 2011
 - http://www.citizenship.gov.on.ca/english/pp/docs/partnership_project_report.pdf
- **Ontario's Social Innovation Policy Paper**
 - 2011
 - <http://www.marsdd.com/wp-content/uploads/2012/10/Wiki-Social-Innovation-Policy-Paper-.pdf>

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