

Manitoba Social Enterprise Sector Survey (2014)



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Table of Contents

INTRODUCTION	7
Overview and Purpose	7
What is a social enterprise?	8
SUMMARY OF THE FINDINGS	8
History of Community Economic Development in Manitoba	11
The Manitoba Social Enterprise Ecosystem	13
Provincial Government Support	13
Community Support	14
Financial Support	16
Manitoba Social Enterprise Strategy (MSES)	17
DATA NOTES AND METHODOLOGY	21
Creating the Catalogue	23
Questionnaire	24
Data Treatment and Management	25
Outliers.....	26
ORGANIZATIONAL PROFILE.....	27
Purpose and Mission Profile	27
Organization Structure.....	30
Relationship with Parent Organization	30
Sectors of Operation	31
Groups Served.....	33
Employment.....	34
Membership.....	36
ORGANIZATIONAL ANALYSIS.....	38
Age of the Social Enterprises	38
Areas of Focus	38
Poverty Focus.....	40
Training	42
Social Enterprises and Employment	43
Relationship with Parent Organization	48
FINANCIAL PROFILE.....	49
Financial Results.....	49
Sources of Finance	51
Strengths and Challenges of Manitoba's Social Enterprises.....	54
CONCLUSION.....	58
Appendix A: Key Points of Comparison-Purpose	59
Appendix B: Distribution Tables.....	65
Appendix C: Provincial Comparisons.....	70
Appendix D: Business Sector Classification.....	74
Appendix F: Questionnaire	76

LIST OF TABLES

Table 1: Sample Survey Response.....	21
Table 2: Population Served.....	34
Table 3: Employment.....	35
Table 4: Distribution of Social Enterprises by Number of Organizational Members.....	36
Table 5: Distribution of Social Enterprises by Individual Membership.....	37
Table 6: Distribution of Social Enterprise by Years of Operation.....	38
Table 7: Distribution of Number Trained from Target Population by Social Enterprises.....	42
Table 8: Distribution of Social Enterprises by Estimated FTEs.....	43
Table 9: Distribution of Social Enterprises by Number Employed from Target Population.....	44
Table 10: Distribution of Social Enterprises by Total volunteers.....	45
Table 11: Distribution by full-time Volunteers who worked 10 or more hrs/month	46
Table 12: Distribution by part-time Volunteers who worked less than 10 hrs/month.....	47
Table 13: Finances: Total \$ (Millions) reported by responding SE.....	49
Table 14: Enterprise Skills and Capacity.....	54
Table 15: Access to Capital and Financing.....	55
Table 16: Impact Evaluation and Demonstration.....	56
Table 17: Plans to Achieve Future Growth.....	56
Table 18: SE's Marketing.....	57

LIST OF FIGURES

Figure 1: Scale of Social Enterprise Activity	27
Figure 2: Social Enterprises Purpose	28
Figure 3: Corporate Structure.....	30
Figure 4: Relationship with Parent Organization.....	31
Figure 5: Sector of Operation.....	32
Figure 6: Population Served.....	33
Figure 7: Distribution of Social Enterprises by Number of Organizational Members.....	36
Figure 8: Distribution of Social Enterprises by Individual Membership.....	37
Figure 9: Distribution of Social Enterprise by Years of Operation.....	38
Figure 10: Areas of Focus by 3way Purpose Classification	39
Figure 11: % in each group with social mission by 3way purpose classification	40
Figure 12: % in each group with environmental mission by 3way purpose classification.....	40
Figure 13: % in each group with employment focus by 3way purpose classification.....	41
Figure 14: % in each group with poverty focus by 3way purpose classification.....	41
Figure 15: Distribution of Number Trained from Target Population by Social Enterprises.....	42
Figure 16: Employment (Mean) per Social Enterprise.....	43
Figure 17: Distribution of Social Enterprises by Estimated FTEs	44
Figure 18: Distribution of Social Enterprises by Number Employed from Target Population.....	45
Figure 19: Distribution by Total volunteers (part and full-time added).....	46
Figure 20: Distribution by full-time Volunteers who worked 10 or more hrs/month.....	47
Figure 21: Distribution by part-time Volunteers who worked less than 10 hrs/month.....	48
Figure 22: Areas of Parent Support (only for those with parents).....	48
Figure 23: Finances: Total \$ (Million) reported by responding SE.....	49
Figure 24: SE's that Broke Even in 2013 by 3way Purpose Classification.....	50
Figure 25: Social Enterprises that Broke Even Without Grants by 3way Purpose Classification..	50
Figure 26: Total revenue (\$) from all sources of the social enterprise ... in 2013.....	51
Figure 27: Sources of Grants.....	51
Figure 28: Purpose of Grants.....	52
Figure 29: Sources of Loans.....	52
Figure 30: Purpose of loans.....	53
Figure 31: Enterprise Skills and Capacity.....	55

LIST OF MAPS

Map 1: Social Enterprise Respondents and Non-Respondents.....22

Map 2: Manitoba Social Enterprises: Purpose29

INTRODUCTION

Overview and Purpose

This survey is the second profile of social enterprises in Manitoba, building on the previous report survey completed in 2011.

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

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

In 2013, the 125 responding enterprises in Manitoba reported to have generated at least \$63.6 million in revenues, including at least \$49.3 million in sales. They paid at least \$34.4 million in wages and salaries to at least 4,480 fulltime, parttime, seasonal or contract workers. They also trained 8,350 people, provided services to over 730,000, and involved 6,840 volunteers.



As a not-for-profit corporation, CKUW is a grassroots organization, meaning that everybody, including volunteers have voice and creative input regarding what goes on air. Its programming is a reflection of the true interests and concerns of the members that is usually not aired on mainstream radio. Much of the music played and opinions expressed on community radio doesn't fit in mainstream radio due to content restrictions. Local cultural programs are a large part of CKUW's schedule, and a quarter of their programming consists of spoken word shows covering local news, the entertainment scene, and community/social justice issues.

What is a social enterprise?

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

Nonprofit, co-operative, or other organization 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.

SUMMARY OF THE FINDINGS

- Our initial findings indicated there may be as many as 658 social enterprises in MB. This number was reduced to a list of 305 confirmed social enterprises after further screening to determine if they still operated as social enterprises. We successfully surveyed 125 of these social enterprises, for a valid response rate of 41% percent.
- Responding social enterprises in MB have a median age of 18 years.
- Social enterprises exist for a variety of purposes:
 - 33% of social enterprises in MB provide employment development.
 - 30% of social enterprises in MB provide training for workforce integration.
 - 30% of social enterprises in MB generate income for a parent organization.
 - 78% of social enterprises in MB operate to achieve a social mission.
 - 59% of social enterprises in MB operate to achieve a cultural mission.
 - 25% of social enterprises in MB operate to achieve an environmental purpose.

Social Enterprise Impact

- Social enterprises engage people in multiple ways, unlike the more confined employee and client relationships in a traditional business. The same individual may have multiple, intersecting connections to a social enterprise, as member, recipient of training, employment and services, employee or volunteer:
 - Social enterprises in MB have an average of 255 individual members and 7 organizational memberships. Overall, the responding social enterprises in MB have at least 25,770 individual members and 705 organizational memberships.
 - Social enterprises provided paid employment for at least 4,450 workers in MB. This includes fulltime, part-time, seasonal and contract workers, who together earned at least \$34.4 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 1,780 fulltime equivalent employees.
 - Responding social enterprises reported that they had employed at least 3,550 people as a part of the mission, such as those with disabilities and/or other employment barriers in 2013.
 - Social enterprises also involved 6,840 full- and part-time volunteers.
 - In addition, social enterprises provided training to 8,350 people and provided services to over 730,000 people.

Financial Results

- Total revenue for responding social enterprises in 2013 was at least \$63.6 million. This includes sales of goods and services of \$49.3 million.
- In financial terms, social enterprises in Manitoba average \$751,000 in total revenues, and \$580,000 in sales. They average \$55,000 in net profit/surplus.
- Finance and support:
 - The main sources of grants for social enterprises were provincial (51%), private individuals (47%), foundations (33%), federal government (31%), corporations (31%), and municipal governments (25%). Other sources included credit unions (15%) and parent organizations (14%). 17 percent of social enterprises in MB received no grants.
 - Some social enterprises received loans from credit unions (16%), private individuals (10%), municipal government (3%), provincial government (3%), foundations (2%), and federal government (1%). 65 percent of social enterprises received no loans.

Enterprise Skills and Capacity

- 63% of the respondents report their organization as having an effective Board and governance system.
- 53% of the respondents report their organization as having high volunteer retention rates.
- 75% of the respondents report their organization as having skilled and well-trained staff.
- 47% of the respondents report their organization as having adequate facilities and equipment.

Access to Capital and Financing

- 51% of the respondents report their organization as having the necessary equity and access to loans.
- 34% of the respondents report their organization as having adequate access to grants.
- 55% of the respondents report their organization as having adequate cash flows.
- 69% of the respondents report their organization as having strong financial management skills.

Impact Evaluation and Demonstration

- 39% of the respondents indicated that they have a detailed plan to demonstrate the success and impact of their work.
- 52% of the respondents indicated that they can effectively measure the success and impact of their work.
- 59% of the respondents indicated that they would benefit from training on the topic of program evaluation and measuring success.

Regulatory Framework

- 72% of the respondents indicated that they understand the Canada Revenue Agency's regulations and how they impact their organization.

- 28% of the respondents indicated that industry regulations are a barrier to the success of their organizations.

Networks and Community Engagement

- 60% of the respondents indicated that they value the opportunity to connect with other social enterprises in Manitoba.
- 63% of the respondents indicated that building a strong identity and vision for social enterprise in Manitoba is important.

Future Plans to Achieve Growth

- 60% of the respondents reported that they plan to increase sales through more customers and contracts.
- 60% of the respondents reported that they plan to acquire grants.
- 65% of the respondents reported that they plan to generate donations.
- 20% of the respondents reported that they plan to secure loans/lines of credit/mortgages.

Marketing

- 48% of the respondents reported having an effective and current marketing plan.
- 59% of the respondents reported effectiveness in communications/public relations.
- 52% of the respondents reported effective use of using social media to reach clients/consumers.
- 67% of the respondents reported excellence in customer service.
- 50% of the respondents reported that their brand is well recognized and known.



L'Arche Tova Cafe is a social enterprise established in 2012 by L'Arche Winnipeg Inc. to further their mission of making known the gifts of people with developmental disabilities.

In addition to providing wholesome food and great service, the L'Arche Tova Cafe strives to provide meaningful employment to people with a disability, encourage the general public to interact and get to know people with a disability, demonstrate social responsibility, and ultimately to build a more compassionate society.

Since its opening in early 2012, the restaurant has employed over 32 people with disabilities and has helped them gain important skills to find employment in the workforce outside of the Cafe itself.

History of Community Economic Development in Manitoba

According to the B.C.-Alberta Social Economy Research Alliance (BALTA), the social economy comprises “enterprises that are animated by the principle of reciprocity for the pursuit of mutual economic or social goals, often through social control of capital”.¹ These organizations aim to create solutions for some of the most important and urgent issues facing communities. The challenges in Manitoban communities are complex, but there is also a strong, long-standing tradition of working together to bolster local economies, improve social conditions, and create community wellbeing.

Furthermore, when reviewing the history of social enterprise and community economic development broadly in Manitoba, we can look first to the over 630 First Nations, Inuit, and more recently, Métis peoples, which have lived on Turtle Island for millennia, and recall the way their individual wellbeing and sense of identity has always been interwoven with that of their respective communities and the ways their economies have been structured. Today, these peoples are often leading the way with innovative initiatives aimed at improving the well-being of their communities and creating self-sufficiency and sovereignty.

The history of Manitoba’s strong labour movement, particularly in the early twentieth century, points to a community who truly understood the importance and process of organizing toward a more equitable and community-oriented economy. The 1919 General Strike was premised on the belief that economies not only can, but should benefit all members of the community rather than a minority. The community rose up in the knowledge that business should be done in a way that provides for the wellbeing of all people.

Co-operatives and credit unions have also played a significant role in Manitoba’s economy. Manitoba is currently home to more than 400 co-operatives with assets exceeding \$189 billion and a membership of 800,000. The rural co-operative movement in Manitoba initiated a diverse wave of businesses and industries to better serve many Manitoban community members and create local jobs. Between 1928 and 1992, the Workers and Farmers Co-operative Association established several businesses including the retailing of milk, lumber, fuel, recycling, and auto repair. This member-owned co-operative engaged in market activities while also pursuing social, political, cultural and educational mandates.² Meanwhile, the establishment of the first *caisse populaire* (credit union) happened in 1937 in St. Malo, a small community about 73 km south of Winnipeg.

Helping sustain rural communities, credit unions remain the only financial institution providing financial services to residents, producers, and business people in 65 Manitoba communities. The credit union system in Manitoba is growing steadily and now includes 57 credit unions, 7 of which are Francophone *caisses populaires*. These institutions have more than 525,000 members, and pay \$150 million in wages to 3,500 employees. Credit union branches double that of other financial institutions in the province, and together hold combined assets of \$18.3

¹ Restakis, J. (2006). “Defining the social economy – The BC context.” Prepared for the BC Social Economy Roundtable. Vancouver: BC Cooperative Association.

² Loxley, J., & Simpson, D. (2007). Government policies towards community economic development and the social economy in Quebec and Manitoba. Saskatoon: University of Saskatchewan.

billion. The community development orientation of early credit unions is perhaps best embodied in one of Manitoba's largest credit unions, Assiniboine Credit Union (ACU). ACU has become a national leader in values based banking and has adopted a variety of progressive employment and environmental policies.

Other pioneers of the social enterprise movement as we know it today include early non-profit organizations such as the YM-YWCA, who created businesses to generate sustainable revenues to support free community programs. Well-known examples of this type of fundraising are the Salvation Army thrift stores which can be found in many locations across Manitoba, first appearing in 1908 to support the social justice work of Salvation Army in Canadian cities. Canadian Goodwill Industries adopted a similar business model in 1931, with the opening of second-hand thrift shops in Manitoba. They continue to offer affordable goods while providing rehabilitation services, training, and employment opportunities for individuals experiencing barriers to employment.

Manitoba's success in developing the social economy is due both to this history and a commitment to community economic development (CED) approaches which recognize that "traditional models of economic development do not meet the needs of large numbers of communities and local residents. CED practitioners and activists have sought to develop an alternative vision of economic development".³ The nationally recognized CED principles were developed by a First Nations worker co-op in Winnipeg called Neechi Foods.⁴ As community enterprises combine an entrepreneurial spirit with a commitment and dedication to the CED principles and an understanding of the long and varied history of community based economies, a grounded, pragmatic, and hopeful model is emerging to provide innovative solutions for Manitoba's greatest social challenges.

DIVERSITY

Diversity Food Services is a joint venture of the University of Winnipeg Community Renewal Corporation (UWCRC) & SEED Winnipeg to deliver excellent food services to the University of Winnipeg while providing meaningful employment and ownership opportunities for the community. Their specific community objectives include job and ownership opportunities in the food industry for new Canadians, First Nations people, community residents and University students. Diversity Food Services assisted in the creation of 46 jobs since 2011 - 57% of which employed immigrants/newcomers/visible minorities.

³ Sheldrick, B. (2007). "The Manitoba Community Economic Development Lens: Local Participation and Democratic State Restructuring. "

⁴ "1. Use of locally produced goods and services; 2. Production of goods and services for local use; 3. Local re-investment of profits; 4. Local skill development; 5. Long term employment of local residents; 6. Local decision making; 7. Promotion of public health; 8. Improvement of the physical environment; 9. Promotion of neighborhood stability; 10. Promotion of human dignity; 11. Mutual aid support among organizations adhering to these principles. " (Sheldrick, 5).

The Manitoba Social Enterprise Ecosystem

Existing social enterprise research from around the world suggests the social enterprise sector of each country, province/state and city has unique characteristics. Social enterprises do not exist in a vacuum. Rather, their success or failure hinges on the social needs and market opportunities around them, as well as the support of respective government, business, and community environments. This section explains the government, community, and financial supports available to Manitoba's social enterprise sector.

Provincial Government Support

The Manitoba government has strengthened the social enterprise sector by implementing progressive legislation and by removing certain financial barriers to social enterprise development, but until recently this support has been ad hoc and reactionary. However, the 2014 Budget Speech announced a more deliberate, strategic, and comprehensive approach to social enterprise sector development through co-creation of a Social Enterprise Strategy focussed on those social enterprises that create training and employment opportunities for people with barrier to employment.⁵ Responding to a policy resolution clearly outlined by CCEDNet - Manitoba, the Strategy uniquely positions Manitoba as a leader and champion in job creation through social enterprise development by ensuring that the policy environment is not creating barriers to social enterprise operations, but is in fact enabling them to achieve their mission. The following represent a few of the specific policy initiatives that are helping to change the CED and social enterprise landscape in Manitoba.

In 2011, Manitoba introduced the Neighbourhoods Alive! Tax Credit to encourage social enterprise development. The tax credit offers a non-refundable 30% corporate income tax credit to corporations who partner in a social enterprise with charitable organizations in Manitoba to support job creation for people with barriers to employment⁶. The province has also established support for social enterprises in its daily operations by adopting social enterprise procurement initiatives in some departments.

More recently, the Province announced developmental support for social enterprise as a way to address food insecurity in the far reaches of Manitoba's northern communities. By committing over half a million dollars to social enterprise development, the Province signalled recognition that social enterprise is an effective way to address multiple social determinants of community health such as unemployment, food insecurity, and poverty⁷.

Since 2004, the Community Economic Development Tax Credit has been used to leverage approximately \$2.25 million in nine community-owned businesses around Manitoba. In response to recommendations in a recent CCEDNet - Manitoba Report ("Mobilizing Community

⁵ Province of Manitoba Budget 2014 Speech. *Social Enterprise Strategy*. Retrieved from <http://www.gov.mb.ca/finance/budget14/papers/speech14.pdf>

⁶ Province of Manitoba. (n.d.). *Corporate tax credits: Neighbourhoods Alive! Tax Credit*. Retrieved from <http://www.gov.mb.ca/finance/ccredits.html>

⁷ Province of Manitoba Budget 2014 Speech. *Social Enterprise Strategy*. Retrieved from <http://www.gov.mb.ca/finance/budget14/papers/speech14.pdf>

Capital for Co-op Development in Manitoba") and a CCEDNet - Manitoba member resolution adopted in the fall of 2013, the Province has raised the tax credit from 30% to 45%, which will provide more incentive for Manitobans to invest in local small businesses. While this tool has been useful for co-operatives in particular and is accessible to for-profit subsidiaries of social enterprises, it should be noted that the type of non-profit businesses profiled in the findings of this survey do not access these tax-credits.

Another improvement in CED financial support includes the new Employee Share Purchase Tax credit which allows small community businesses to remain open when their owners decide to retire. Employee ownership (share purchases) is then eligible for a 45% tax credit. Measures such as these improve financing options for community economic development and will support social and economic opportunities in communities across Manitoba.



BUILD – an acronym for *Building Urban Industries for Local Development* – is a contractor and a training program for people who face barriers to employment. They retrofit homes with insulation and high-efficiency toilets as well as water-and-energy saving devices. Their work lowers utility bills, provides opportunities for low-income people, reduces crime through employment for people formally involved with the justice system, and decreases greenhouse gas emissions.

BUILD's mandate is to identify and hire people with serious impediments to gainful employment. Most of the company's employees are First Nations or new Canadians. All have had trouble finding steady employment, yet 75% of participants go on to trades-related education or employment. Since its inception, BUILD has employed at least 130 workers and estimates that they have lowered the utility bills of their clients by more than \$1 million per year at more than 4,000 low-income addresses.

Community Support

In addition to an enabling political environment, social enterprises in Manitoba benefit from the support of diverse organizations across the province. CCEDNet - Manitoba has been a catalyst for creating a supportive political environment and creates training and information opportunities to strengthen capacity for community economic development including social enterprise development. This work has educated governments regarding the advantages of policies that encourage the sustainability and growth of social enterprises.

CCEDNet - Manitoba worked closely with the provincial government to create the Neighbourhoods Alive! Tax Credit; identified and implemented changes to the CED tax credit; explored ethical and progressive procurement policies; and ensured supportive business development tools and services are accessible to all social enterprises. CCEDNet - Manitoba also

promotes the successes and potential of social enterprises to the general public. It has successfully nominated social enterprises for public awards and provides capacity-building opportunities through learning events and workshops to both new and established social enterprises. CCEDNet - Manitoba's research activities engage the social enterprise sector through consultation to identify needs, challenge, and potential for growth.

Enterprising Non-Profits is a national collaboration that promotes and supports social enterprise development and growth, that is administered provincially by CCEDNet – Manitoba. Since the fall of 2012, ENP-MB has hosted 5 Build and Grow Your Social Enterprise workshops attended by over 120 people and had 4 Social Enterprise Development Grant rounds with 15 recipients and over \$99,000 allocated. CCEDNet – Manitoba through the ENP-MB program, has leveraged key resources from a number of important social enterprise sector leaders to begin creating a comprehensive system of support for new and developing social enterprises in Manitoba.

During the past twenty years, SEED (Supporting Employment and Economic Development) Winnipeg Inc. has emerged as a leader among community-based organizations in providing social enterprise development services and support. SEED Winnipeg was established in the early 1990s as an independent, non-profit agency “designed to combat poverty and promote inner-city renewal through micro and community enterprise development for low income people.”⁸ SEED Winnipeg has pursued this mandate through business development and promotion of local social enterprises and worker co-operatives.

Since 1994, Local Investment Towards Employment (LITE) has been a champion for social enterprises. LITE has conducted public awareness and education campaigns and programs, and raised community funds to catalyze new social enterprise opportunities. In 2011, LITE adopted the Winnipeg Social Purchasing Portal, first established by SEED Winnipeg. It connects individual and institutional purchasers with social enterprises across the city through an online database. Marketing and growth opportunities are provided for small local businesses committed to strengthening employment opportunities and stimulating community economic development.

Numerous sectoral associations and organizations provide development support and assistance to social enterprises. Organizations such as the Manitoba Co-operative Association, the Farmers Market Association of Manitoba, the Manitoba Arts Council, the Manitoba Child Care Association, and many others, offer important support for various social enterprises in their respective sectors. Community Futures and economic development offices across Manitoba can often provide support to organizations developing enterprises, but it should be noted that a future challenge will be extending the range of services available in Winnipeg to the whole province.

⁸ Loxley, & Simpson, 24.

Financial Support

The support of government and community organizations are valuable, but adequate funds and access to financing are essential for the start-up and the long-term success of any social enterprise. Several organizations in Manitoba have developed a variety of funding programs to provide financial resources to social enterprises facing barriers to growth or development. The United Way of Winnipeg has actively sought opportunities to discover and support the social enterprise sector in Winnipeg. This commitment to social enterprises is entrenched in the United Way's Social Enterprise Policy Framework. It outlines their mandate to support social enterprises and provides measurements to gauge their success.

The Jubilee Fund is an important resource for the social enterprise sector in Manitoba through their work to raise awareness and address poverty and social justice issues. The Fund gathers resources to finance social enterprises, community projects, and small business or worker co-operatives by guaranteeing loans by Assiniboine Credit Union to support projects that address core community needs. Several social enterprises and community economic development initiatives in Manitoba have accessed financing with the support of the Jubilee Fund.

The Assiniboine Credit Union (ACU) is another long-time supporter of social enterprises in Manitoba. The ACU has played a significant role in the success of start-up social enterprises by mentoring, promoting, and providing accessible grants, loans and financing. The ACU consciously strives to use their extensive purchasing power to procure from social enterprises whenever possible. As noted above, ACU works closely with the Jubilee Fund to secure loans with sufficient equity for social enterprises that do not meet ACU credit requirements⁹.

Lastly, the Winnipeg Foundation has also played a significant role with respect to financial support for the social enterprise sector through their work with the ENP-MB program. Through financial support to ENP-MB, as well as support directly to social enterprises through their grant funds, The Winnipeg Foundation has provided considerable support for the development of the social enterprise sector in Manitoba.

⁹ Wuttune, W., Rothney, R., & Gray, L. (2008). Financing Social Enterprise: A scan of financing providers in the Manitoba, Saskatchewan and Northwestern Ontario region, 25.



The Manitoba Museum is the province's largest, not-for-profit heritage and science centre. The facility is a widely used community resource that promotes awareness of Manitoba's history, cultural diversity, and the incredible potential of science and technology. Each year, the Museum provides complimentary access to over 35,000 individuals and groups who might otherwise not be able to access the Museum. The Museum is also working with Grade 4 teachers of inner-city schools to secure a sustainable source of funding that will allow students to use the Museum as an anchor for their academic and personal learning. The Museum generates \$21.1 million in economic activity annually in Manitoba, sustains 333 jobs and contributes \$6 million in taxes to three levels of government.

Manitoba Social Enterprise Strategy (MSES)

The findings from the previous *Survey of Social Enterprises in Manitoba* led to the conclusion that social enterprise is an ambitious and competitive sector in Manitoba's economy. This research also showed that social enterprises play an important role in making Manitoba more sustainable, equitable, and economically viable.

Ensuring recognition of this potential, organizing the sector, and reducing challenges to enterprise development are keys to scaling up the impact of social enterprise in Manitoba. To this end, in fall of 2013, CCEDNet – Manitoba brought together the Social Enterprise Working Group – a group of over 30 social enterprise practitioners and developers – to discuss the opportunities and challenges facing the sector in Manitoba. This conversation reinforced the understanding that many social enterprises were facing similar challenges and articulated a need for a coordinated response to creating a strong ecosystem for social enterprise development.

The challenges outlined by the community align with the Social Enterprise Council of Canada's Six Pillars of Development, including:

- Development of capacity in terms of management, skills, and business acumen;
- Access to appropriate funding and financing;
- Expanded access to markets;
- Recognition and promotion of the added value to our communities and economies of social enterprise;
- A supportive policy environment;
- Supportive and participatory networks and opportunities for knowledge exchange.

Building on these community conversations, CCEDNet – Manitoba members passed a policy resolution at the 2014 Policy Summit urging the Province of Manitoba to build upon their commitments to social enterprise development by providing the required resources to co-create and co-produce a Manitoba Social Enterprise Strategy in *full partnership* with the social enterprise community, focussing on those enterprises that created jobs and training opportunities for people with barriers.

Through a coordinated letter campaign, budget submission, consultations, and meetings, CCEDNet – Manitoba found common ground with Provincial interests, who had recently committed to supporting the creation 75,000 jobs by 2020. Social enterprises that provide job and training opportunities for people with barriers to employment present the Province with a unique opportunity to access and develop labour markets that are particularly underserved, while making fiscally sound investments in reducing poverty.

In Budget 2014, the Province announced: *“Manitoba social enterprises, such as BUILD and ImagineAbility, have a proven track record of helping people – who may have never held a job – enter the workforce. This year we will work with social enterprises to create a comprehensive strategy to grow the sector and create more first jobs.”*



Mentoring Artists for Women's Art encourages and supports the intellectual and creative development of women in the visual arts by providing an ongoing forum for education and critical dialogue. Thanks to the experience and leadership MAWA has provided, other Winnipeg arts organizations (such as Video Pool, Winnipeg Film Group, La maison des artistes, etc.) have established mentorships programs of their own. Now in its 30th year, MAWA has provided mentorship to 240 women in the Foundation Mentorship program and many more through the rural, curatorial, mentor-in-residence, and mini-mentorship programs. It has also played host to a wide range of lectures, residencies, workshops, and facilitated professional development for people of all genders.

Precedent

While Manitoba has been a Canadian leader in some areas of social enterprise development, there is Canadian precedent elsewhere for Provincial social enterprise strategies. In 2011, the Nova Scotia government hosted consultations and prepared a discussion paper on the strengths and challenges of the social enterprise sector in Nova Scotia, and provided a list of high-level recommendations. These included: embracing social enterprise as a strategic core priority; forging research partnerships with post-secondary institutions; partnering with universities and colleges to build social enterprise capacity for governance and financial

management; an internal champion to push the social enterprise agenda; searching for the most appropriate new types of incorporation; finding incentives for private investment – including tax incentives and loan guarantees; and leading partnerships with the community to support the development of stable patient capital pools for lending to social enterprises.

In 2013, the Province of Ontario released *Impact: A Social Enterprise Strategy for Ontario*. This document outlined steps for the Provincial government to take in support of their social enterprise sector. This included 20 action steps under four categories: Connecting, coordinating, communicating; building the social enterprise brand; creating a vibrant finance marketplace; and delivering service, support and solutions.

Progress and Action

The process for developing the MSES has been a true example of policy co-creation. A steering committee was created, comprised of even representation from sector stakeholders, and relevant government departments including Finance, Jobs & the Economy, and Housing & Community Development. This steering committee guided CCEDNet – Manitoba as the sector co-host and project manager for the MSES to develop and implement a consultation process, along with conducting informative background research on what social enterprise supports are currently available Provincially and what options exist in other jurisdictions.

CCEDNet – Manitoba and the Province co-hosted two consultative sessions. The first identified and confirmed the strengths and needs of the social enterprise sector, and brainstormed what actions could be taken to best support strengths and address needs. Using feedback from community consultations, the information found during the research period, and expert consultations, CCEDNet – Manitoba and the province drafted a strategy to be taken back to key stakeholders. A second forum was held to test the recommendations and ensure they will meet the sector's needs. The final version of the strategy was presented to the Minister of Housing and Community Development on December 17, 2014 and publicly launched with a press conference and community meeting on February 4, 2015.

The Strategy is expected to be included in the 2015 Manitoba Budget. Priority recommendations made by the community members on the steering committee include a funded position in the community to advance the strategy's implementation, funds committed to implementation, immediate increased work between social enterprises and Manitoba Housing, and renewal of support to ENP-MB. This process marks an important moment in the development of the social economy in Manitoba, where community and government have organized and set a path towards a more inclusive, sustainable, and fair job market for Manitobans previously shut out of the workforce.



The Salvation Army is an international Christian organization that expanded to Manitoba in 1902. It has grown to become the largest non-governmental direct provider of social services in the country. The Salvation Army offers practical assistance for children and families, often tending to the basic necessities of life, providing shelter for homeless people and rehabilitation for people who have lost control of their lives due to an addiction. The Salvation Army is passionately committed to eradicating poverty and caring for people who are struggling. The Salvation Army is working to address the dehumanizing stigma of poverty and injustice and educate the public about what it means to live in poverty – and what they can do to help. One of the ways they continue this work is through operation of multiple thrift stores, which help fund the organization's core work.

DATA NOTES AND METHODOLOGY

With the goal of generating clear quantitative indicators of the size, scope, and socioeconomic impacts of social enterprises in Manitoba, and given the high workloads of those in the non-profit sector, our research team opted to use a short and highly standardized questionnaire designed for easy completion and return with the goal of maximizing the response rate.

For the purposes of our 2014 study, we also included a supplementary section asking more specific questions as they related to: enterprise skills and capacity, access to capital and financing, the promotion and demonstration of value of social enterprise, industry regulations, networks and community engagement, and capacity for growth. This latter section was designed to help inform the Manitoba Social Enterprise Strategy creation process currently underway and detailed above, and those results are included here in the final section – Strengths and Challenges of Manitoba’s Social Enterprises.

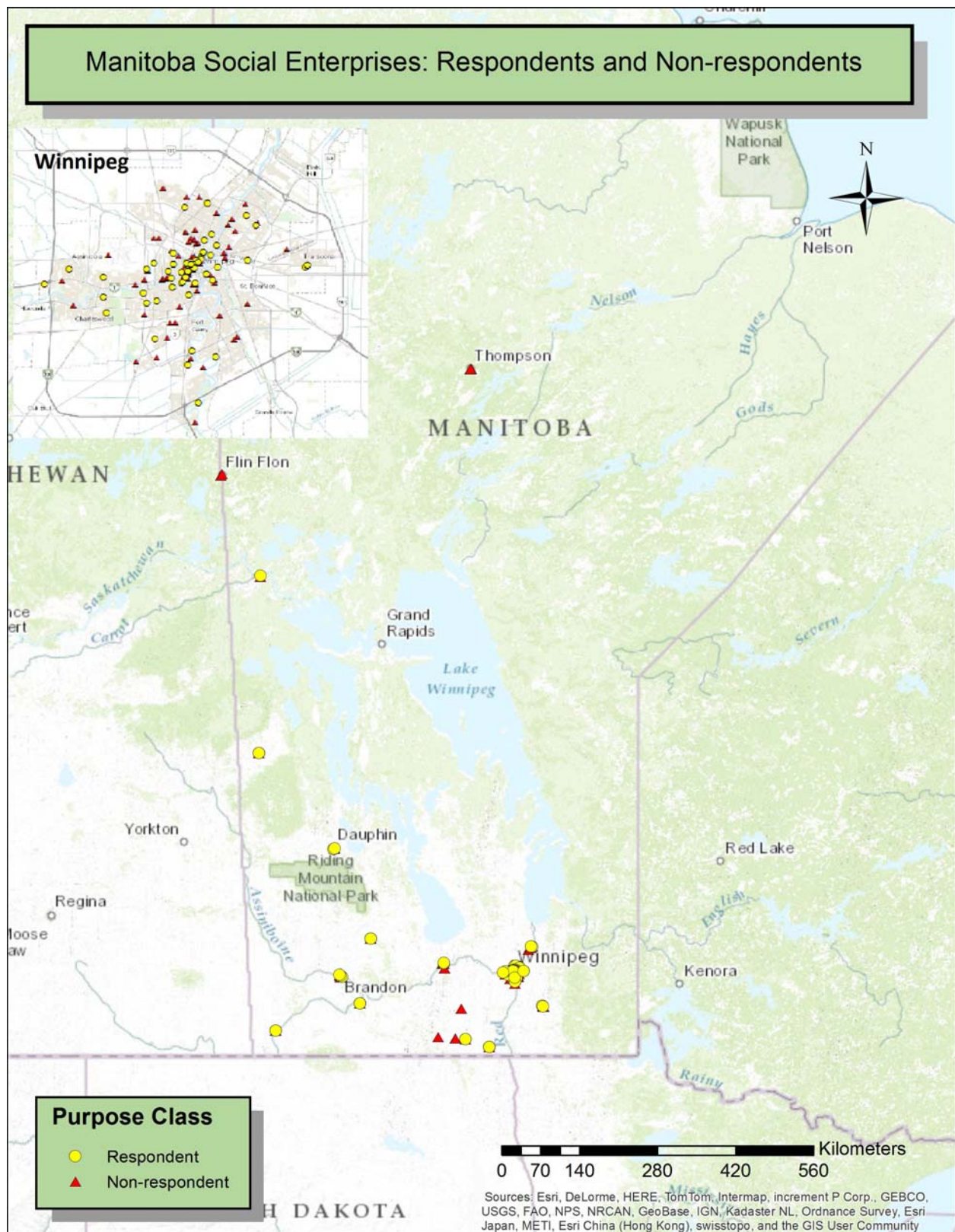
Of the 305 organizations confirmed by the research team to be operating as some form of social enterprise, 111 organizations responded to the survey completely, while 14 organizations responded partially to the questionnaire. Hence, our overall response rate was 41 percent [125 out of 305] (See Table 1).

Table 1: Sample Survey Response

Initial list of potential social enterprises	658
Contacted, not a social enterprise	62
Not contactable	291
Confirmed list of social enterprises	305
Contacted No Response	165
Contacted, refused to participate	15
Partial response	14
Completed responses	111
Partial or Complete response	125
Net response rate (125/305)	41%

Map 1 shows the distribution of responding and non-responding confirmed social enterprises across Manitoba.

Map 1: Social Enterprise Respondents and Non-respondents



Creating the Catalogue

The research team made a sincere effort to create a sample frame that included all social enterprises in Manitoba from those sectors which had been designated for inclusion: Agricultural Societies, Arts & Culture, Employment & Training, Farmers' Markets, Housing, Media, Museums, Thrift & Second-Hand Stores, and Miscellaneous. This last category was comprised of all sectors that seemed too small to be represented on their own including student union businesses at universities and colleges, environmental organizations, health & fitness co-operatives, community Internet co-ops, among others. The research team built on the work of the 2011 Sector Survey and used the networks and relationships available to CCEDNet – Manitoba to identify a large working list of social enterprises, including Agricultural Societies, Housing, and Museums which were previously not included for reasons of time constraint and internal capacity.

The definition used for this survey is “a business venture, owned or operated by a non-profit organization that sells goods or provides services in the market to create a blended return on investment; financial, social, environmental, and cultural”. A broad collection of business models that could be considered social economy enterprises were not part of our study including various types of for-profit co-operatives, credit unions, charities and foundations, and service association. It should also be pointed out that not every sub-sector of social enterprises have been included in our research sample. Band-owned enterprises and for-profit co-operatives, for example, while recognized for their contributions to Manitoba's social economy, were not participants in this study as they fall outside this project's working definition of social enterprise. Non-profit daycares also fit the criteria of this definition but were not invited to participate in this year's survey due to staffing, resource, and time limitations. However, we recognize the valuable contribution of these other diverse enterprises to the collective effort creating more equitable, healthy, and sustainable communities.

Sources used to identify verifiable or potential social enterprises include:

- Online sources (Manitoba Arts Network, Farmers' Market Association of Manitoba)
- Individuals knowledgeable about the social enterprise sector (Manitoba Cooperative Association, other local economic development organizations).

Dividing the social enterprises by sector allowed researchers to identify key contacts, some of whom remained consistent from our 2011 study, who were able to provide comprehensive lists in their respective sector. However, to respect the confidentiality of all organizations, key contacts provided only names of organizations, with no further contact information. Internet searches, followed by telephone contact, were both used to seek additional information and confirm contact information that had been found.

As mentioned previously, the final sample set recorded 305 social enterprises. Of this sampling, researchers were able to contact 125 confirmed social enterprises. The final sample set, while not exhaustive, provides important data giving us insights into social enterprise sectors in Manitoba that had previously been unavailable. This is particularly the case with regards to the

new sectors included in this survey, as well as the data collected in the supplementary section of the survey, as described above, introduced for the first time in this 2014 Manitoban survey.

As was the case in 2011, throughout the process of contacting and surveying organizations, it was discovered that several did not fit our criteria. Interestingly, there were a number of organizations which researchers felt met the necessary criteria for social enterprise identification, and yet which did not self-identify in the same way. Deciding not to identify as social enterprise was often due to a perception of 'enterprise' being related to financial motivation instead of a mission or service focus. Researchers collectively discussed whether misunderstanding of the model or of CRA's guidelines related to revenue generation in non-profits is leading to either not perceiving their small but concentrated efforts in the market as enterprise or a hesitancy to define their activity as business revenue, respectively. A noteworthy number of contacts stated over the phone to researchers in initial conversations about the survey that they were not sure they fit the criteria as a social enterprise due to their non-profit nature, highlighting a lack of clarity in the sector around being able to participate in the market to further a non-profit mission.

A total of 353 organizations were eliminated from a working list of 658 organizations. This number includes the organizations that the research team was unable to contact throughout the field period. The reasons for this varied, but as was the case in the 2011 study, most of the disqualified organizations were revealed to be operating in a for-profit, share-capital model, or were simply no longer in business. The greatest percentage of voided entries occurred in the co-operative category. In these cases, researchers originally placed these organizations on the list due to the social, cultural and/or environmental benefits they create, with further contact revealing a for-profit co-op structure.

Potential respondents were further screened using the following text on page one of the questionnaire, and in the body of the email sent out introducing the Social Enterprise Survey to determine active operation as a social enterprise. "This is a survey of social enterprises in Manitoba. 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 extensive work clarifying the sample set resulted in 305 confirmed social enterprises. The fieldwork occurred over a 16 week period from May 5- August 22, 2014.

Questionnaire

As stated in our 2011 study, the questionnaire was originally developed and piloted by students of Peter Hall in the Spring 2009 course, SCD 403 (Leadership in Sustainable Community Development), at Simon Fraser University in British Columbia. However, the basic structure and length of the tested and proven questionnaire was retained. (See Appendix F for the complete questionnaire). We have encouraged other social enterprise surveyors to use similar data fields to facilitate comparative research.

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 satisficers¹⁰, we did calculate Net Profit / surplus as revenue minus expense. It allowed us to identify social enterprises that broke even or better (i.e., showed a profit of zero or more in the 2013 financial year).

¹⁰ 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.



The West End Cultural Centre is a dynamic, community arts organization enriching the lives of artists, audiences and the community through the sharing of music and culture. Over 28,000 people attend the venue each year to engage with culture and the arts in a unique west end neighborhood, typically characterized by low-incomes and high crime rates, that has generally had little access to such programming. WECC outreach programs provide opportunities for active participation in the arts, offer free arts education for inner-city youth, increase exposure to a variety of artistic disciplines, and build bridges between artists and the local community. On average, over 5,000 people, the majority of which are children, participate in the WECC's outreach programming each year.

Outliers

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

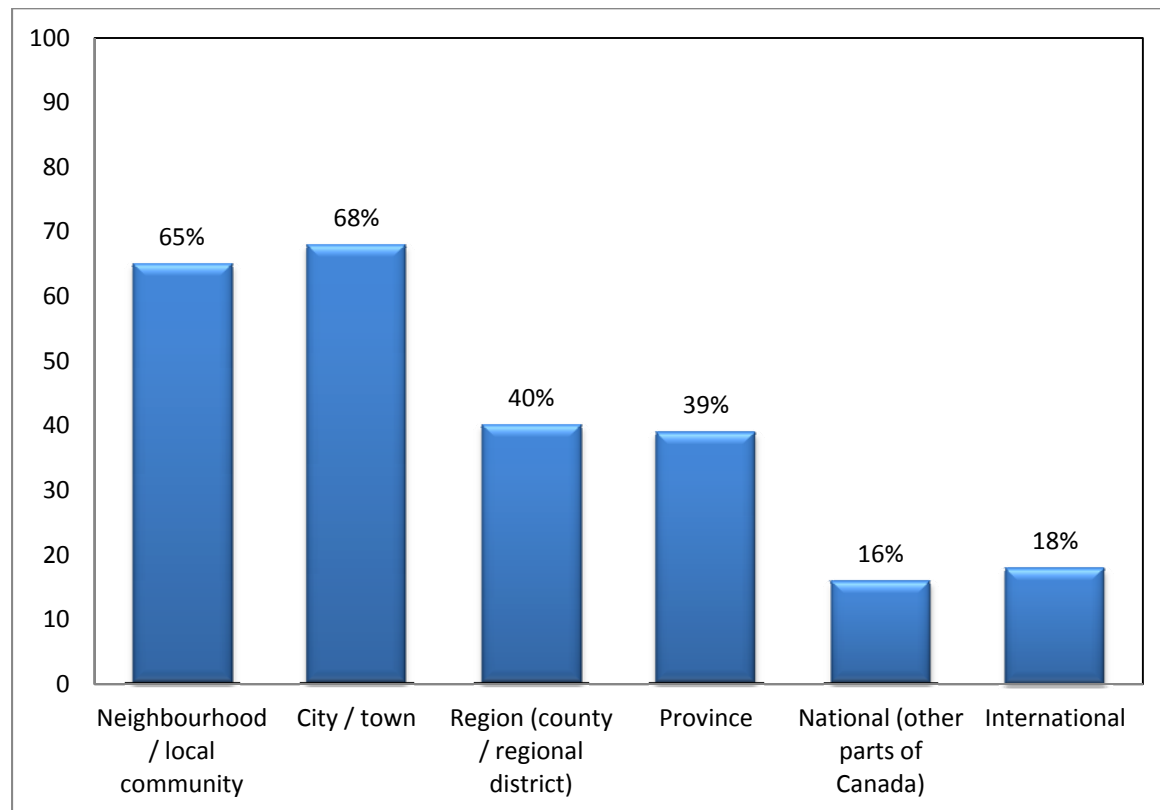
Finally, financial information was incomplete for some organizations, resulting in potentially misleading estimates for some indicators. Although we primarily present results that include all responses, we include only those that provided complete financial data when average financial data per social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

ORGANIZATIONAL PROFILE

Social enterprises in Manitoba are most likely to operate at the scale of neighbourhood or local community (65%), at the city or town scales (68%), while 40 percent operated at the regional district scales and 39 percent at the provincial scale. Few proportions of social enterprises operate at the national scale (16%) and international scale (18%) (See Figure 1). The full breakdown of geographical scales of operation of social enterprise's activity is as follows:

- 65% operate at neighbourhood/local community scale
- 68% operate at city/town scale
- 40% operate at the regional district scale
- 39% operate at the provincial scale
- 16% operate at national scale
- 18% of social enterprises operate at the international scale

Figure 1: Scale of Social Enterprise Activity (percent)

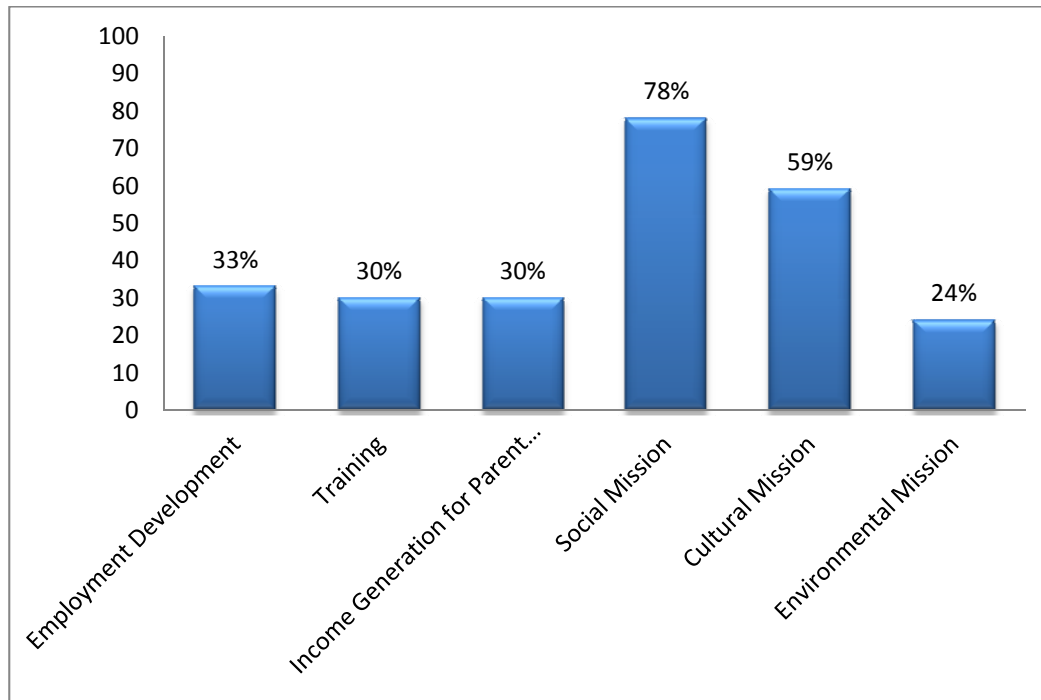


Purpose and Mission Profile

Social enterprises in the survey reflect a number of non-exclusive purposes. As shown in Figure 2, the highest percentage of social enterprises (78%) describe themselves as having a social purpose, while 59 percent of social enterprises operate to achieve a cultural purpose. 33

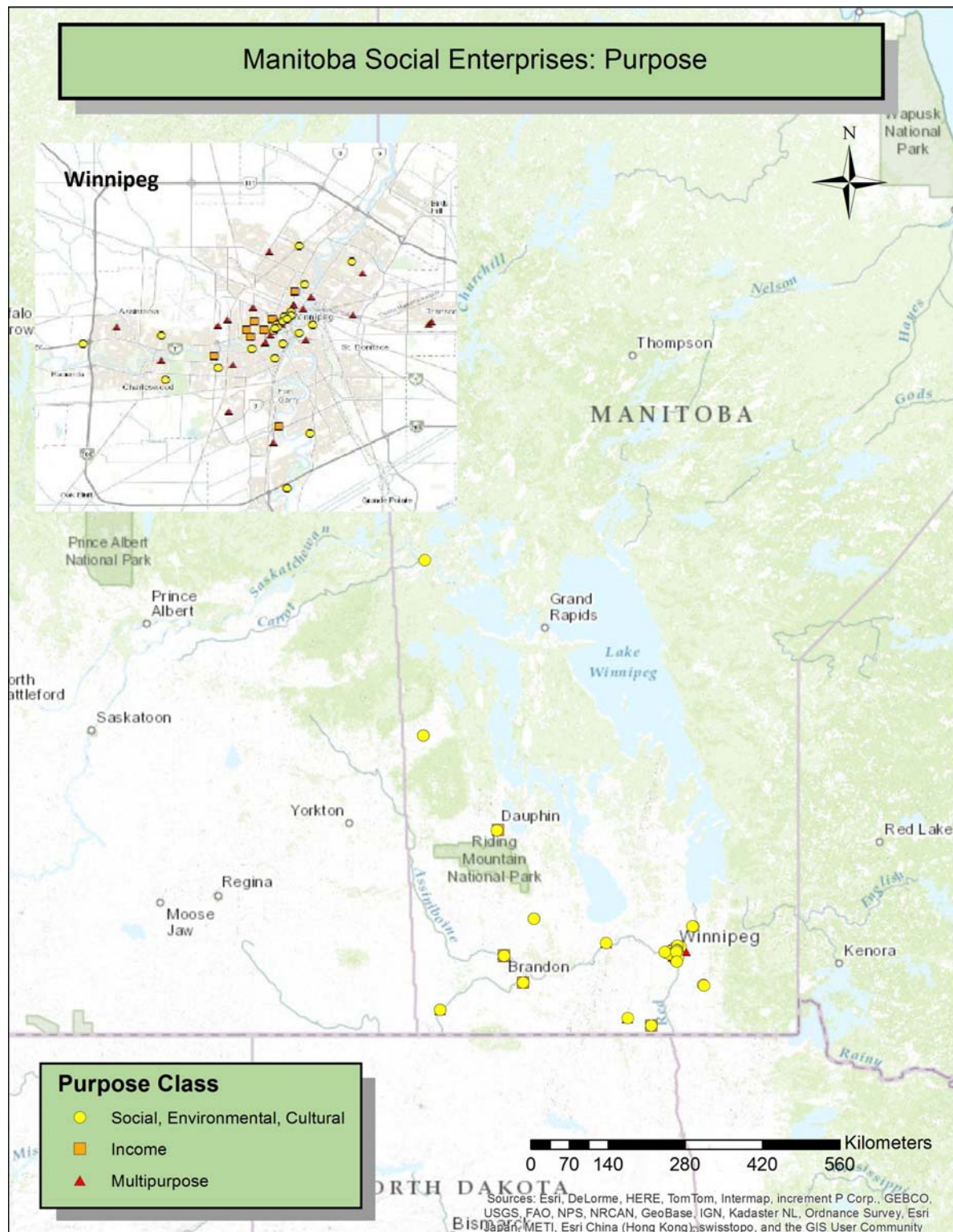
percent work towards employment development, 30 percent focus on training. 22 percent of social enterprises in Manitoba focus on income generation for parent organizations.

Figure 2: Social Enterprises Purpose (percent)



Map 2 below shows the geographic distribution of social enterprises by their purpose across Manitoba.

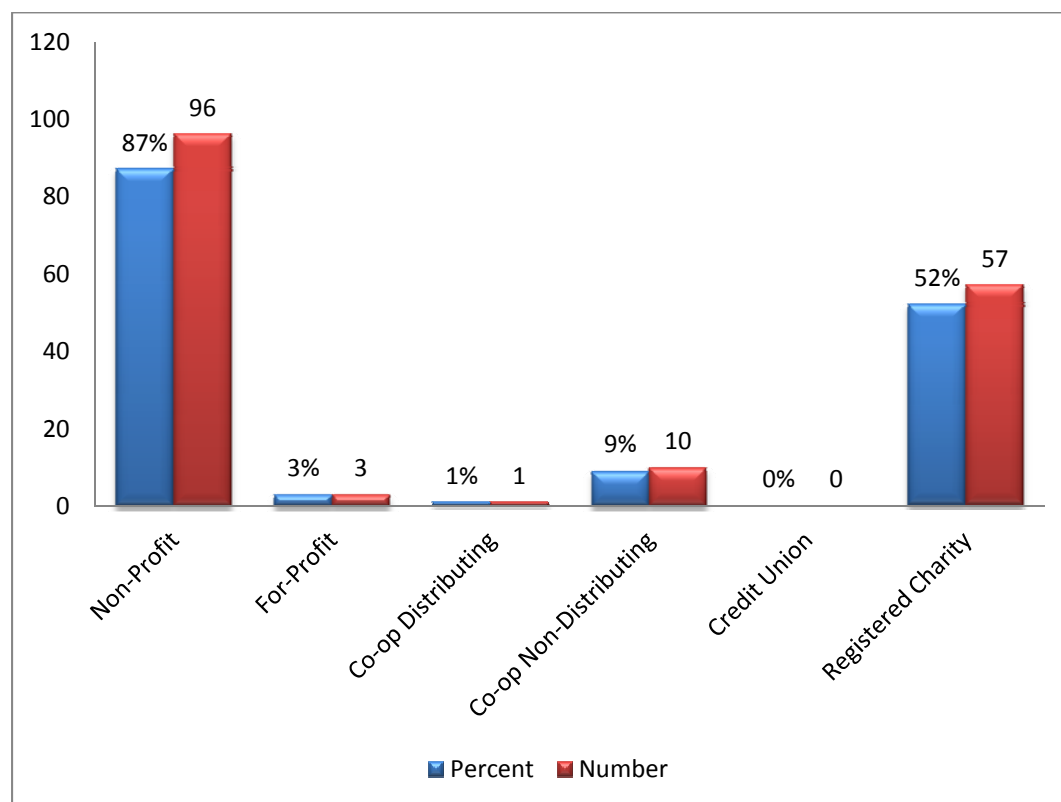
Map 2: Manitoba Social Enterprises: Purpose



Organization Structure

96 (87%) of the surveyed social enterprises have a non-profit corporate structure. 52 percent of the social enterprises are registered charities. Few (3%) of the SE's described themselves as a for-profit organization; these are wholly owned by a non-profit parent and often fund their parent non-profit corporation. None of the respondents had credit union structures, while 9 percent are co-op non-distributing structures (See Figure 3).

Figure 3: Corporate Structure

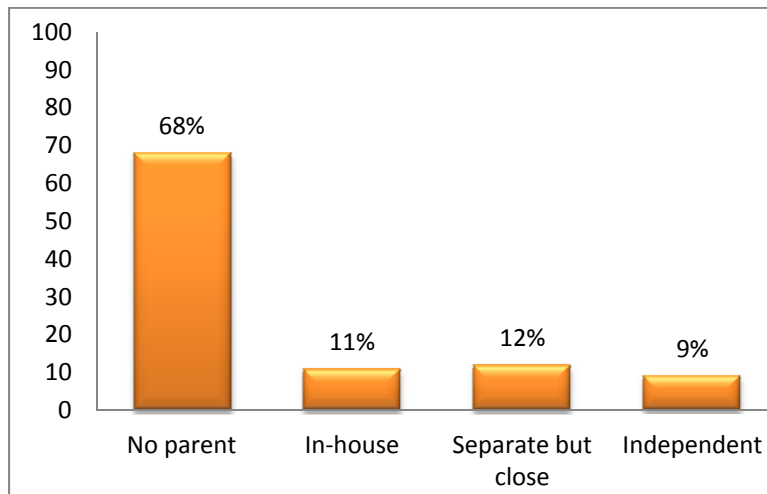


Relationship with Parent Organization

Only 33 percent of responding SE's in Manitoba have a parent organization. As figure 4 shows, the majority of SE's (68%) are not owned or supported by a parent organization. Social enterprises with parent organizations characterized their relationship with their parent in the following ways:

- Separate organization working closely with parent organization: 12%
- In-house, program, project or department of the parent organization: 11%
- Independent from parent organization: 9%

Figure 4: Relationship with Parent Organization

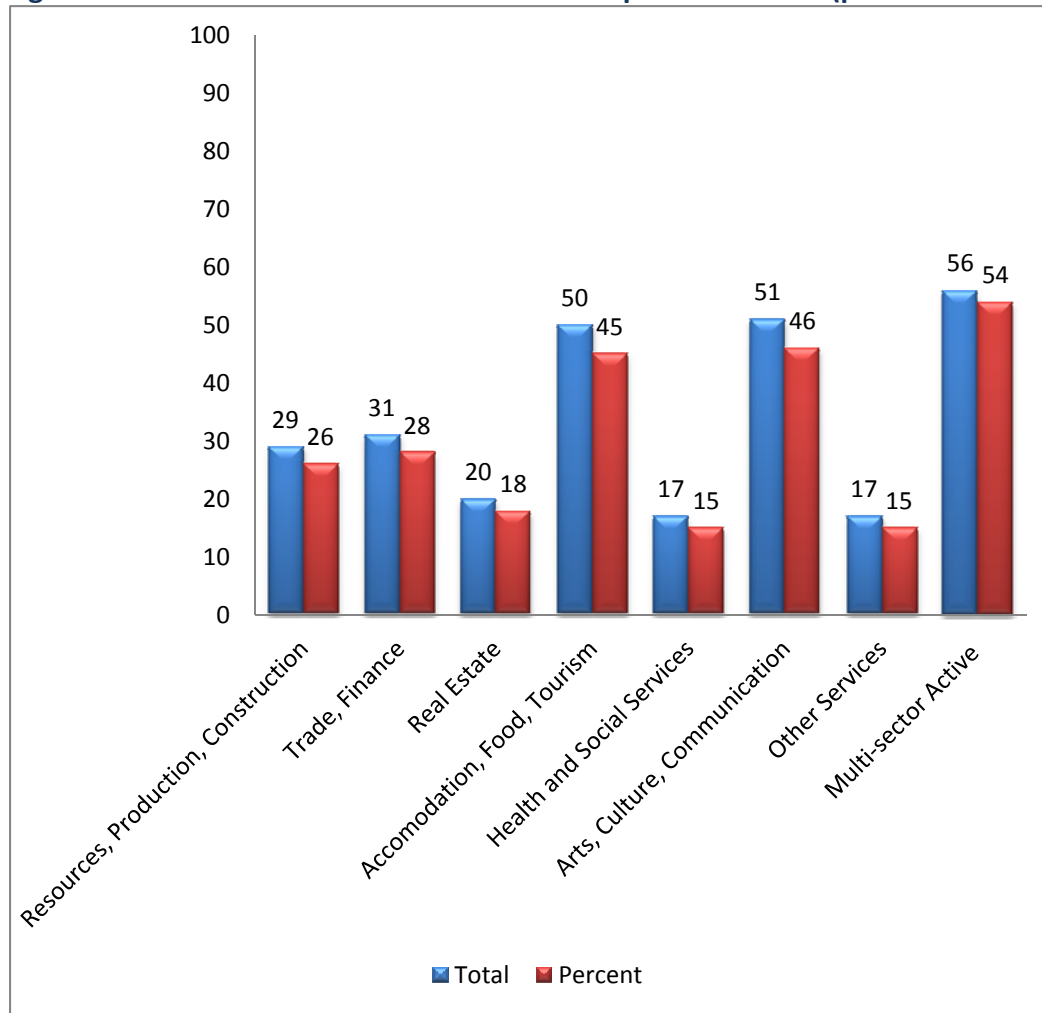


Sectors of Operation

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

Figure 5 (below) shows the seven sectors, as well as the number and percentage of social enterprises operating in multiple sectors. In fact, more than half all social enterprises (54%) sell products and services in two or more sectors. Since an individual social enterprise could sell more than one product or service within each sector, this implies that some social enterprises are selling multiple products and/or services. A significant proportion of social enterprises operated in the arts, culture and communication sector (46%) and accommodation, food and tourism (45%) sector.

Figure 5: Sector of Operation (percent and total)



Groups Served

A wide variety of groups are served by social enterprises. As Figure 6 and Table 2 reveal, 63 percent of social enterprises focus on those people living in the immediate neighbourhood as their target population. A number of SE's focused on youth (37%). A significant number of SE's also focussed on women, First Nations groups, seniors, and low income individuals.

Figure 6: Population Served

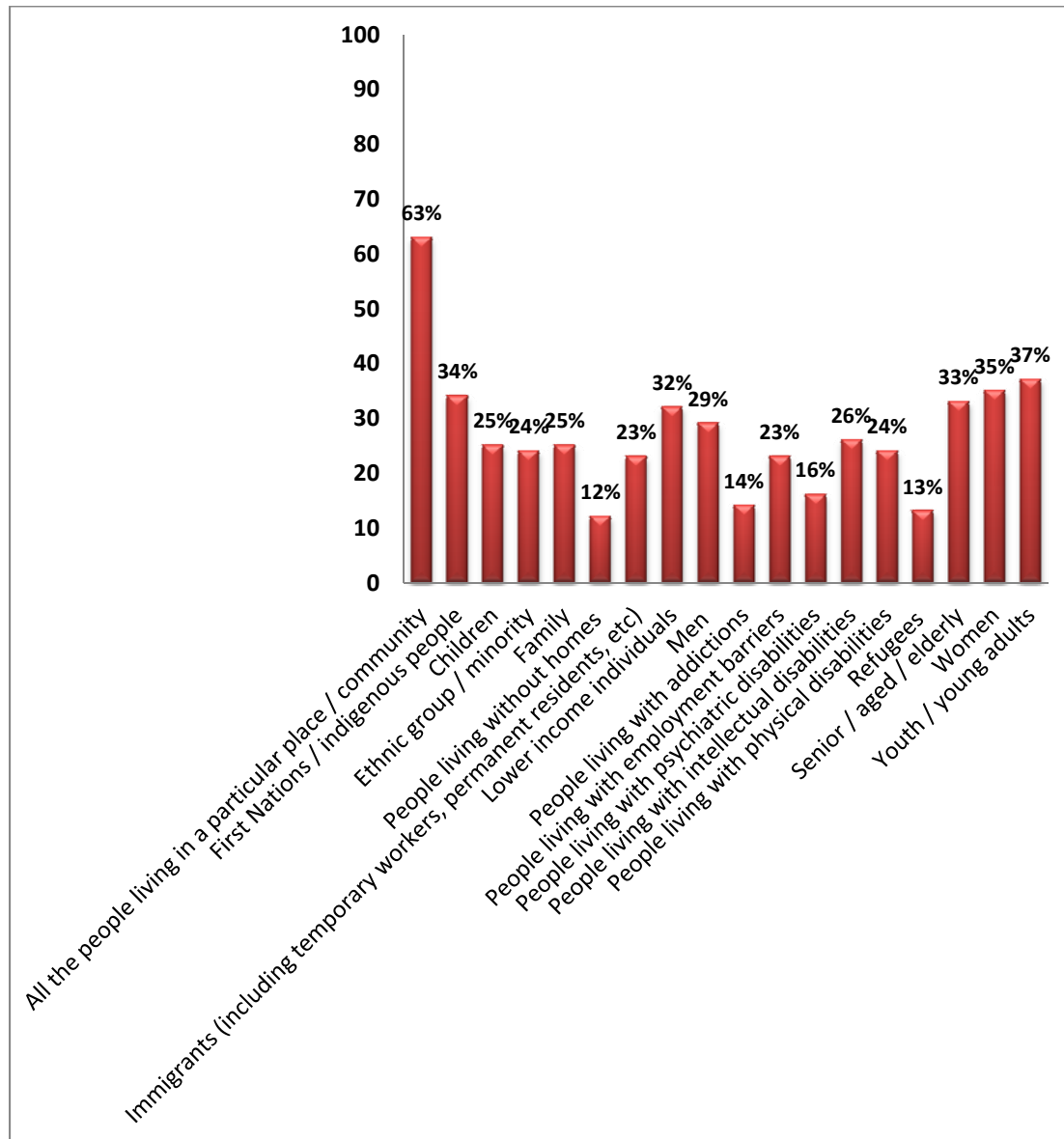


Table 2: Population Served

Population Served	Percent of Social Enterprises Serving this Population
All the people living in a particular place / community	63
First Nations / indigenous people	34
Children	25
Ethnic group / minority	24
Family	25
Homeless persons	12
Immigrants (including temporary workers, permanent residents, etc)	23
Lower income individuals	32
Men	29
People living with addictions	14
People living with employment barriers	23
People living with psychological disabilities	16
People living with intellectual disabilities	26
People living with physical disabilities	24
Refugees	13
Senior / aged / elderly	33
Women	35
Youth / young adults	37

Employment

Social enterprises engage members, volunteers, employees, and those that could be designated as special needs employees. Social enterprises provide meaning and dignity for marginalized individuals or those with a disability through work. While the social enterprise may be subsidized by the public sector, these individuals also earn wages as employees. Often the subsidy funds are allocated to training and special supports that allow social enterprise beneficiaries to engage in business and employment opportunities they might not otherwise be able to access. This particular phenomenon within social enterprises makes the task of enumerating employment figures more complicated than otherwise would be the case.¹¹

¹¹ 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

Social enterprises provided paid employment for at least 4,090 people in Manitoba. This includes fulltime, part-time and seasonal workers, who together earned at least \$34.4 million in wages and salaries. Fulltime, part-time, and seasonal workers represent an estimated 1,780 fulltime equivalent employees. Contract employees increased the total employment of responding social enterprises to at least 4,480.

Those employed include at least 3,560 who were employed as part of the mission of the social enterprise, such as those with disabilities and/or other employment barriers.

Social enterprises also involved at 6,840 full- and part-time volunteers.

Table 3 reflects a breakdown of the employment statistics. The surveyed social enterprises were responsible for at least 840 full-time, 660 part-time, 2590 seasonal and 390 contract positions.

Table 3: Employment

Number	Mean ¹²	Range	Total
Members of designated groups employed in 2013 (included in the full-time, part-time, FTE, Seasonal and contract counts)	37.5	0-2100	3,560
Full-time (work 30+ hrs per week)	9.2	0-125	840
Part-time (work<30hrs per week)	7.2	0-255	660
Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months) in 2013	28.5	0-2100	2590
FTE (Estimate)	19.4	0-535	1,780
Freelance and contract workers (hired for a specific project or term) in 2013	4.2	0-65	390

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

¹² These figures are based on reported data. The average could be impacted by missing data.

Volunteers (incl. unpaid interns, etc.) who worked 10 or more hrs/month in 2013	35.1	0-1500	3,200
Volunteers (incl. unpaid interns, etc.) who worked less than 10hrs/month in 2013	39.7	0-580	3,650

Membership

Responding social enterprises revealed that social enterprises in Manitoba had an average of 255 individual members per SE, combining for a total of at least 25,770 individual members, as well as at least 705 organizational memberships. The individual members per social enterprise ranged from zero to 11, 000 members. Table 4 and Figure 7 illustrate distributions in organizational membership. 21 percent of social enterprises have one to ten organizational memberships. 13 percent of SE's had more than 100 to 300 individual (See Table 5 & Figure 8).

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

Number of Organizational Members in 2013	Percent of Social Enterprises
0	63.7
1 to 10	20.6
11 to 25	9.8
26 to 80	2.9
Over 80	2.6

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

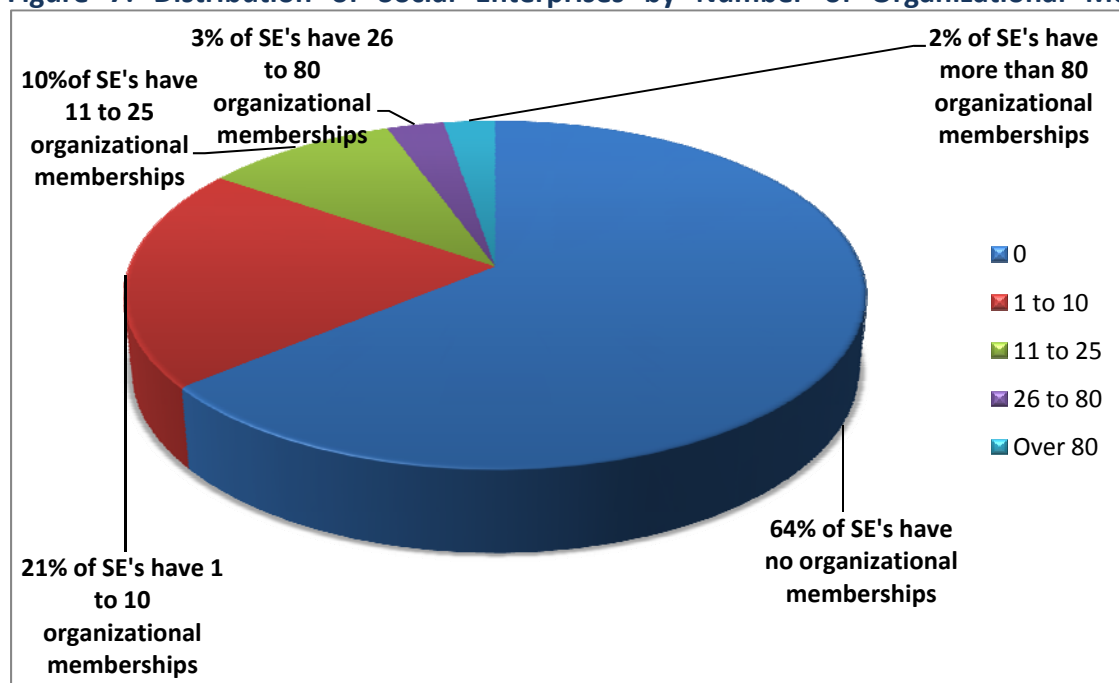
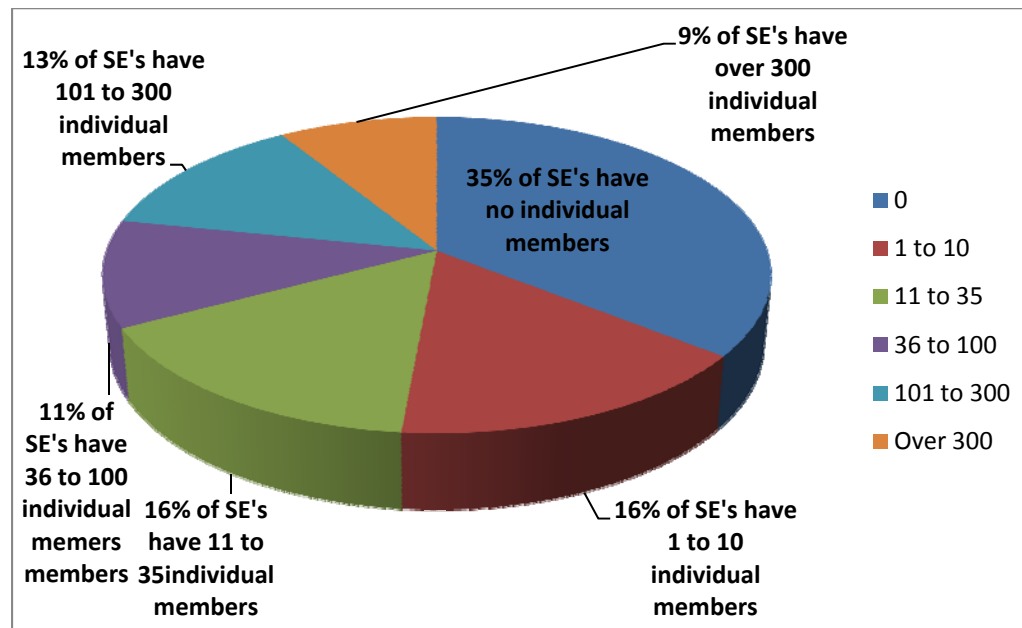


Table 5: Distribution of Social Enterprises by Individual Members

Number of Individual Members 2013	Percent of Social Enterprises
0	35.6
1 to 10	15.8
11 to 35	15.8
36 to 100	10.9
101 to 300	12.9
Over 300	8.9

Figure 8: Distribution of Social Enterprises by Individual Members



ORGANIZATIONAL ANALYSIS

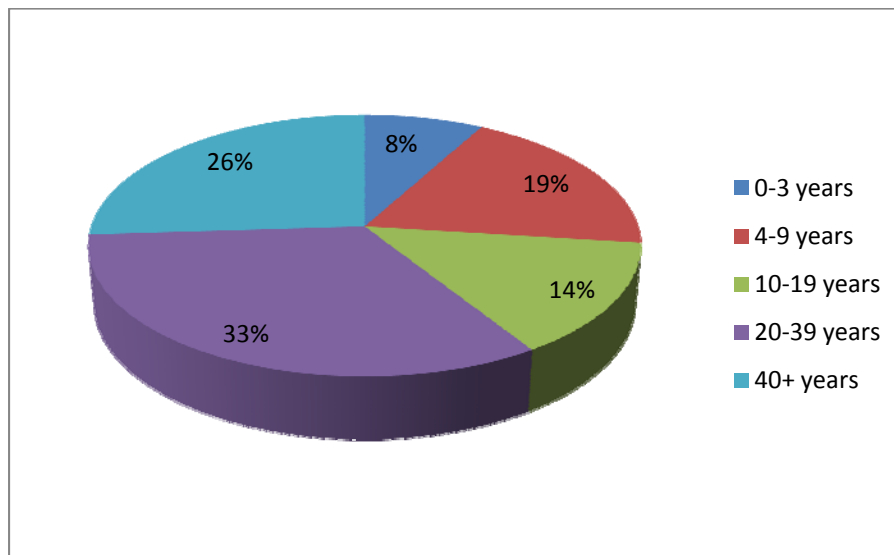
Age of the Social Enterprises

Social enterprises in Manitoba vary in the number of years they have been in operation as highlighted on Table 6 and Figure 9. Most of the social enterprises surveyed (33%) are old and have been in operation between 20-39 years. Those that have operated for more than 40 years, account for 26 percent of the responding social enterprises. The mean age of social enterprises in Manitoba was 32 years. Many of the responding organizations began selling their goods and services after 1989 (median). The oldest enterprise was formed in 1878 (136 years old) and the newest was formed in 2014

Table 6: Distribution of Social Enterprise by Years of Operation

Age	Number	Percent
0-3 years	8	8
4-9 years	19	19
10-19 years	14	14
20-39 years	33	33
40+ years	26	26

Figure 9: Distribution of Social Enterprise by Years of Operation



Areas of Focus

The purpose(s) of the social enterprise exerts a clear influence on the scale and nature of the operations, and social enterprises typically combine multiple purposes. We used three mutually exclusive categories to classify social enterprises based on their stated purposes. First, there are social enterprises whose primary purpose is to generate income for its parent non-profit organization. Second, there are social enterprises intended to fill a social, cultural, and or

environmental mandate, but that do not identify income generation or training or employment development as their core mandate. Third, we grouped social enterprises that serve multiple goals, whether a social, environmental, cultural or income-generation mission *and* provide employment development and training under the ‘multi-purpose’ category. This categorization provides a means of classifying social enterprises into three mutually exclusive groups:

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

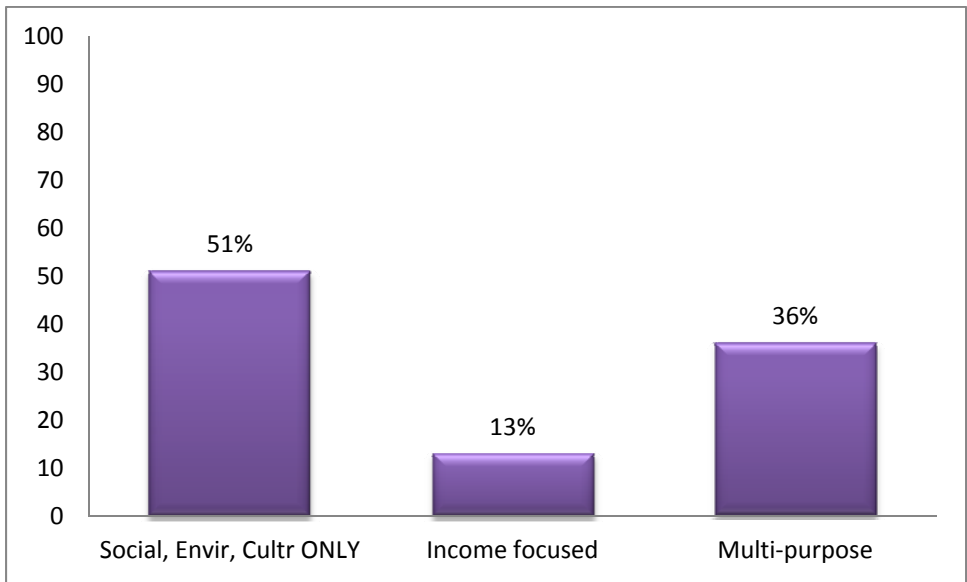
Socially, culturally or environmentally-focused: an organization with a social, cultural and/or environmental focus and which has neither income-generation nor employment as an additional focus.

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

A 3-way Purpose Classification

Figure 10 shows a 3way purpose classification for the categories used in this study. 51 percent of social enterprises in Manitoba have a social, cultural and/or environmental purpose, 13 percent focus on generating income for a parent organization, while 36 percent have multiple areas of purpose.

Figure 10: Areas of focus by 3way Purpose Classification



This three way purpose classification also shows that social enterprises focus on activities that reflect their overall purpose. For example, SE’s with social missions also engaged in income generation (79%) as well as multiple activities (70%) (See Figure 11). In contrast, only 7% of those with an environmental mission focused on income generation for parent organizations.

More than half of the responding social enterprises with an environmental focus had multiple purposes (See Figure 12).

Figure 11 Percentage in each group with social mission by 3way purpose classification

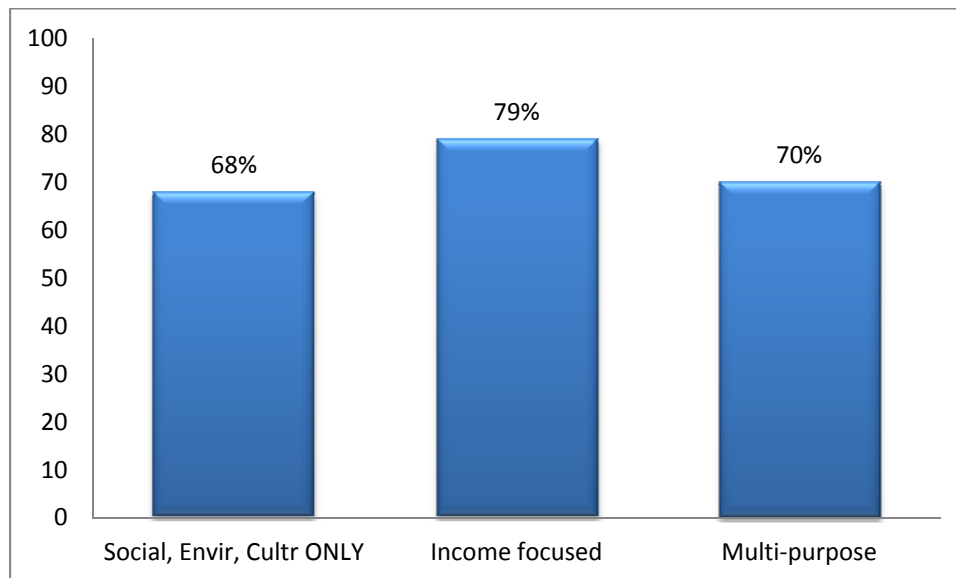
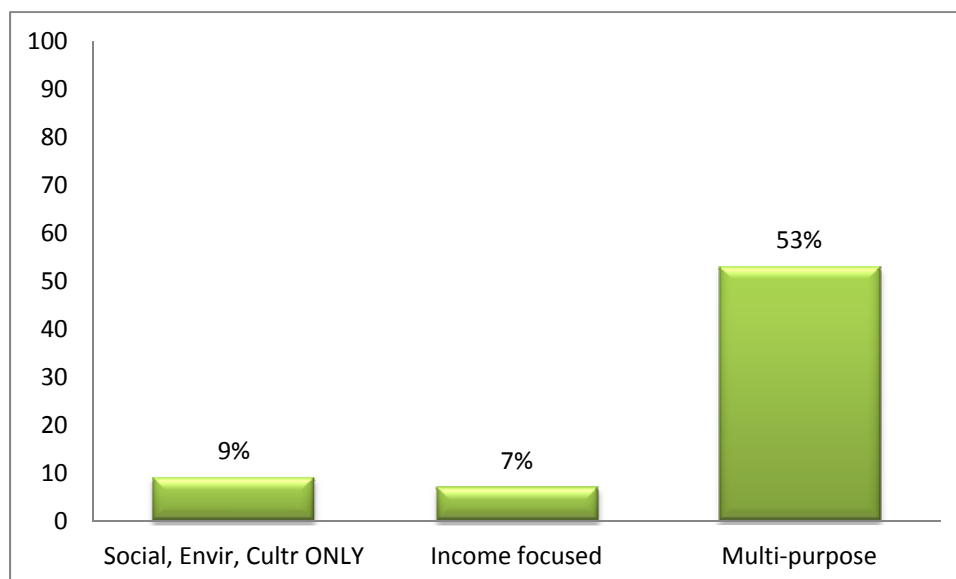


Figure 12: Percentage in each group with environmental mission by 3way purpose classification



Poverty Focus

45 percent of the responding social enterprises reported having an employment purpose or targeting people with employment barriers, low income or homeless. All of the multi-purpose driven social enterprises address employment (e.g. training) or targeting people with

employment barriers (e.g. low income, homeless etc) as their main areas of focus (See figures 13 & 14 below). Across the three areas (social, environmental, cultural; income generating and multi-purpose), a 3way purpose classification reveals that almost all of the social enterprises with a social, environmental and cultural focus with an employment focus provided employment, trained and targeted people with employment barriers. Moreover, 58% of SE's had a poverty focus.

Figure 13: Percentage in each group with employment focus (employment/training purpose or target people with employment barrier) by 3way purpose classification

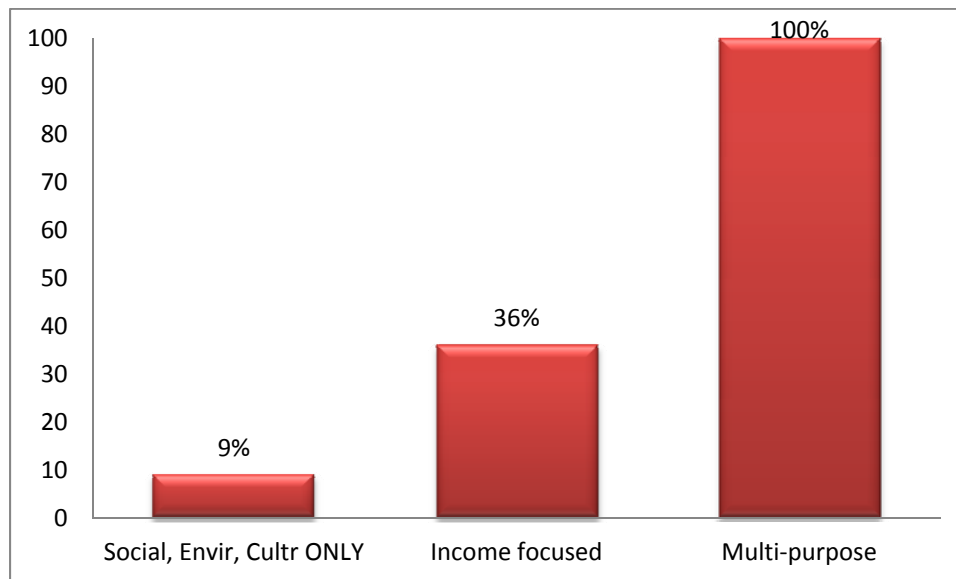
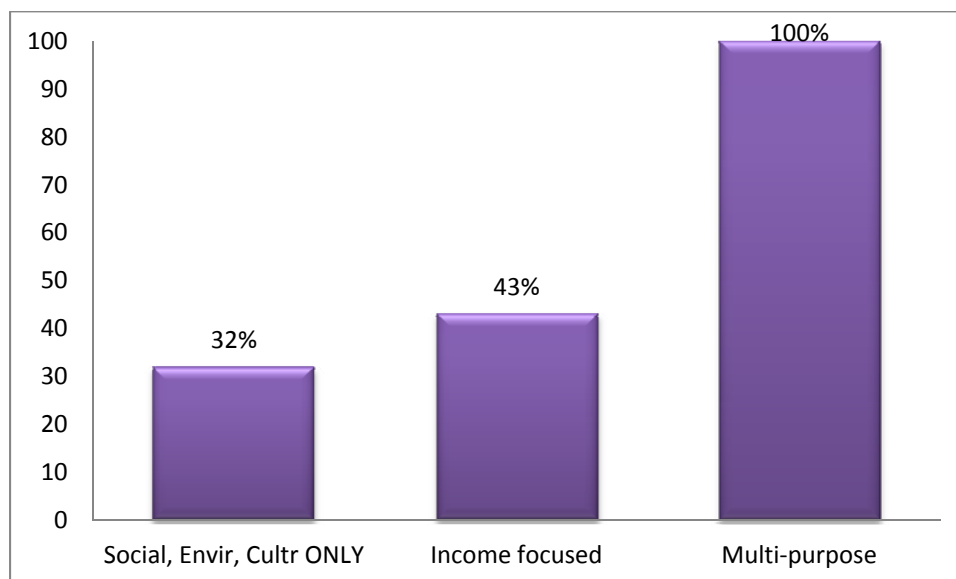


Figure 14: Percentage in each group with poverty focus (employment purpose or target people with employment barriers, low income or homeless) by 3way purpose classification



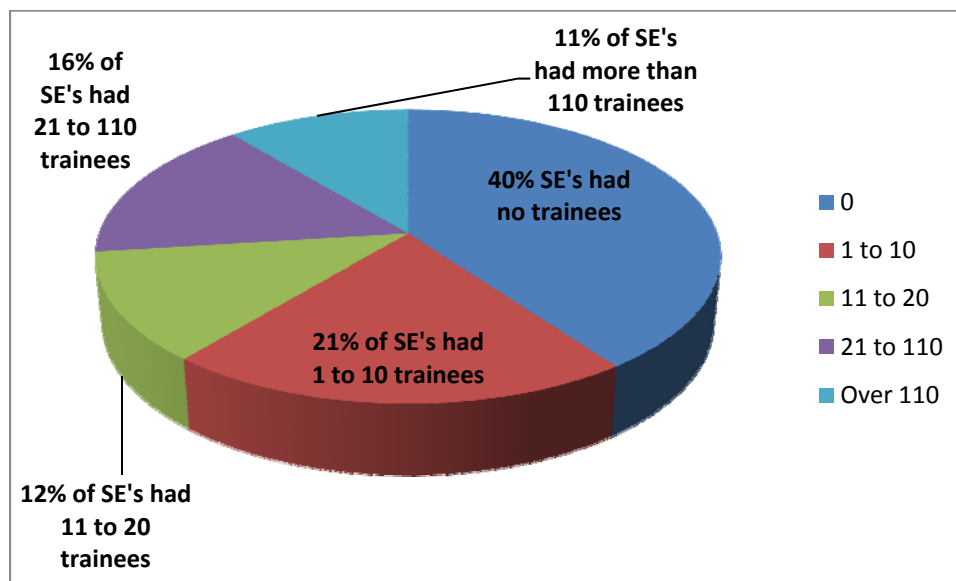
Training

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

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

Number Trained, 2013	Percent of Social Enterprises
0	40
1 to 10	21
11 to 20	12
21 to 110	16
Over 110	11

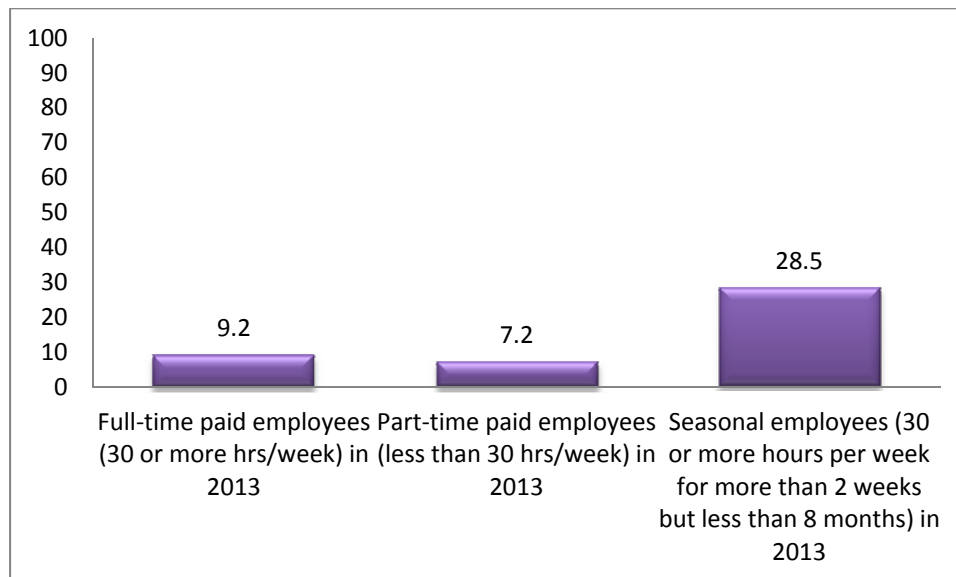
Figure: 15 Distribution of Number Trained from Target Population by Social Enterprises



Social Enterprises and Employment

Social enterprises are important direct employers in the communities. In responding MB social enterprises, a mean of about 7 people were full time paid employees (See Figure 16), while 29 people were paid part-time employees and at least 6 people (mean) were seasonal employees.

Figure 16: Employment (Mean) per Social Enterprise, 2013

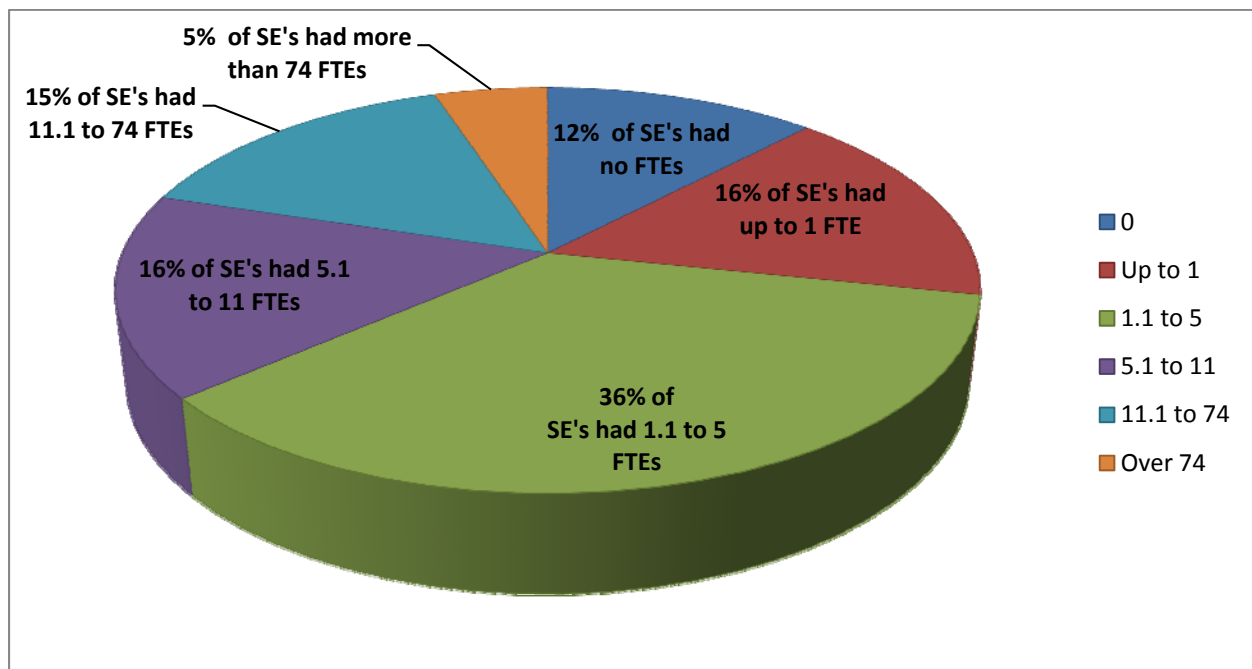


35 percent of responding social enterprises provided Full Time Equivalent (FTE) positions in a range of 1 to 5 employees (See Table 8 & Figure 17). 15 % of the enterprises provided FTE positions in a range of 11 to 74 FTEs.

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

Estimated FTEs in 2013	Percent of Social Enterprises
0	12
Up to 1	16
1.1 to 5	35
5.1 to 11	16
11.1 to 74	15
Over 74	5

Figure 17: Distribution of Social Enterprises by Estimated FTEs in 2013

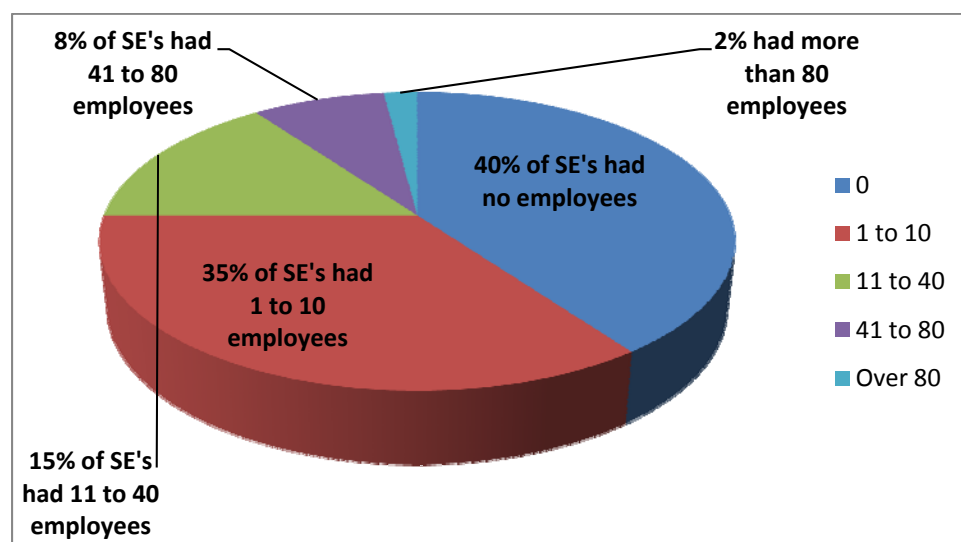


The social enterprises surveyed also provided employment for the targeted groups. 35 percent of the responding enterprises employed between 1 to 10 people from the target population, while 40 percent of the social enterprises provided no employment for targeted groups, and (See Table 9 & Figure 18).

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

Number of People Employed in 2013	Percent of Social Enterprises
0	40
1 to 10	35
11 to 40	15
41 to 80	8
Over 80	2

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



Social enterprises are key actors in mobilizing volunteers. 90 percent of the responding enterprises had volunteers. The total number of full-time and part-time volunteers in the responding social enterprises in Manitoba was 6,840. Most of the SE's (48%) had 1 to 15 part-time and full-time volunteers (See Table 10 & Figure 19). 28 percent of the social enterprises surveyed involved more than 10 volunteers in their activities for 1 to 10 hours in a month (See Table 11, Figure 20). 41 percent of social enterprises had more than 10 volunteers working less than 10hrs in a month (Table 12 & Figure 21).

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

Number of Total Volunteers	Percent of Social Enterprises
0	3
1 to 15	48
16 to 30	17
Over 30	32

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

Figure 19: Distribution by Total volunteers (part and full-time added)

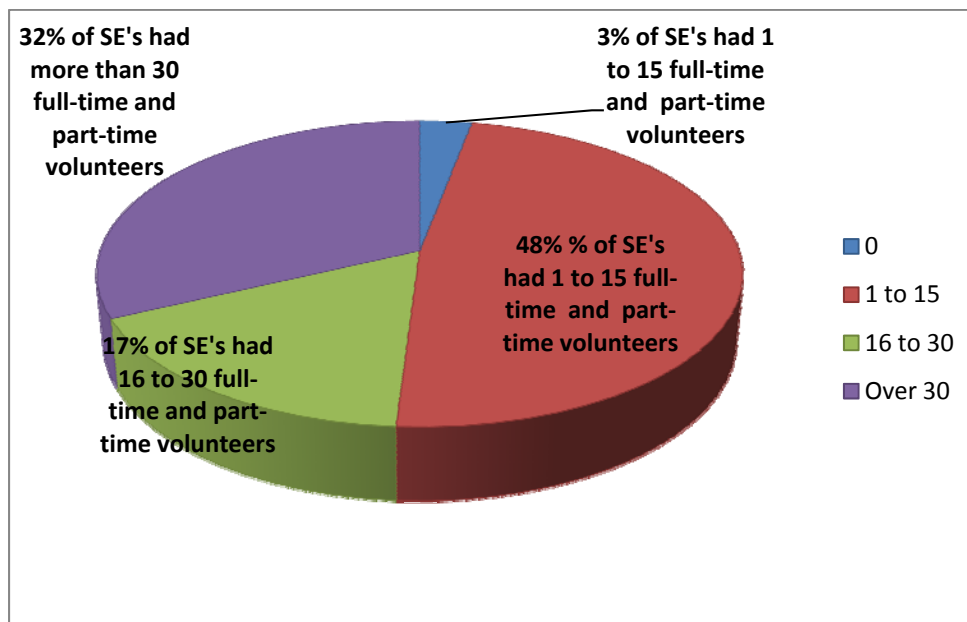


Table 11: Distribution by Full-time Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013

Number of Volunteers working 10 or more hrs/month	Percent of Social Enterprises
0	31
1 to 5	28
6 to 10	14
Over 10	28

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

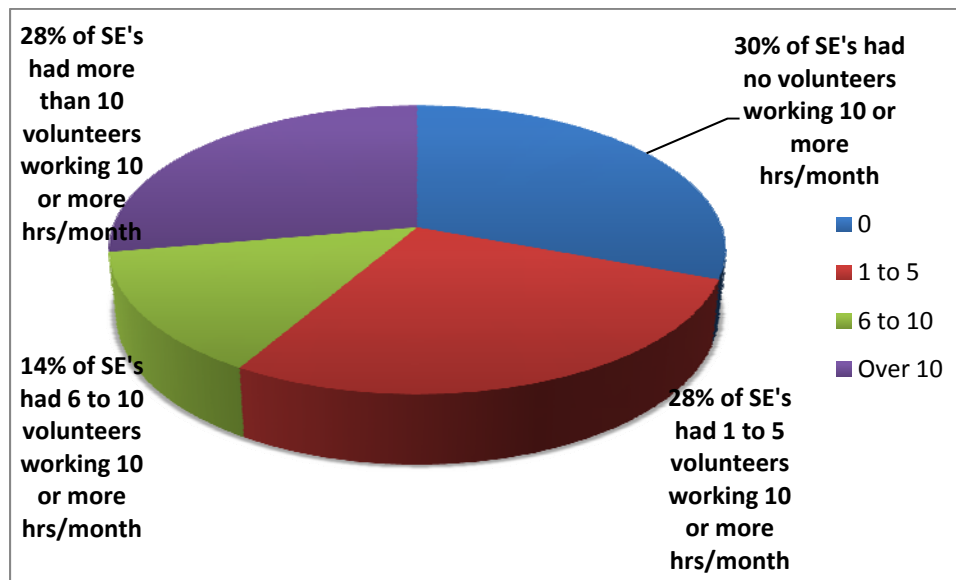
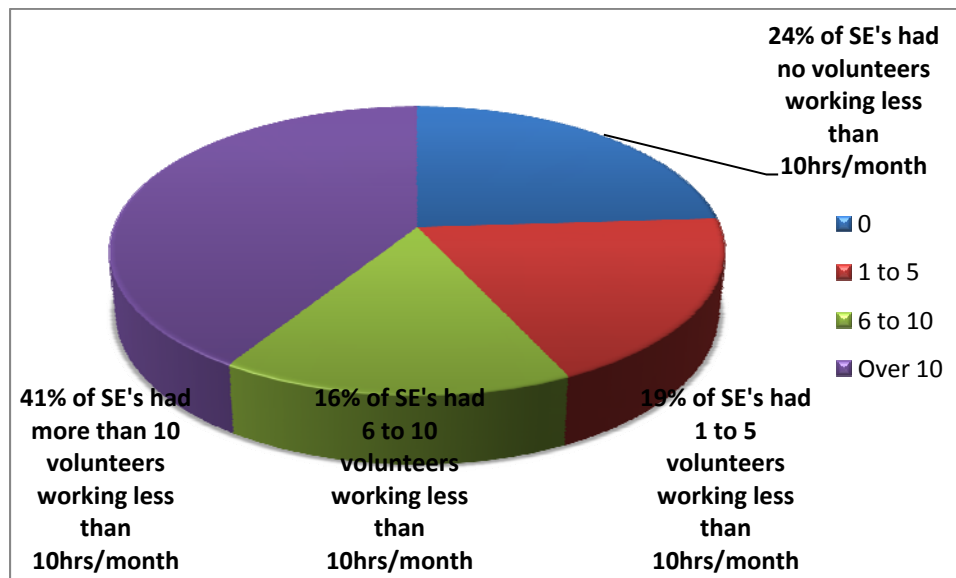


Table 12: Distribution by part-time Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013

Number of volunteers working less than 10 hrs/month in 2013	Percent of Social Enterprises
0	24
1 to 5	19
6 to 10	16
Over 10	41

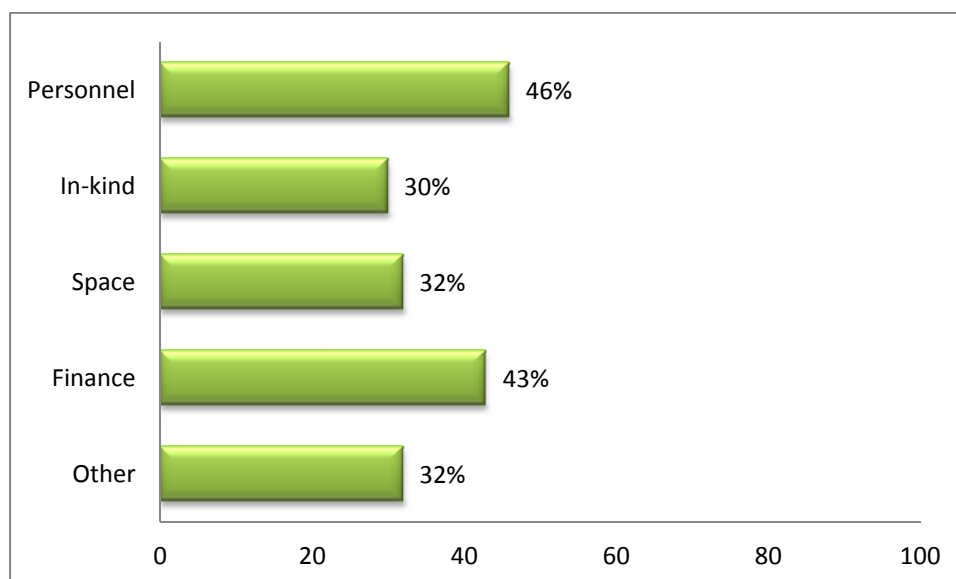
Figure 21: Distribution by part-time Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013



Relationship with Parent Organization

As shown previously on Figure 4, 68% of the responding social enterprises did not have a parent organization. Of those with parent organization, 46% of the funding was used for personnel support. Approximately 30 percent of the funds were in-kind, while 32 were directed towards the organizations' space (See Figure 22).

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



FINANCIAL PROFILE

Financial Results

Social enterprises make significant contributions to local economies. Moreover, social enterprise success is determined in part by their ability to generate profits. In this survey, the total revenue for the surveyed social enterprises in 2013 was at least \$63.6 million (See Table 13 & Figure 23). The responding social enterprises generated more revenue than expenses (a positive net profit) of \$4.7 million. 80% of responding SE's broke even or better in 2013, while 29 percent of the enterprises broke even without grants. As Figure 24 shows, the majority of social enterprises in all three purpose classifications broke even. However, without grants, less than a quarter of the responding social enterprises in the social, environment, and culture and multi-purpose categories broke even (See Figure 25). Only half of the income focused enterprises broke even. This latter finding underlines the importance of ongoing support to allow social enterprises to achieve their social mission.

Table 13: Finances: Total \$ (Millions) reported by responding SE

Total Revenue (all sources)	63,600,000
Total Revenue (Sales, grants, etc.)	49,300,000
Total Expenses	58,500,000
Total Wages Paid	34,400,000
Total Net Profit	4,700,000

Figure 23: Finances: Total \$ (Millions) reported by responding SEs

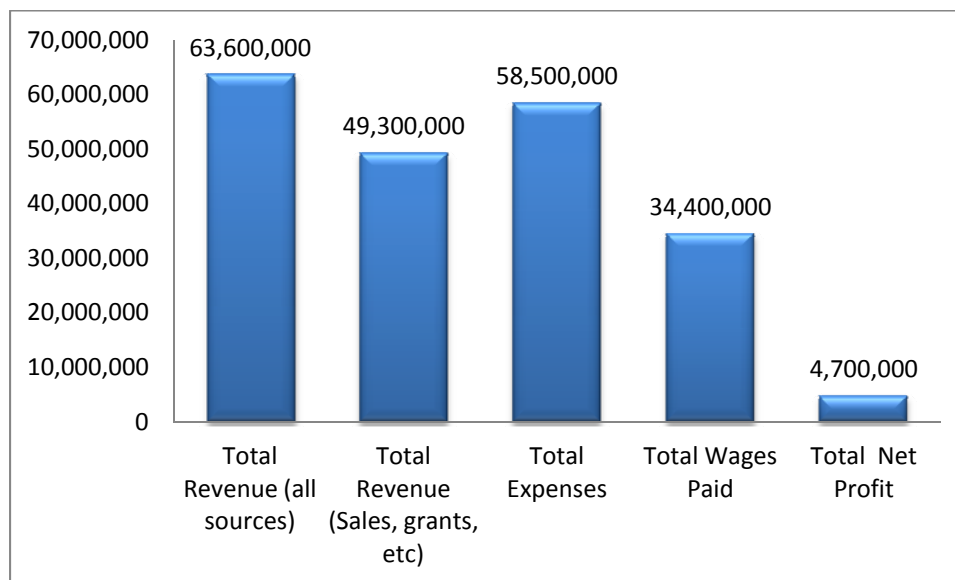


Figure 24: SE's that Broke Even in 2013 by 3way Purpose Classification

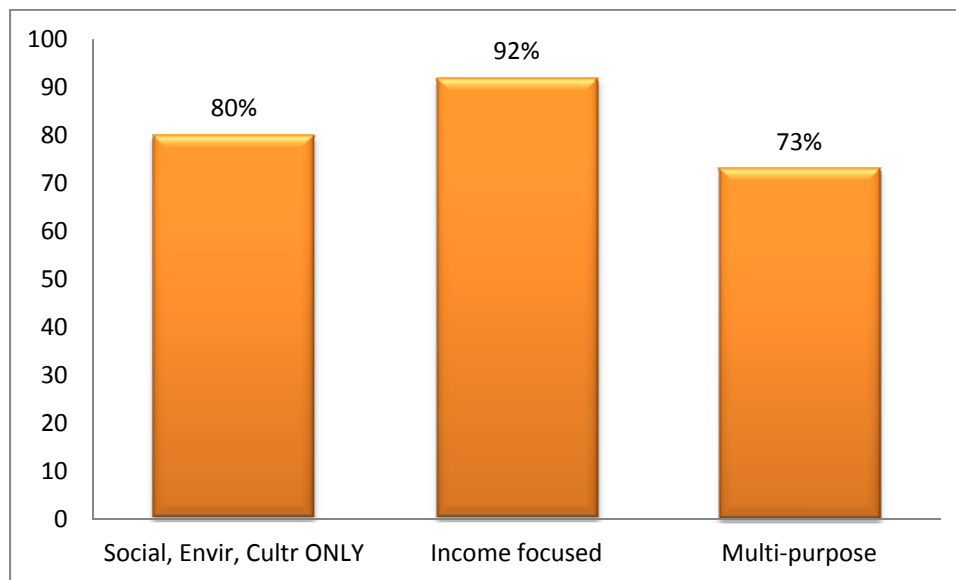
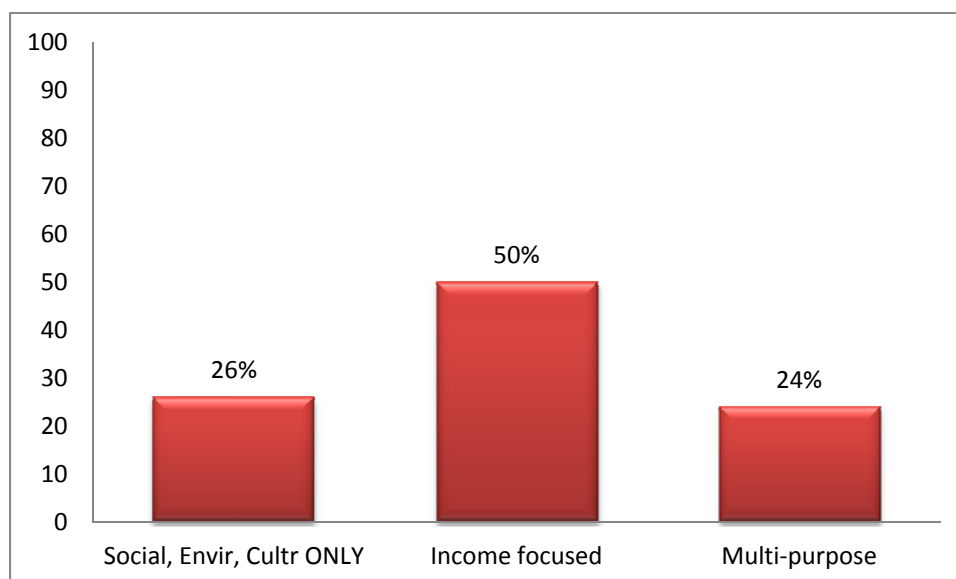
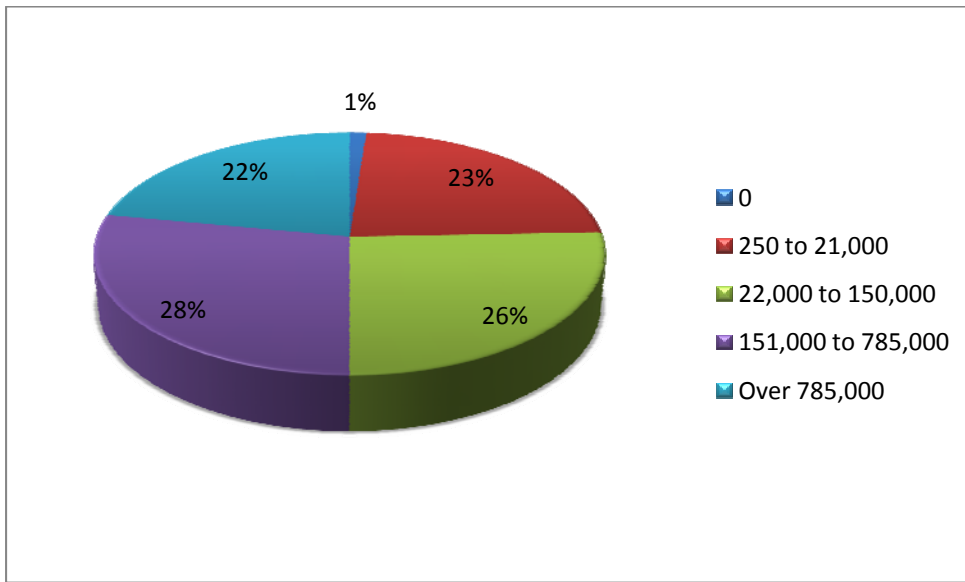


Figure 25: Social Enterprises that Broke Even Without Grants by 3way Purpose Classification



The responding enterprises revenue differed in range. The majority of SE's generated between \$151,000 and \$785,000 in total revenue from all sources of the social enterprise including sales and grants in 2013. Few SE's (1%) reported that they generated no revenue. (See Figure 26).

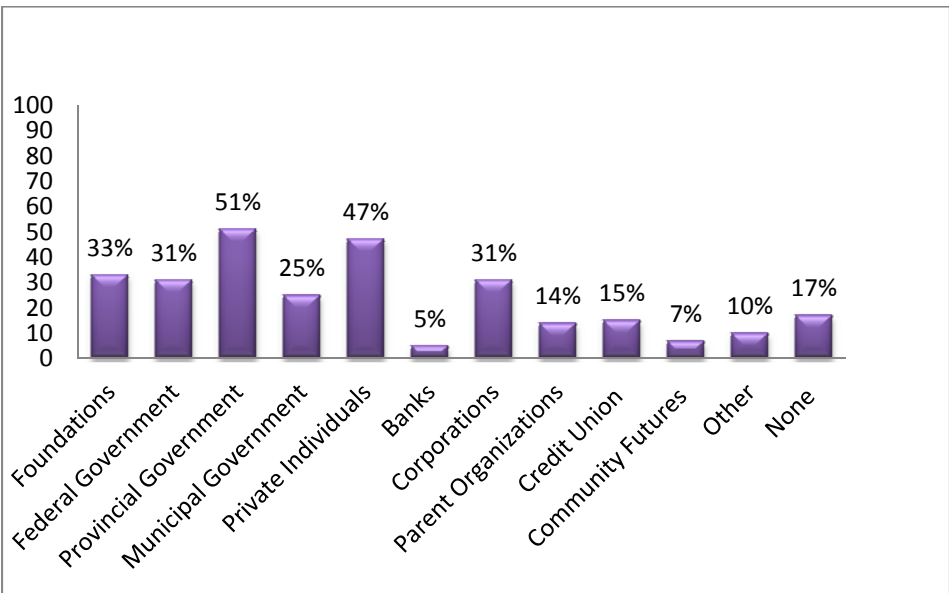
Figure 26: Total revenue (\$) from all sources of the social enterprise including sales/grants/etc in 2013



Sources of Finance

The provincial government provided the greatest financing for social enterprises (51%) followed by private individuals (47%) (See Figure 26). The majority of grants (69%) were used for social enterprises’ operations (See Figure 27). 65 percent of the responding social enterprises did not receive any loans (See Figure 28) and the few with loans used the funds for organizations’ operations (see Figure 29).

Figure 27: Sources of Grants*



* The percentages refer to sources of grants not amounts received from the sources

Figure 28: Purpose of Grants

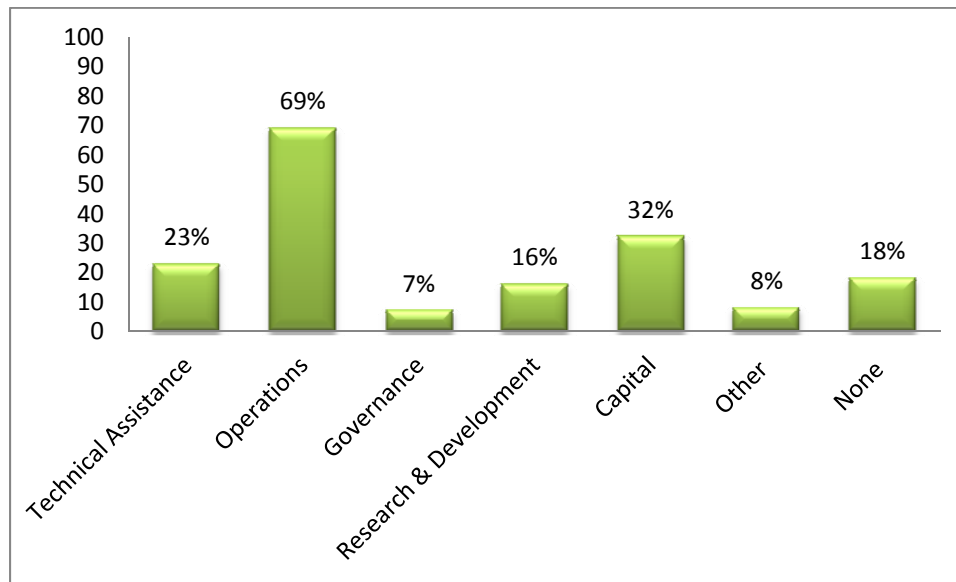
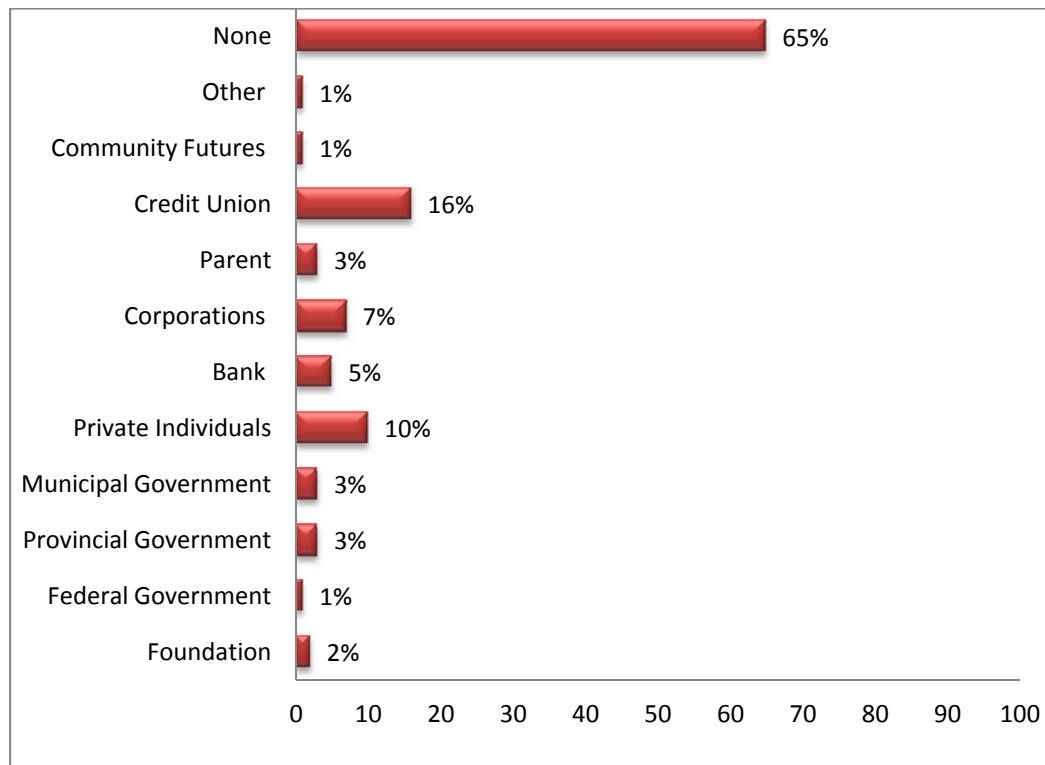
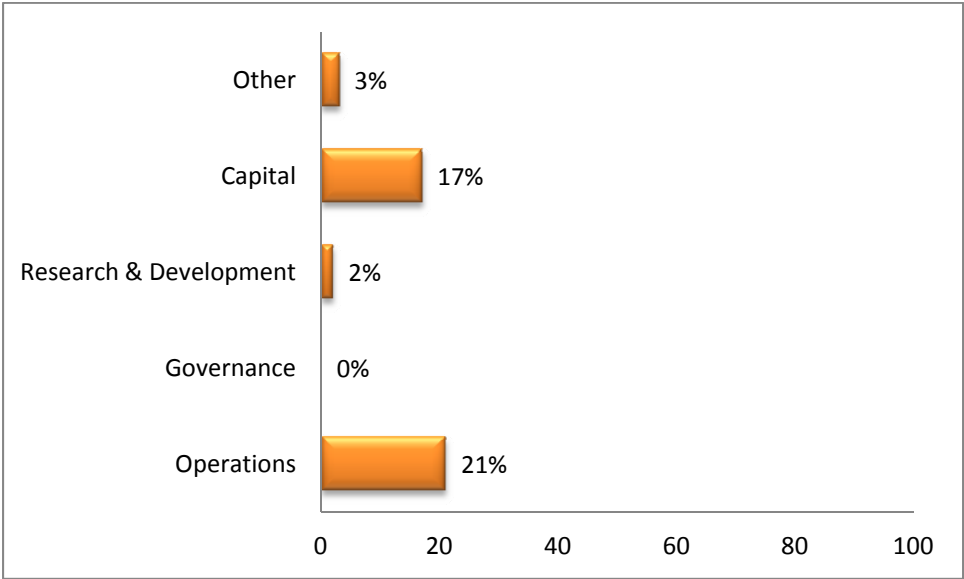


Figure 29: Sources of Loans (Percent)*



*Refers to the 35% of SE's that received loans

Figure 30: Purpose of Loans



Strengths and Challenges of Manitoba's Social Enterprises

As part of this survey, respondents were invited to share existing perspectives of their organizations as well as their future plans. This supplementary section was based on the Social Enterprise Council of Canada's 6 pillars of social enterprise development and included questions about their capacity, skills, and needs going forward (e.g. Board governance, staff and volunteer retention rates, business plans and information technology). The future plans consisted of strategies for achieving their organization's growth. This section is a summary of the results. Please note that the financial data was not completed by all respondents and are likely an underestimation of what may occur.

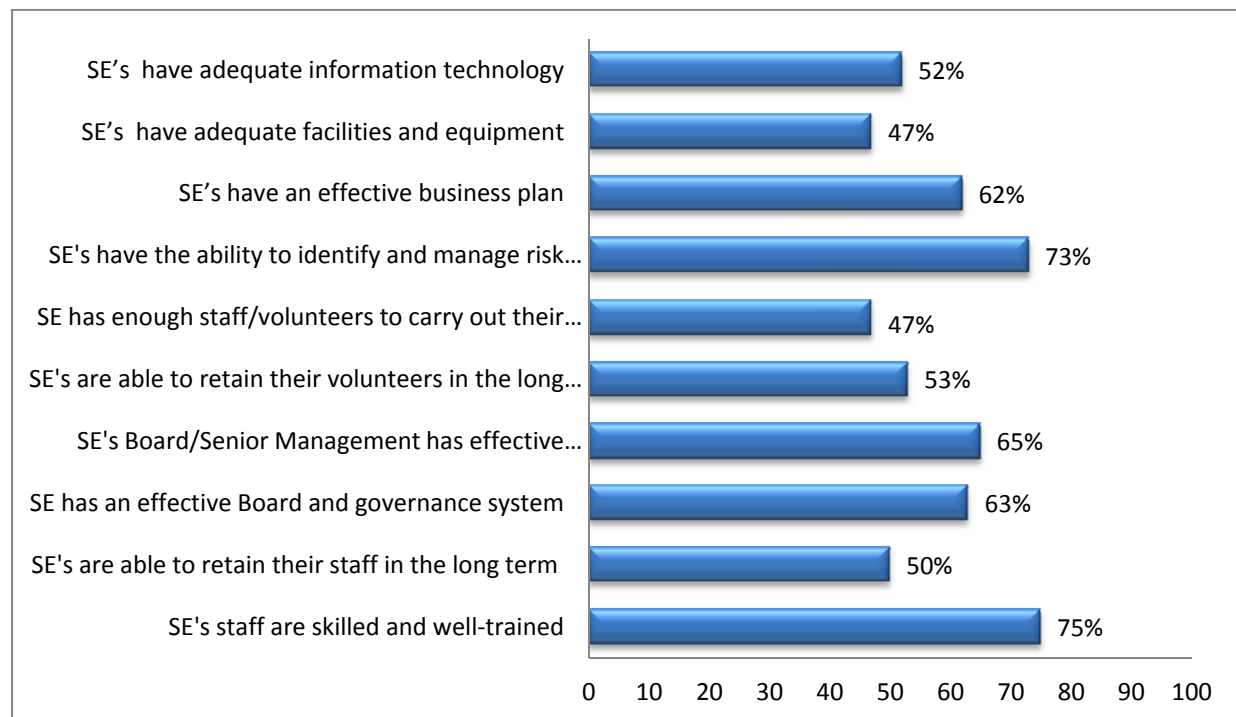
Enterprise Skills and Capacity

Social enterprises shared their views regarding the nature of their organization's human resources including their Board and governance system, senior management and staff skills, and their ability to retain staff and volunteers, as well as challenges. As shown on the figure below, many enterprises indicated that they had well trained employees (75%) as well as an effective Board and governance system (63%). Some SE's revealed challenges with having adequate staff. For example, only 47 percent of the responding organization had sufficient staff members to carry out their activities. Moreover less than half of the responding SE's had adequate facilities and equipment (e.g. computer software). These challenges highlight areas that will require attention in the near future (See Table 14 & Figure 30).

Table 14: Enterprise Skills and Capacity

SE's staff are skilled and well-trained	75%
SE's are able to retain their staff in the long term	50%
SE has an effective Board and governance system	63%
SE's Board/Senior Management has effective business skills and knowledge	65%
SE's are able to retain their volunteers in the long term	53%
SE has enough staff to carry out their work	47%
SE's have the ability to identify and manage risk effectively	73%
SE's have an effective business plan	62%
SE's have adequate facilities and equipment	47%
SE's have adequate information technology	52%

Figure 31: Enterprise Skills and Capacity



Access to Capital and Financing

In responding to a question on access to funding, more than half of the responding SE's indicated that they had the necessary equity and access to loans, while 55 percent have adequate cash flows. Only 34 percent have access to grants. (See Table 15 below).

Table 15: Access to Capital and Financing

SE's have the necessary equity and access to loans	51%
SE's have access to grants	34%
SE's have adequate cash flows	55%
SE's have strong financial and management skills	69%
SE's raise revenue from diverse sources	49%

Impact Evaluation and Demonstration

A number of responding SE's (39%) highlighted their plans to monitor the success and impact of their work. At least half of the SE's have the ability to measure the success and impact of their

work and to communicate their findings to stakeholders. 59 percent of social enterprises indicated that would benefit from training on program evaluation and measuring success.

Table 16: Impact Evaluation and Demonstration

SE's have detailed plan to demonstrate the success and impact of their work.	39%
SE's can effectively measure the success and impact of their work.	52%
SE's can effectively communicate the success and impact of their work to stakeholders.	55%
SE's would benefit from training on the topic of program evaluation and measuring success.	59%

Regulatory Framework

72 percent of the respondents indicated that they understand the Canada Revenue Agency's regulations and how they impact their organization. However, 28 percent of the SE's pointed out that Industry regulations (e.g. accommodation, agriculture, arts and culture, employment service regulations) are a barrier to the success of their organizations.

Networks and Community Engagement

60 percent of the respondents noted that they value the opportunity to connect with other social enterprises in Manitoba. Moreover, 63% of the social enterprises deemed building a strong identity and vision for social enterprise in Manitoba as important.

Plans to Achieve Future Growth

25 percent of the responding social enterprises reported that they planned to have significant growth over the next 3 years. More than half of the SE's planned to increase sales through more customers and to acquire grants. Few SE's (20%) plan to secure loans (See Table 17).

Table 17: Plans to Achieve Future Growth

SE's plan to increase sales through more customers and contracts	60%
SE's plan to strengthen their management and financial skills	68%
SE's plan to acquire grants	60%
SE's plan to generate donations	65%
SE's plan to secure loans/lines of credit/mortgages	20%
SE's plan to implement a marketing plan	68%

Marketing

Responding SE's have integrated marketing activities to their work at varying levels. Almost half of the SE's have an effective and current market plan. 59% are effective in communication or public relations, while 67% have excellent customer service. More than half of the enterprises indicated effective use of social media for marketing purposes (See Table 18).

Table 18: Social Enterprise's Marketing

SE's have an effective and current marketing plan	48%
SE's are effective in communications/public relations	59%
SE's have effective use of using social media to reach clients/consumers	52%
SE's have excellent customer service	67%
SE's have effective use of advertising and publicity	53%
SE's have brand recognition	50%

* Columns may not add up to 100% due to rounding. Also note that these are averages for all purposes and there is considerable variance across purposes

CONCLUSION

This survey provides a second profile of social enterprises in Manitoba. The survey highlights the scope and activities of social enterprises in the province. It reveals that social enterprises are critical actors in Manitoba's economy contributing by providing various goods and services at various levels. They employ thousands of people, create millions of dollars of economic activity, and do so while also tackling important issues facing communities. This is the potential of blending social value and business activity. In small or inner-city neighbourhoods, social enterprises and their for-profit co-op counterparts are often important actors in keeping the engine of the local economy going. Social enterprises also play an increasingly important role in the labour economy by creating jobs, training and services for underrepresented groups generally shut out of the traditional labour market due to a number of barriers.

Given the current interest in scaling up the impact of job-creating social enterprises through the Manitoba Social Enterprise Strategy, this is a crucial time in the development of this dynamic sector. The supplemental section on Strengths and Challenges highlights the demanding environment many enterprises are functioning within – skilled staff, but never enough people; commitment to mission, but needing greater marketing and communication tools; working toward financial health, but only through the continued supply of grants from a variety of funders. There is a burgeoning social enterprise ecosystem, but many of the innovative resources that exist are difficult to access outside of Winnipeg. There is also a need to collect further research and evaluation on the effectiveness of these enterprises and the innovative solutions they are creating to some of Manitoba's great challenges.

As these enterprises bolster the local food economy, reduce energy inefficiency and environmental impact, fundraising for important non-profit work, drive greater acceptance of the diverse population groups within our province, and create opportunities for First Nations and Metis peoples whose communities are struggling and ready for change, they need ongoing support, public awareness, and targeted financial and developmental resources. If these challenges can be met, the impressive size and scope of this sector can grow to produce even greater impacts in our communities.

Appendix A: Key Points of Comparison-Purpose¹³

Summary Statistics for MB, 2014 Survey

	Mission focused (cultural, environmental, social)	Income- focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Demographic profile				
Year of formation: median	1984	1983	1991	1985
Year of first sale: median	1985	1993	1996	1989
Number of business sectors (1-17): average	1.9	1.6	2.1	1.9
Number of targeted populations (0-16): average	3.9	3.6	4.9	4.3
Individual members: average in 2013	440	10	35	260
Organizational members: average in 2013	8.1	1.5	7.3	6.9
Trained: average for 2013	120	20	70	90
Employed (from target group): average for 2013	50	50	20	40
Served: average for 2013	13,200	550	1,200	7,700
FTEs: average in 2013	20	20	25	20
Volunteers (full and part- time): average in 2013	90	140	20	80
Total expenditure: average	571,000	936,000	770,000	689,000

¹³ / * 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.

in 2013				
Total wages and salaries: average in 2013	251,000	876,000	440,000	404,000
Total revenue average in 2013	597,000	1,232,000	745,000	740,000
Revenue from sales of goods and services: average 2013	357,000	1,092,000	692,000	573,000
Revenue from grants and donations received from parent organization: average 2013	6,200	940	10,200	6,700
Revenue from grants and donations from other organizations and private individuals: average 2013	174,700	15,500	26,000	105,000
Revenue exceeds expenses in 2013: percent	80	90	75	80
Sales as percent of revenue: average per organization 2013	55	60	60	60
Revenue less grants/loans/donations exceeds expenses in 2013: percent	30	50	25	30

Purpose (percent of social enterprises)	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Employment development	0	10	90	35
Training	0	15	80	30
Income generation for parent organization	0	100	50	30
Social mission	70	80	90	80
Cultural mission	70	45	55	25
Environmental mission	10	10	50	20
Legal structure (percent of social enterprises)				
Non-profit legal structure	90	80	90	90
Registered charity	50	45	60	50
For Profit	1.8	0	5.0	2.7
Coop Distributing	0	7.1	0	0.9
Coop Non-distributing	15.8	0	2.5	9
Target groups (percent of social enterprises):				
All the people living in a particular place/community	70	65	55	65
First Nations /indigenous people	30	15	50	35
Children	35	15	20	25
Ethnic minority	25	20	30	25
Families	30	20	20	25

People living without homes	10	10	15	10
Immigrants	20	20	30	25
Men	30	30	30	30
Lower income individuals	30	30	35	30
People living with addictions	10	15	25	15
People living with employment barriers	10	30	40	25
People living with psychiatric disabilities	10	20	25	20
People living with intellectual disabilities	20	20	40	30
People living with physical disabilities	20	20	30	25
Refugees	10	10	20	15
Senior/aged/elderly	50	20	20	35
Women	35	30	40	35
Youth/young adults	35	45	40	40
Sources of grants and donations received in 2013 (percent of social enterprises)				
Foundations	40	20	30	35
Federal government	40	15	25	30
Provincial government	60	30	45	50
Municipal government	35	15	15	25
Private individuals, philanthropists, donors	55	40	40	50
Bank	7.0	0	2.7	4.6
Corporations/private businesses	35	0	35	30
Parent organization	5	15	30	15
Credit union	20	10	10	10
Community business development corporations	10	0	10	10

No grants	20	30	10	20
Purpose of grants and donations received in 2013 (percent of social enterprises)				
Technical assistance grants	10	15	45	25
Operational grants	70	60	80	70
Governance	5	15	10	10
R&D	15	10	20	20
Capital	40	20	25	30
Sources of loans/debt instruments taken out in 2013 (percent of social enterprises)				
Foundations	0	0	5.4	1.9
Federal government	0	0	2.7	0.9
Provincial government	3.5	0	2.7	2.8
Municipal government	0	0	0	0
Private individuals, philanthropists, donors	5	0	20	10
Bank	7	0	2.7	4.6
Corporations/private businesses	0	0	20	10
Parent organization	0	7.1	5.4	2.8
Credit union	25	0	10	20
Community business development corporations	0	0	2.7	0.9
No loans/debt instruments	65	95	60	65

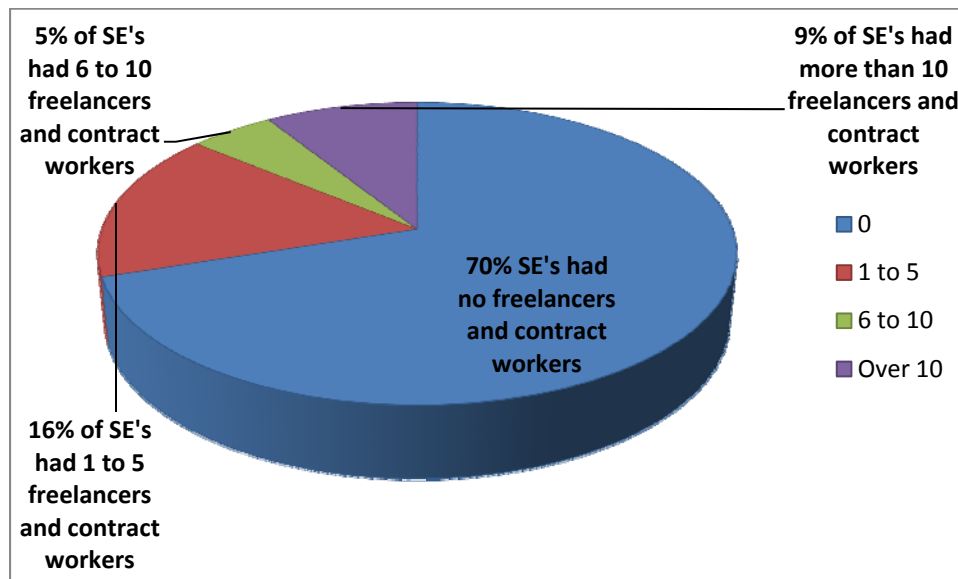
Purposes of loans/debt instruments taken out in 2013 (percent of social enterprises)	Mission focused (cultural, environmental, social)	Income-focused	Multi-purpose (Employment focused+ either a cultural, social or environmental focus)	All
Technical assistance grants	0	0	0	0
Operational grants	20	10	35	20
Long-term loans/equity	15	0	30	20
Short-term loans	10	10	25	10

Appendix B: Distribution Tables

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

Number of Freelancers and Contract Workers, 2013	Percent of Social Enterprises
0	70
1 to 5	16
6 to 10	5
Over 10	9

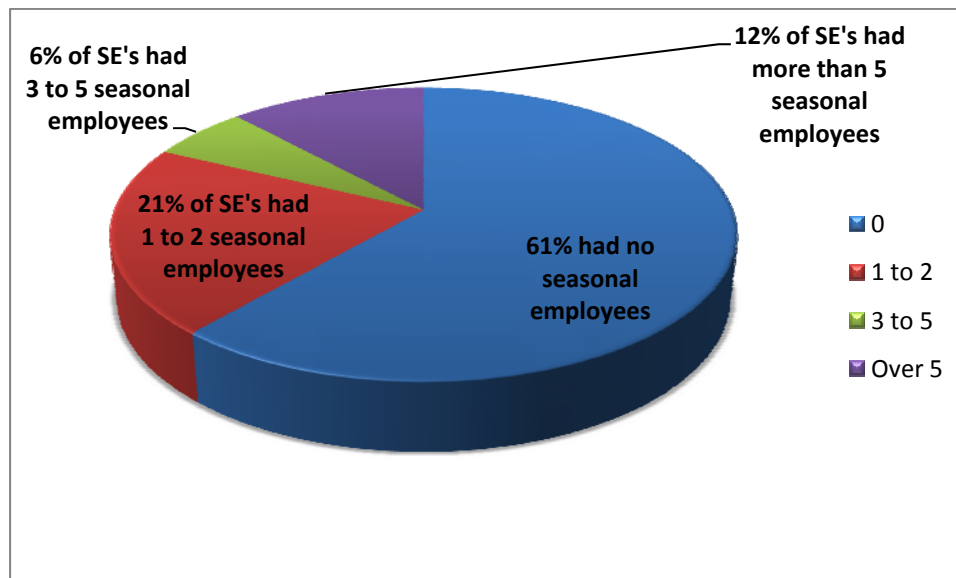
Distribution of Social Enterprises by Freelancers and contract workers (hired for a specific project or term)



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	62
1 to 2	21
3 to 5	6
Over 5	12

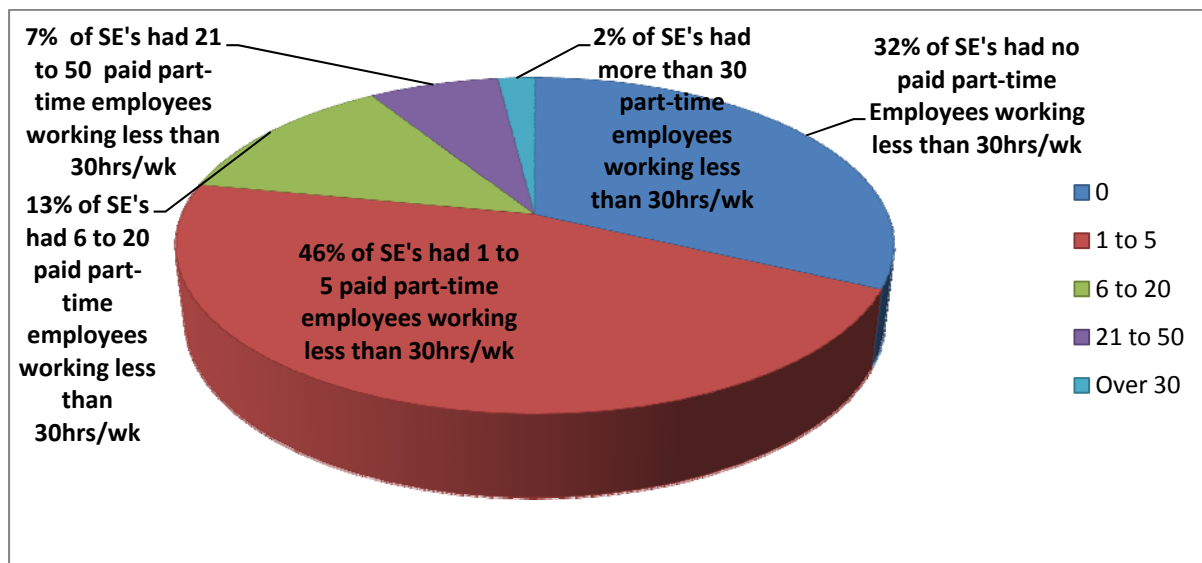
Distribution of Social Enterprises by Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months)



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	32
1 to 5	46
6 to 20	13
21 to 50	7
Over 30	2

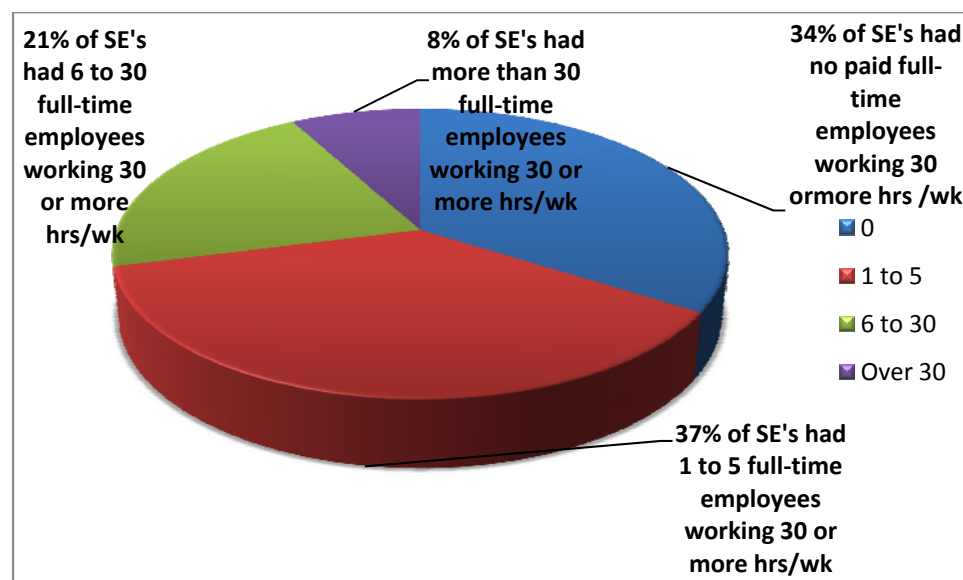
Distribution of Social Enterprises by paid Part-time employees (less than 30 hrs/week) in 2013



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

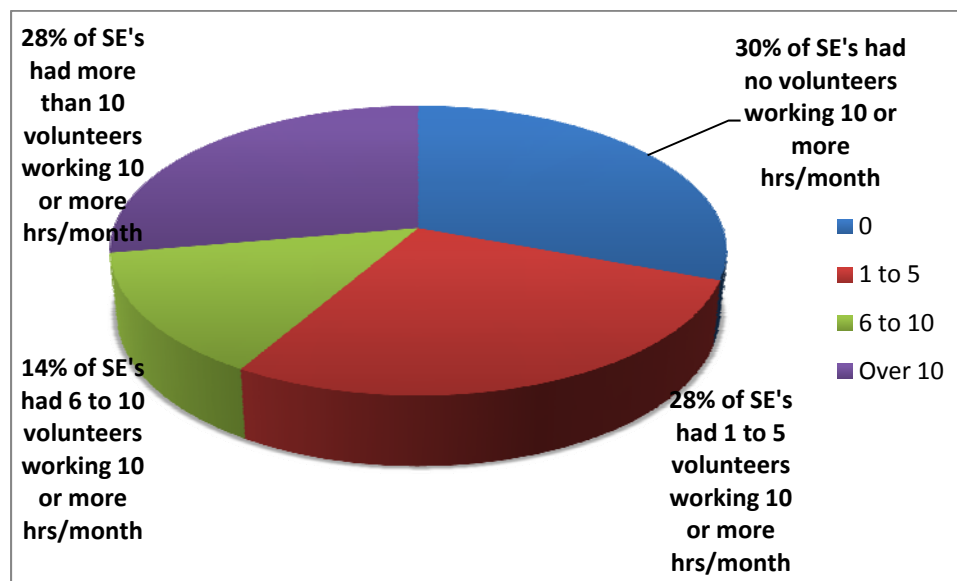
Number of Full-time Employees, 2013	Percent of Social Enterprises
0	34
1 to 5	37
6 to 30	21
Over 30	8

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

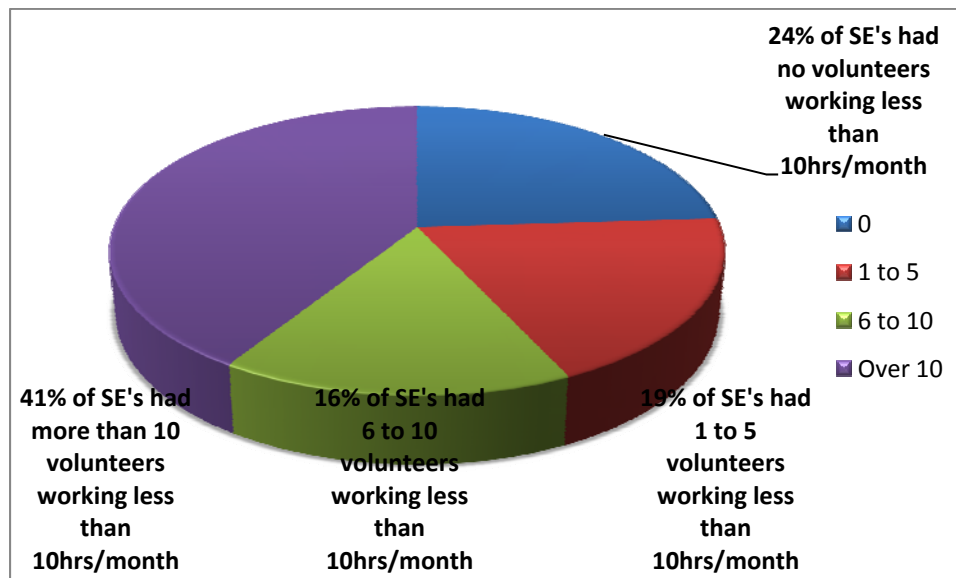
Number of Volunteers working 10 or more hrs/month	Percent of Social Enterprises
0	31
1 to 5	28
6 to 10	14
Over 10	28



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	24
1 to 5	19
6 to 10	16
Over 10	41

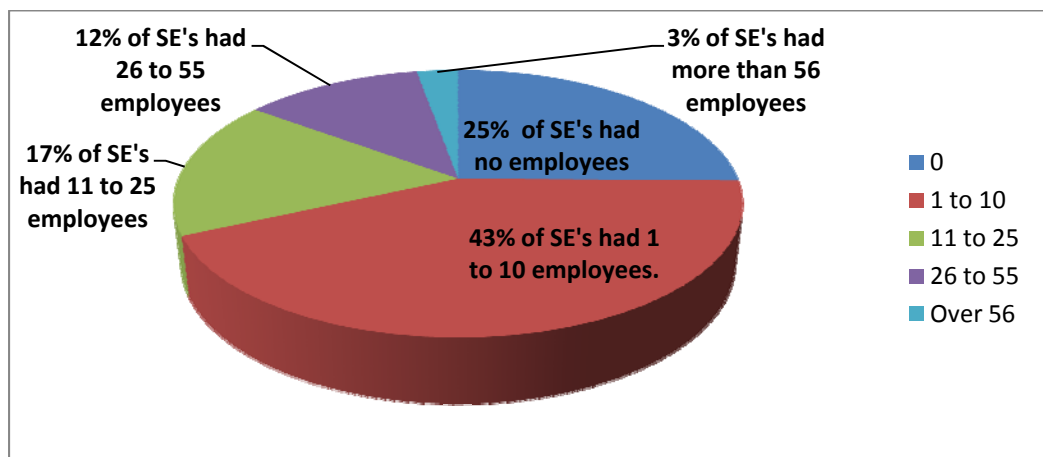
Distribution of volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013



Distribution of Social Enterprises by Number Employed from Target Population

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

Distribution of Social Enterprises by Number Employed from Target Population



Appendix C: Provincial Comparisons

	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	800	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

	AB	BC	MB	NB	NS	PE *	TR **	All
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
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

	AB	BC	MB	NB	NS	PE *	TR **	All
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
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
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

	AB	BC	MB	NB	NS	PE *	TR **	All
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.

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.

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

Appendix D: Business Sector Classification

Broad Sector Grouping based on Bouchard et al., 2008 (R-2008-01)	Detailed Sector Description (from questionnaire)	Percentage of Social Enterprises Active in this Sector
Resources, production and construction	Agriculture, forestry, fishing, mining Construction Food production Printing and publishing Production/manufacturing/sewing Repair and maintenance	26%
Trade and finance	Finance and insurance Retail sales (incl. thrift stores) Wholesale sales	28%
Real estate	Housing Property management Real estate	18%
Accommodation, tourism and food service	Accommodation Facilities (banquet, conference, etc.) Food service/catering Food distribution Sports and recreation Tourism	45%
Health and social services	Emergency and relief Employment services Environment and animal protection Health care Social services	15%
Arts, culture and communication	Arts, culture and communication Gallery/arts Theatre/performing arts	46%

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
Other services	Administrative services Consulting Janitorial/cleaning Landscaping/gardening Law, advocacy, politics Movers/hauling Personal/professional services Public administration services	Research/education Scientific/technical services Services for businesses/social enterprises/co-ops/non profits Transportation and storage Waste management	15%
Multi-sector (social enterprises which sell goods or services in two or more of the above)			54%

Appendix F: Questionnaire

Welcome to the 2014 Social Enterprise Survey for Manitoba

This survey is part of a national study of social enterprises being conducted by Simon Fraser and Mount Royal Universities in partnership with CCEDNet Manitoba (Brendan Reimer) and CCEDNet's research assistants, Andi Sharma, Darcy Penner, and Michael Deakin.

The purpose of this survey is to help to identify and support the social enterprise sector in Manitoba and 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
- invests or reinvests surpluses/profits into social, cultural or environmental goals

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

Questions?

Contact Michael Deakin at socialenterprisesurvey@ccednet-rcdec.ca or phone 204-943-0547

MANITOBA SOCIAL ENTERPRISE SURVEY (2014)

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 CCEDNet Manitoba under the direction of Brendan Reimer, and in collaboration with Dr Peter Hall (Simon Fraser University), Dr Peter Elson (Mount Royal University). The goal of this survey is to support the social enterprise sector by creating clear indicators of the nature, scope and socio-economic contribution of social enterprises in Manitoba.

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

Your name will be kept confidential, as will the individual answers you provide. However, we cannot guarantee the confidentiality of questionnaires submitted by email. Your answers will be combined with those provided by other respondents, and analyzed by the research team. The original questionnaires will be held in locked cabinets in our university offices until at least the end of 2017, and then destroyed. An electronic version of the data will be available only to the research team on secure computers.

The final survey report will be placed on the website for the CCEDNet Manitoba, the Institute for Nonprofit Studies, Mount Royal University and the Social Enterprise Sector Survey web site: www.sess.ca. Survey results 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 September, 2014.

If you have any questions please contact 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 in Manitoba 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"/>

Please choose the most applicable option in response to the following statement				
		YES	NO	Sometimes
	We describe our organization as a social enterprise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you. Please continue to complete the survey.

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

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

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

2. What is the PURPOSE of your Social enterprise?	
<i>Please check all that apply</i>	
Social purpose	<input type="checkbox"/>
Cultural purpose	<input type="checkbox"/>
Environmental purpose	<input type="checkbox"/>
Income generation for parent organization	<input type="checkbox"/>
Employment development	<input type="checkbox"/>
Training for workforce integration	<input type="checkbox"/>

2.1 In your own words, what is the <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?

Please check **all** that apply

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

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

	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?

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

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

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

Please check **all** that apply

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

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

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7.1 In which of the following geographic areas or scales does your social enterprise operate or provide services?

Please check **all** that apply

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

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

Please check **all** that apply.

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

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

Please check **all** that apply.

<input type="checkbox"/>	Tourism	
<input type="checkbox"/>	Transportation and storage	
<input type="checkbox"/>	Waste management (incl. recycling)	
<input type="checkbox"/>	Wholesale sales	
<input type="checkbox"/>	Other (please specify)	_____

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

Please check **all** that apply:

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

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

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

Estimated totals are acceptable.

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

	9.1 From the groups listed above, in 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, contract, on-call workers (hired for a specific project or term)	_____
Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month	_____
Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month	_____

11.0 We would like to know about the revenue and expenses in 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.

If there is no revenue or expense for a category, please enter 0.

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

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

Please check **all** that apply:

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

12.2 What were the sources of **loans/ debt instruments** taken out in 2013?

Please check **all** that apply:

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

12.3 What were the types **loans/ debt instruments** taken out in 2013?

Please check **all** that apply:

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

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

Please check **all** that apply:

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

Please indicate the degree to which you agree or disagree with the following statements.

I) Enterprise Skills and Capacity						
	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	
We have effective board governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Our board has effective business skills and knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Our senior management have effective business skills and knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have enough staff to carry out our work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have high staff retention rates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have high volunteer retention rates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We effectively identify and manage risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have an effective and current business plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have adequate facilities and equipment (e.g. buildings, machinery, vehicles)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have adequate information technology (e.g. computers, software)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Our staff is qualified and trained	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

II) Access to Capital and Financing						
	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable	
We have the necessary equity to access loans	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have adequate access to grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have adequate cash flow	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We have strong financial management skills (e.g. budgeting and accounting)	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
We raise revenue from a	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

II) Access to Capital and Financing

		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	diversity/mix of sources					

III) Promote and Demonstrate the Value of Social Enterprise						
		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	We have a detailed plan to demonstrate the success and impact of our work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We effectively measure the success and impact of our work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We effectively communicate the success and impact of our work to our stakeholders	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We would benefit from training on the topic of program evaluation and measuring success	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IV) Regulatory Framework						
		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	We understand the Canada Revenue Agency's regulations and how they impact our organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Industry regulations(e.g. accommodation, agriculture, arts and culture, employment service regulations)are a barrier to the success of our social enterprise	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

V) Networks and Community Engagement						
		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	We value the opportunity to connect with other social enterprises in Manitoba	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Building a strong identity and vision for social enterprise in Manitoba is important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

VI) Growing your Social Enterprise						
		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	We plan to have significant growth in our social enterprise (e.g. 50% growth)over the next 3 years	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We plan to achieve our growth by:						
		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	Increasing sales through more customers and contracts	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strengthening our management and financial skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Acquiring grants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Generating donations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Securing loans/lines of credit/mortgages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Implementing a marketing plan	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

VII) Marketing your Social Enterprise						
		Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
	We have an effective and current marketing plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We are effective at communications/public relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We are effective at using social media to reach clients/consumers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We excel at customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	We make effective use of advertising and publicity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Our brand is well recognized and known	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are there any additional growth strategies or challenges that you would like to bring to our attention?		<div> <div></div> <div></div> <div></div> <div></div> </div>				

Please use this space
to make any other
comments or
suggestions

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 us at socialenterprisesurvey@ccednet-rcdec.ca.

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



Survey Contacts:



Social Enterprise
Sector Survey

Social Enterprise Sector Survey: www.sess.ca

The Canadian CED Network:

202 - 765 Main St., Winnipeg MB R2W 3N5

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