

ALBERTA SOCIAL ENTERPRISE SECTOR SURVEY REPORT 2014

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ALBERTA SOCIAL ENTERPRISE SECTOR SURVEY:

A scan of the local social enterprise economy.

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ABOUT TRICO CHARITABLE FOUNDATION

Established in 2008, the Trico Charitable Foundation seeks to provoke innovation and build capacity in social entrepreneurship. We believe social entrepreneurship can be leveraged to close gaps in society.

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This years' report represents a multitude of organizations, across the province, which support social enterprising activities in their communities. We are grateful for each of their voices and for all Albertans' support of their local social enterprise economy.

Michele Fugiel Gartner
Director, Strategic Investments and Evaluation
Trico Charitable Foundation

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EXECUTIVE SUMMARY

Social enterprise is evolving across Alberta: communities are supported, clients engaged, and ideation and creative innovation are being nurtured. Increasingly, Albertans are becoming aware and supportive of social enterprises operating within their local communities.

The third Alberta social enterprise sector survey was conducted in May and June, 2014, following previous surveys undertaken in 2010 and 2012. Respondents were asked to report on organizational activities during the previous operating period (e.g. the year to December 31, 2013). In addition to the presentation and analysis of the survey statistics, this report also reflects a series of findings from key thought leaders across the province invited in early 2015 to participate in the qualitative portion of this study. The key informant interviews were undertaken to explore in depth, the social enterprise milieu, emerging trends as well as perceived opportunities and challenges. Additionally, the report highlights areas within the data that provoked new questions concerning the Alberta social enterprise landscape and future research possibilities.

As a result and in an effort to ensure consistency and common understanding among study participants, for the purpose of this research initiative, the following definition of social enterprise has been used:

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.

This study's intent is to provide a contemporary portrait of the landscape of social enterprise in Alberta. It does not purport to represent a definitive compilation or summary of current literature or research on social enterprise across Alberta or Canada. Rather, through careful and considered examination, this report may be considered a barometer of what is occurring in Alberta at this point in time.

Initial searches identified 393 social enterprises in Alberta, however following additional screening; this number was reduced to 383 confirmed social enterprises, currently (Spring 2014) operating in the province. Each of the confirmed social enterprises were

contacted to respond to the survey; 117 of the 383 organizations contacted responded to the survey, representing a valid response rate of 30.5 %. This report is based on 101 submissions, representing those organizations that provided the most complete questionnaires.

The quantitative data originating from the survey is presented in chapters, using a lens that incorporates three overarching characteristics – first, the community-based nature of social enterprises in Alberta; second, their particular focus on social and cultural missions; and third, the need for continued sector capacity building.

It is increasingly recognized that social enterprises can make a significant contribution to the provincial economy through community engagement, contribution to local economies, and through the building of social capital. Moreover, social enterprises can make money as they address their organizational purpose; whether economic, cultural, environmental or social. Social enterprise increasingly builds capacity – not simply capacity within an organization or its surrounding community, but also for some of Alberta’s most vulnerable citizens. For some observers, this may be perceived as an unintended consequence, however for other stakeholders, the fact that social enterprise may be used as a tool to train, to empower as well as build social capital, may indeed be one of its greatest assets and its potential promise going forward.

Based upon these overarching characteristics, the following key points were identified:

- Social enterprises in Alberta revealed that they are most likely to operate at the scale of a neighbourhood or local community (60%), at a city or town scale (69%), and/or a regional district scale (51%).
- Social enterprises engage people in multiple ways, unlike the more restrictive employee and client relationship found in traditional business structures. Survey results suggest an individual may have multiple, intersecting connections within a social enterprise. These connections may be as a customer, but extend to engagement as a member, a recipient of training or services; as an employee and/or as a volunteer.
- Survey participants were asked to indicate their organization’s purpose. Results revealed that social enterprises exist for a number of different purposes with the most commonly cited responses as follows:

- 79% of social enterprises operate to achieve a social mission.
- 64% of social enterprises operate to achieve a cultural mission.
- Social enterprises provide paid employment to at least 3,590 workers in the province, which includes fulltime, part-time, seasonal and contract workers. In 2013, employees in the responding social enterprises earned at least \$ 28 million in wages and salaries. As well it is noteworthy that fulltime, part-time and seasonal workers are estimated to represent 2,330 fulltime equivalent employees.
- Total revenue in 2013 for the 101 survey respondents was at least \$57 million. This includes the sale of goods and services of \$32 million, accounting for 56% of total revenue reported.

In addition to this information, the qualitative data gathered pointed to four key themes emerging within the ecosystem of Alberta's social enterprise sector: the broadening base for social enterprising activity, the distinct nature of urban social enterprises compared to rural social enterprises, social finance opportunities, and required capacity building supports to ensure the future success of social enterprise in Alberta.

This research indicates that social enterprise in Alberta has a long history, is well established and represents a rapidly growing sector across urban and rural centres. Moreover, this study's mixed methods approach highlights potential areas of further inquiry for academics, practitioners and intermediaries.

This report and the analysis that follows may be considered a resource to build understanding and extend learning regarding what is occurring across communities locally, nationally and internationally. Social enterprise is increasingly described as a social movement in Alberta, other Canadian provinces, and internationally; it points to a sea change that is occurring worldwide. Recognizing the timing of this report's release, a broader community dialogue is encouraged in terms of the economic, social, cultural and environmental benefits that social enterprise can introduce to Alberta's economy.

CHAPTER ONE: AN EVOLVING LANDSCAPE: SOCIAL ENTERPRISE IN ALBERTA

Introduction

This report presents the third survey of social enterprises in the province of Alberta and is part of a national study conducted by Simon Fraser and Mount Royal Universities in partnership with Enterprising Non-Profits Canada, the Trico Charitable Foundation and the Federal Government's Employment and Social Development Canada.

This study seeks to identify key developments and impacts of the social enterprise landscape to better understand this emerging sector. Social enterprises exist in communities throughout the province and in many cases provide training and employment opportunities in support of their mission whether economic social, cultural, or environmental. In many instances, social enterprises not only contribute to local economies and growth, they also help to address barriers to employment.

The Definitional Debate

Definitions regarding what social enterprise is and what it is not abound. While a plethora of definitions have been proposed, a number of common themes emerge. The first of these themes reflects the notion that an overarching social goal, mission or purpose must be supported by the venture, whatever it happens to be. The second concerns the use of a business approach, strategy, or set of tactics in the delivery of the product(s) or service(s) to the marketplace. The third theme reflects a perspective that the primary objective of the venture, program, or activity is multifaceted, aimed at achieving a blended return as it generates income in support of an organization's mission or purpose (Pearl, 2013). As a result and in an effort to ensure consistency and common understanding among study participants, for the purpose of this research initiative, the following definition of social enterprise has been used:

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.

There are three components to this report: an online survey; qualitative interviews; and questions that arose from the data presented. The first component, the online survey of Alberta based social enterprises, was conducted in May and June, 2014.

Respondents were asked to report on organizational activities during the previous operating period (i.e. the year to December 31, 2013). It is important to point out that the findings of this report cannot be considered a definitive reflection of all social enterprise sector activity in Alberta, due to two factors. First, not all responding social enterprises provided complete financial data and most financial analysis was restricted to those that did. Second, the response rate, although very good for a survey of this type, does not allow for predicting what the remaining non-responding social enterprises would have reported, had they done so.

The second component to this report are the qualitative interviews which highlight a series of findings from key thought leaders across the province. While the survey was distributed in 2014, the semi-structured interviews were conducted in early 2015. The key informant interviews were undertaken to explore in depth, the social enterprise milieu, emerging trends as well as perceived opportunities and challenges.

Key Qualitative Themes

- The Social Enterprise Landscape
- The Urban - Rural Expanse
- Social Finance
- Capacity and Supports Going Forward

The third component of this report will focus on the questions provoked by the above data sources and will be presented in boxes such as this.

Within these boxes we have highlighted findings in the data that brought forward new questions concerning the Alberta social enterprise landscape and future research possibilities.

We see these questions as a way to bridge the qualitative and quantitative data. It is also our way of recognizing that there are abundant opportunities for their research on social enterprise in Alberta.

The 2015 survey has offered a key opportunity to collaborate with multiple organizations across Alberta, each who have exposure to and provide services for social enterprise. This is reflected by the partnership with the Alberta Association of Agricultural Societies to include agricultural societies, as part of this year's survey data. As well as through the participation of individuals and organizations representing social enterprises, the non-profit sector, community economic development, co-operatives, private and community foundations, municipalities and local business entrepreneurs. The diversity of voices heard through this survey seeks to demonstrate that social enterprise is a tool that can be applied to a number of contexts across the province. Similar surveys have been conducted in British Columbia, Ontario, Manitoba, Nova Scotia and New Brunswick, Prince Edward Island, and the Canadian Territories. Together these surveys contribute to building a better understanding of the social enterprise movement within Canada's social economy.

This report has five chapters. Each chapter will have a combination of online survey data, qualitative interviews, and questions arising from the combination of data. Chapter One explores the evolving history and nature of social enterprise in Alberta. Chapter Two details the key components of the social enterprises that provided responses to the 2014 Alberta Social Enterprise Sector Survey. Chapters Three and Four focus on key themes emerging from both the survey and qualitative data - the community nature of social enterprises in Alberta and their focus on purpose. Chapter Five concludes by discussing the capacity building supports that are required to build healthy and successful social enterprises. This report serves as a barometer for the 'why' and the 'how' of Alberta's social enterprise ecosystem and provokes us to consider our next steps.

The Emergence of Social Enterprise

While the practice is not new, the term social enterprise is a relatively recent addition to nomenclature in that its usage has grown considerably over the past twenty years (Bull & Compton, 2006; Haugh, 2012). Massarsky (2006) describes the evolution of the taxonomy from earned income and revenue generation to social enterprise - a term reflecting the blurring of boundaries between for profit and not for profit environments. She states,

“By the end of the 1990s, many people had adopted the phrase “social enterprise”, demonstrating greater acceptance of the notion of business (enterprise) among not-profit organizations, yet adding the word social to emphasize that the focus is on business with a social purpose”. (p. 72)

Relative to organizational structure, the social enterprise spectrum in Canada can and does accommodate charities, nonprofit organizations, co-operatives and for profit corporations (Manwaring & Valentine, 2012; O'Connor, 2014). Moreover, while there has been recent activity in British Columbia, Nova Scotia and Ontario in terms of emerging hybrid or corporate structures, this report and the results presented reflect findings specific to non-profit social enterprises only.

Throughout Canada generally and Alberta specifically there is a lengthy tradition of enterprising activities and programs undertaken by nonprofit organizations to support program and service delivery in addition to training and building skills among disadvantaged people. Whether it is the operation of catering companies, thrift stores or community hockey rinks, the notion of social enterprise has been part of the Canadian and Albertan landscape for some time (Andres, 2013; Pearl, 2013).

Tracing its Canadian roots, a watershed moment regarding the potential role that social enterprise could play in Canada, occurred November 8, 2007 in Toronto, Ontario at the Munk School of Global Affairs. In a speech entitled, Unleashing the Power of Social Enterprise, former Prime Minister of Canada, the Right Honourable Paul Martin described the contribution made by Canada's voluntary sector in the delivery of many of the country's social programs and the potential of social enterprise as an innovative tool to achieve social goals (Martin, 2007).

Recent Activities and Growth in Alberta

Social enterprise is evolving across Alberta as are examples in which communities are being supported, clients engaged, and ideation and creative innovation are being nurtured. Increasingly, Albertans are becoming more aware and supportive of social enterprises operating within their local communities.

Alberta's response to what has increasingly been described as a social movement - has been considerable. In 2008, under the leadership of Martin Garber- Conrad, the Edmonton Community Foundation collaborated with the City of Edmonton and United Way of the Alberta Capital Region to establish a \$10 million *Social Enterprise Fund* which combined technical training with project financing.

In 2009, the Calgary Foundation, United Way of Calgary & Area, and the City of Calgary Family & Community Support Services (FCSS) commissioned the report, *Money & Mission*, to test the receptiveness of Calgary to the idea of social enterprise. Recognizing widespread interest among non-profits, potential investors, and community capacity-building organizations, at the end of 2009 the Calgary Foundation made a commitment through their Building a New Road initiative, in partnership with Mount Royal University's Institute for Nonprofit Studies¹, to stimulate social enterprise awareness, capacity building, and pilot initiatives.

Subsequently, The Calgary Foundation in partnership with Social Venture Partners Calgary (SVP) created the Accelerating Social Enterprise Growth in Calgary project in June 2010 to test the local demand, accessible resources, and potential investment in social enterprise.

In 2011 with funding from the Trico Charitable Foundation, *Enterprising Nonprofits Alberta* and the *Social EnterPrize* were launched. Then, on February 14, 2013, the Honourable Diane Finley, Minister of Human Resources and Skills Development, announced \$1.5 million in federal funding to establish *Enterprising Nonprofits Canada*, aimed at developing "partnerships that cross traditional boundaries between the public, for profit, and not for profit sectors" (Enterprising Nonprofits Alberta, 2013, np.).

¹ Mount Royal University's Institute for Nonprofit Studies has since been renamed the Institute for Community Prosperity.

Together, these initiatives contributed to Calgary's winning bid to host the *Social Enterprise World Forum* in October 2013. The World Forum was in fact pivotal to situating Alberta and Canada on the world stage in terms of social enterprise and its role internationally. As a result of these milestones, social enterprise in Alberta has featured regularly in conferences and education for non-profits, within community action groups, and in discussions with sector intermediaries, including Community Economic Development, Co-Operatives, and rural associations.

It is fitting within this narrative, that in 2013 the Edmonton Community Foundation (ECF) expanded its support for investment in social enterprise by establishing the *Alberta Social Enterprise Venture Fund*. Today, the Foundation invests in organizations pursuing social enterprise throughout the province.

Martin Garber-Conrad,
*CEO Edmonton
Community Foundation*
comments, "In our view

Alberta's Social Innovation Endowment

On December 17, 2014 Royal Assent was given to Bill 11, The Savings Management Repeal Act. The approval of the Act effectively eliminated \$ 2 billion in funding which had been earmarked for the Alberta Future Fund, the Agriculture and Food Innovation Endowment and Social Innovation Endowment accounts. Specifically, the Social Innovation Endowment account had been created to prototype and implement innovative programming and delivery mechanisms aimed at addressing social challenges across the province. Due to the existing fiscal environment, the provincial government is currently assessing its direction in this area and will be looking for opportunities to act as a catalyst for innovation across the province including how communities might be best engaged.

While the Endowment has been repealed, between April 2 and May 31, 2014, the Government of Alberta and its community partners hosted 40 targeted stakeholder discussions on the Social Innovation Endowment. In person conversations were held in Edmonton, Calgary, and Fort McMurray. A total of 540 people participated, including the philanthropic and community foundations, academics, researchers, social service agencies, associations, and representatives from both the non-profit and business sectors. As a result, community-led initiatives continue the conversation of advancing Alberta's social innovation ecosystem (Government of Alberta, 2015).

social enterprise in Alberta is not a new phenomenon, it has been around for years. What is new however is the growing interest in this field as more organizations start to appreciate what it means and what it can do for their organizations.”

While the notion of social enterprise is not new to Alberta, its exploration within the community has enabled the concept to flourish as momentum grows across the province.

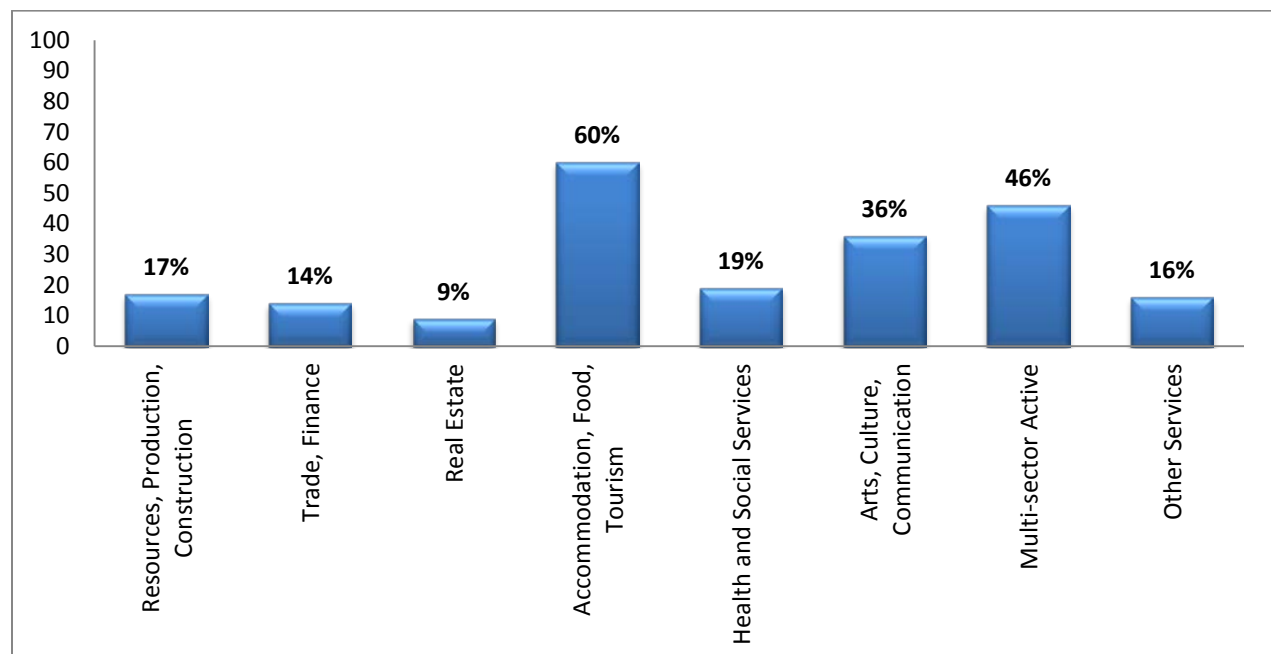
CHAPTER TWO: RESPONDENTS TO THE SOCIAL ENTERPRISE SECTOR SURVEY ALBERTA

Sectors of Operation

Survey respondents were asked to indicate in which of forty-two business categories their organization sold products and services. Respondents 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 F). Figure 1 (below) displays the seven sectors, as well as the percentage of social enterprises operating in multiple sectors.

What products are being produced? What services are being provided? What is the relationship between the product/ service and the missions of these Alberta social enterprises?

Figure 1: Sector of Operation (Percent)



In fact, almost half all social enterprises (46%) 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 suggests that some social enterprises sell multiple products and/or services. A substantial portion of social enterprises operate in the accommodation, food and tourism sector (60%), in addition to the arts, culture and communication sectors (36%).

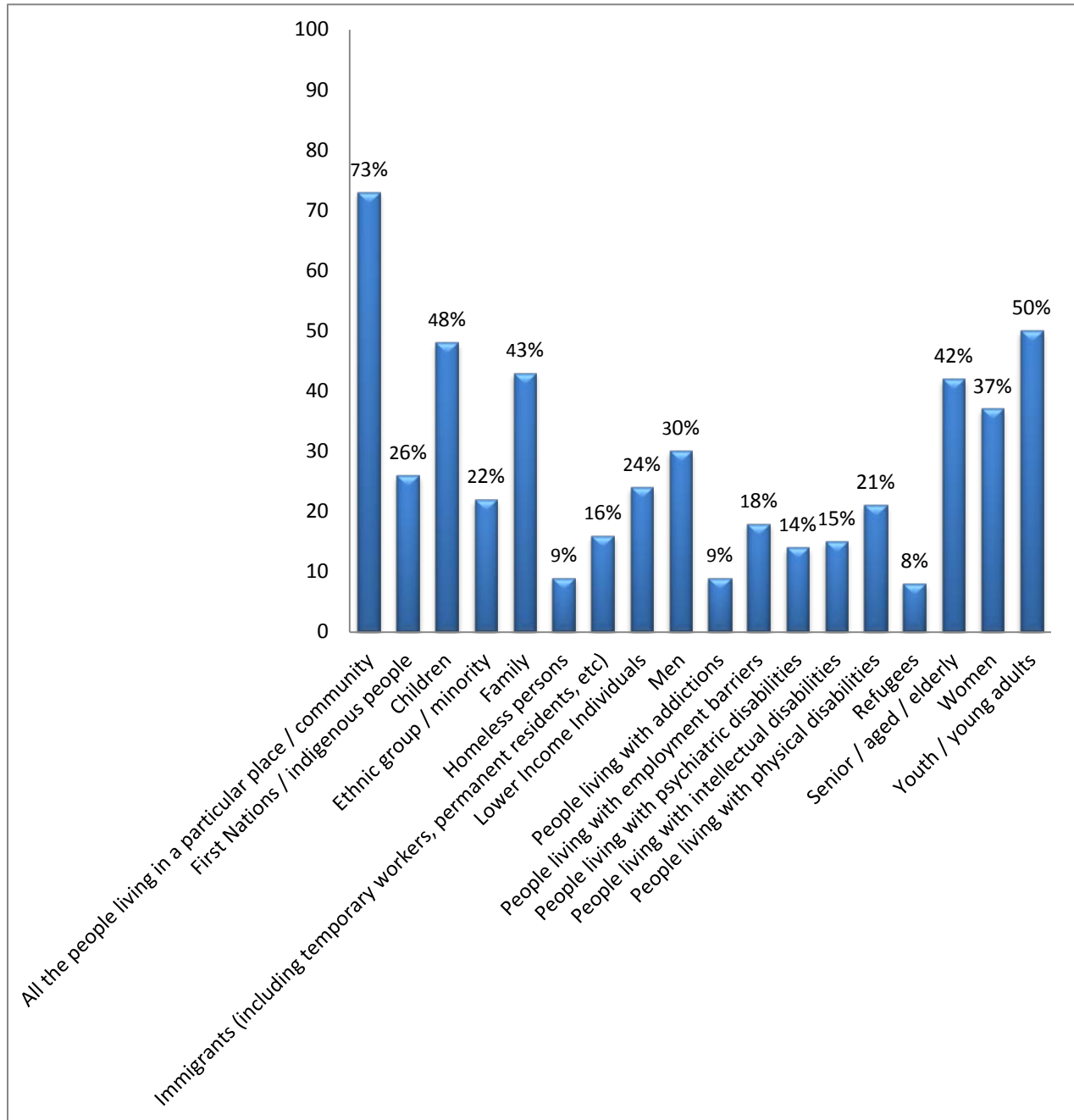
Population Served

A wide range of Albertans are served by social enterprises. As Figure 2 reveals, 73% of social enterprises focus on all the individuals living in the immediate neighbourhood or community as their target population (target populations are identified by the following question: Which of the following demographic groups does your Social Enterprise train, employ or provide services to as part of your mission? See Appendix E). Further, half of the responding social enterprises indicated that their operation focuses on youth and young adults, while 48% of the participants work with children.

A large proportion of social enterprises also serve seniors, women, and families. Appendix A (page 65), further illustrates that non-profit social enterprises most often serve the needs at either end of the age spectrum, in that the populations served most frequently included seniors, the aged and the elderly (45%) and youth or young adults (45%).

As the majority of respondents identified their population served as all people living in a particular place and community, what are the social missions of these groups? What do these groups think community consists of?

Figure 2: Population Served



Age of the Social Enterprises

Social enterprises in Alberta vary in the number of years they have been in operation as highlighted on Figure 3. Many of the social enterprises surveyed (45%) have been operating between twenty-one and forty years. Those that have operated between eleven and twenty years, account for 19% of the responding social enterprises. The mean age of social enterprises was twenty-seven years, the oldest enterprise was formed in 1878 (136 years old) and the newest was formed in 2013. Many of the responding organizations began selling their goods and services after 1988 (median).

How have the rates of social enterprise start-ups changed over the years? Is it growing or diminishing over time?

Is this actual growth in this sector or are more organizations identifying with the social enterprise label?

Figure 3: Distribution of Social Enterprise by Years of Operation

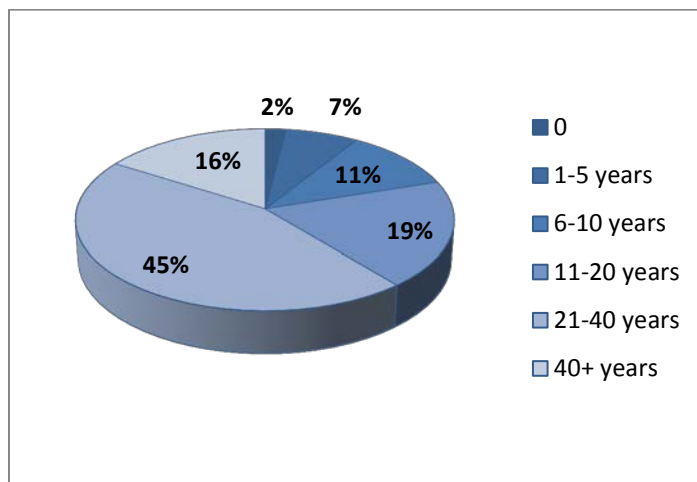


Table 1: Median Year of Formation and First Sale reported
by responding Social Enterprises by Purpose, Location and Structure

	3-way purpose			Location		Structure		All
Demographic profile	Mission focused (cultural, environ., social)	Income focused ²	Multi-purpose	Urban	Rural	Non-profit	Agricultural society	
Year of formation: median	1982	1987	1992	1992	1981	1988	1980	1984
Year of first sale: median	1985	1984	1997	1996	1981	1991	1980	1988

Interestingly, the gap between when organizations first formed and when they made their first sales also provides information on Alberta social enterprises. As seen above, the median year of formation for Mission-focused organizations was 1982 whereas their first sale was in 1985. The median year of formation for rural organizations is 1981, with the median year of first sales also being 1981. The median of year for urban respondents was later, (1992), and urban organizations showed a four year gap between year of formation and first sale. Agricultural society's median year of formation and first sale both occurred in 1980, where the other non-profit social enterprises showed a difference of three years.

For social enterprises that have a longer gap between formation and first sale, beyond geographic patterns, can we find trends that would help us better understand how to build capacity? For example, how do they survive before sales? Do they tend to have a parent organization? What delays the first sale? Was the delay anticipated?

Rural organizations and agricultural societies both demonstrated the same median year of formation and first sale, what factors and characteristics lead them to sales activity from day one?

² 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 financial numbers are rounded off to the nearest 1000. This results should be interpreted with caution

Financial Results

Social enterprises make significant contributions to local economies. Moreover, social enterprise success is partially determined by their ability to generate revenue to support their mission. In this survey, the total revenue reported by respondents in 2013 was \$ 57 million. At least \$31.7 million was generated by the respondents through the sale of goods and services. The respondents reported generating more revenue than expenses (a positive net profit) of \$ 1.3 million. Table 2 presents the average revenue and expenses reported by study participants.

Are growing sales eventually a harbinger of decreasing expenses (e.g. through economies of scale or experience)? Do older social enterprises have a lower correlation between high sales and high expenses?

Table 2: Finances: Average Revenue and Expenses in 2013 reported by responding Social Enterprises

Total Revenue (all sources)	\$703,000
Revenue from Sales of Goods & Services	\$408,000
Grants from Parent	\$18,000
Grants from Other Sources	\$139,000
Other Revenue	\$151,000
Total Expenses	\$694,000
Wages Paid	\$405,000
Transfer to Parent	\$19,000
Other Expenses	\$289,000
Total Net Profit	\$8,700

Table 3 demonstrates below that financial differences exist between social enterprises in Alberta based on the purpose, location and structure of the responding organizations.

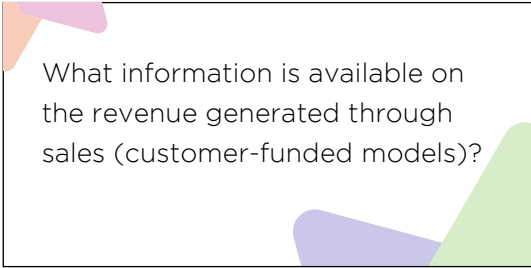
Table 3: 2013 Financial Breakdown reported by responding Social Enterprises by Purpose, Location and Structure

	3-way purpose			Location		Structure		All
	Mission focused (cultural, environ., social)	Income focused ³	Multi-purpose	Urban	Rural	Non-profit	Agricultural society	
Total revenue: \$ average in 2013	856,000	815,000	313,000	1,099,000	411,000	965,000	241,000	703,000
Revenue from sales of goods and services: \$ average 2013	456,000	741,000	152,000	571,000	288,000	573,000	114,000	408,000
Revenue exceeds expenses in 2013: percent	75	90	80	70	85	80	75	80
Sales as percent of revenue: average per organization 2013	40	80	60	60	60	55	30	50
Revenue less grants/loans /donations exceeds expenses in 2013: percent	30	75	30	50	30	45	15	35

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 financial numbers are rounded off to the nearest 1000. This results should be interpreted with caution.

Eighty percent of responding social enterprises reported breaking even in 2013, while 35% of the enterprises broke even without grants. Many of the social enterprises in all three purpose classifications broke even. More specifically,

74 % of social enterprises focused on social, environmental and cultural purposes broke even, while 88% of income focused social enterprises and 78% of social enterprises focusing on multiple areas of purpose broke even.

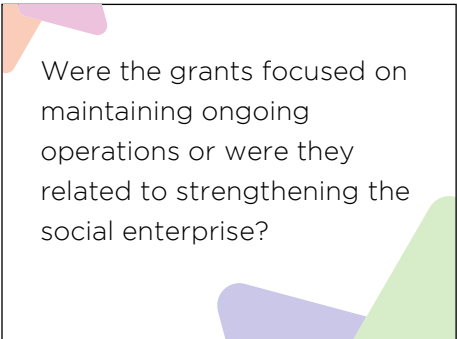


What information is available on the revenue generated through sales (customer-funded models)?

However, without grants 75% of social enterprises in the income focused classification broke even, and only 30% of the social, environmental and culture, and 28% of the social enterprises in the multipurpose classifications broke even. This data demonstrates that grants can still play a key role in the ongoing operation of social enterprises even when there are market successes.

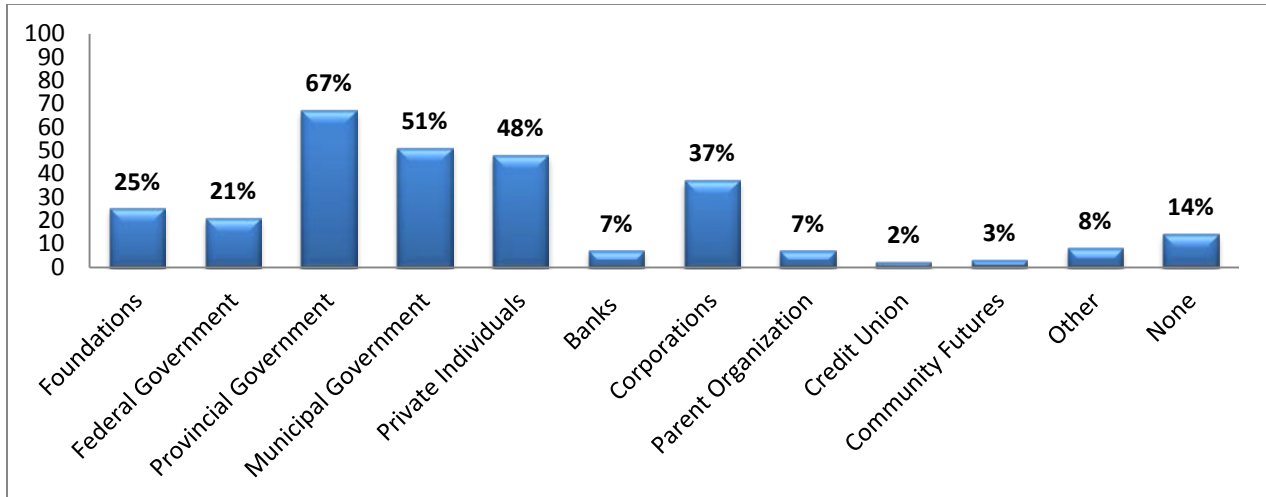
Sources of Financing

The government was the most frequent source of financing for social enterprises. Figure 4 highlights the most common grant and donation source was the provincial government (67%) followed closely by the municipal government (51%) and *private donors* and *philanthropists* (48%). The least commonly cited funders were *credit unions* and *Community Futures*.



Were the grants focused on maintaining ongoing operations or were they related to strengthening the social enterprise?

Figure 4: Sources of Grants



The majority of grants (74%) were used to support social enterprise operations (See Figure 5). It is however interesting that 74% of the responding social enterprises reported that they did not secure loans (See figure 6) while the few social enterprises reporting loans indicated the funds were used as capital (10%) or to support the organizations' operations (8%) (See figure 7).

How are organizations using the revenue generated through their market activities? What are these funds being used for within their organizations?

When providing financing and funding to social enterprises, what are funders hoping for in terms of length of arrangement, risk, financial return and social impact?

Figure 5: Purpose of Grants

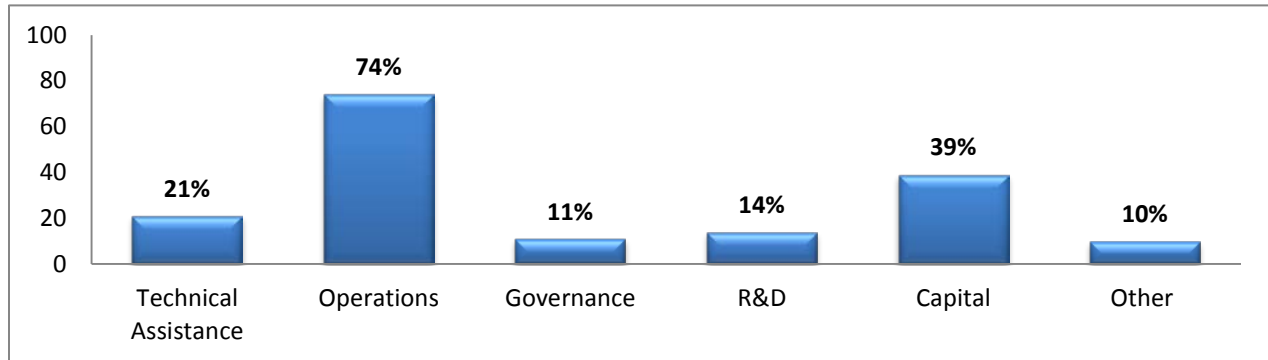
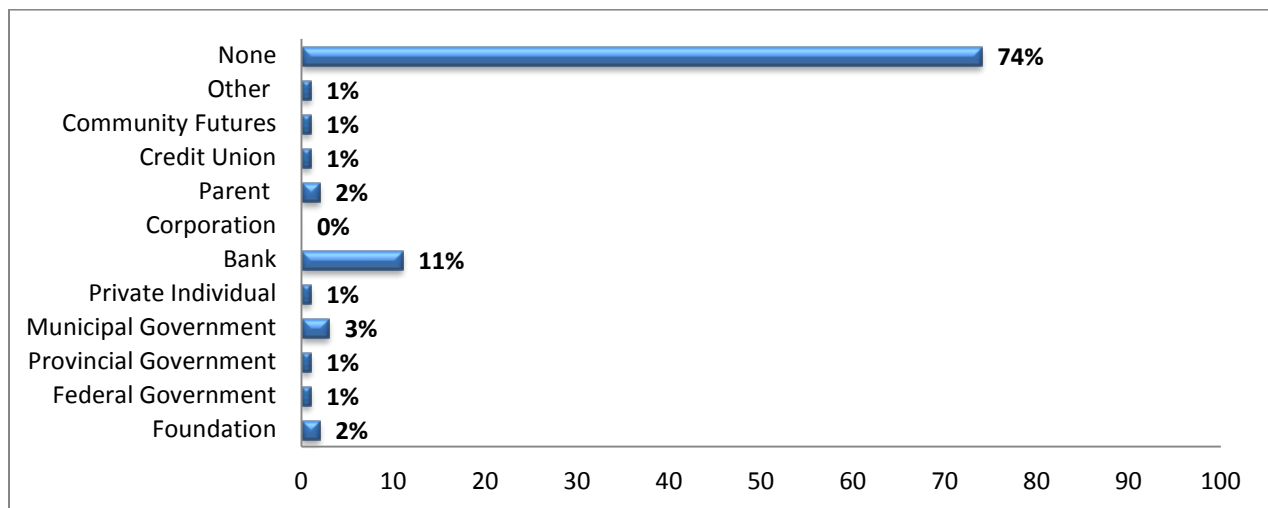
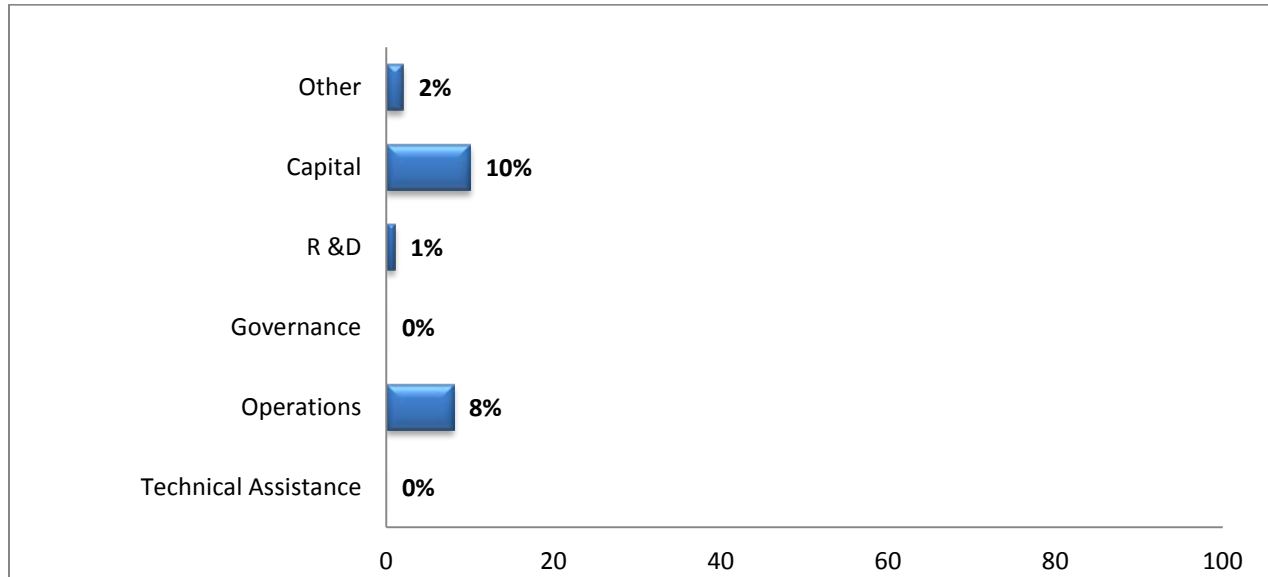


Figure 6: Sources of Loans (Percent)



When considering the use of debt products for social enterprises, what type and terms of debt would social enterprises seek?

Figure 7: Purpose of Loans⁴



Why do social enterprises pursue loans and not grants? Was it a choice or based on circumstances (for example because they did not receive a grant)?

Is there a difference in the type of activities funded by loans compared to grants?

Do the social enterprises that get loans typically have greater revenue generating capacity than the ones that solely receive grants?

⁴ Only 21% of the respondents identified the purpose for their loans. Seventy-four percent of the respondents reported that they did not have a loan and there may be missing responses.

Social Impact Investment has been described as an innovative tool to channel capital to address some of society's greatest challenges. The term 'impact investing', first coined in 2007 by the Rockefeller Foundation encompasses four core characteristics; intentionality to generate social or environmental impact; return on capital expectations are linked to the investment; return expectations range from below market to a risk adjusted market rate; and measurement of the impact associated with the investment is required (OECD, 2015, p. 42). Harji, Reynolds, Best and Jeyaloganathan's report (2014) for the MaRS Centre for Impact Investing entitled The State of the Nation: Impact Investing in Canada defines impact investment as:

"An investment in a project, business or financial vehicle with the explicit intention to create a positive impact and generate a financial return. Impact investors seek to move beyond "doing no harm," and toward intentionally deploying capital in businesses and projects that can provide solutions to social and environmental problems". (p. 90)

In 2013, following the G8 Social Impact Investment Forum hosted by the U.K., Social Impact Investment Taskforce and others involved in the international process that followed began using the term social impact investment, defined as investments made into businesses and social sector organisations, directly or through funds, with the intention of generating a measurable, beneficial social and environmental impact alongside a financial return. (SIITF, 2014).

While the term social impact investment is a relatively new addition to non-profit nomenclature, the practice in itself is not. Dating back to the early 1900s, within Canada, we have seen the emergence of local credit unions and community economic development initiatives supported by Aboriginal Finance institutions and Community Futures Development Corporations (Doyle & Carnegie, 2014).

Alberta's Social Enterprise Fund (SEF) was launched in 2008 through a partnership between the City of Edmonton and the Edmonton Community Foundation. Originally focused in Edmonton, the *SEF* represents the primary debt financing mechanism available to organizations across the province of any corporate structure looking to leverage and scale social enterprise initiatives.

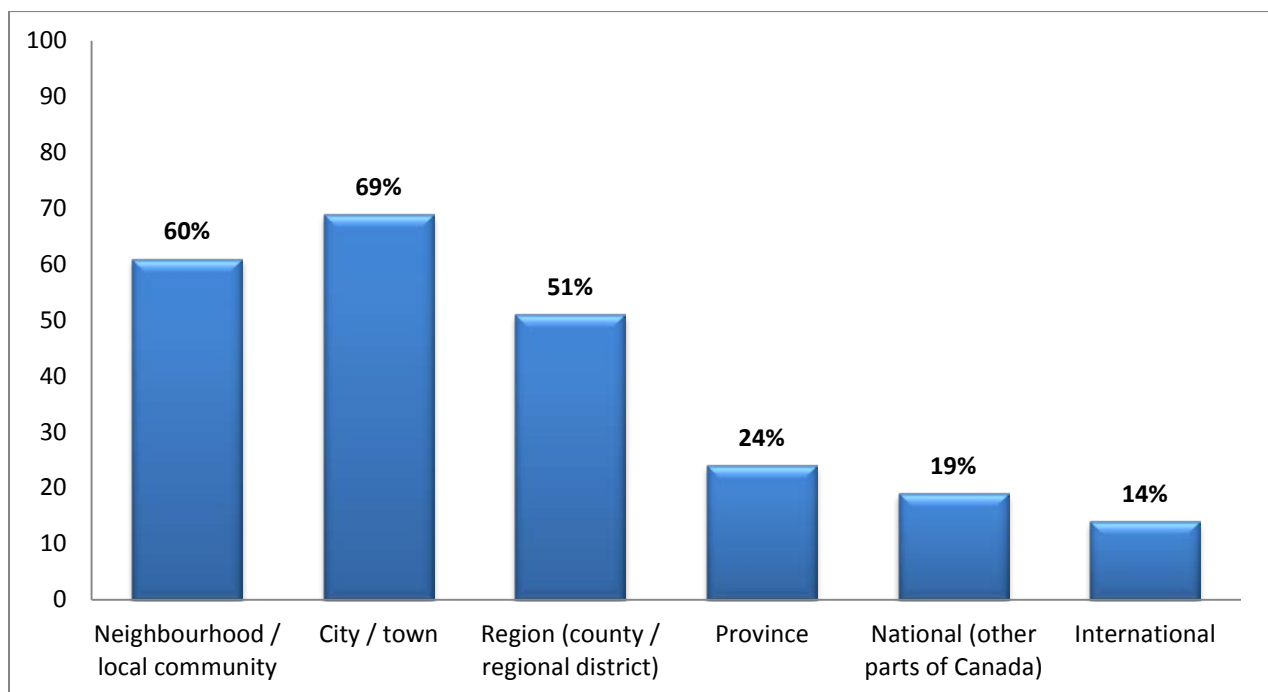
Jane Bisbee, SEF Executive Director, observes, “the risk assessment process is fairly traditional and straight forward, but always starts with a review of the organization’s mission. When evaluating a potential loan, we look seriously at, ‘is this a good idea? Is it good for the community?’ Then we look at current management capacity, whether it is adequate to handle the new initiative? Does management have a clear understanding of who the customer is and will those customers support the new initiative? And, most importantly we try to carefully determine whether an entrepreneurial spirit exists in the organization. Is it in their DNA?”

Initially, the *SEF* provided workshops and training programs aimed at building capacity among prospective borrowers. With other organizations such as post-secondary institutions, Innoweave.ca and the Trico Foundation providing a wide variety of training opportunities, *SEF* now focusses its resources on providing financing, developing the client relationships that make that work possible, and partnering with training organizations across Alberta and Canada where required.

CHAPTER THREE: OF COMMUNITY, FOR COMMUNITY

The data collected in this survey demonstrates that Alberta social enterprises work within the communities in which they reside and are focused on the members within their communities. As such, social enterprises in Alberta are most likely to operate at the scale of a neighbourhood or local community (60%), at the city or town scale (69%) and/or regional district (51%) scale. In comparison, a smaller proportion of social enterprises reported operating at the national scale (19%) or international scale (14%).

Figure 8: Scale of Social Enterprise Activity (percent)



Alberta is teeming with examples of social enterprises that are involved in their communities at a local level. Calgary based Vecova which provides training and employment opportunities for individuals with developmental disabilities, while the *Centre for Newcomers' EthniCity Catering* employs new immigrants and refugees who prepare multiethnic food while practicing their English language skills. Together these

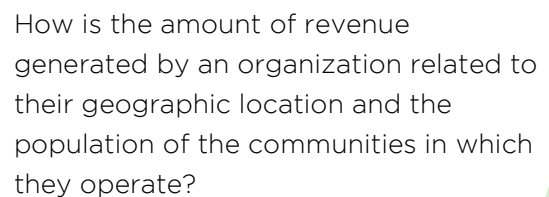
two organizations point to the emergence of social enterprise as a vehicle to earn revenue and at the same time build client capacity. Similarly *Meticulon*, a for profit social enterprise incubated at Autism Calgary, employs individuals on the Autism Spectrum who provide consulting expertise to companies requiring software testing and/or quality assurance services. Further north, St. Paul Abilities Network (SPAN)'s *Habitat Enterprises* has operated a commercial laundry and industrial dry cleaning business for almost 30 years. *The Seniors Association of Greater Edmonton (SAGE's)* line of fresh in house and frozen foods, *Sage Savories*, complements SAGE's Sunshine Café and in house catering operations. *Chrysalis's Woods and Plastics'* social enterprises provide employment and training opportunities to clients who produce custom bottles, pails and wood pallets for customers located across Western Canada. Beyond the scope of this survey, there are also many interesting examples of other types of organizations using markets to create social good. For example, with support from the Edmonton Community Foundation, *Localize* a certified benefit corporation, has created a grocery labeling service that enables shoppers to determine where products come from, thereby helping local retailers to promote local or regional foods in their area.

Doug Anderson, President, PeaveyMart observes, “I see social enterprise as a vehicle to reinvest in the community which is creative. In 2008, through an affiliated company we bought the Scott Block, a heritage building that is dedicated to the promotion of arts and culture in the Red Deer community. We continued to refurbish it, operate the 200 seat theatre and rent space to numerous theatre and artistic groups in the area. For me, a social enterprise must be sustainable. The fact that we turn a profit enables us to charge less than market rent to arts and cultural groups who require space in which to work and create.

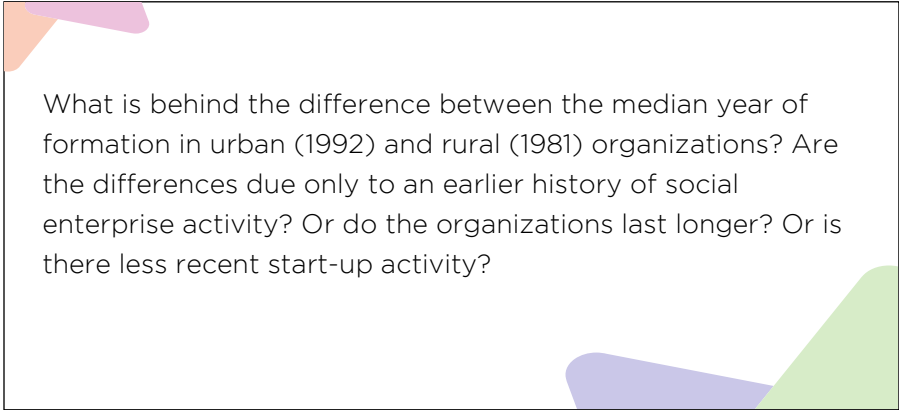
The real value of social enterprise in my mind is frankly not so much about the money; actually in a smaller community I think it is more about the deep connections that are built with the people who support your enterprise and who work in your enterprise. That is its power. In some ways, I think of social enterprise as a philosophy because, by being entrepreneurial we can be more independent, less reliant on government, better able to control our own destiny and become more self-sufficient”.

The Rural and Urban Expanse

The data collected for this study highlighted differences between urban and rural Alberta social enterprises. For the purpose of this study, organizations operating in Alberta's two largest cities, Calgary and Edmonton, were classified as urban, while all other participants were defined as rural. It is noteworthy that of the social enterprises identified, 43.6% were located in urban areas and 56.4% were rural based enterprises (See Map 1). The study revealed substantive differences between the two categories of respondents based on geographical location. Rural respondents tend to be older and more established, and tend to be smaller than the urban respondents in that they employ fewer staff (on average 10 FTEs vs. 55 FTEs for urban organizations) and generate less revenue (on average \$411,000 vs. the \$1,099,000 for urban organizations). Furthermore, rural organizations reported less revenue (\$288,000) generated from the sale of goods and services than the urban respondents (\$571,000) (see Appendix A).

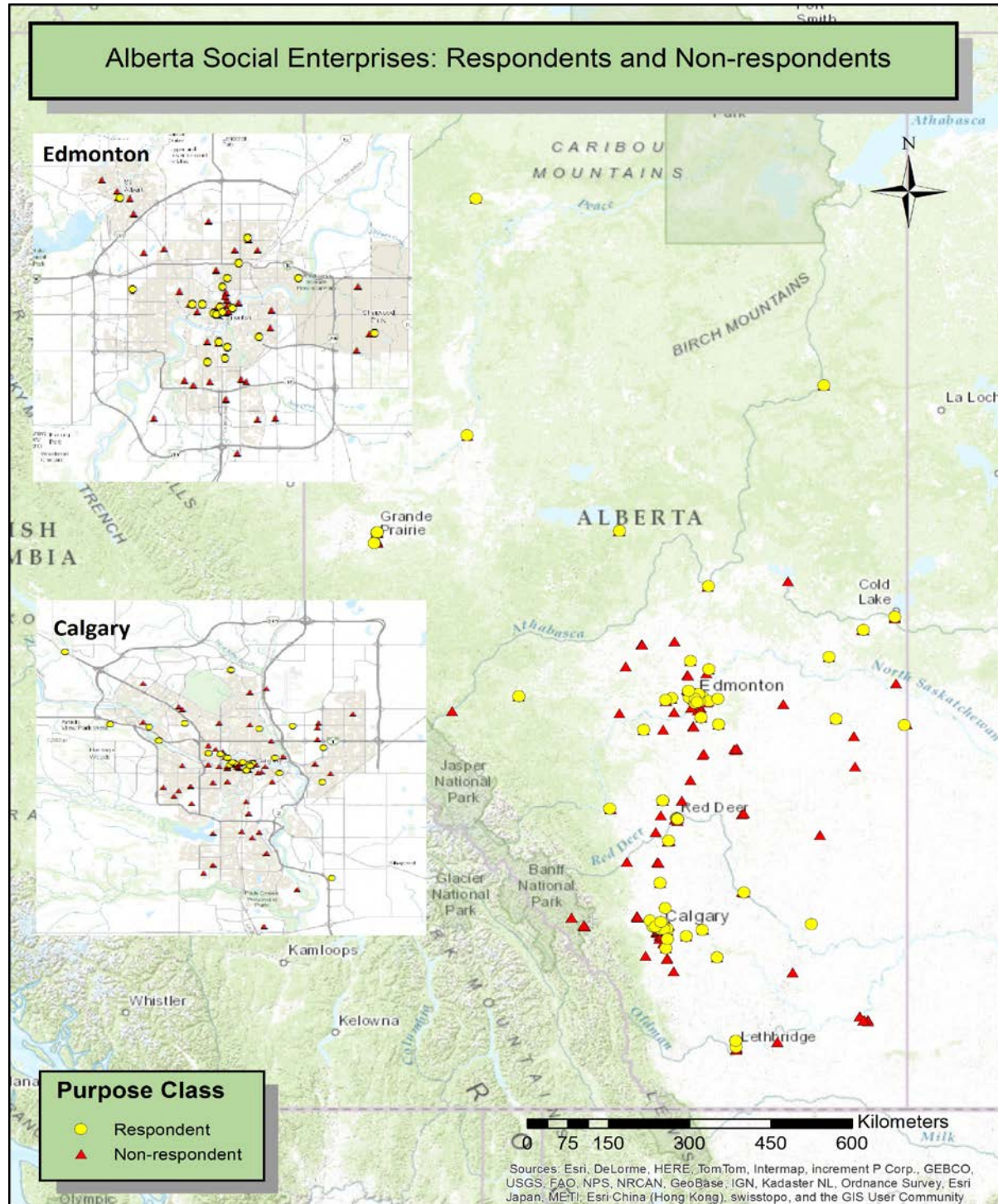


How is the amount of revenue generated by an organization related to their geographic location and the population of the communities in which they operate?



What is behind the difference between the median year of formation in urban (1992) and rural (1981) organizations? Are the differences due only to an earlier history of social enterprise activity? Or do the organizations last longer? Or is there less recent start-up activity?

Map 1: Respondents and Non-Respondents



Differences between rural and urban survey participants may be explored further in Appendix A. When respondents were asked which of the following groups their social enterprise employs, trains or provides services to within its mission, it was striking that urban social enterprises focus to a greater extent on people experiencing employment barriers (35%) or living with physical disabilities (35%) versus rural social enterprises, 5% and 10% respectively. This variation may be due in large measure to the fact that these individuals tend to be located in major urban centres where more services are both needed and available. Appendix A also highlights the differences between urban and rural social enterprise responses regarding identified challenges and needed

Agricultural Societies Leveraging Social Capital

Alberta's Agricultural Societies (AS) have been a part of the province's cultural fabric for more than 100 years. The first agricultural society, known today as Edmonton Northlands was established in 1879, soon followed by the Calgary and District Agricultural Society in 1886, today known as the Calgary Exhibition and Stampede. Currently there are almost 300 societies across Alberta, the largest concentration in any province in Canada.

Alberta's agricultural societies, sometimes called rural community development organizations, have been foundational to community building in rural Alberta through their development, funding and operation of infrastructure across the province (AAAS, 2011, p. 20). Facilities are centered on community based initiatives including entertainment, agricultural awareness, community development, sports and recreation, in addition to providing support to business and residential communities (AAAS, 2011, p. 1). From community halls and skating rinks, to ski hills, skate parks, golf courses and daycares, Alberta's agricultural societies have been integral to building community and leveraging social capital across Alberta. In addition to income earned from operations, agricultural societies have been supported by funding from Alberta Agriculture and Rural Development and other Provincial and Federal Government sources (AAAS, 2011, p. i).

Tim Carson, CEO *Alberta Association of Agricultural Societies* observes "the role of the agricultural society has shifted and continues to shift as we look for more innovative ways in which to engage and contribute to our local communities. There are huge opportunities to volunteer, which we believe is essential to building social capital in rural areas. In fact, last year we engaged 65,000 volunteers who contributed a total of 640,000 volunteer hours in their communities. In terms of future growth, we see rural and agricultural tourism as key development opportunities that we hope to leverage in the near future".

supports. For example, 50% of rural respondents reported a moderate to significant challenge in meeting their organization's mission versus 25% for urban respondents.

In terms of areas of the greatest challenge for urban social enterprises, 70% reported that maintenance of *brand recognition* was a moderate to significant challenge, followed by access to *qualified staff*, training, recruitment and retention (65%), *access to grants* (65%) and *advertising/publicity* (60%). Brand recognition, advertising and publicity were identified as particularly troublesome, suggesting there may be a need for further research in this area.

Could the issues of brand recognition, publicity and advertising for urban social enterprises be related to competition in the market or are the needs just greater?

To what degree can online tools help address these challenges?

Similar to urban social enterprises, for rural based social enterprises the top three moderate to significant challenges were: access to *qualified staff, training, recruitment and retention* (70%); *access to grants* (65%); and *business planning* (60%). Most interesting is the challenge regarding business planning. This challenge may point to a growing need to develop resources and expertise in this domain specifically as rural organizations become more involved in social enterprise and its related complexities.

Could the challenges faced by rural social enterprises around finding qualified staff, access to grants and business planning be related to their geographic location and the reality that there are fewer people and resources to draw upon outside of major urban centers or are the needs just greater?

Twenty-seven **Community Futures (CF)** non-profit organizations are located throughout Alberta and support economic development in rural communities. Funded by *Western Economic Diversification Canada*, *Community Futures* provides tools and resources to small and medium sized enterprises in rural Alberta. As a social finance lender of loans up to \$150,000 qualified recipients are provided access to a wide range of services including professional development and training in support of their loan agreements.

Judy McMillian- Evans, Manager Projects and Capacity Building states, “In the social finance world we see ourselves as developer lenders. We tend to lend to those no one else wants to lend to. In fact one of our key criteria is that prospective clients must have already been declined by a funder. We often refer to our loan mechanisms as ‘character loans’ because we must believe in the management team, the project and the organization. We work in rural Alberta and support approved borrowers through training, workshops and mentoring.”

Table 4 reveals that different types of organizations tend to focus on different missions. This was most apparent when comparing differences between agricultural societies and other social enterprises. Agricultural societies indicated they tend to focus on a cultural mission (89%) whereas only 52% of other social enterprises identified as having a cultural mission. In addition, 24% of social enterprises focused on employment development while 11% of agricultural societies shared the same focus.

Table 4: Purpose by Type of Organization (Percent)

Purpose	Ag Society (n= 30) (percent)	Other Social Enterprises (n= 61) (percent)
Employment Development	11	24
Training	14	15
Income Generation for Parent Organization	25	23
Social Mission	89	73
Cultural Mission	89	52
Environmental Mission	33	18

The data also demonstrates that the least frequently cited organizational missions for these participants was *training* (15%) and *environmental* (18%).

On average, the agricultural societies were older and employed fewer individuals than other social enterprises (2.2 vs. 40 FTEs). Agricultural societies also generated less revenue at \$241,000 compared to the \$965,000 reported by the other social enterprise respondents. Additionally, the responding agricultural societies reported less earned revenue originating from the sales of goods and services than other social enterprises with \$114,000 and \$573,000 in sales respectively. It is interesting that in 2013 grants and donations received by 60% of participating societies were used for capital projects versus 30% of other non-profit survey participants. In terms of sources of grants and donations received in 2013, remarkably 90% of participating agricultural societies indicated they had received funding from the provincial government.

Could the fact that agricultural societies receive more grants and donations related to capital projects be related to the nature of their social enterprise activities? Are they more likely to be engaged in social enterprise through facilities?

Survey results also indicated that respondents self-identifying as an agricultural society differed from other social enterprises regarding the challenges they face and the supports required. The data revealed five areas of moderate to significant challenge by participating agricultural societies. They include access to grants (70%), human resource management (65%), business planning (65%), revenue diversity/mix (60%) and maintenance of cash flow (60%). These areas may illustrate a growing need for resources and support aimed at this segment of the social enterprise population. Regarding brand recognition, a striking difference between the agricultural societies and other social enterprises was

Appendix A demonstrates that rural organizations and agricultural societies rated the challenges they were facing as more significant and indicated that supports would be more desired/ useful than the urban and non- agricultural respondents. Could this be due to their geographic location and the possibility that the same number of resources are not available in areas outside of Alberta's city centres?

What is the best way to make these resources available?

observed in that 50% of agricultural societies and 65% of other social enterprises indicated that brand recognition was a moderate to significant challenge. This may point to the role that agricultural societies have played and continue to play in their communities around building community and leveraging social capital.

CHAPTER FOUR: SOCIAL ENTERPRISE IN ALBERTA IS PURPOSE-FOCUSED

Recognizing that social enterprises are driven by their purpose and their mission, a number of the organizations reported a multi-purpose focus, whether economic, social, environmental or cultural. In this study, three mutually exclusive categories (see Figure 9) were created to classify social enterprises based on their responses to six non-exclusive questions about their purpose(s) (see Figure 10). First, social enterprises whose primary purpose is to generate income for the parent organization. Second, social enterprises that aim to satisfy a social, cultural, and or environmental mandate, but do not identify income generation or training or employment development as their core mandate. Third, social enterprises that serve multiple goals, including a social, environmental, cultural or income-generation mission *and* provide employment development or training were included in the 'multi-purpose' category. This system of categorization provided a means to classify social enterprises into three mutually exclusive groups:

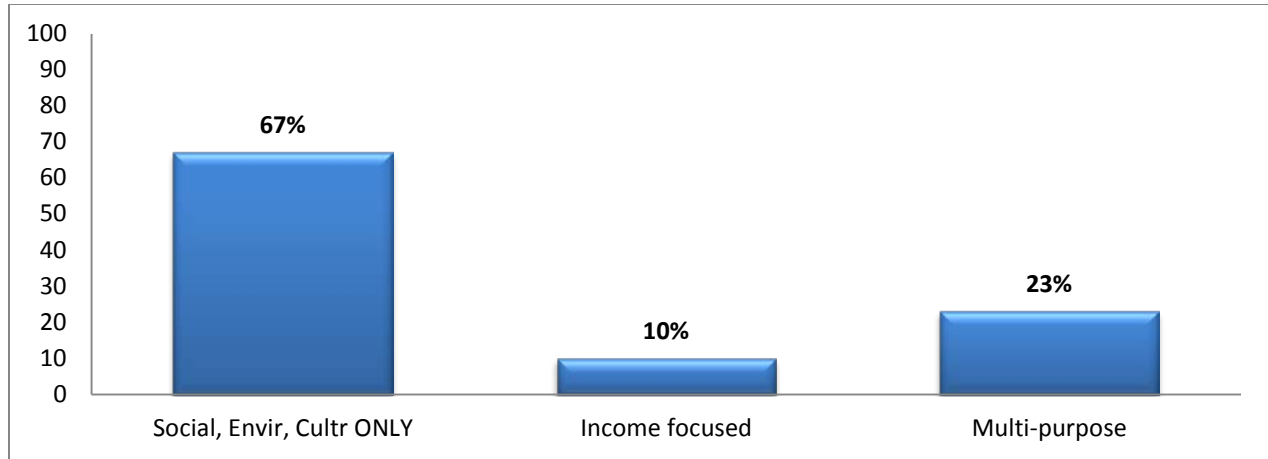
Income-focused: Defined as an organization with a primary purpose (income-generation for a parent organization). These organizations may also combine income-generation with up to two other purposes, whether an employment, social, cultural or an environmental.

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.

Figure 9 presents a three-way purpose classification for the categories used in this study. Sixty-seven percent of social enterprises in Alberta have a social, cultural and/or environmental purpose, 10% focus on generating income for a parent organization, while 23% have multiple areas of purpose.

Figure 9: Areas of focus by three-way Purpose Classification



As shown in Figure 10, the greatest percentage of social enterprises (79%) describe themselves as having a social purpose, while 64% of social enterprises work towards achieving a cultural purpose. Twenty-five percent report an environmental mission, while 23% of Alberta social enterprises generate income for a parent organization. Also noteworthy is the fact that 20% of the social enterprises focus on employment development while 15% provide training for workforce development.

Do income-focused social enterprises tend to serve particular populations more or less than their mission-focused peers?

Additionally, the findings reveal that a social enterprise's mission and purpose varied based on location. For example, social enterprises in rural areas tend to focus on a cultural mission (83%), in comparison to 41% of social enterprises located in urban areas (See table 5).

Figure 10: Social Enterprises by Purpose (percent)

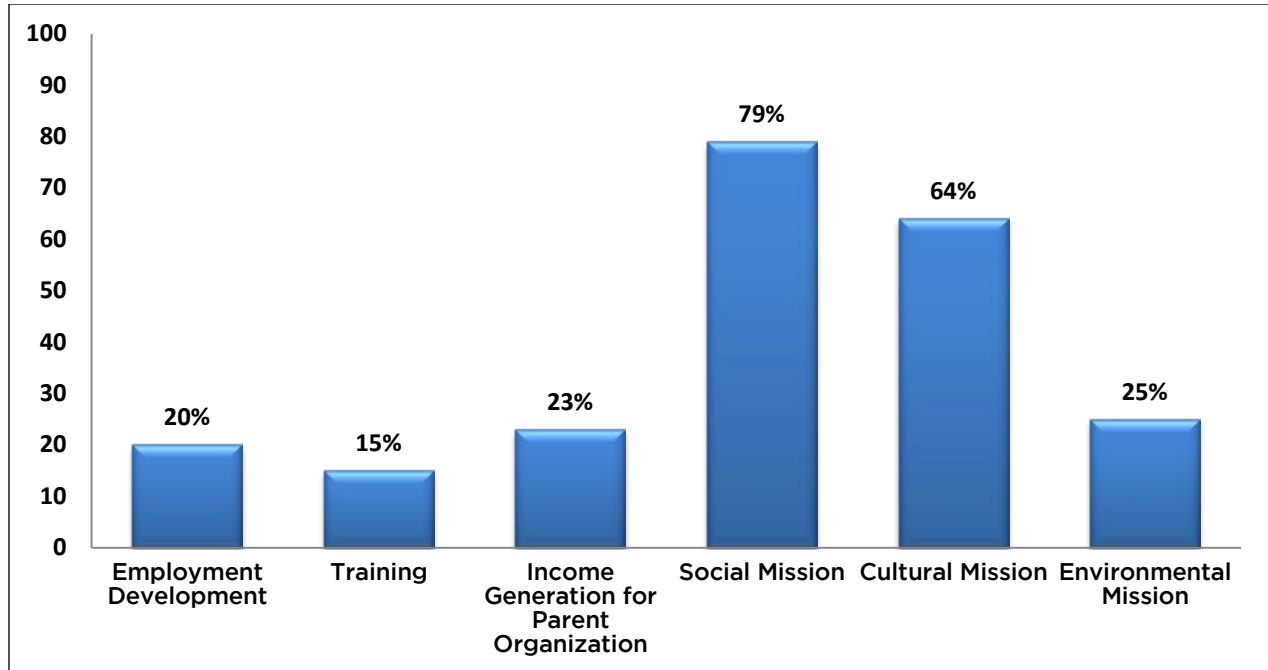


Table 5: Purpose by Urban and Rural (Percent)

Purpose	Rural	Urban
Employment Development	12	30
Training	9	23
Income Generation for Parent Organization	21	25
Social Mission	79	80
Cultural Mission	83	41
Environmental Mission	26	23

Could the focus on cultural missions in rural areas be related to the nature of agricultural societies?

Co-operatives as Opportunity Builders

Alberta's co-operatives have played and continue to play a vital role in the province's economy. Co-operatives give back to communities by supporting local initiatives and charities, providing training and education, and working with local businesses. They are member owned and democratically controlled businesses, service providers, and not-for profits. Today, there are more than 700 co-operatives located throughout many rural and urban communities across Alberta. Co-operatives are rooted in community and are most often established to meet a common need by providing goods, services, and employment. Recognizing their early roots focused on agriculture, as times have changed and Alberta's economic landscape has shifted; so too has the role of the co-operative.

Because of the challenge of accessing debt financing and venture capital in many rural areas, the emergence of the *Opportunity Development Co-operative (ODC)* represents a new tool for local communities to support economic development in their area. ODCs are designed to enable local community investment to scale operations by investing tax-deductible funds into the local businesses (ACCA, 2014a).

ODC's are funded by the residents of the community where the ODC operates / will operate; and funds contributed to ODC's by residents are tax deductible and contribute to the resident's RRSP investments. (ACCA, 2014b, p.1)

Westlock Terminal, the *Battle River Railway New Generation Cooperative* and the *Sangudo Opportunities Development Co-operative* represent novel approaches in which community members have made significant personal and collective investments in local business assets. Through their share offerings, *Westlock Terminal* raised more than \$2.2 million to purchase and expand a grain terminal; *Battle River* raised \$3.4 million to purchase and operate a 90 km short rail line; and, *Sangudo* financed the purchase of a meat packing plant and the town legion hall (ACCA, 2011).

Paul Cabaj, Director of Cooperative Development with *Alberta Community & Co-operative Association (ACCA)*, observes, "the co-operative movement is not new to social enterprise, in fact I would say that cooperatives were one of the first legal models for social enterprise – as a user owned enterprise the coop model leans much more heavily towards directing profits to meet our member's needs than other for profit models. This ingrained structure is what in part is stimulating a resurgence of sorts in that people seem to be looking for an alternative to just making money, there seems to be a much greater desire to build and invest in the local community. That is where ODCs can really help, since they are essentially social funding vehicles that use social networks to raise money which is reinvested into the local town/community".

Taking a closer look at the purposes of social enterprises in Alberta, in the below section the data looks at the benefits of social enterprise to Alberta and Albertans through three key trends: employment, citizen engagement, and poverty.

Creating an Economy: Employment and Employability

Social enterprises engage members, volunteers, employees, and in some instances individuals who may be considered disadvantaged regarding employability. While the social enterprise may be subsidized by the public sector, there are opportunities for individuals to earn income and be trained for future employment. Often the subsidies 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 aspect of employability within social enterprises complicates the task of enumerating employment figures than otherwise would be the case.⁵

Joan Lee, Chief Executive Officer, **Vecova Centre for Disability Services and Research** describes Vecova's involvement in social enterprise, "We have invested considerable energy to ensuring that our social enterprises have close ties to our mission and are very much a part of our overall organization. Each social enterprise business plan and its related outcomes are aligned to our strategic plan and organizational performance expectations to ensure both have a social and financial impact.

In our case, social enterprise provides meaningful employment for people with disabilities. We are also an employer of people with disabilities ourselves thus can offer support and knowledge to other employers about the benefits of hiring employees with disabilities in an integrated workforce and to support them in their employment model. Our social enterprises are connectors to the community, serve a need in the community, increase Vecova's profile, and increase the profile of people with disabilities in the workforce."

⁵ 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 target 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 target groups are counted as 'unpaid volunteers'. The bottom line is that the employment of individuals from the target groups is broadly but not precisely encompassed within the count of paid employment (i.e., FTEs) and so should be interpreted with care.

Social enterprises provided paid employment for at least 3,590 people in AB. This includes fulltime, part-time, seasonal and contract workers, who together earned at least \$28 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 2,330 fulltime equivalent employees.

Those employed include at least 3,190 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 9,480 full- and part-time volunteers.

This section demonstrates that 89% of those employed by social enterprises in Alberta are mission-related hires, what are the missions of these organizations and how do their employees fit within their mission?

Table 6 reflects a breakdown of the employment statistics. The surveyed social enterprises were responsible for at least 2,090 full-time, 750 part-time, 210 seasonal and 560 contract positions.

Table 6: Employment

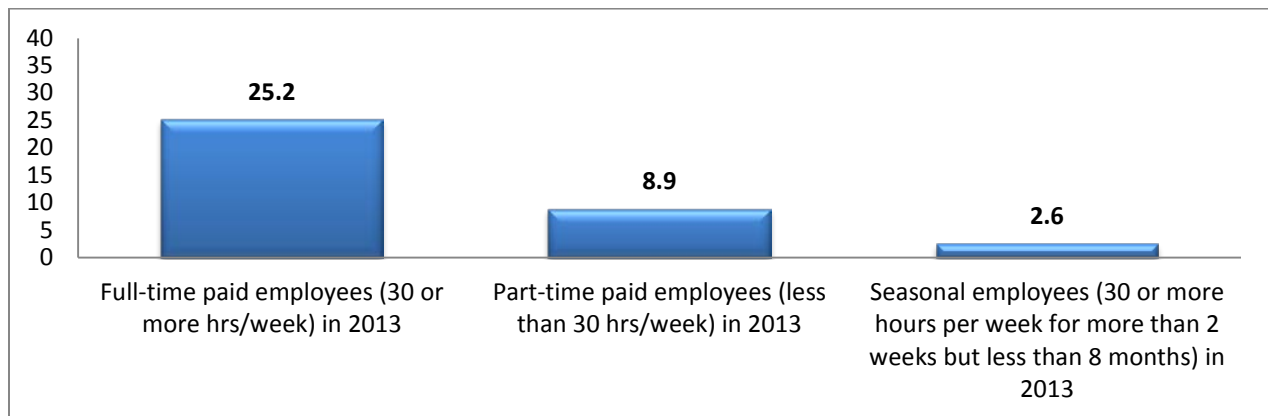
Number	Mean ⁶	Range	Total
Members of target groups employed in 2013 (included in the full-time, part-time, FTE, Seasonal and contract counts)	35.8	0-850	3,190
Full-time (work 30+ hrs per week)	25.2	0-600	2,090
Part-time (work<30hrs per week)	8.9	0-250	730
Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2013	2.6	0-40	210
FTE (Estimate)	28.4	0-600	2,330
Freelance and contract workers (hired for a specific project or term) in 2013	11.0	0-150	560
Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013	39.5	0-600	2,690
Volunteers (incl. unpaid interns, etc) who worked less than 10hrs/month in 2013	116.9	0-2100	8,300

Of course paid employees also include professional and others that do not face employment barriers and are not employed as part of the mission of the social enterprise.

⁶ These figures are based on reported data. The average could be impacted by missing data.

Furthermore, social enterprises provide employment to people living in their in communities. Survey respondents indicated on average 25 people per social enterprise were employed as full time paid employees (See Figure 11), while 9 people were paid part-time employees and at least 3 people (mean) were seasonal employees.

Figure 11: Employment (Mean) per Social Enterprise, 2013



Eighty-five percent of social enterprises hired the equivalent of at least one FTE. Fifteen percent of the enterprises provided FTE positions to more than 25 employees (See Table 7 & Figure 12).

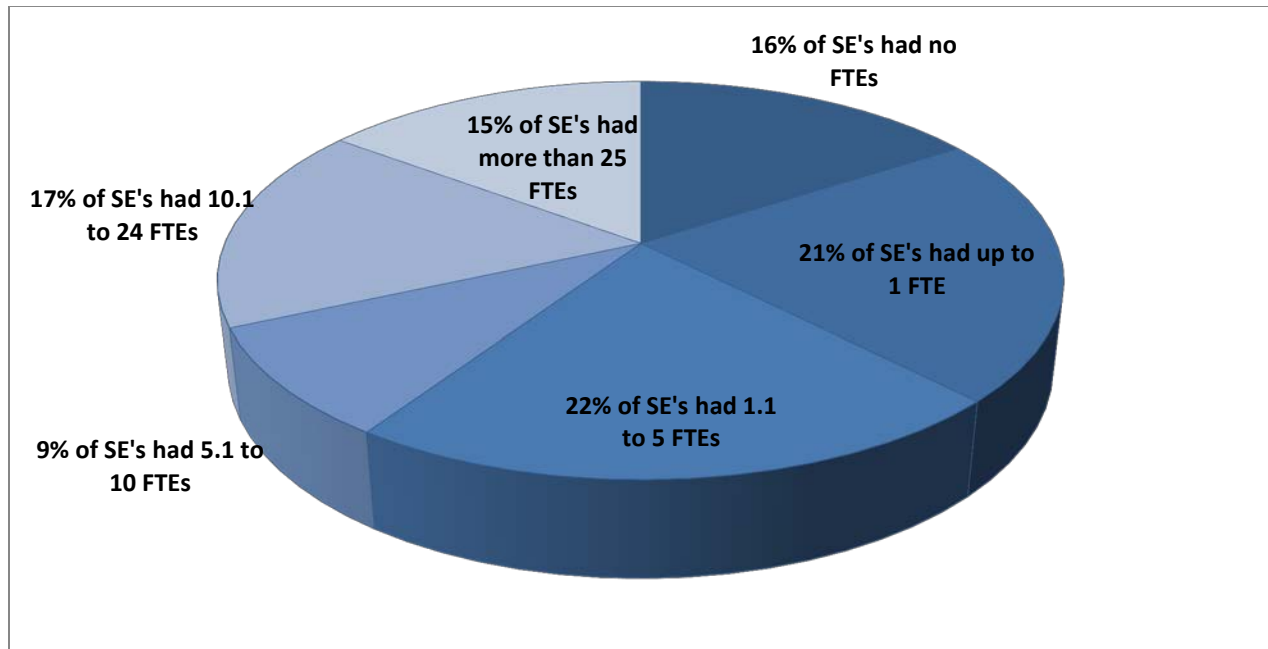
Appendix A demonstrates income focused social enterprises employ more than two times as many individuals as mission focused organizations, but serve half as many. What could be happening here?

Table 7: Distribution of Social Enterprises by Estimated FTEs in 2013⁷

Estimated FTEs	Percent of Social Enterprises
Over 25	15
10.1 to 24	17
5.1 to 10	9
1.1 to 5	22
Up to 1	22
0	16

⁷ The following numbers are rounded off to the nearest whole number. As a result the percentages do not add up to 100.

Figure 12: Distribution of Social Enterprises by Estimated FTEs



Citizen Engagement: Membership and Volunteerism

As noted above in Table 7, Alberta's social enterprises provide a direct method of engagement for citizens in their own communities as well as in the community in which a social enterprise operates and serves. The data has broken out these engagement statistics in terms of membership of the social enterprises and volunteers for the social enterprises.

Tables 8 and 9 demonstrate the role members play in social enterprises. Sixty-nine percent of the respondents indicated they have individual members, with 45% reporting they have organizational memberships. These responding social enterprises revealed that social enterprises in Alberta had an average of sixty-eight individual members per social enterprise, combining for a total of at least 5,550 individual members, as well as at least 1,860 organizational memberships. The individual members per social enterprise ranged from zero to 650 members.

Table 8: Distribution of Social Enterprises by Individual Members⁸

Number of Individual Members 2014	Percent of Social Enterprises
0	32
1 to 10	11
11 to 30	16
31 to 85	16
86 to 100	9
Over 100	17

Table 9: Distribution of Social Enterprises by Number of Organizational Membership⁹

Number of Organizational Memberships	Percent of Social Enterprises
0	54
1 to 10	16
11 to 25	19
26 to 134	4
135 to 200	2
Over 200	4

Social enterprises are key actors in mobilizing volunteers. Ninety-four percent of the responding enterprises had volunteers. The total number of full-time and part-time¹⁰ volunteers in the responding social enterprises in Alberta was 9,840. Many of the social enterprises (32%) had more than 100 part-time and full-time volunteers (See Table 10).

Twenty-seven percent of the social enterprises surveyed included between one to five volunteers in their activities for one to ten hours in a month. Forty-two percent of

What is the interplay between the number of volunteers, resource needs and revenue generating capacities of a social enterprise?

⁸ The following numbers are rounded off to the nearest whole number. As a result the percentages do not add up to 100.

⁹ The following numbers are rounded off to the nearest whole number. As a result the percentages do not add up to 100.

¹⁰ 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.

social enterprises with volunteers' had more than 26 volunteers working less than ten hours in a month.

Table 10: Distribution of Social Enterprises by Total Volunteers
(part and full-time added)¹¹

Number of Total Volunteers	Percent of Social Enterprises
0	6
1 to 15	19
16 to 30	17
31 to 100	28
Over 100	32

Poverty: A multi-purpose approach

Many of the responding social enterprises reported pursuing an employment focus and purpose, or targeting people with employment barriers, low income or individuals experiencing homelessness. It is noteworthy that almost 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 primary area of focus (See Figures 13 and 14).

Eighty-seven percent of social enterprises identified as having multiple purposes that were related to employment issues. Moreover, responding social enterprises address poverty by targeting individuals with employment barriers, low income and the homeless. The three-way classification shows that 91% of the respondents classified as engaging in multiple activities, half of those classified as income focused social enterprises and a quarter of those with social environmental and cultural focus, target poverty (See Figure 14). The majority of social enterprises engaging in addressing poverty or that have an employment focus operate in urban (59%) and rural (30%) areas. Half of the responding nonprofit organizations address poverty, while 28% of agricultural societies have a similar focus.

¹¹ The following numbers are rounded off to the nearest whole number. As a result the percentages do not add up to 100.

Figure 13: Percentage in Each Group with Employment Focus
(employment/training purpose or target people with employment barriers)
by Three-way Purpose Classification

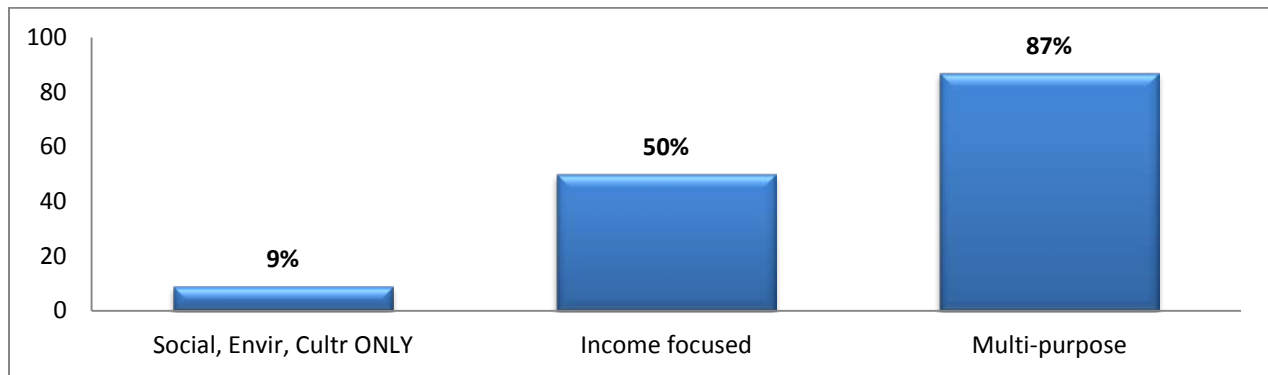
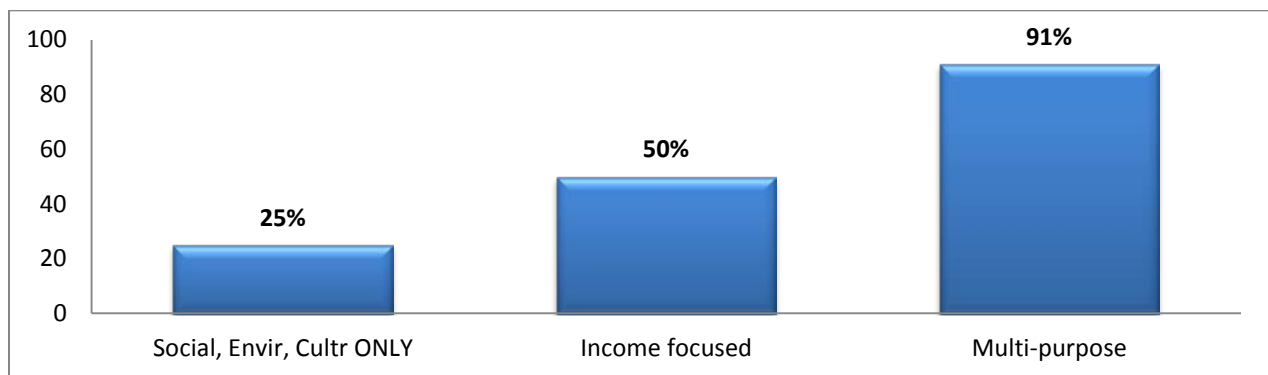


Figure 14: Percentage in Each Group with Poverty Focus
(employment purpose or target people with employment barriers, low income
or homeless) by Three-way Purpose Classification



The two tables show a rough correlation with the three groups except in regards to organizations that were only focused on satisfying a social, cultural, and or environmental mandate (9% vs 25%). A cross-comparison could yield intriguing insights on the impact of the various efforts to address poverty.

CHAPTER FIVE: CHALLENGES AND SUPPORTS

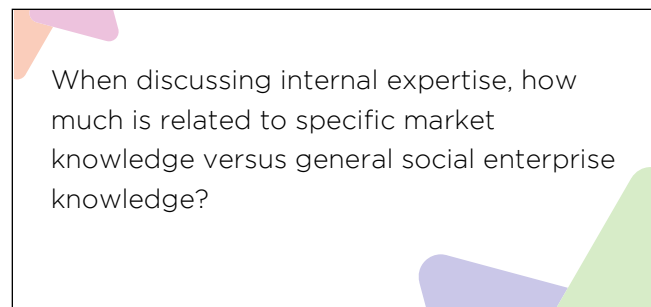
For a non-profit organization, running a social enterprise, because of its added complexity, presents new challenges and intricacies that must be addressed. For the first time, the Alberta survey included a series of questions that examined respondent perspectives concerning challenges their organizations faced and opportunities for support that would be helpful moving forward. A summary of those results in the areas of governance, financial management, operations and marketing are presented below.

Governance

Respondents were asked to evaluate challenges faced at the governance levels by focusing on: internal expertise, board of director involvement, legal and regulatory considerations and their ability to meet their organization's mission.

Table 11: Internal Expertise to Drive Success (percent)

Not a challenge	17
Small challenge	27
Moderate challenge	39
Significant challenge	18



As Table 11 illustrates, 57% of the social enterprises indicated that the internal expertise to drive success was a moderate or significant challenge within their organizations. In conjunction, more than half of the social enterprises highlighted the board of directors' involvement as a moderate or significant challenge. This demonstrates that there may be a greater need to investigate the types of skills and expertise that organizations engaged in social enterprise deem most important going forward.

Table 12: Legal and Regulatory Considerations (percent)

Not a challenge	31
Small challenge	24
Moderate challenge	32
Significant challenge	12

Thirty-one percent of the social enterprises did not consider legal and regulatory issues a challenge, while 44% highlighted the issues as a moderate and significant challenge. The majority of respondents either did not view meeting their organizational goals as a challenge (39%) or they indicated that meeting their organizational goals was a small challenge (27%).

Regarding desired supports, 46% of the social enterprises indicated that resources, support and training on legal and regulatory advice would be helpful while 57% found the information on Board development organizational capacity useful or very useful.

The ***Immigrant Access Fund (IAF)***, originally incubated at *Momentum*, a Calgary based community development organization, adopted an innovative social finance model to provide micro loans to internationally trained immigrants. Lines of credit (LOC) are used for loan capital and secured with personal guarantees from high net worth community minded individuals and foundations. The *IAF* assists clients by paying the costs associated with obtaining the licensing and training required to work in their respective fields in Canada. By the end of 2014, almost 1800 loans have been made to internationally trained professionals and tradespeople located in Edmonton, Calgary and Saskatoon. Plans are in place to expand operations and the *IAF* model to the city of Toronto, Ontario.

Financial

Next, survey respondents were asked to evaluate financial challenges including: access to loans and grants; budgeting and accounting; cash flow and revenue diversity.

Is it that accessing loans is not a challenge, or that groups do not even consider loans an option for their social enterprise?

One of the areas of greatest challenge remains access to financing particularly on the part of nonprofit organizations. Interestingly, survey results revealed that access to loans was not considered a challenge for 49% of survey participants; whereas 84% of the respondents indicated concern regarding access to grants. This discrepancy may point to the preference and the more common practice among nonprofit organizations to secure grant funding versus loan and financing arrangements. Relative to budgeting, accounting and cash flow management, 68% and 74% respectively of study participants experienced challenges in these two domains. Most noteworthy was the fact that 86% of the participants indicated that revenue diversity/mix was a very real challenge at this point in time.

Table 13: Access to Loans (percent)

Not a challenge	49
Small challenge	22
Moderate challenge	12
Significant challenge	18

Table 14: Access to Grants (percent)

Not a challenge	16
Small challenge	19
Moderate challenge	34
Significant challenge	31

When asked about supports, Table 15 illustrates that more than half of the respondents found financial information regarding access to investment sources (such as loans, financial planning and tools to measure financial impact) useful or very useful.

Table 15: Financial Resources, Support and Training (percent)

Access to Investment Sources (useful/very useful)	50
Serving both financial and social purposes (useful/very useful)	54
Financial Planning (useful/very useful)	51
Tools to measure financial impact (useful/very useful)	58

Operational

Responding social enterprises were then asked to consider the following operational challenges: business planning; logistics for production/or distribution, human resources, internal resources and information technology.

Table 16: Business planning (percent)

Not a challenge	18
Small challenge	31
Moderate challenge	36
Significant challenge	14

Operationally, 50% of respondents indicated that business planning was a moderate to significant challenge for their organizations. This is significant in that the complexity of organizations engaged in social enterprise tends to increase as ventures grow and required funding sources diversify. Forty percent of survey participants reported that selling products and services was a moderate to significant challenge. This may point to a need to grow capacity in terms of identifying product and services offered for specific markets, or, may be reflective of economic factors that are changing market demand.

Social enterprises were asked if human resources for example training, qualified staff, employee and/volunteer recruitment and retention were challenges for their organizations. Thirty-six percent of the social enterprises highlighted human resources were a moderate challenge, while 30% indicated that human resource related issues posed a significant challenge. This result may point to the growing need of resources aimed at human resource recruitment, training, retention and development.

Table 17: Human Resources (percent)

Not a challenge	12
Small challenge	22
Moderate challenge	36
Significant challenge	30

Forty-six percent of the social enterprises noted that internal resources, for example equipment and facilities were a moderate or significant challenge.

Table 18: Internal Resources (percent)

Not a challenge	113
Small challenge	40
Moderate challenge	34
Significant challenge	12

More than half of the responding social enterprises indicated that information technology including computers, software and website was either a moderate or significant challenge while only 12% of social enterprises did not highlight information technology as a challenge.

Table 19: Information Technology (percent)

Not a challenge	12
Small challenge	35
Moderate challenge	37
Significant challenge	16

All responding social enterprises indicated that the operational resources, support and training were useful or very helpful. Eighty-percent of the social enterprises reported that resources, support and training tools used to enhance staff and/ or volunteer capacity would be helpful or very helpful. The majority of social enterprises found the resources, support and training tools used to measure social cultural and environmental impact helpful. It is noteworthy that only 7% indicated the supports were not helpful.

Table 20: Operational Resources, Support and Training (percent)

Information Technology (useful/very useful)	60
Organizational Growth (useful/very useful)	71
Tools to enhance staff and or volunteer capacity (useful/very useful)	80
Tools to measure social, cultural and/environmental impact (useful/very useful)	77

Marketing

Finally, the 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.

Most social enterprises saw advertising or publicity as a small (35%) or moderate (34%) challenge, while 19% noted that it was a significant challenge for their organization. Thirty-eight percent indicated that brand recognition was a moderate challenge and 22% noted that it was a significant challenge, highlighting the need to focus on branding. These results may point to the growing gap between rural and urban areas in terms of access to and use of social media as a marketing tactic focused on building brand in addition to promoting an organization's current position in their local community.

Table 21: Advertising / publicity (percent)

Not a challenge	13
Small challenge	35
Moderate challenge	34
Significant challenge	19

Table 22: Brand Recognition (percent)

Not a challenge	18
Small challenge	22
Moderate challenge	38
Significant challenge	22

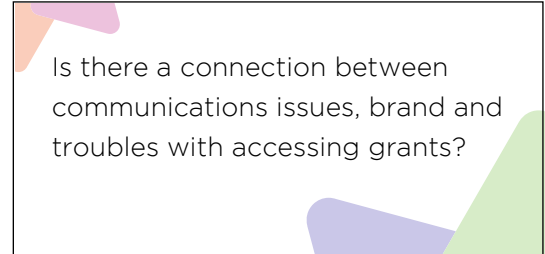
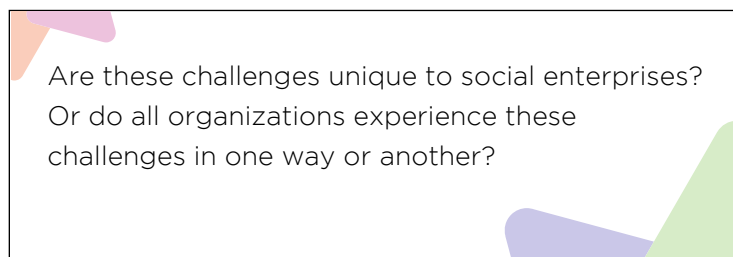


Table 23 below indicates that overall the social enterprises viewed the marketing resources, along with available support and training favorably. Similarly, 70% of the respondents indicated that communications and public relations resources would be helpful or very helpful going forward.

Table 23: Marketing Resources, Support and Training (percent)

Communications (useful/very useful)	70
Networking (useful/very useful)	68
Social Media (useful/very useful)	66
Online Marketplace (useful/very useful)	61

Challenges arise as nonprofit organizations engage in social enterprise. This is often due in part to the increased scope and range of services/products provided and expertise required to operate a social enterprise within a nonprofit organization. This portion of the survey aimed to identify what those challenges look like and how they may be addressed in the future.



The Enterprising Non-Profits Alberta (enp-AB) program provides social enterprise education, resources and planning grants to various nonprofit organizations throughout Alberta. In late 2014, the enp-AB team embarked on a check-in with past grantees to discuss their involvement in social enterprise, to gain an understanding of how their access to funding and resources through the program had impacted their organizations, to examine the needs of organizations exploring social enterprise and how best they can support nonprofit organizations on their social enterprise journeys. Based on these conversations, five key themes were identified:

1. Assets & Mission

“The biggest question you should always ask yourself is why do you want to start a social enterprise? You need to answer that question of why.” (enp-AB Interviewee 27)

Planning for a social enterprise involved difficult conversations and the organizations felt that the planning process allowed them to develop social enterprise plans that matched their assets with their mission;

2. Support Services

“The key is to really understand the business aspect of [their industry]. It can be good will, a good idea, and a good mission, but it is business.” (enp-AB Interviewee 7)

Organizations identified that they are looking for guidance from their consultants and from individuals who can provide them with industry-specific knowledge;

3. Feasibility & Testing

“Right now what we are doing is sort of testing the waters with a few ideas to see if they work and see if there is client engagement... Before jumping into a full social enterprise, we are trying this route out first”. (enp-AB Interviewee 1)

The respondents identified that they are testing their social enterprise ideas by starting small and running pilots;

4. Next Steps

“Implementing the plan- It feels like there is quite a bit of lag period, but we need resources to make it happen and it has been slower than we were hoping.” (enp-AB Interviewee 20)

Some organizations struggle moving from the planning for their social enterprise to launching stages and desire further resources;

5. Sharing Learnings

“I think we all have to continue to build ties with existing social enterprises. Have less silos and become more cohesive”. (enp-AB Interviewee 2)

Nonprofit organizations exploring social enterprise desire the opportunity to share their successes and learn from the experiences of others.

This report was seen as the start to a conversation with organizations exploring social enterprise and the insights gathered through this process will inform the future directions of support to assure that organizations exploring social enterprise have what they need to navigate through the roadblocks, barriers, and opportunities that they may face (enp-AB, 2015).

CONCLUSION

Social enterprise plays an important role in Alberta. Not only does the revenue generated contribute to economic performance, social enterprise also engages and provides services to Albertans within the communities in which they reside.

Through the quantitative data presented and the examination of the emergent themes the community-based nature of social enterprises in Alberta was examined. The study also explored the significance and relevance of the role and focus of social enterprises on social and cultural missions, in addition to the need for ongoing sector capacity building. The four themes arising from the qualitative portion of this study highlighted – the evolving landscape of the social enterprise ecosystem, the distinct nature of urban and rural social enterprises, social finance opportunities, and additional capacity building initiatives that may be required to ensure the ongoing success of social enterprise across the province. This study set out to provide a contemporary portrait of

Pockets of Innovation and Incubation

A sea change is occurring throughout many of Alberta's post-secondary institutions as increasing numbers of educators map out their response to the growing demand for courses, webinars, workshops and programming that is focused on social entrepreneurship, social innovation and social enterprise. Whether it is the *University of Alberta's Canadian Centre for Corporate Social Responsibility*, *Mount Royal's Institute for Innovation and Entrepreneurship*, the *University of Calgary's Hunter Centre for Entrepreneurship and Innovation*, *Bow Valley College's Centre for Social Entrepreneurship*, the *University of Lethbridge's Entrepreneurship Centre*, *Ambrose University's* inclusion of social entrepreneurship in curricula, or the work of *Olds College* together the emergence of these institutes, research centres, and curricula redesign initiatives point to a definitive shift in post-secondary education as a result of this burgeoning field of study.

Nationally, this shift can also be seen through an initiative of the *J.W. McConnell Family Foundation*, *RECODE*. Launched in 2014, *RECODE* is an invitation across Canada, "to support the development of ecologies of social innovation and entrepreneurship within and in proximity to colleges and universities." Aimed at creating opportunities for postsecondary students to not only learn about innovation and entrepreneurship, *RECODE* proposes to "support the incubation and growth of new social enterprises and social innovations." (*RECODE*, 2015, np.)

the landscape of social enterprise in Alberta and may be considered a barometer for what is occurring in Alberta at this point in time.

The findings of this research confirm that social enterprise in the province has a long history and is well established across urban and rural Alberta. The study's mixed methods approach highlights potential areas of further inquiry for academia, practitioners and intermediaries. This report and the accompanying analysis may be considered a resource to use to build understanding and extend learning regarding what in fact is occurring across communities locally, nationally and internationally. Additionally, the broad collaboration of individuals and organizations across Alberta contributing to this report speaks to the many variations of social enterprise across the province.

Social enterprises make a significant contribution to the province's economy through innovative approaches that engage community, build local economies and enhance social capital. They also make money as they address their organization's purpose; whether economic, cultural, environmental or social. Notably, it is the latter aspect that has been most insightful in that, the promise of social enterprise for many organizations may in fact focus on building capacity - not just capacity within an organization, but building capacity among some of Alberta's most vulnerable citizens.

Future Research

The 2014 Social Enterprise Sector Survey provides a point-in-time view of the Alberta's social enterprise landscape and emerging ecosystem. As is with any undertaking, this report builds on the dedication of previous social enterprise research and practitioners who paved the way for the sector to be recognized in addition to being understood. As the social enterprise segment of the Alberta economy continues to mature, additional research will be required in terms of best practices, shared learnings and the identification of tools and resources required to foster innovative solutions to meet the needs of Alberta communities. This report has sought to enliven and invigorate the conversation of social enterprise in Alberta and to illuminate the knowledge that we still require.

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APPENDICES

Appendix A: Key Points of Comparison-Purpose¹²

Summary Statistics for AB, 2014 Survey

	3-way purpose			Location		Structure		All
	Mission focused (cultural, environ., social)	Income focused *	Multi-purpose	Urban	Rural	Nonprofit	Agricultural society	
Demographic profile								
Year of formation: median	1982	1987	1992	1992	1981	1988	1980	1984
Year of first sale: median	1985	1984	1997	1996	1981	1991	1980	1988
Number of business sectors (1-17): average	1.6	1.3	2.1	1.8	1.6	1.9	1.6	1.7
Number of targeted populations (0-16): average	4.1	4.6	4.7	5.0	3.8	4.7	3.5	4.3
Individual members: average in 2014	75	30	65	50	80	70	75	70
Organizational members: average in 2014	20	40	25	30	15	20	25	20
Trained: average for 2013	665	10	70	315	595	710	10	465
Employed (from target group): average for 2013	35	80	30	60	15	45	20	40
Served: average for 2013	7815	3220	5650	8180	5840	9760	1600	6920
FTEs: average in 2013	30	10	30	55	10	40	2.2	30
Volunteers (full-and part-time): average in 2013	160	24	260	350	65	240	90	190
Total expenditure: \$ average in 2013	859,000	752,000	302,000	1,108,000	389,000	968,000	213,000	694,000
Total wages and salaries: \$ average in 2013	525,000	265,000	200,000	737,000	160,000	597,000	66,000	405,000
Total revenue: \$ average in 2013	856,000	815,000	313,000	1,099,000	411,000	965,000	241,000	703,000
Revenue from sales of goods and services: \$ average 2013	456,000	741,000	152,000	571,000	288,000	573,000	114,000	408,000
Revenue from grants and donations received from parent organization: \$ average 2013	9,000	39,000	27,000	15,000	20,000	14,000	25,000	18,000

¹² / * 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 financial numbers are rounded off to the nearest 1000. This results should be interpreted with caution

	3-way purpose			Location		Structure		All
	Mission focused (cultural, environ., social)	Income focused *	Multi-purpose	Urban	Rural	Nonprofit	Agricultural society	
Revenue from grants and donations from other organizations and private individuals: \$ average 2013	161,000	20,000	144,000	229,000	72,000	184,000	63,000	139,000
Revenue exceeds expenses in 2013: percent	75	90	80	70	85	80	75	80
Sales as percent of revenue: average per organization 2013	40	80	60	60	60	55	30	50
Revenue less grants/loans/donations exceeds expenses in 2013: percent	30	75	30	50	30	45	15	35
Purpose (percent of social enterprises):								
Employment development	0	30	75	30	10	25	10	20
Training	0	10	60	25	10	15	15	15
Income generation for parent organization	0	100	60	25	20	25	25	25
Social mission	80	60	90	80	80	75	90	80
Cultural mission	70	40	60	40	85	50	90	65
Environmental mission	15	30	50	25	30	20	35	25
Legal structure (percent of social enterprises):								
Nonprofit legal structure	100	100	100	95	100	100.0	100	100
Registered charity	60	40	70	65	60	75	50	60
Target groups (percent of social enterprises):								
All the people living in a particular place / community	80	70	50	60	90	65	90	75
Aboriginal / Indigenous people	25	20	30	25	30	30	20	30
Children	55	40	30	35	60	45	60	50
Ethnic minority	20	10	40	30	15	30	10	20
Families	50	30	30	30	50	40	55	45
Homeless people	10	20	5	20	1.8	10	10	10
Immigrants	10	0	35	30	5	20	5	20
Men	30	10	40	25	35	30	35	30
Lower income individuals	20	30	30	35	20	30	20	25
People living with addictions	10	30	5	15	5	15	5	10
People living with employment barriers	10	50	30	35	5	30	5	20

	3-way purpose			Location		Structure		All
	Mission focused (cultural, environ., social)	Income focused *	Multi- purpose	Urban	Rural	Nonprofit	Agricultural society	
People living with psychiatric disabilities	10	40	20	25	5	20	5	15
People living with intellectual disabilities	10	50	20	25	10	25	5	15
People living with physical disabilities	20	40	30	35	10	30	5	20
Refugees	10	0	20	20	1.8	10	0	10
Senior / aged / elderly	50	20	40	45	40	45	40	40
Women	40	20	40	30	40	30	40	40
Youth / Young adults	50	50	45	50	50	45	60	50
Sources of grants and donations received in 2013								
Foundations	30	10	30	50	10	40	10	25
Federal Government	20	0	35	25	20	30	10	20
Provincial Government	70	50	65	55	80	55	90	70
Municipal Government	60	40	40	40	60	40	70	50
Private individuals, philanthropists, donors	60	10	50	50	50	60	40	50
Bank	10	0	5	10	10	10	10	10
Corporations/Private businesses	40	20	50	40	35	40	35	40
Parent organization	5	0	20	10	10	10	10	10
Credit Union	1.6	0	4.3	2.4	1.9	1.8	2.8	2.1
Community futures	1.6	0	8.7	0	5.6	1.8	5.6	3.2
No grants/donations	10	20	20	20	10	20	3	15
Purposes of grants and donations received in 2013:								
Training and technical assistance grants	15	20	40	25	20	20	20	20
Operational grants	80	50	75	70	80	70	80	75
Governance and management	10	0	20	10	10	10	20	10
Research and development	15	0	20	25	10	20	5	15
Capital project	40	50	45	20	50	30	60	40
Sources of loans/ debt instruments taken out in 2013								
Foundations	1.6	0	4.3	2.4	1.9	1.8	2.8	2.1

	3-way purpose			Location		Structure		All
	Mission focused (cultural, environ., social)	Income focused *	Multi- purpose	Urban	Rural	Nonprofit	Agricultural society	
Federal Government	0	0	4.3	0	1.9	0	2.8	1.1
Provincial Government	0	0	4.3	0	1.9	0	2.8	1.1
Municipal Government	0	10	10	0	10	0	10	5
Private individuals, philanthropists, donors	1.6	0	0	2.4	0	1.8	0	1.1
Bank	10	10	10	15	10	10	10	10
Corporations/Private businesses	0	0	0	0	0	0	0	0
Parent organization	0	0	8.7	2.4	1.9	3.5	0	2.1
Credit Union	1.6	0	0	2.4	0	0	0	1.1
Community futures	1.6	0	0	0	1.9	1.8	0	1.1
No loans / debt instruments	75	80	75	75	75	75	70	75
Purposes of loans/ debt instruments taken out in 2013:								
Training and technical assistance grants	0	0	0	0	0	0	0	0
Operational grants	10	10	10	10	10	10	10	10
Governance and management	0	0	0	0	0	0	0	0
Research and development	0	0	4.3	2.4	0	1.8	0	1.1
Capital project	10	10	15	10	10	10	10	10
Challenges and supports - percent of social enterprise indicating this as a “moderate” or “significant” challenge								
Internal Expertise to Drive Success	60	90	40	45	70	55	65	60
Board of Director Involvement	55	70	30	30	65	40	70	50
Legal and Regulatory Considerations	45	45	50	40	50	40	45	45
Meeting our Organizational Mission	45	10	25	25	50	30	50	35
Access to Loans	25	40	35	40	25	30	30	30
Access to Grants	60	65	80	65	65	65	70	65
Budgeting and Accounting	40	20	25	30	35	30	35	35
Cash Flow	55	35	60	55	55	50	60	55
Revenue diversity/mix	50	45	70	60	55	50	60	55

	3-way purpose			Location		Structure		All
	Mission focused (cultural, environ., social)	Income focused *	Multi- purpose	Urban	Rural	Nonprofit	Agricultura l society	
Business Planning	50	60	50	45	60	45	65	50
Logistics for Production	25	45	60	40	40	40	40	40
Sale of products / services	35	35	55	50	30	50	25	40
Human Resources	70	60	70	65	70	70	65	70
Internal Resources	45	35	60	50	40	50	50	50
Information Technology	50	45	65	55	55	55	55	55
Contract Procurement	40	0	60	45	40	45	25	40
Access to customers	50	40	50	50	40	50	35	50
Advertising / publicity	50	50	65	60	50	60	50	55
Brand Recognition	60	60	60	70	50	65	50	60

* Small sample size, interpret with caution

Appendix B: Questions Provoked Summary

1. What products are being produced? What services are being provided? What is the relationship between the product/ service and the missions of these Alberta social enterprises?
2. As the majority of respondents identified their population served as all people living in a particular place and community, what are the social missions of these groups? What do these groups think community consists of?
3. How have the rates of social enterprise start-ups changed over the years? Is it growing or diminishing over time?
4. Is this actual growth in this sector or are more organizations identifying with the social enterprise label?
5. Are growing sales eventually a harbinger of decreasing expenses (e.g. through economies of scale or experience)? Do older social enterprises have a lower correlation between high sales and high expenses?
6. For social enterprises that have a longer gap between formation and first sale, beyond geographic patterns, can we find trends that would help us better understand how to build capacity? For example, how do they survive before sales? Do they tend to have a parent organization? What delays the first sale? Was the delay anticipated?
7. Rural organizations and agricultural societies both demonstrated the same median year of formation and first sale, what factors and characteristics lead them to sales activity from day one?
8. What information is available on the revenue generated through sales (customer-funded models)?
9. When providing financing and funding to social enterprises, what are funders hoping for in terms of length of arrangement, risk, financial return and social impact?
10. Why do social enterprises pursue loans and not grants? Was it a choice or based on circumstances (for example because they did not receive a grant)?
11. Is there a difference in the type of activities funded by loans compared to grants?
12. Do the social enterprises that get loans typically have greater revenue generating capacity than the ones that solely receive grants?
13. Were the grants focused on maintaining ongoing operations or were they related to strengthening the social enterprise?
14. How are organizations using the revenue generated through their market activities? What are these funds being used for within their organizations?

15. When considering the use of debt products for social enterprises, what type and terms of debt would social enterprises seek?
16. How is the amount of revenue generated by an organization related to their geographic location and the population of the communities in which they operate?
17. What is behind the difference between the median year of formation in urban (1992) and rural (1981) organizations? Are the differences due to longer history? The longevity of organizations? And/ or less recent start-up activity?
18. Could the issues of brand recognition, publicity and advertising for urban social enterprises be related to competition in the market or are the needs just greater? To what degree can online tools help address these challenges?
19. Could the challenges faced by rural social enterprises around finding qualified staff, access to grants and business planning be related to their geographic location and the reality that there are fewer people and resources to draw upon outside of major urban centers or are the needs just greater?
20. Could the fact that agricultural societies receive more grants and donations related to capital projects be related to the nature of their social enterprise activities? Are they more likely to be engaged in social enterprise through facilities?
21. Appendix A demonstrates that rural organizations and agricultural societies rated the challenges they were facing as more significant and indicated that supports would be more desired/ useful than the urban and non- agricultural respondents. Could this be due to their geographic location and the possibility that the same number of resources are not available in areas outside of Alberta's city centres?
22. Do income-focused social enterprises tend to serve particular populations more or less than their mission-focused peers?
23. Could the focus on cultural missions in rural areas be related to the nature of agricultural societies?
24. This section demonstrates that 89% of those employed by social enterprises in Alberta are mission-related hires, what are the missions of these organizations and how do their employees fit within their mission?
25. Appendix A demonstrates income focused social enterprises employ more than two times as many individuals as mission focused organizations, but serve half as many. What could be happening here?
26. What is the interplay between the volunteers and the employees within a social enterprise?

27. The two tables show a rough correlation with the three groups except in regards to organizations that were only focused on satisfying a social, cultural, and or environmental mandate (9% vs 25%). If not through employment, what are the tools they use to reduce poverty?
28. When discussing internal expertise, how much is related to specific market knowledge vs. general social enterprise knowledge?
29. Is it that accessing loans is not a challenge, or that groups do not even consider loans an option for their social enterprise?
30. Is there a connection between communications issues, brand and troubles with accessing grants?
31. Are these challenges unique to social enterprises? Or do all organizations experience these challenges in one way or another?

Appendix C: Data Notes and Methodology

Given the objectives of the study, to generate widely intelligible quantitative indicators of the impact of the social enterprise activity in Alberta, 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 Alberta 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 Alberta (ENP-AB)/ Trico Charitable Foundation and Alberta Association of Agricultural Societies

Based on these lists, a total of 393 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 383 confirmed social enterprises.

A total of 117 organizations completed the questionnaire. Hence, our overall response rate was 30.5 percent [117 out of 383] (See Table 1). This report is based on the 101 surveyed SEs which provided mostly complete questionnaires.

Sample Survey Response

Initial lists of potential social enterprises	393
Not contactable	0
Contacted, not a social enterprise	10
Confirmed list of social enterprises	383
Contacted, refused to participate	16
No response	250
Partial response	16
Complete response	101
Net response rate	(117/383) 30.5%

Questionnaire

The questionnaire was initially developed and piloted by students in Peter Hall's spring 2009 course, SCD 403 (Leadership in Sustainable Community Development). The questionnaire has been further refined by the research team in subsequent surveys to deal with problems from the student survey (e.g., legal structure was clarified; set of sector definitions was expanded) and to also meet newly identified specific data needs (e.g., sources and uses of grant financing). However, the basic structure and length of the tested and proven questionnaire was retained (See Appendix E for the complete questionnaire). Trico Charitable Foundation and Alberta Association of Agricultural Societies added some supplementary survey questions to the original research. These questions focused on challenges facing social enterprises in Alberta, and the effectiveness of resources, support and training provided for SE's in the 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:

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

Some respondents were unable to provide an estimate of the Full-Time Equivalent (FTE) positions in their organization. In calculating Estimated FTEs, if respondent

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

Although it is inaccurate to speak of many social enterprises in terms of profitability, since many are budget- or service-maximizers while others are satisficers¹³, we did calculate Net Profit / surplus as revenue minus expense. It allowed us to identify social enterprises that broke even (i.e., showed a profit of zero or more in the 2013 financial year).

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 valid responses (n=101), we include only those that provided complete financial data when average financial data per social enterprise is reported (n=66).

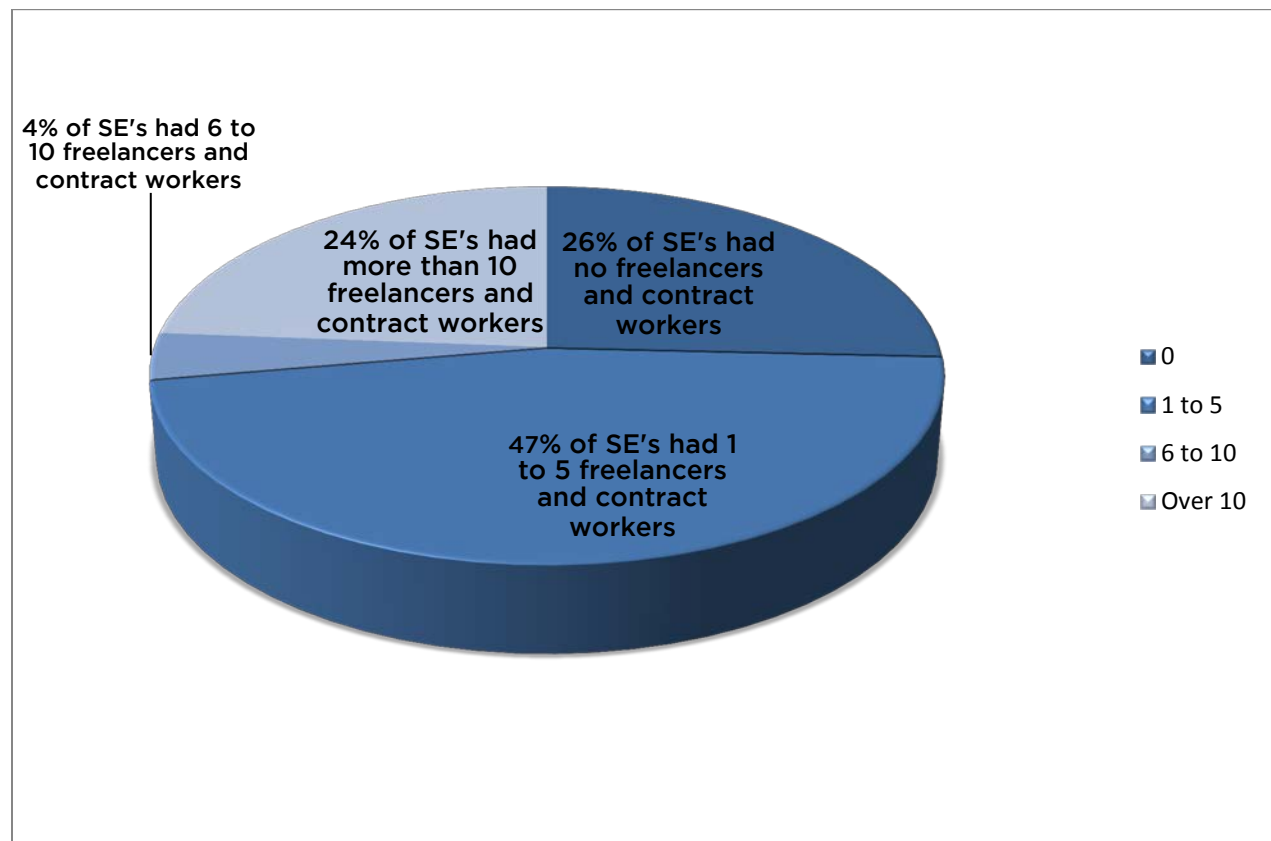
¹³ With acknowledgement and apology to Herbert Simon, here we use the term 'satisfice' to describe the extremely complex motivations of a small number of social enterprises which seek to meet the multiple needs of a defined population without trying to maximize any one of them, and without trying to grow beyond their existing scale.

Appendix D: 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	26
1 to 5	47
6 to 10	4
Over 10	24

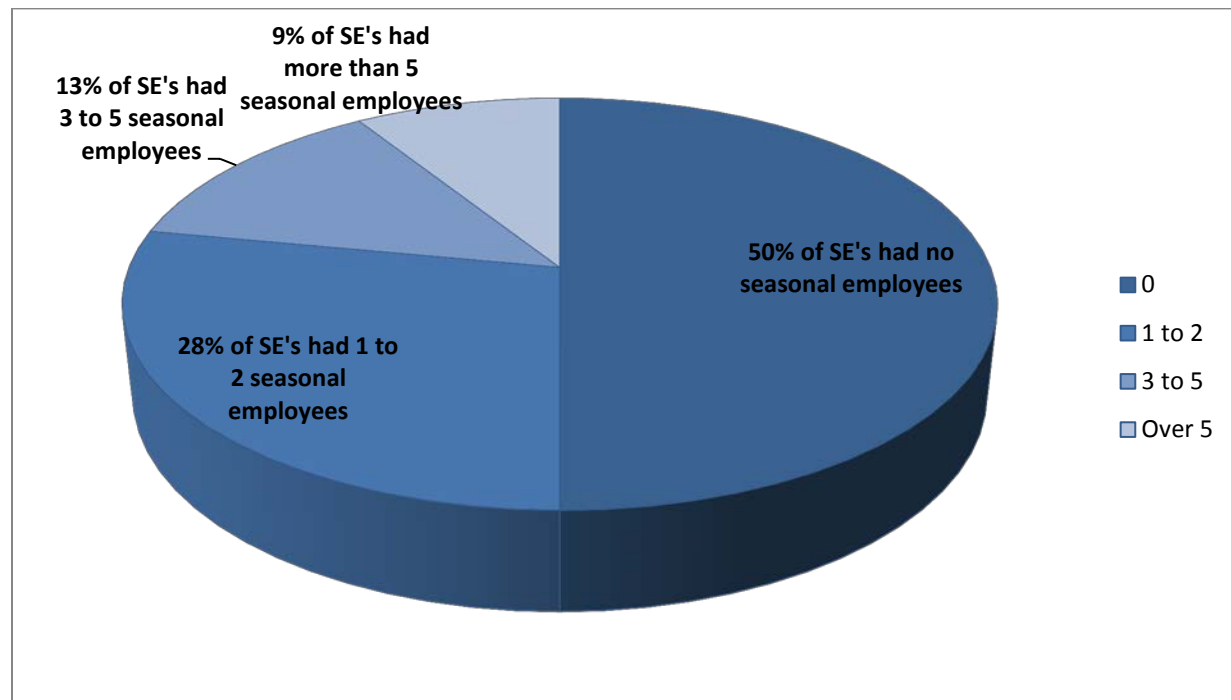
Distribution of Social Enterprises by Freelancers and contract workers (hired for a specific project or term)



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	50
1 to 2	28
3 to 5	13
Over 5	9

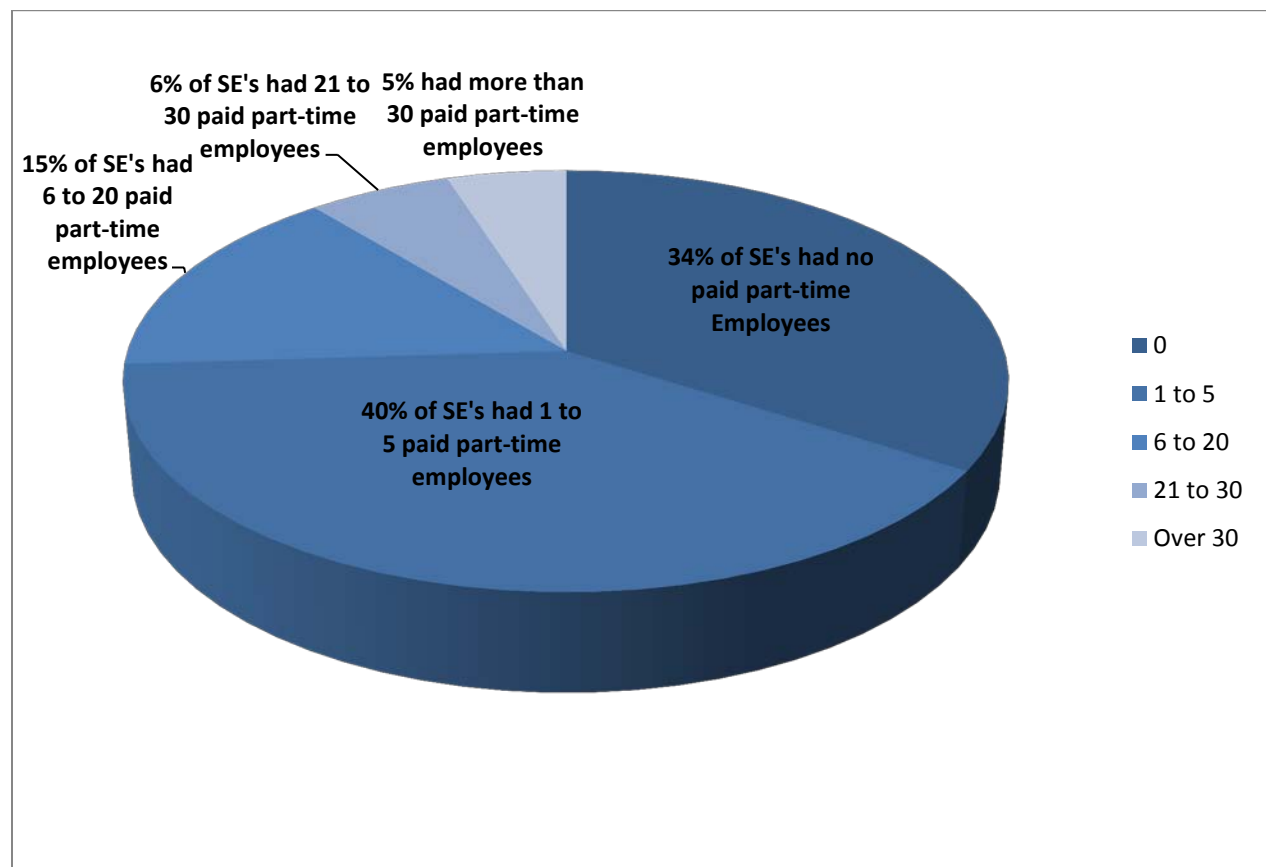
Distribution of Social Enterprises by Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months)



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	34
1 to 5	40
6 to 20	15
21 to 30	6
Over 30	5

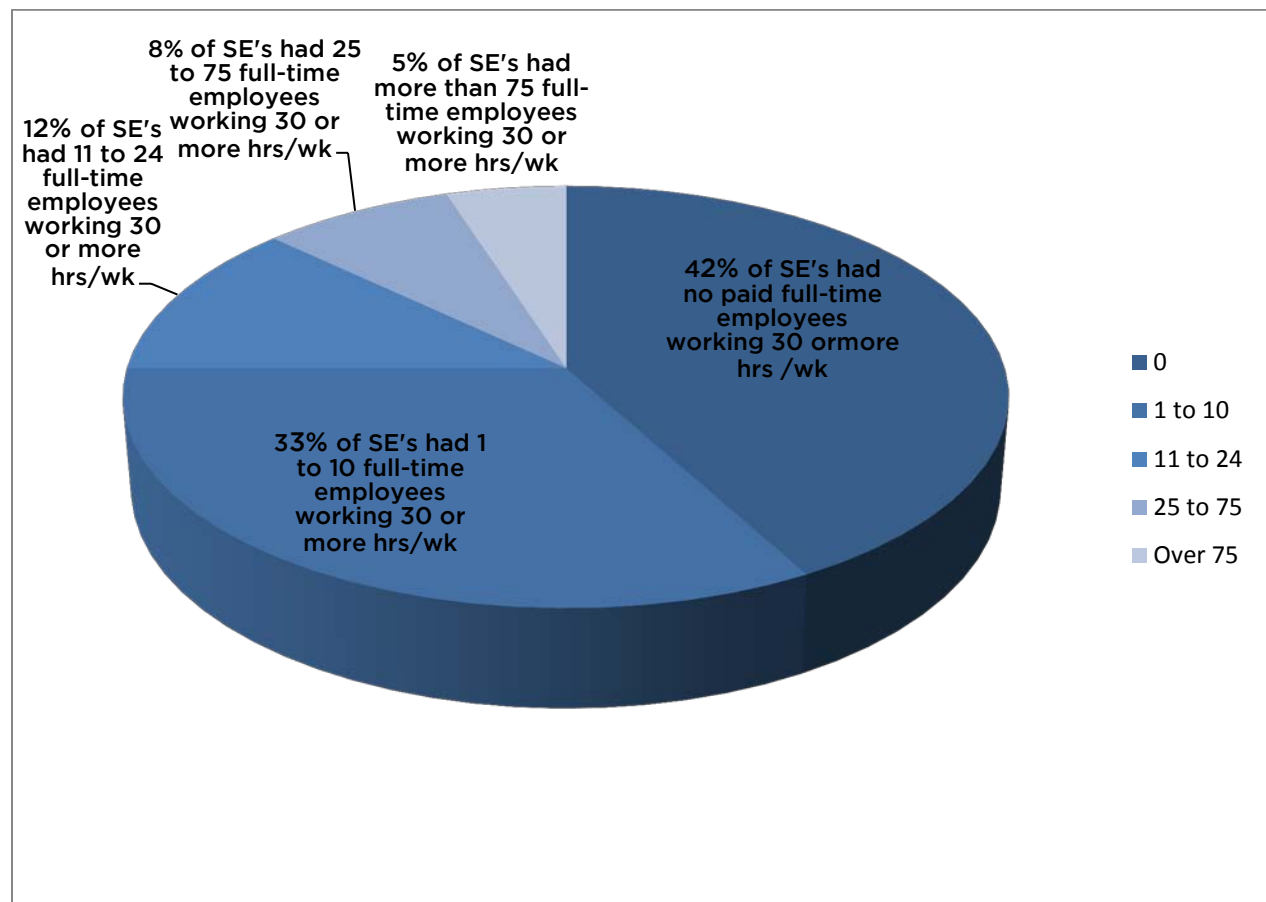
Distribution of Social Enterprises by paid Part-time employees (less than 30 hrs/week) in 2013



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

Number of People Employed in 2013	Percent of Social Enterprises
0	42
1 to 10	33
11 to 24	12
25 to 75	8
Over 75	5

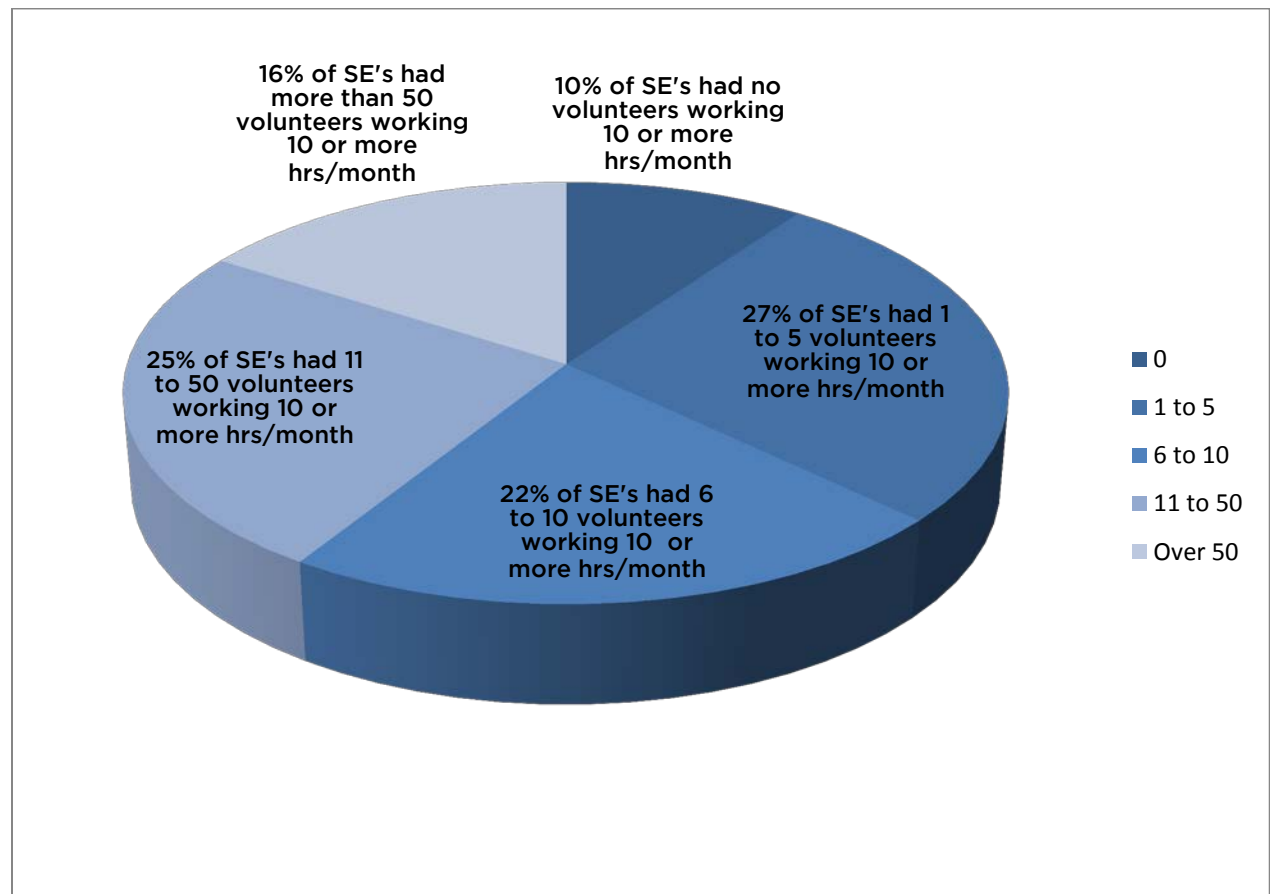
Distribution of Social Enterprises by Paid Full-time Employees (30 or more hrs/week) in 2013



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 Enterprise
0	10
1 to 5	27
6 to 10	22
11 to 50	25
Over 50	16

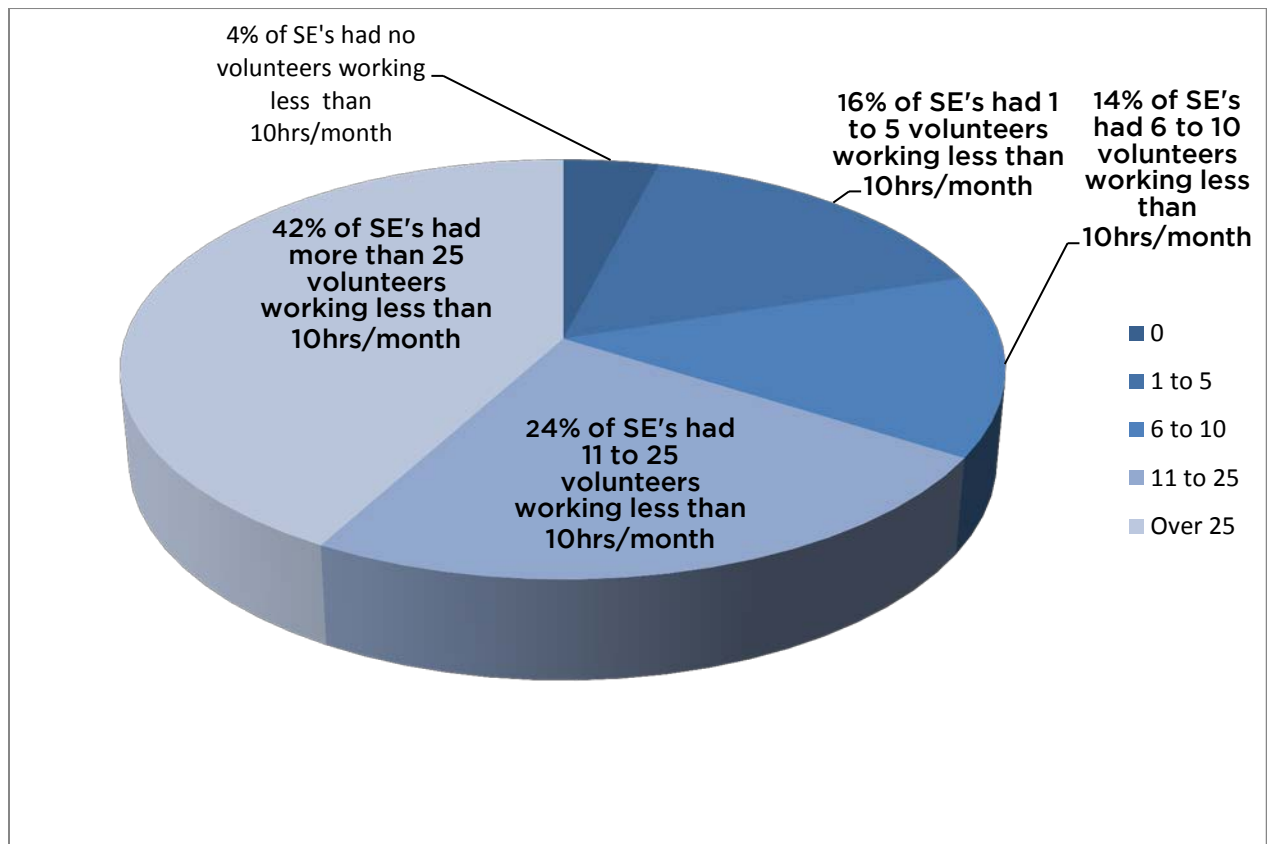
Distribution by Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013



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	4
1 to 5	16
6 to 10	14
11 to 25	24
Over 25	42

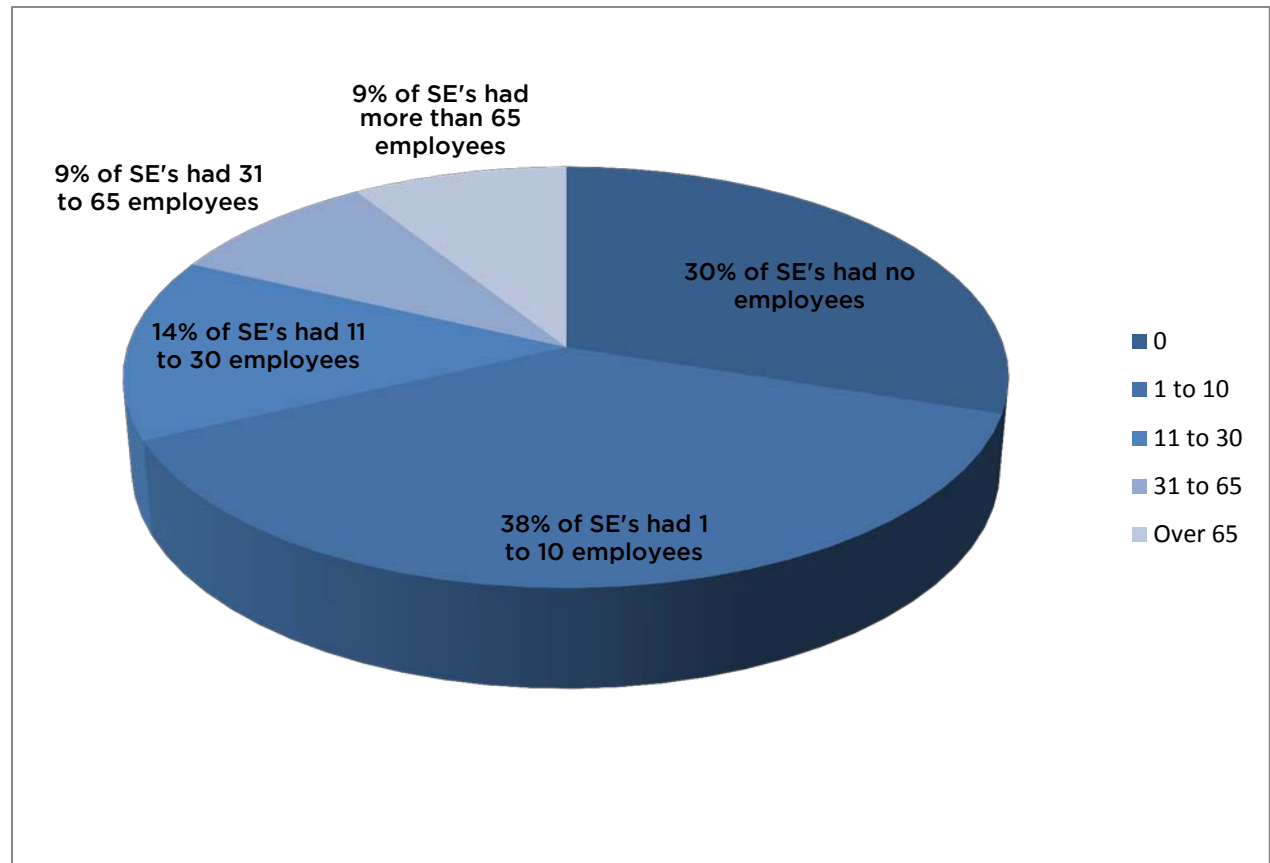
Distribution of volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013



Distribution of Social Enterprises by Number Employed from Target Groups

Number of People Employed in 2013	Percent of Social Enterprises
0	30
1 to 10	38
11 to 30	14
31 to 65	9
Over 56	9

Distribution of Social Enterprises by Number Employed from Target Groups



Appendix E: Provincial Comparisons

Summary Statistics for 2014 SE surveys (23 March 2015)

	AB	BC	MB	NB	NS	PE *	TR **	All
Demographic profile								
Year of formation: median	1984	1997	1985	1990	1991	1993.5	1990	1990
Year of first sale: median	1988	2000	1988.5	1991	1992	1995	1995.5	1992
Number of business sectors (1-17): average	1.7	1.9	1.9	1.7	1.5	2.0	2.2	1.7
Number of targeted populations (0-17): average	4.3	5.4	4.3	5.3	1.8	4.0	6.1	4.0
Individual members: average in 2013	67.6	150.5	255.2	605.5	87.0	15.0	205.5	217.4
Organizational members: average in 2013	22.4	14.0	6.9	29.3	10.9	9.4	16.0	15.8
Trained: average for 2013	464.6	43.8	88.9	51.8	102.5	74.0	52.8	125.6
Employed (from target group): average for 2013	35.8	11.8	37.5	14.3	20.0	16.9	11.7	21.5
Served: average for 2013	6916.9	8109.4	7688.5	4154.6	3733.7	1959.6	2247.3	5286.9
FTEs: average in 2013	28.4	9.0	19.4	16.5	14.4	13.4	9.2	15.9
Volunteers (full-and part-time): average in 2013	175.6	50.0	75.2	60.2	120.4	42.6	40.9	88.5
Total expenditure: \$ average in 2013	694,164	764,304	695,395	936,872	1,179,887	580,453	3,642,839	1,089,106
Total wages and salaries: \$ average in 2013	404,792	396,916	407,895	578,215	616,315	409,687	566,327	501,238
Total revenue: \$ average in 2013	702,900	792,895	750,792	962,494	1,318,872	579,954	4,047,917	1,174,388
Revenue from sales of goods and services: \$ average 2013	407,690	611,256	579,614	737,719	857,346	285,976	3,784,184	890,698
Revenue from grants and donations received from parent organization: \$ average 2013	17,624	28,090	6,894	21,606	38,470	8,929	97,036	29,490
Revenue from grants and donations from other organizations and private individuals: \$ average 2013	138,954	112,020	108,654	50,688	373,784	18,024	126,969	170,529
Revenue exceeds expenses in 2013: percent	76.4	80.9	80.0	77.4	76.2	78.6	76.9	78.0
Sales as percent of revenue: average per organization 2013	46.6	60.7	57.0	60.2	54.5	62.0	49.0	55.7
Revenue less grants/loans/donations exceeds expenses in 2013: percent	34.8	33.7	28.9	34.4	40.6	42.9	31.6	35.1
Purpose (percent of social enterprises):								
Employment development	19.8	32.2	33.3	29.5	28.4	37.5	25.5	28.8
Training	14.9	23.1	29.7	20.2	19.8	25.0	17.0	21.1
Income generation for parent organization	22.8	22.3	29.7	19.4	8.2	50.0	17.0	18.9

	AB	BC	MB	NB	NS	PE *	TR **	All
Social mission	79.2	82.6	77.5	80.6	82.8	68.8	78.7	80.6
Cultural mission	64.4	48.8	58.6	37.2	35.3	50.0	53.2	46.5
Environmental mission	24.8	28.1	24.3	24.8	25.4	18.8	23.4	25.2
Legal structure (percent of social enterprises):								
Non-profit legal structure	96.0	90.1	86.5	75.2	72.8	87.5	89.4	82.4
Registered charity	61.0	65.5	51.8	52.7	53.7	62.5	52.3	56.2
Target groups (percent of social enterprises):								
All the people living in a particular place / community	73.3	65.3	63.1	62.0	59.5	87.5	76.6	64.9
First Nations / Indigenous people	25.7	41.3	34.2	27.9	6.0	18.8	68.1	26.3
Children	47.5	40.5	25.2	37.2	9.5	18.8	51.1	29.3
Ethnic minority	21.8	29.8	24.3	28.7	6.9	25.0	27.7	20.5
Families	42.6	37.2	25.2	41.9	9.1	25.0	57.4	29.3
People living without homes	8.9	20.7	11.7	16.3	3.0	12.5	25.5	11.8
Immigrants	15.8	22.3	23.4	23.3	6.0	25.0	23.4	16.9
Lower income individuals	23.8	38.8	31.5	41.9	8.2	25.0	42.6	26.8
Men	29.7	33.9	28.8	37.2	7.8	25.0	51.1	26.0
People living with addictions	8.9	22.3	13.5	19.4	5.6	18.8	21.3	13.5
People living with employment barriers	17.8	30.6	22.5	28.7	10.8	18.8	23.4	20.6
People living with psychiatric disabilities	13.9	28.1	16.2	24.8	15.9	6.3	14.9	18.9
People living with intellectual disabilities	14.9	31.4	26.1	29.5	24.1	25.0	19.1	25.0
People living with physical disabilities	20.8	33.1	24.3	32.6	19.4	31.3	17.0	24.8
Refugees	7.9	9.9	12.6	10.1	1.7	12.5	8.5	7.5
Senior / aged / elderly	41.6	37.2	33.3	37.2	13.8	37.5	40.4	30.3
Women	36.6	41.3	35.1	45.7	11.6	31.3	55.3	32.1
Youth / Young adults	49.5	43.8	36.9	50.4	23.3	43.8	63.8	39.6
Sources of grants and donations received in 2013								
Foundations	25.3	43.5	33.3	25.6	20.7	31.3	12.8	27.2
Federal Government	21.1	27.0	30.6	35.7	31.9	43.8	42.6	31.1
Provincial Government	67.4	44.3	50.9	58.1	50.4	68.8	63.8	54.3

	AB	BC	MB	NB	NS	PE *	TR **	All
Municipal Government	50.5	38.3	25.0	26.4	23.3	25.0	36.2	30.7
Private individuals, philanthropists, donors	48.4	47.0	47.2	46.5	42.7	37.5	46.8	45.6
Bank	7.4	7.8	4.6	6.2	5.2	6.3	2.1	5.8
Corporations/Private businesses	36.8	28.7	30.6	35.7	19.4	18.8	29.8	28.2
Parent organization	7.4	7.0	13.9	4.7	5.2	18.8	12.8	7.7
Credit Union	2.1	21.7	14.8	7.8	1.7	6.3	0	7.8
Community futures	3.2	2.6	7.4	0	3.9	0	4.3	3.4
No grants/donations	13.7	18.3	16.7	17.8	28.0	25.0	12.8	20.2
Purposes of grants and donations received in 2013:								
Training and technical assistance grants	21.1	15.7	23.1	24.8	22.8	18.8	19.1	21.6
Operational grants	73.7	62.6	68.5	66.7	63.8	62.5	80.9	67.1
Governance and management	10.5	13.0	7.4	11.6	6.5	12.5	19.1	10.0
Research and development	13.7	13.9	15.7	16.3	10.3	0	23.4	13.7
Capital project	38.9	25.2	32.4	15.5	15.5	25.0	31.9	23.7
Sources of loans/ debt instruments taken out in 2013								
Foundations	2.1	0	1.9	0	.4	0	0	.7
Federal Government	1.1	0	.9	1.6	0	0	0	.5
Provincial Government	1.1	1.7	2.8	3.1	.9	0	0	1.6
Municipal Government	3.2	.9	0	.8	.4	0	2.1	.9
Private individuals, philanthropists, donors	1.1	.9	9.3	3.9	1.3	6.3	2.1	3.0
Bank	10.5	6.1	4.6	9.3	7.8	12.5	8.5	7.8
Corporations/Private businesses	0	.9	7.4	.8	.4	0	2.1	1.6
Parent organization	2.1	3.5	2.8	.8	0	0	2.1	1.5
Credit Union	1.1	4.3	15.7	13.2	2.2	31.3	0	6.7
Community futures	1.1	.9	.9	.8	1.3	0	2.1	1.1
No loans / debt instruments	73.7	73.9	64.8	63.6	80.6	50.0	85.1	73.0
Purposes of loans/ debt instruments taken out in 2013:								
Training and technical assistance grants	0	.9	0	2.3	.4	0	0	.7
Operational grants	8.4	10.4	21.3	17.8	5.6	18.8	6.4	11.5

	AB	BC	MB	NB	NS	PE *	TR **	All
Governance and management	0	.9	0	1.6	.4	0	2.1	.7
Research and development	1.1	.9	1.9	.8	.9	0	2.1	1.1
Capital project	9.5	7.8	16.7	9.3	7.8	25.0	10.6	10.1
Sector of products and services sold								
Resources, production, construction	16.8	25.6	26.1	27.9	19.8	25.0	23.4	23.0
Trade, finance	13.9	24.8	27.9	17.1	12.9	43.8	17.0	18.8
Real estate	8.9	14.0	18.0	13.2	5.2	6.3	10.6	10.7
Accommodation, food, tourism	60.4	43.8	45.0	33.3	32.8	56.3	61.7	42.4
Health and social services	18.8	24.0	15.3	37.2	37.1	18.8	31.9	28.7
Art, culture, communication	35.6	36.4	45.9	27.9	23.3	31.3	44.7	32.6
Other services	15.8	19.8	15.3	17.1	14.2	18.8	27.7	16.9
Active in two or more sectors (above)	46.3	58.7	54.4	54.5	37.7	53.8	68.3	49.4
Focus ***								
Employment	30.7	50.4	45.0	50.4	34.1	50.0	40.4	41.3
Poverty	42.6	61.2	57.7	62.0	36.2	56.3	63.8	50.7
Disability	25.7	43.0	30.6	38.0	31.5	31.3	25.5	33.2
Mission ****								
Mission-focused	67.3	54.5	51.4	55.8	64.7	25.0	63.8	59.0
Income-focused	9.9	11.6	12.6	14.0	3.9	43.8	10.6	10.2
Multi-purpose	22.8	33.9	36.0	30.2	31.5	31.3	25.5	30.8

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.

*** 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.

**** Mission: three mutually exclusive categories to classify social enterprises based on their stated purposes.

- o 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.
- o Mission-focused: an organization with a social, cultural and/or environmental focus and which has neither income-generation nor employment as an additional focus.
- o Multi-purpose: an organization that has a combined, multiple purposes, most often including the intent of creating employment opportunities.

Appendix F: 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		17%
Trade and finance	Finance and insurance Retail sales (incl. thrift stores) Wholesale sales		14%
Real estate	Housing Property management Real estate		9%
Accommodation, tourism and food service	Accommodation Facilities (banquet, conference, etc.) Food service/catering Food distribution Sports and recreation Tourism		60%
Health and social services	Emergency and relief Employment services Environment and animal protection Health care Social services		19%
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/nonprofits Transportation and storage Waste management	16%
Multi-sector (social enterprises which sell goods or services in two or more of the above)			46%

Appendix G: Questionnaire

ALBERTA SOCIAL ENTERPRISE SURVEY (2014)

This survey is part of a national study of social enterprises being conducted by Simon Fraser and Mount Royal Universities in partnership with the Trico Charitable Foundation and the Alberta Association of Agricultural Societies. Its purpose is to better understand the social enterprise sector, primarily non-profits, co-operatives, and other organizations that:

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

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

Questions? brittni.kerluke@tricofoundation.ca or call **Brittni Kerluke at (403) 228-6756 ext. 3**

Welcome to the 2014 Social Enterprise Survey for Alberta

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:	<input type="text"/>
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Statement on research ethics

This research project is being conducted by the Trico Charitable Foundation under the direction of Brittnei Kerluke, and in collaboration with Dr. Peter Hall (Simon Fraser University), Dr. Peter Elson (Mount Royal University) and the Alberta Association of Agriculture Societies. 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 Alberta.

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

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

The final survey report will be placed on the website for the Trico Charitable Foundation, the Institute for Non-profit 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 Brittnei Kerluke (403) 228-6756 ext. 3 or Dr. Peter Elson at 403-440-8722 or pelson@mtroyal.ca or Dr. Peter Hall at 778-782-6691 or pvhall@sfu.ca. The research has been reviewed and approved by the SFU Office of Research Ethics (ORE ref 2011s0245) and the MRU Human Research Ethics Board (HREB). You may address any concerns or complaints to Dr. Jeff Toward, Director, Office of Research Ethics by email at Jtoward@sfu.ca or telephone at 778-782-6593 or to the Chair HREB, MRU (403) 440-6494 or hreb_chair@mtroyal.ca.

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

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

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	<input type="radio"/>	<input type="radio"/>
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	<input type="radio"/>	<input type="radio"/>
Is your organization an Agricultural Society?	<input type="radio"/>	<input type="radio"/>

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 organization

Name of organization:	
Mailing address:	
Postal code:	
Phone number (with area code):	
Website URL:	

1.0 Year of formation and operation.

Please answer parts 1.1 and 1.2

1.1 In which year was your social enterprise formed (incorporated/ approved) its founding constitution?	
1.2 In which year did your Social Enterprise first start selling products or services?	

2. What is the PURPOSE of your Social Enterprise?

Please check all that apply

Social purpose	<input type="radio"/>
Cultural purpose	<input type="radio"/>
Environmental purpose	<input type="radio"/>
Income generation for parent organization	<input type="radio"/>
Employment development	<input type="radio"/>

	Training for workforce integration	<input type="radio"/>
	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	<input type="radio"/>
	No	<input type="radio"/>
If YES		
	3.1 How many individual members does your social enterprise have?	
	3.2 How many organizational members does your Social Enterprise have?	

4.0 What is the form of incorporation of your Social Enterprise?		
<i>Please check all that apply</i>		
	<input type="radio"/>	Non-profit corporation
	<input type="radio"/>	Limited liability corporation (for-profit)
	<input type="radio"/>	Co-operative, non-financial (distributes surplus)
	<input type="radio"/>	Co-operative, non-financial (non-profit distributing)
	<input type="radio"/>	Credit union/ Caisse Populaire
	<input type="radio"/>	Other (please specify):

5.0 Is your Social Enterprise a registered charity with the Canada Revenue Agency?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

6.0 Do you have a parent organization?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

6.1 If YES , what is the name of your parent organization?		
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6.2 What is your relationship with the parent organization?		
<i>Select the one option which best describes your relationship with the parent organization:</i>		

	We have no parent organization	<input type="radio"/>
	We are an in-house program, project or department of the parent organization	<input type="radio"/>
	We are a separate organization that works closely with the parent organization	<input type="radio"/>
	We are an independent organization, operating at arm's length from a parent organization	<input type="radio"/>

6.3 Did your parent organization regularly provide any of the following supports in the past 12 months?		
<i>Please check all that apply</i>		

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

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

*Please check **all** that apply*

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

8.0 In which sectors does your Social Enterprise sell products and/or services?

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

	<input type="radio"/>	Accommodation (overnight, short-term)
	<input type="radio"/>	Administrative services
	<input type="radio"/>	Agriculture, forestry, fishing, mining
	<input type="radio"/>	Arts and culture
	<input type="radio"/>	Communications (mail, radio, internet)
	<input type="radio"/>	Construction
	<input type="radio"/>	Consulting

<input type="radio"/>	Day care
<input type="radio"/>	Education
<input type="radio"/>	Emergency and relief
<input type="radio"/>	Employment services
<input type="radio"/>	Environment and animal protection
<input type="radio"/>	Facilities (banquet, conference, party)
<input type="radio"/>	Finance and insurance
<input type="radio"/>	Food service/catering
<input type="radio"/>	Food production
<input type="radio"/>	Food distribution
<input type="radio"/>	Gallery/arts
<input type="radio"/>	Health care (incl. hospital, nursing, clinic, crisis care, addictions, etc.)
<input type="radio"/>	Housing (long-term rental, assisted, etc.)
<input type="radio"/>	Janitorial/cleaning (incl. street cleaning)
<input type="radio"/>	Landscaping/Gardening
<input type="radio"/>	Law, advocacy, politics
<input type="radio"/>	Movers/hauling
<input type="radio"/>	Personal services
<input type="radio"/>	Printing and publishing
<input type="radio"/>	Production/manufacturing
<input type="radio"/>	Professional services
<input type="radio"/>	Property Management
<input type="radio"/>	Public administration/services to government

<input type="radio"/>	Real estate (development and management)
<input type="radio"/>	Repair and Maintenance
<input type="radio"/>	Research
<input type="radio"/>	Retail sales (incl. Thrift stores)
<input type="radio"/>	Scientific/technical services
<input type="radio"/>	Services to private businesses
<input type="radio"/>	Services to social enterprises, cooperatives, non-profits, charities and their employees
<input type="radio"/>	Sewing
<input type="radio"/>	Social services (incl. income, social work)
<input type="radio"/>	Sports and Recreation
<input type="radio"/>	Theatre/performing arts
<input type="radio"/>	Tourism
<input type="radio"/>	Transportation and storage
<input type="radio"/>	Waste management (incl. recycling)
<input type="radio"/>	Wholesale sales
<input type="radio"/>	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:

<input type="radio"/>	All the people living in a particular place / community
<input type="radio"/>	Aboriginal / First Nations people
<input type="radio"/>	Children
<input type="radio"/>	Ethnic group / minority

<input type="radio"/>	Family	
<input type="radio"/>	Homeless persons	
<input type="radio"/>	Immigrants (including temporary workers, permanent residents, etc.)	
<input type="radio"/>	Lower income individuals	
<input type="radio"/>	Men	
<input type="radio"/>	People living with addictions	
<input type="radio"/>	People living with employment barriers	
<input type="radio"/>	People living with psychiatric disabilities	
<input type="radio"/>	People living with intellectual disabilities	
<input type="radio"/>	People living with physical disabilities	
<input type="radio"/>	Refugees	
<input type="radio"/>	Senior / aged / elderly	
<input type="radio"/>	Women	
<input type="radio"/>	Youth / young adults / students	
<input type="radio"/>	Other (please specify)	
<p>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.</p> <p><i>It is okay to count the same person in more than one category.</i></p> <p><i>Estimated totals are acceptable.</i></p> <p><i>Do not include people who are exclusively the retail customers of your Social Enterprise.</i></p>		
	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 employed or volunteering at your Social Enterprise during 2013?

Estimated totals are acceptable.

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

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

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

Estimated totals are acceptable.

Please fill in as much detail as you can, and round off amounts to the nearest \$1,000

	REVENUE	
	Revenue from sales of goods and services, including service contracts with government	
	Revenue from grants and donations received from parent organization (do not include loans)	
	Revenue from grants and donations from other organizations and private individuals (do not include loans)	
	Other Revenue	
	Total revenue from all sources in 2013	
	EXPENSES	
	Total wages and salaries paid, including target groups in training within your Social Enterprise	

Total financial transfers to parent organization, if applicable	
All other operating expenses	
Total expenses on all items in 2013	

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

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

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

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

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

<input type="radio"/>	Training, and technical assistance
<input type="radio"/>	Operations and program/ service delivery
<input type="radio"/>	Governance and management (e.g. strategic planning)
<input type="radio"/>	To research, develop, implement or expand a product or service

<input type="radio"/>	Capital project (e.g. new land, building, equipment, upgrades/ retrofit)
<input type="radio"/>	Other (please specify):
<input type="radio"/>	No grants and donations received
12.2 What were the <u>sources</u> of loans/debt instruments taken out in 2013? <i>Please check all that apply:</i>	
<input type="radio"/>	Foundations
<input type="radio"/>	Federal government
<input type="radio"/>	Provincial government
<input type="radio"/>	Municipal government
<input type="radio"/>	Private individuals, philanthropists, donors
<input type="radio"/>	Bank
<input type="radio"/>	Corporations/Private businesses
<input type="radio"/>	Parent organization
<input type="radio"/>	Credit Union
<input type="radio"/>	Community Futures/ CBDC
<input type="radio"/>	Other (please specify):
<input type="radio"/>	No loans/ debt instruments taken out
12.3 What were the <u>types</u> loans/debt instruments taken out in 2013? <i>Please check all that apply:</i>	
<input type="radio"/>	Operating line of credit
<input type="radio"/>	Repayable equity
<input type="radio"/>	Long-term loans / equity
<input type="radio"/>	Short-term loans
<input type="radio"/>	Other (please specify)

12.4 What were the purposes of **loans/debt instruments** taken out in 2013?

Please check all that apply:

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

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.

Governance Challenges

		Not a Challenge	Small Challenge	Moderate Challenge	Significant Challenge	Not Applicable
	Internal expertise to drive success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Board of director involvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Legal and regulatory considerations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Meeting our organizational mission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Financial Challenges						
		Not a Challenge	Small Challenge	Moderate Challenge	Significant Challenge	Not Applicable
	Access to Loans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Access to Grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Budgeting and accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Cash Flow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Revenue diversity/ mix	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

Marketing Challenges						
		Not a Challenge	Small Challenge	Moderate Challenge	Significant Challenge	Not Applicable
	Contract procurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Access to customers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Advertising/publicity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Brand recognition and awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are there any other challenges you would like to note?						

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

Governance resources, support, and training						
		Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
	Legal and regulatory advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Board development to build organizational capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Legal and regulatory advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Financial resources, support, and training						
		Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
	Access to investment sources (e.g. loans)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Serving both financial and social purposes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Financial planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Tools to measure financial impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Operational resources, support, and training						
		Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
	Information Technology (IT)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Organizational growth and capacity building strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Tools to enhance staff and/or volunteer capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Tools to measure social, cultural and/or environmental impact	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Marketing resources, support, and training						
		Not helpful	Somewhat helpful	Helpful	Very helpful	Not Applicable
	Communications/public relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Online marketplace to sell products and/or services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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 Brittnei Kerluke, at brittnei.kerluke@tricofoundation.ca or call Brittnei at (403) 228-6756 ext. 3

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

Questions about this report? Please contact us at
[**info@tricofoundation.ca**](mailto:info@tricofoundation.ca)

For a copy of this report and other
social enterprise sector survey reports go to
[**www.sess.ca**](http://www.sess.ca)



Institute for
Community Prosperity



SIMON FRASER UNIVERSITY
ENGAGING THE WORLD