

Mapping the Social Shift



Nova Scotia's
Social Enterprise Sector
Survey Report
2017

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**SOCIAL
ENTERPRISE
NETWORK
OF NOVA SCOTIA**

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We would like to sincerely thank Rebecca Dunphy, Sam Sproule, Angela Hou, Colin Walker, Sam Krueger, Zachary MacMillan, Joseph Huyer, Emily Miller and Schuyler Leenhouts for their dedicated efforts in collecting the survey data and stories. In addition, Laura Syms, the Business and Data Services Librarian at Cape Breton University, was very helpful in finding comparative data to help understand these findings against a wider context.

Finally, we are extremely grateful to all of the respondents who carved time out of their busy schedules to complete the survey. Without the valuable information they provided, we could not continue to tell the important story of Nova Scotia's social enterprise sector.

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Foreword

Welcome to *Mapping the Social Shift: Nova Scotia's Social Enterprise Sector Survey Report*. We are thrilled to share the findings with you.

In April 2017 the Social Enterprise Network of Nova Scotia (SENNS) released the *Nova Scotia Social Enterprise Sector Strategy* in partnership with the Nova Scotia Government's Department of Business *Advancing Social Enterprise in Nova Scotia* framework. Together these documents provide a strong plan to guide growth in our sector, and mark a big step forward in strengthening the social and economic fabric of Nova Scotia.

Following the strategy and framework release, we set out to gain a better understanding of what the current social enterprise landscape looks like across our province. We engaged with 1000s of possible social enterprises to record characteristics like legal structure, number of staff, products and services offered, revenue, location, and mission to provide insight into what supports they need moving forward.

This report reflects the research findings, provides further direction for SENNS's efforts, and tells the story of the amazing work being done each and every day by social enterprises across the province to address community needs and customer wants.

To those of you who took the time to provide input, we thank you; you've played a pivotal role in shaping our work in growing and strengthening this vibrant sector.

The Social Enterprise Network of Nova Scotia is a non-profit society that exists to advocate for the many social enterprises province-wide to ensure continued and adequate support in achieving their social impact. There is room in our membership for you, your organization, and our academic, business, and government supporters. Join us and make Nova Scotia a world leader in business that builds community value with every transaction.

Should you have any questions about anything you find within these pages, please don't hesitate to contact the network at info@senns.ca.

Yours truly,



Cathy Deagle-Gammon
President, Social Enterprise Network of Nova Scotia

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Executive Summary



Mapping the Social Shift: Nova Scotia's Social Enterprise Sector Survey Report is the third province-wide survey conducted on the social enterprise sector. This survey set out to gather perspectives from a wide range of social enterprises and potential social enterprises, not only the most established but also those not previously considered, to begin mapping the *future* of the sector and opportunities for further connection and support.

The findings from the 2017 social enterprise sector survey demonstrate that the social enterprise sector within the province is alive and well. Social enterprises spread across Nova Scotia continue to meet diverse community needs that enhance the social, cultural, economic and environmental fabric of our communities. In addition, they sell products and services that strengthen their ability to meet their missions while also making a significant financial contribution; survey respondents indicated they earned an aggregated \$179 million dollars in revenue in 2016.

The key findings outlined to the right give a snapshot of some of the most important conclusions that can be drawn from the data. Some of the findings shed light on new and emerging trends in the sector, such as perspectives on how social enterprises view themselves, while others only helped build confidence in already existing beliefs held about the sector, such as their resourcefulness.

Key Findings

- 1 Social enterprises are well established in Nova Scotia. The median organizational age of operation for respondents was 30 years, and the median number of years selling goods and services was 25 years.
- 2 Social enterprises are significant employers. Respondents reported employing an estimated total of 5603 individuals in the province through a variety of forms, equaling 3330 full-time equivalent positions.
- 3 Social enterprises make a strong financial contribution to the province. In 2016, the average annual revenue generated per surveyed organization was approximately \$1 million.
- 4 Succession is an important area of future consideration for social enterprises in Nova Scotia. Forty-three percent of respondents who identified as senior managers were 56 years and older, with 13% over the age of 65.
- 5 Social enterprises believe their role, and the sector's role, should be as an agent of fundamental change. They seek, through their activity, to build a more socially, environmentally, culturally and economically just socio-economic system.
- 6 Social enterprises exhibit a high degree of entrepreneurial orientation, through a willingness to take risks, pursue opportunities, and be innovative. Further, they are very effective at using and recombining existing resources to create value.
- 7 Social enterprises that measure their progress on meeting their objectives tend to be larger, demonstrating that evaluation and measurement of social impact is a critical component to scale.
- 8 Social enterprises in Nova Scotia intend to expand their business activities (66%). Supports will be needed to help them scale their work. The number one priority area identified by respondents to assist their organization's development was expanding their access to customer markets.

The data presented in this report can be used as a map to guide the sector as it grows and matures. It also helps to ensure that the voice and perspective of social enterprises are considered when decisions are made that impact the sector moving forward. Nova Scotia is fortunate to be home to such a vibrant social enterprise sector. Now is the time to build off of this strong foundation to enhance the sector, our communities and our province.

Introduction

This report represents the third snapshot of the social enterprise sector in Nova Scotia since 2011. The initial report, *Research Findings: Social Enterprise in Nova Scotia, 2011*, was prepared by Amanda K Tarr and George Karaphillis at the Community Economic Development Institute, Cape Breton University. The second report, *Nova Scotia Social Enterprise Sector Survey: 2014*, was prepared by Dr. Peter R. Elson, Dr. Peter Hall, Stephanie Pronk and Priscilla Wamucii. These previous analyses of the social enterprise sector in our province, along with the recent data collected through the 2017 survey, allow us to begin to tell a more fulsome story of our sector over time.

The 2011 and 2014 surveys each used unique definitions and catalogues, so helped to create a snapshot of the sector that could demonstrate its value in that given period of time but could not be easily compared. The 2017 survey purposefully intended to generate an appropriate baseline, by using a definition, catalogue and questionnaire that future surveys could be compared against. The intention to measure the social enterprise sector in a more deliberate way is a sure sign that sector partners and government partners are increasingly looking to meaningfully build the contributions of the sector within Nova Scotia.

Social enterprises impact our communities in many ways. They may affect your life as you pick up fresh food at the weekly farmers’ market, as you drop your children off at their summer camp or daycare, when you attend a local arts or cultural event, or as you bank at your credit union. The community needs that are met through social enterprise are far-reaching and diverse, yet many of us are unaware of the important role these businesses and organizations play. As a result, the cumulative impact of the social enterprise sector remains unclear.

This social enterprise sector survey is designed as a tool to overcome this informational gap, to tell the story of their considerable contributions in addition to the challenges Nova Scotia’s social enterprises face. Given the rapid advances in the sector over a short period of time, it is imperative that the data we have remains current and relevant. It is only armed with data and information such as this that we will succeed in designing informed policy, legislation, financing, and networks to better meet the needs of social enterprises around the province. As social enterprises around Nova Scotia strengthen and flourish so too will our communities.

Setting the Context

Understanding the Social Economy in Nova Scotia

While the term social enterprise is considered to be relatively recent, its associated activities have a deep history in Nova Scotia. Our province’s past is characterized by self-reliant people who have filled the gaps to meet their own vital needs through varying levels of public and private engagement, and disengagement.

The Antigonish Movement, dating back to the 1930s, is one such example of a community-led model of socio-economic reform that saw its influence spread around the world. It was particularly notable due to the success it achieved at a time when the rest of the Western world was struggling through considerable economic hardship during the Great Depression. This movement flourished in the province’s eastern region, especially in small, rural communities. It was based on the principles of supporting communities in the development and control of their economic institutions in order to meet their own needs and aspirations (Dodaro & Pluta, 2012). The legacy from this movement can be felt in Nova Scotia communities today - and it laid the foundation for social enterprises that are still in operation, such as early credit unions and co-operatives.

More recently, the social enterprise sector within the province has seen important developments. The Department of Business released a social enterprise framework in April 2017: *Advancing Social Enterprise in Nova Scotia*. Under this framework, the province adopted a provincially recognized definition for social enterprise and outlined five main pillars of policy direction to meet outcomes and produce actions that support the sector.

The provincial framework complements a sector strategy released concurrently by the Social Enterprise Network of Nova Scotia (SENNS), a member-led network of social enterprises, called the *Nova Scotia Social Enterprise Sector Strategy 2017*. The provincial framework and SENNS’ strategy demonstrate the collaborative commitment that the province and the sector have developed to further advance the social enterprise sector’s impact throughout Nova Scotia.

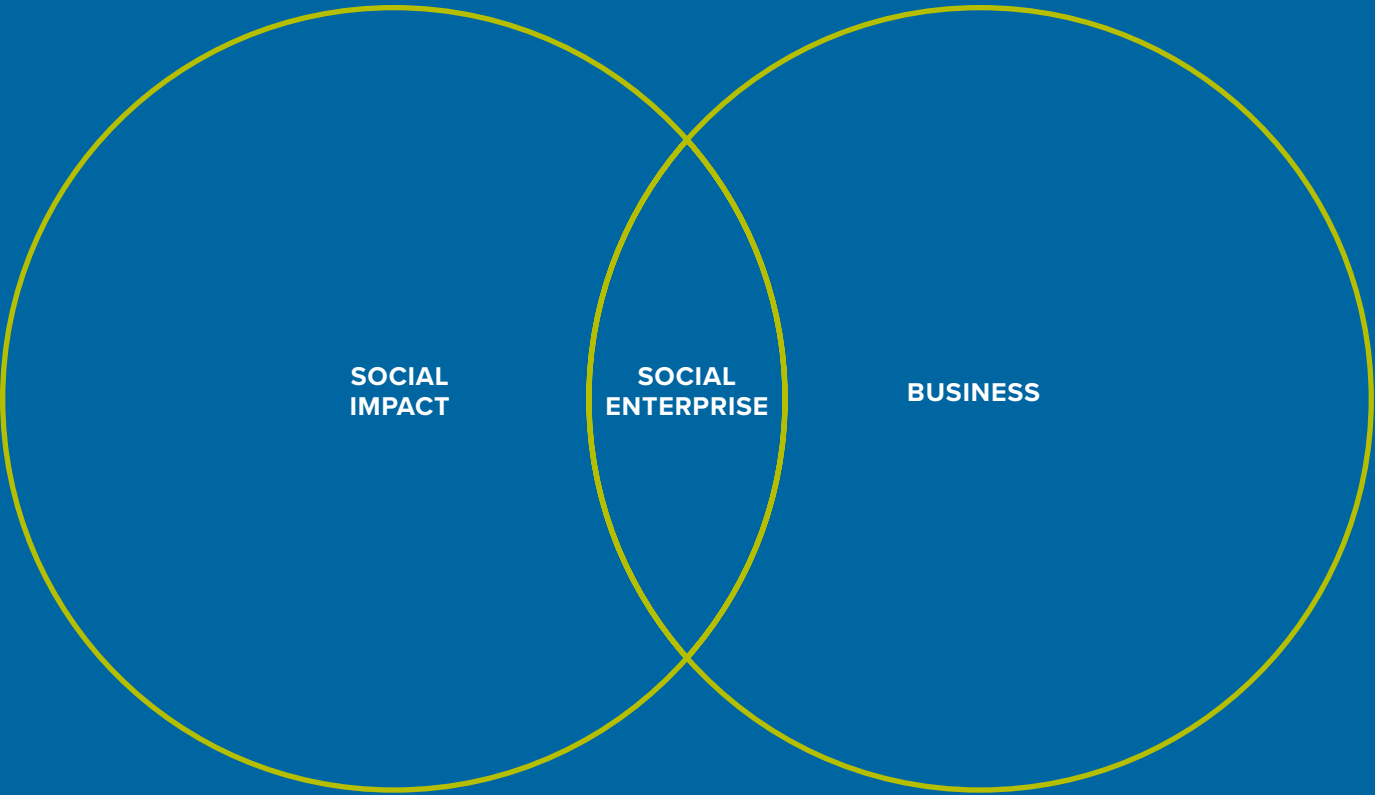
Defining Social Enterprise

Definitions of social enterprise continue to shift and change with the sector. Social enterprise is defined differently across jurisdictions, regions, sectors and stakeholders. Broadly speaking, it is considered to exist within the space where community needs and customer wants overlap. It takes a number of forms and functions but is generally understood as activities that utilize market functions to meet social impacts.

The previous two social enterprise sector survey reports were written without an accepted provincial definition of the sector. The Government of Nova Scotia has since adopted a definition of social enterprise, which was used for this survey; it is as follows, “**A social enterprise is operated for the purpose of addressing social, cultural, environmental, or economic challenges. The majority of profits and surpluses are reinvested to support that purpose**” (Province of Nova Scotia, 2017, p.3).

The definition used in the 2014 sector report – “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 investments, both financial and social/ environmental/cultural” (Elson, Hall, Pronk & Wamucii, 2014, p.5) – only permitted non-profit social enterprises within the inclusion criteria. As a result, the adoption of the new definition has broadened the scope of the 2017 survey.

By moving away from a definition of social enterprise that requires a certain legal structure, it allows for social enterprises to be less restricted in the form they adopt in order to accomplish their social impact. Given the extremely varied and diverse nature of the organizations in the sector, to assume that the same legal structure is best for all can be unnecessarily limiting. This demonstrates a shift in our understanding of the sector by valuing an organization’s purpose over its form.



Research Design & Methodology

→ Research Purpose

The two previous social enterprise sector reports were primarily designed as a mechanism to validate the existence and demonstrate the contributions of the social enterprise sector. As a result, these surveys captured the most easily identifiable social enterprises in our province, which tended to be many of the largest and strongest within the sector. With the creation of *Advancing Social Enterprise in Nova Scotia* framework in 2017, and the province’s formal recognition of the sector, the need to prove that social enterprise activity occurs in Nova Scotia has shifted.

In its place, an identified need to better understand how to grow and strengthen the sector has emerged. Therefore, a goal for the 2017 survey was to gather data on organizations that are engaged in social enterprise activity on the margins. This includes organizations that operate small social enterprises, organizations that are exploring social enterprise activity in some way, or those that are contributing to the economy of their communities and produce a social impact, but may have never considered themselves to be a social enterprise. The context in which socially-oriented organizations operate has also shifted. Many traditional non-profits and charities are unable to solely rely on revenue from grants and donations and so are increasingly turning to revenue from trading activities to support their missions, leading to a broadening of interest and activity within the sector.

By capturing data on social enterprises that are not strongly established, it is our hope that this survey is able to identify the supports that are required to strengthen their participation within the sector. The stories of social enterprises that are sprinkled throughout this report were also chosen to reflect the diversity of social enterprise activity that can be found within our province, ranging from social enterprises that are strongly established to those that are just beginning to find their way.

Moving forward, we envision the sector report will help us chart an appropriate course to strengthen the social enterprise sector over time. In order to do so, it is essential that we hear not only from social enterprises that are thriving, but also from those that would benefit from additional supports. By doing so, we help to create a policy climate that allows socially-oriented organizations to operate with greater self-sufficiency and strengthen their ability to achieve vital impacts that benefit us all.



Canadian Sea Turtle Network, Canadian Sea Turtle Centre

The Canadian Sea Turtle Network (CSTN) is a charitable organization involving scientists, commercial fishermen, and coastal community members that works to conserve endangered sea turtles in Canadian waters and worldwide. The CSTN uses various social enterprise initiatives to generate funding in creative ways.

In 2013, the Canadian Sea Turtle Network launched the Canadian Sea Turtle Centre, a free environmental education facility where visitors can learn about sea turtles and the unique research and conservation work done by the CSTN team. Within the centre is a small gift shop; its sales support the operation of the Centre. The merchandise is also available for purchase via an online shop and in-person at the CSTN office in Halifax, with all proceeds supporting the conservation work of the CSTN.

In 2017, the CSTN launched a new ecotourism initiative: participants can apply to join the CSTN research team on their annual research expedition to Trinidad to work with nesting leatherback turtles. Participants volunteer as turtle monitors on the beach with Nature Seekers, a conservation group based in Matura, Trinidad. Funds generated from the trip support the work of the CSTN and the work of Nature Seekers, with spin-off economic effects for the rural community of Matura. ■

→ Creating the Catalogue

In order to create the catalogue of social enterprises we first revisited the list that was compiled of 1158 non-profit social enterprises for the 2014 version of the survey. While this list offered an important starting point, our goals of expanding the scope of who was included in the data required a more robust list of organizations.

One important difference to the 2017 catalogue was the inclusion of social enterprises that generate profit and surplus revenues, as long as a majority of their profit and surplus revenues were directed towards their social impact. This change was based on the definition adopted by the province in April 2017 (Province of Nova Scotia, 2017). While this inclusion allowed us to count some activity that had previously been excluded, we found that the majority of social enterprises are still structured as non-profits; thus, this change did not dramatically increase our catalogue.

Our intention to capture social enterprise activity that was not well established, however, led to a considerable broadening of our search. In order to build our list we reached out to the Canada Business Network and requested information on any business or organization that met the following tags for Nova Scotia: A) Industry Tags – labour organization; religious organization; non-profit institution; art, entertainment and recreation sector; fitness centre; social assistance; golf course; and, catering service; B) Business Tags – membership organization; religious organization; individual and family service; professional organization; educational trust; religious trust; and, civic and social association.

The list generated from this process had many organizations that have historically been considered separate from social enterprise (e.g. community museums, community halls, religious organizations). However, they also represent important community institutions that are contributing to the social economy in every corner of our province. These organizations also exist on a spectrum – that is, some currently meet the definition of social enterprise, others may have an interest in aligning with this definition in the future, whereas others may have no interest in social enterprise activity at all.

The catalogue that we created in 2017 tried to account for the fact that we could not make a determination about where an organization may currently sit on this spectrum without reaching out. By including all of the organizations identified in our search within our catalogue, we could ensure their social enterprise activity, even if minimal, would not be missed. It was this shift in the creation of the catalogue that resulted in a considerable increase in our numbers. Our catalogue for the 2017 survey pulled together a list of 3141 organizations from our search criteria, a 171% increase compared to the catalogue from the 2014 survey.

Overall we had 288 respondents spread out across the province (see Appendix A). Even though this represents a 25% increase in respondents compared to the 2014 survey, our response rate, 9%, was lower due to the greater diversity and number of potential social enterprises in our catalogue. The opportunity to contact every organization in the catalogue about the sector survey was a beneficial educational tool, as some organizations contacted through the data collection process were unaware of the ability to use social enterprise activity as a mechanism to meet their missions. However, the significant expansion of the catalogue also meant that a greater number of organizations chose not to participate in the survey because they do not currently consider themselves to be a social enterprise.

The survey was also significantly longer than in previous years (the reasons for this are outlined in the questionnaire section below), resulting in a greater number of partial responses. The decision was made to include partial respondent data for those who had answered more than 25% of the survey so that the considerable information that was given on incomplete surveys was not discarded. In total, 81% of respondents completed the entire survey while 19% were partially completed. As a result, some sections of the report have greater numbers of respondents than others. In sections where there was significantly lower participation, such as the financial section, readers are alerted to this discrepancy.

Table 1: Sample Survey Response	
Catalogue of potential social enterprises in Nova Scotia (N)	3141
Total respondents (N)	288
Response rate overall	9%
Partial responses (N)	55
Percentage of partial responses	19%
Complete responses (N)	233
Percentage of complete responses	81%

→ Questionnaire

The 2014 sector survey questionnaire was used as a starting point to identify questions for the 2017 survey. By drawing from many of the same questions that were used in the previous iteration of the survey we intend to develop a longitudinal understanding of how the sector is changing over time, as new data will be comparable to an appropriate baseline.

We also worked with Annika Voltan, a doctoral student from St. Mary’s University who is studying social entrepreneurship, and Doug Lionais, an associate professor from Cape Breton University’s Masters of Business Administration in Community Economic Development program, to identify additional questions. In particular, Annika Voltan provided a set of questions from her doctoral research. While the addition of these questions helped to provide a more comprehensive understanding of the social enterprise sector in Nova Scotia, it also increased the time required to complete the survey. A month and a half before data collection ceased, the decision was made to remove the majority of these questions so that respondent burden was lessened. As a result, out of the 288 respondents, 227 responded to the long version of the survey, and 61 responded to the short version (see Appendix B for questionnaire).

To ensure that our questionnaire was valid we vetted questions through internationally renowned social enterprise experts Gerry Higgins, from Community Enterprise in Scotland and the Chair of the Social Enterprise World Forum, and Jonathan Coburn, from Social Value Lab UK, both based in Scotland. Social Value Lab UK conducted the last two Scottish Social Enterprise Censuses and is recognized as an international expert on social enterprise research. In addition, three organizations agreed to pretest the survey in order to identify any confusing language and to get a sense of the time required to complete it.

Table 2: Respondents Short vs. Long Survey	
Total responses (N)	288
Long version (N)	227
Percentage of long survey responses	79%
Short version (N)	61
Percentage of short survey responses	21%

→ Data Collection

Data were collected over a three and a half-month period between the end of June and the middle of October 2017. Seven summer students were hired to assist with data collection and an associated portal development project over the summer months, and three remained on a part-time basis once the school year commenced.

The questionnaire was housed on the online platform Qualtrics. Each organization in the catalogue received an outreach email and a follow-up email to try to elicit online responses. If they did not respond to the electronic outreach they were then contacted by phone. When reached by phone respondents had the option to complete the survey online or respond to the survey over the phone with a student who recorded their responses manually into Qualtrics. If a respondent started answering the survey online but did not complete it, a follow-up call was made and another email with the survey link was sent to encourage completion.

After providing consent and basic contact information, respondents were screened in or out of the survey through the question: “Does your organization generate revenues from the sale of goods and/or services?” Forty respondents answered no to this question and so were not included in the respondent pool.

→ Data Cleaning

Once the deadline for data collection passed, data were exported from Qualtrics to Excel for review. In a number of cases, both a partial response and fully completed response was received from the same organization – likely due to respondents working on the survey at multiple points in time. These duplicate responses were identified in the data cleaning processes and the submissions with fewer completed questions were deleted. Any survey submissions that were less than 25% completed were also removed due to their lack of usable information (N=27).

As part of the data cleaning process in Excel, researchers reviewed and relabeled numeric questions for consistency. For example, in terms of questions pertaining to the organization’s age, where respondents typed numbers (“nine”) they were converted to integers (“9”). This step was particularly important for questions related to the organization’s employees and financial data to ensure the comparability of responses.

For questions where there were a high number of “other” options selected, the text provided by participants was reviewed. In particular, for the question pertaining to job category, researchers found that a number of the answers described as “other” could fit within one of the defined categories. Two additional categories were also created for this question based on the review: “founder” and “board member”.

For the purposes of the analysis, several new variables were calculated. These included profit and surplus revenues, and the percentages of the total full-time employee pool that were female, racialized, and under the age of 35. Profit and surplus revenues were calculated by subtracting total expenses from total revenues. Percentages were calculated by dividing the number of full-time employees from each category by the total full-time employees in the organization. In some cases, respondents indicated they had full-time employees in a category (e.g., women), but no full-time employees overall. These were treated as invalid responses for those specific questions.

The cleaned data was then imported into Stata, a data analysis and statistical software for quantitative analysis. Qualitative information collected via open-ended questions and the “other” comments for multiple choice questions were summarized and coded manually. The only exception to this was question 44, which asked for the organization’s mission. This question was manually reviewed and numerically coded to generate a variable that could be cross tabulated with other quantitative data.

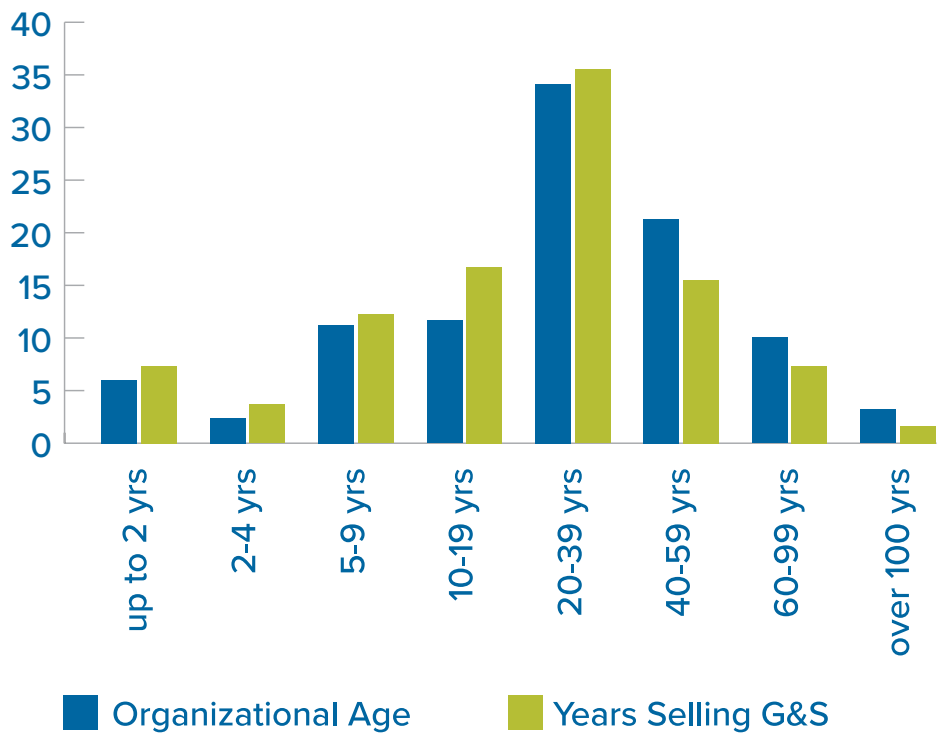
The analyzed data was reviewed with members of the Social Enterprise Network of Nova Scotia board, and members of the Common Good Solutions CIC staff. Their suggestions for data treatment, further analysis and areas of significance were considered and, when appropriate, incorporated to shape the report.

What do Social Enterprises in Nova Scotia do?

→ Longevity

Social enterprise activity has been a part of our province for a considerable amount of time. Sixty-nine percent of respondents answered that their organization had been in operation for twenty years or more, while 60% indicated they had been selling goods and services for twenty years or more. The median age of operation for respondents was 30 years, and the median number of years selling goods and services was 25 years. In addition to the significant number of older and more established social enterprises, the data also identified young social enterprises recently entering the sector; 7% of respondents indicated they had started within the last two years.

Figure 1. Organizational Age and Years Selling Goods and Services



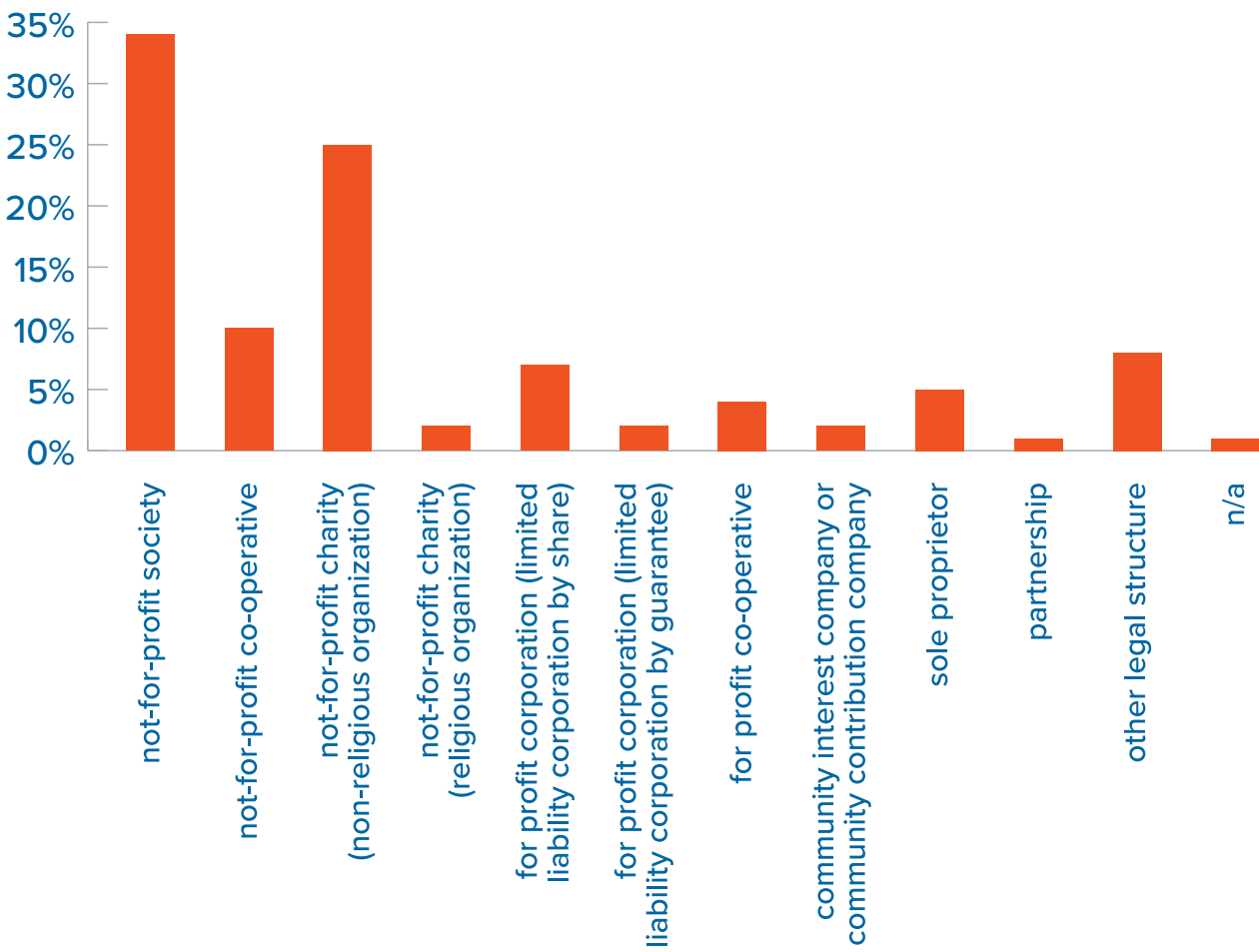
→ Legal Structure

The majority of respondents indicated that their social enterprise had a formal legal structure to house their social enterprise activity; however, the type of legal structure that organizations chose was far from uniform. Most respondents only identified the use of one legal structure, however, 9% of respondents indicated they used multiple legal structures within their organizations.

While the three largest categories identified were non-profit societies (34%), non-profit charities (28%), and non-profit co-operatives (10%), categories that would have been included in the sector survey in 2014, there were respondents represented across all ten pre-determined legal structure options. These included 22% of respondents who were from for

profit corporations, for profit co-operatives, sole proprietorships, partnerships and community interest companies (CIC)¹ or community contribution companies (CCC). The last two options, CIC and CCC are new legal structures created by the Nova Scotia and British Columbia governments, respectively, to support social enterprise activity (Province of Nova Scotia, 2016b; Province of British Columbia, 2013). As the CCC legislation was passed in British Columbia earlier than the CIC legislation in Nova Scotia, some Nova Scotian social enterprises are registered as CCCs. As noted above, the 22% of respondents that had a legal structure that is for profit would have been excluded in the last iteration of the survey because of the non-profit inclusion criteria.

Figure 2. Legal Structure

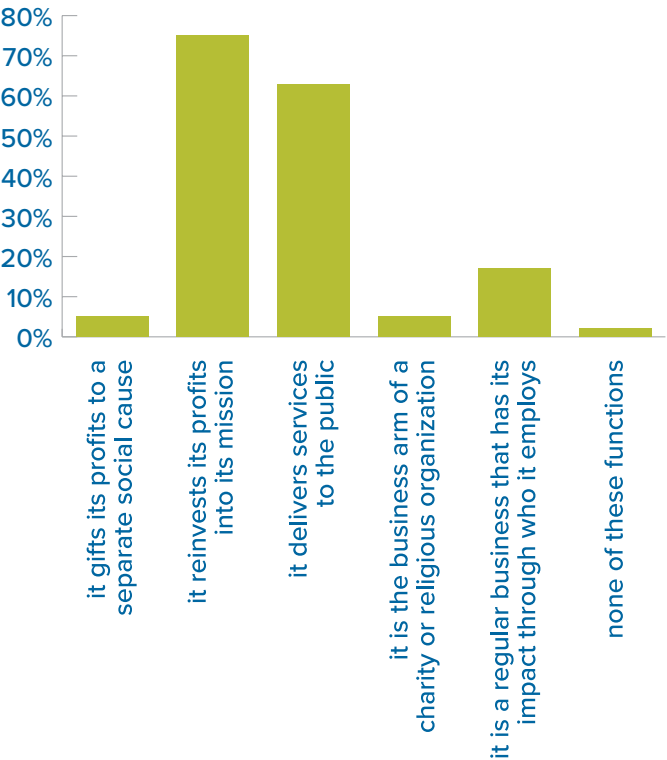


¹ Community interest companies have characteristics of both businesses and non-profits, combining entrepreneurship with a social purpose. Community interest companies are required to declare their community purpose, provide a community interest plan and report on their plan annually. They are also restricted in the amount of dividends they may declare and are required to make financial statements public (Province of Nova Scotia, 2016a).

In addition to the responses received, there were alternative legal structures offered by respondents when they did not see their form reflected in the ten options. Some examples of additional legal forms provided by respondents included museums and social enterprise activity within a parent organization. Twenty-three percent of respondents indicated they had a parent organization, though only three of these respondents solely identified their legal structure as a relationship to a parent organization and did not specify some other legal form in addition.

Despite differences in legal structures, a strong majority of respondents identified that they reinvest their profit and surplus revenues into their mission (75%), an essential component to being considered a social enterprise. A large number also identified that they directly deliver services to the public (63%), demonstrating the critical role that social enterprises play in our communities. These two characteristics form a common thread to tie together the diversity of social enterprises found throughout the province. They also closely reflect the new definition of social enterprise that the province has adopted.

Figure 3. Function of Organization



→ **Note on Enterprising-Activity and Mission-Activity Data**

While the survey intended to separate activity related to mission (beneficiaries served) and activity related to products and services sold (customers served), once the data were reviewed it became clear that some respondents were not recognizing this distinction. This may be due to the fact that in certain cases the enterprising activity and mission activity are one and the same. However, it may also be a product of misinterpretation of the questions or unfamiliarity with mission-related and enterprising-related language and impacts by respondents. We present the data separately, in line with how it was collected; however, it is important to note that the distinctions between enterprising activity and mission activity may be more interwoven than how they appear. It also demonstrates a need for further study into social cost accounting so that social enterprises in the province can learn how to distinguish, define and measure both their enterprising-activities and mission-activities and impact.

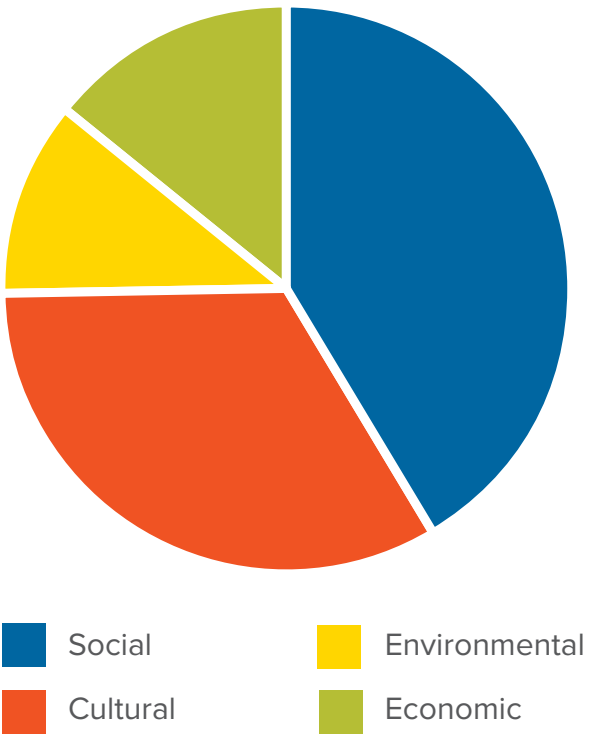
→ **Objectives and Mission**

Respondents reported meeting a diversity of community impacts through their mission and objectives (see Appendix C).

The top five objectives guiding the work of Nova Scotia’s social enterprises include: improving a particular community (58%), supporting arts, culture and heritage (50%), creating employment opportunities (48%), improving mental health and wellbeing (43%), and improving physical health and wellbeing (40%). Fourteen percent of respondents provided an additional objective, such as supporting veterans, supporting families, and spiritual and religious development.

Respondents were asked to provide their mission statements in an open-ended question. The answers were then grouped into four main areas based on the provincial definition of social enterprise – that is, missions related to social, cultural, environmental or economic impact (Province of Nova Scotia, 2017). Most missions identified by respondents fell within the social category (41%). Cultural missions were the next most prevalent (33%), followed by economic (14%) and environmental missions (11%).

Figure 4. Organizational Mission



↓ **Maritime Small Farms Co-operative**

The Maritime Small Farms Co-operative, based out of the Annapolis Valley and the Halifax Regional Municipality, is a community supported agriculture (CSA) program that helps small-scale farmers act as a collective to better nourish land, community and consumers.

This co-operative has generated greater levels of success for its members by increasing their collective market presence, decreasing the amount of on-farm expenses and ultimately increasing their capacity to put healthy food in people’s households.

By working together, the co-operative is able to align its goals and the goals of member farms, allowing for a successful and happy relationship between community farmers. With this alignment of enterprising goals and commonly-held values, greater and long-lasting ties are forged between producers and consumers in the region, resulting in the kind of social benefits that accompany healthier communities.

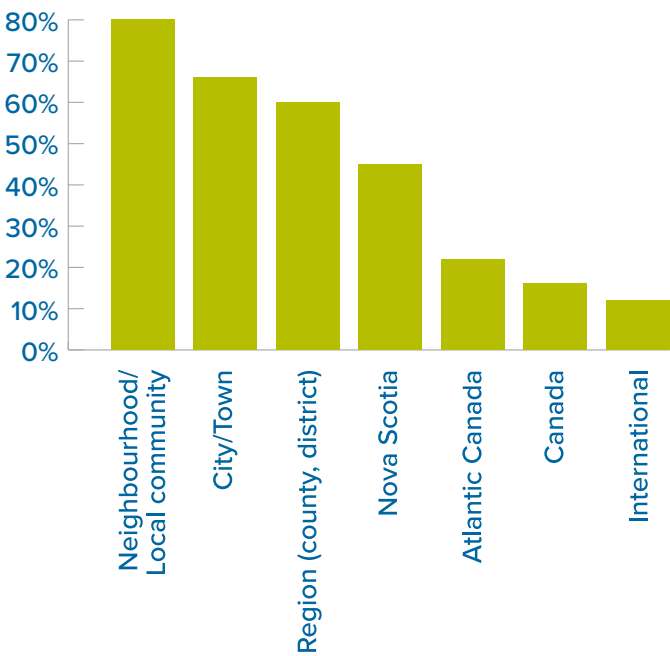


With tremendous support from members in the community, the Maritime Small Farms Co-op has proven the ability for small scale farmers to grow and flourish together. ■

Survey participants were given six geographic options regarding where they operate to serve their mission: in the neighbourhood/local community, city/town, region (county, district), within the province, the Atlantic region, nationally or internationally. More than one option could be selected.

Eighty-one percent of respondents indicated they provide services to support their mission at the neighbourhood/local community level. Sixty-seven percent engage in mission-related activities at the scale of the city and/or town, and 60% at the regional (i.e. county or district) level.

Figure 5. Geographic Area where Services are Provided to Support the Mission



The range of demographic groups served by social enterprises in the province is very wide. Respondents identified nineteen different demographic groups that are served through mission-related activities (see Appendix D). Seventeen percent noted that they also touch other groups not mentioned on the list provided, such as veterans, tourists, entrepreneurs or artists. Most respondents indicated they serve all individuals living in a particular community or place (71%), which aligns with the local scale at which they carry out their mission. The top five demographic groups that emerged as clients of social enterprises were youth and young adults (52%), seniors (52%), women (49%), families (48%), and men (47%). Again, participants could select more than one option here. The data demonstrate that, rather than working with more narrow demographic profiles, many social enterprises serve a diversity of individuals in their communities.

→ Products and Services

In addition to meeting a wide range of objectives and missions, respondents also indicated that a large variety of products and services are sold by social enterprises in Nova Scotia. There were responses in all nineteen goods and services categories (see Appendix E) and 31% of respondents indicated they sold an additional product or service that was not listed in the pre-determined options, such as historical information, funeral services or recreation and travel excursions. The five areas that had the highest response for the pre-determined categories were culture and leisure (33%), education (26%), retail (25%), food products and catering (24%), and work and meeting space (21%).

Participants were also asked to indicate where they sold their goods and services. In line with the data on geographic reach of mission-related activity, products and services were most frequently sold within the local neighbourhood or community (76%).

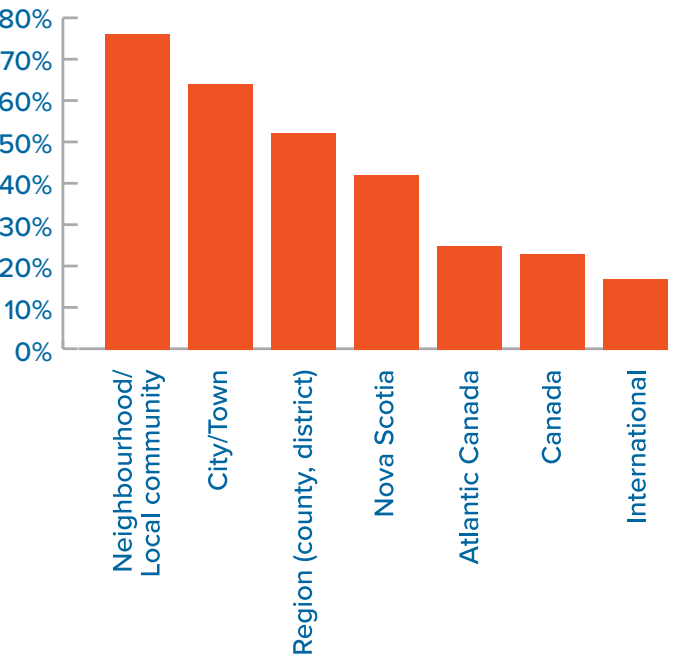
The number of social enterprises selling outside the province, across the nation, or internationally was much lower. There were, however, an unexpected number of respondents who indicated they sold their goods and services internationally (17%). This figure prompted us to dig deeper into the data to better understand who was included in this respondent group.

Fifty-five percent of those selling internationally identified serving a cultural mission, with the majority indicating they are a museum or cultural organization. This led us to speculate that these respondents may have interpreted

the question in regards to where their customers and/or visitors were from, rather than as a response about where they sell their goods and services. Therefore, this data most likely tells the story of respondent engagement in the tourism sector rather than respondent engagement in exporting.

There were, however, a handful of social enterprises that, upon further research, appear to be exporting their goods and services internationally either through online mechanisms or by delivering services and selling products in other countries. Despite the growth of exports being a critical goal outlined by the One Nova Scotia Commission on Building Our New Economy in the *Now or Never: An Urgent Call to Action for Nova Scotians* report, the dashboard for One Nova Scotia demonstrates that there has not been progression on this goal since the release of the report (OneNS, 2017). Therefore, it may be advantageous to have targeted outreach to these few exporting social enterprises so they can learn about exporting supports, such as programs through Nova Scotia Business Inc., where social enterprise activity has traditionally not been included.

Figure 6. Geographic Area where Products and Services are Sold



→ Helping Nature Heal Inc.

Situated in the South Shore town of Bridgewater, Helping Nature Heal has been very active in the Maritimes promoting sustainable and economically-friendly landscaping and building projects.

Founder Rosmarie Lohnes has built an enterprise that now handles large scale ecological restoration and conservation projects, utilizing her education in conservation and environmental studies to expand the purpose and capabilities of her landscaping operation.

Helping Nature Heal alters the way that communities interact with their environment, promoting ecological sustainability and permaculture practices that make the Earth the primary factor in how private or public projects move forward.



Offering services such as ecological assessments, landscape development and shoreline erosion management plans, Helping Nature Heal assists landowners and developers to get the most out of their property in the long term without fear of damaging an ecosystem or losing their developments due to changes in the physical environment. ■

→ Progress on Impact

Social enterprises in the province have many opportunities to improve the lives of the people they work with. The organizations contacted in our survey had almost 2.5 million interactions with people in 2016. Thirty-three percent of respondents made 100 to 500 connections with individuals, and 23% made over 5000 connections with individuals in the 2016 year. While the survey intended to capture the number of people social enterprises served, it became apparent that some respondents were counting the same individual multiple times as they accessed various touch points in the organization or over consecutive interactions. In order to ensure we are not misrepresenting this data, we have chosen to frame it as the number of interactions or connections made rather than the number of people served, as it was intended.

Seventy percent of respondents indicated that they had increased the number of people served over the past two years. For those who had not (23%) they cited reasons such as having no need or interest in growth, internal organizational constraints, and external constraints, such as declining rural populations.

Sixty-three percent of respondents answered that they track their progress towards their goals. Those organizations with a higher number of interactions with clients tended to be more likely to track their progress. This trend may speak to the limited level of resources

available in smaller organizations to collect data and/or evaluate efforts. Given that funders and other stakeholders often want to see evidence of impact, lack of available resources for evaluation can have adverse effects on the organization’s ability to grow. This demonstrates a need to support social enterprises with their ability to evaluate their progress and measure their impact in order to support them to appropriately scale.

Quantity of outputs, such as the number of clients or participants, the number of programs or events, the number of visitors or customers, the number of volunteers, etc., was by far the most common type of measure tracked by social enterprises to assess their impact (68%). Some also indicated that they use assessment methods to examine the quality of their outcomes (18%), such as tracking client outcomes or the quality of their program results. Others used mechanisms to gather feedback from their participants and/or customers (22%), most commonly surveys, while others evaluated their activities against management metrics (15%), such as strategic plans or management scorecards.

Figure 7. How Progress is Measured

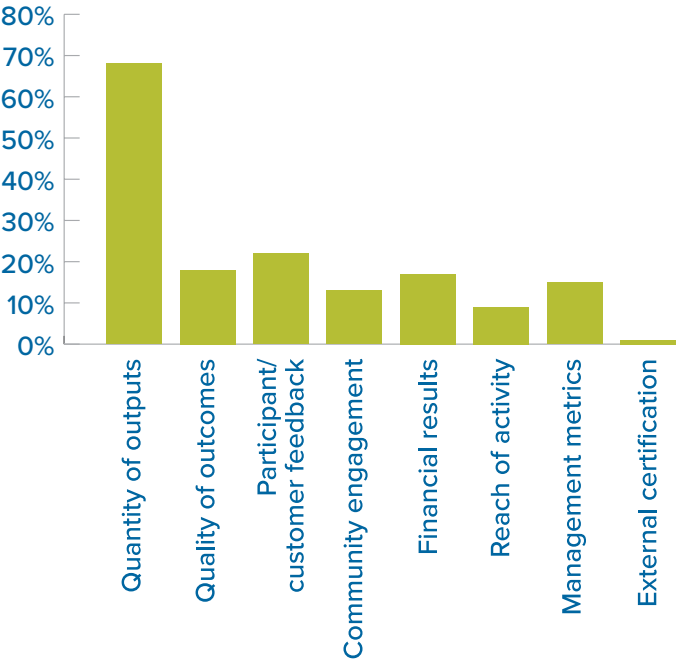


Table 3: Cross Tabulation on Tracking Progress with Number of Interactions			
Number of interactions*	Track Progress		
	Don't know	No	Yes
0-99	29%	39%	12%
100-499	29%	26%	22%
500-1499	14%	10%	12%
1500-4999	14%	8%	20%
over 5000	14%	16%	35%
Total	100%	100%	100%

* Please see the first paragraph under the Progress on Impact section to clarify use of term.

↓ Avon River Heritage Society

The Avon River Heritage Society is a non-profit registered charity dedicated to preserving and promoting New England Planter and Acadian history through local genealogical awareness, shipbuilding history, local ecology and cultural heritage.

Home to a former shipyard that built and launched more than 150 ships in the “Golden Age of Sail” during the 19th-century, Avon River now operates as a museum, cultural centre, and gift shop featuring the works of local artisans. The former shipbuilding hall behind the main building offers a space for everything from community events to wedding rentals, which help fund the continued mission of cultural and ecological preservation and education.

Community volunteers helped to rebuild the historic wharf this year, as well as brainstorm future programming for when ongoing upgrades to facilities have been completed. These upgrades will extend the current six-month season to a majority of the year, hopefully allowing the space to remain open through the winter for the Friday night community potlucks, which quickly became a staple this summer. The Lydia and Sally cafe, which reopened in 2013, has helped establish the site as a community hub that caters to local regulars.

Avon River’s enterprising efforts of the last four years, under the supervision of manager Tacha Reed, have allowed it to not only remain open, but to flourish as a shining example of a heritage organization expanding into new community engagement and revenue-generating territory. ■

↓ Antigonish Community Energy Co-operative

The Antigonish Community Energy Co-operative is a non-profit organization that aims to facilitate the spread of solar energy technology in the Antigonish and Cape Breton communities. With their operations occurring primarily in Antigonish, ACE Co-op organizes group purchases of solar technology which helps to reduce solar startup costs for community members who are interested in reducing negative environmental impacts.

Through group purchases, ACE Co-op is able to negotiate a better price when purchasing solar technology from suppliers while also reducing individual costs for startup fees and installation. This initiative makes solar-generated power a more economically-viable option for members of the community while also creating awareness and understanding of the benefits of renewable resources.

In addition to their work facilitating transitions to renewable energy, this organization also benefits members of the community by supporting poverty reduction efforts. ACE Co-op does this by charging a small fee in addition to each individual's input to the group purchase in order to contribute to affordable housing projects in the area. ■



↓ Community Association of People for Real Enterprise

Community Association of People for Real Enterprise (CAPRE) now located in New Minas and Canning in the Annapolis Valley, aims to assist entrepreneurs with intellectual disabilities in achieving their business aspirations. CAPRE offer a support system based on the individual needs of each of their participants; this helps them plan, develop and maintain their own enterprise which enables them to provide products and services to members of their community.

With CAPRE'S recent move to a larger building in the more centralized shopping district of New Minas, CAPRE has increased the visibility and community awareness of their association. As a result, each enterprise has

benefited from gaining access to a larger market, while CAPRE itself continues to grow as an association with higher application numbers from individuals in the community hoping to be participants.

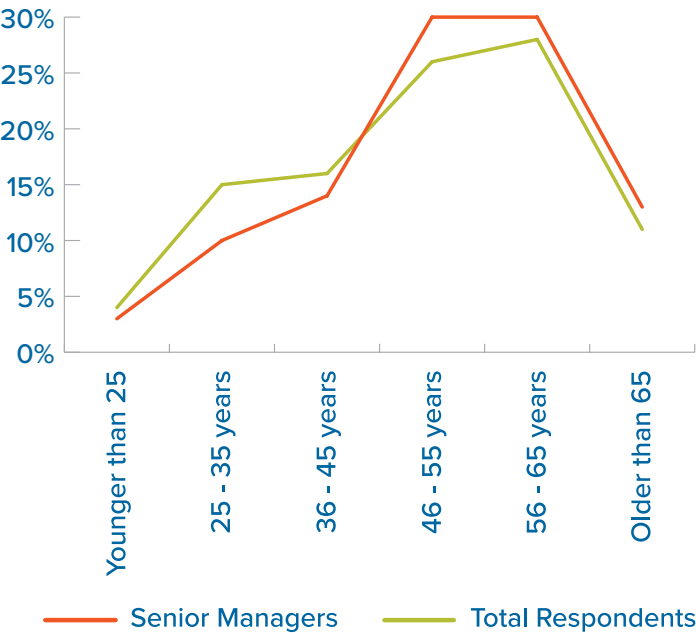
With their growth as an association, CAPRE'S participants are increasingly equipped to be successful in developing long term, economically viable and sustainable businesses. Currently CAPRE supports a total of ten entrepreneurs who operate their own successful business; these enterprises include Crystal's Pantry, Dakota Delivers, Kim's Crafts, Lee's Shop, MC Shredder Co, Mr. B's Makery, Walt's Laundry Service, Alicia's Pet Services and Murf Makes It! ■

Who Works in the Social Enterprise Sector in Nova Scotia?

→ Respondent Profile

In the survey we heard from individuals who usually had senior roles in their organization. Two-thirds (66.7%) of those who responded to the sector survey had job titles that fell within the senior management category. Unsurprisingly, these respondents were also generally older and more experienced. Within the senior management category, 43% of respondents were 56 years and older, compared to 39% for total respondents. Thirteen percent of senior managers were over the age of 65, and 11% of total respondents, having surpassed the typical age of retirement. This represents a higher concentration of senior managers in older age brackets within the social enterprise sector compared to the most recent data on the age of senior managers in Nova Scotia from the Labour Force Survey (Statistics Canada, 2017a, Table 282-0001).

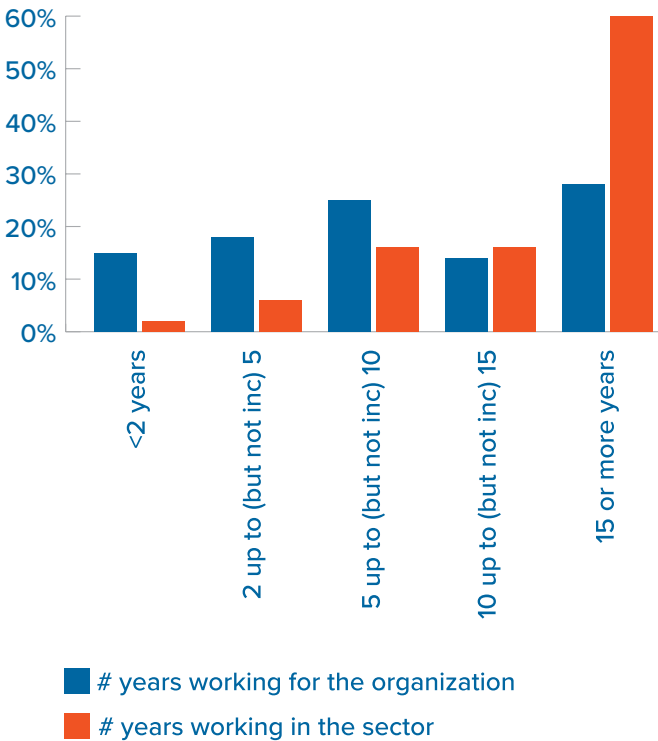
Figure 8. Total Respondent Age and Senior Management Age



Respondents also tended to have a long tenure with their organizations and the sector. Sixty-seven percent of respondents reported having worked at their social enterprise for five years or longer, with 28% stating they had worked at their current organization for 15 years or longer. The majority of participants also indicated they held prior experience working in the sector (70%), with 92% stating they had at least five years of experience in the sector and 60% bringing at least 15 years of experience in the sector.

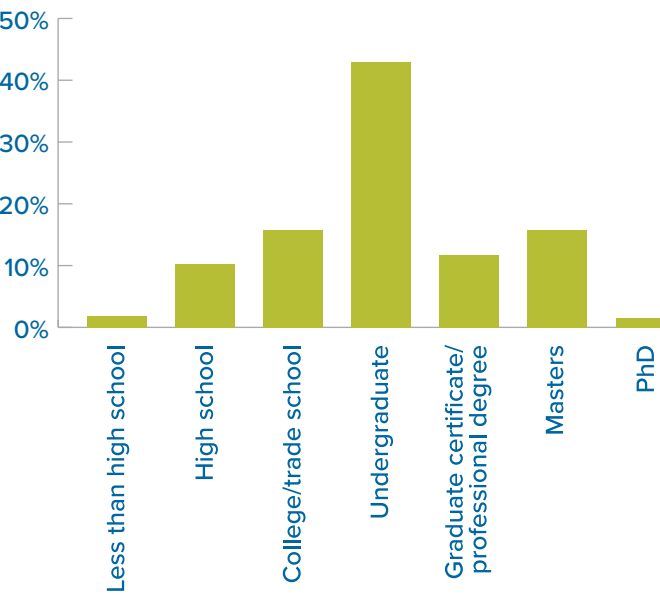
These data demonstrate that the social enterprise sector in the province has individuals who are highly experienced at its helm. However, with their imminent departure, organizations stand to lose the years of sectoral and organizational experience they hold if careful consideration is not put into succession planning.

Figure 9. Respondent Experience



In terms of the highest level of education achieved, most respondents indicated they held undergraduate degrees (43%). There was an almost even split of those who had less than an undergraduate education (28%), and those who had higher than an undergraduate education (30%). Only 36% of respondents had formal business training as a component of their education, demonstrating how those who work in the sector may have a wide variety of educational backgrounds that support their social enterprise activity, but may not have had an opportunity to formally develop business skills. Individuals working in or running a social enterprise may have unexpectedly found themselves running a business due to their passion and expertise around social impact.

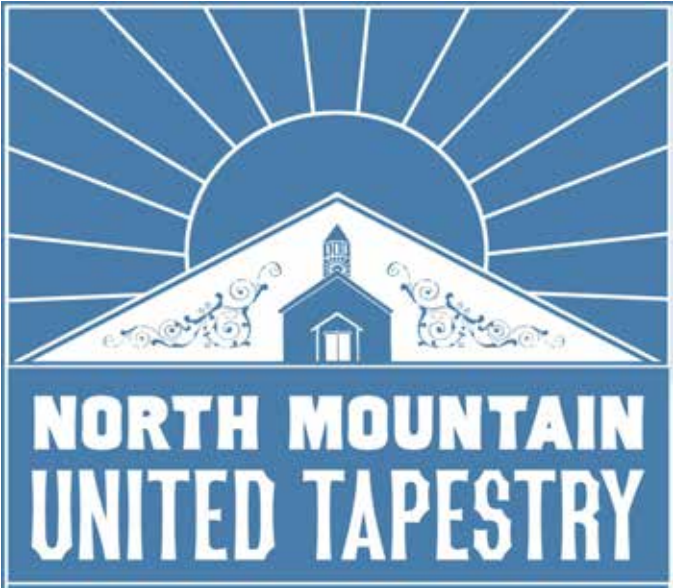
Figure 10. Respondents’ Highest Level of Education Received



↓ North Mountain United Tapestry Artisan Guild, Coffee Shop & Eco Museum

North Mountain United Tapestry (NMUT) is a non-profit society that has re-purposed the beautiful historic Harbourville United Church as a permanent home, and believes that preserving the original character of the church is a high priority as they embrace the importance of quality craftsmanship, culture and community. NMUT hosts a welcoming space for a Farmers’ Market, Artisan Cooperative, museum, music nights, and workshops, as well as a community bulletin board and weekly fibre circle.

The 2017 season saw many new developments: a 1st annual fundraising gala; the ecomuseum concept was expanded to include an interactive exhibit; the D.B. Parker family garments were gifted to Tapestry, and a public exhibit was created to celebrate this; as well as the auction of a beautifully painted church pew in support of the new Berwick Library. The Farmers’ Market enjoyed a bustling fourth season, with several new vendors inside and out. There were musical guests, art workshops, and childrens’ activities throughout the season. The local music series included two fundraising concerts, a children’s musician, a CD release listening party, as well as concerts performed by two well-loved musicians. The artisans’ co-operative enjoyed another successful season showcasing handcrafted goods by artisans from Kingston to Wolfville.



For 2018, NMUT will work on the release of the North Mountain Brochure, highlighting the wondrous sights and activities on the North Mountain between Morden and Black Rock, from the brow to the bay. They will also work on adding Valley Ghost walks to the list of ongoing events, introducing further community engagement to a host of activities benefiting people and services in the region. ■

↓ Meals on Wheels, A Better Bite Community Kitchen

Meals on Wheels is a non-profit nutrition delivery service based out of the New Dawn Centre for Social Innovation in Sydney, Cape Breton. Their goal is to provide nutritional and high quality meals to members of the community who are often better equipped to remain in their homes.

With previous success in the community and with additional financial support granted by New Dawn Enterprises, Meals On Wheels expanded their operations in February 2017 when they opened A Better Bite Community Kitchen. Through this addition, Meals on Wheels has also expanded their enterprise by adding additional employees to their team which has enabled them to improve the quality and detail of the meals that they provide.

By producing the meals themselves, Meals on Wheels are able to modify each meal in order to suit the preferences of their clients while also ensuring that less food is wasted. In addition, they provide meals that comply with specific therapy diets of clients while also providing security checks by staff to ensure that clients and their family members can have the peace of mind knowing that those close to them are looked after. ■



→ Labour Force Numbers

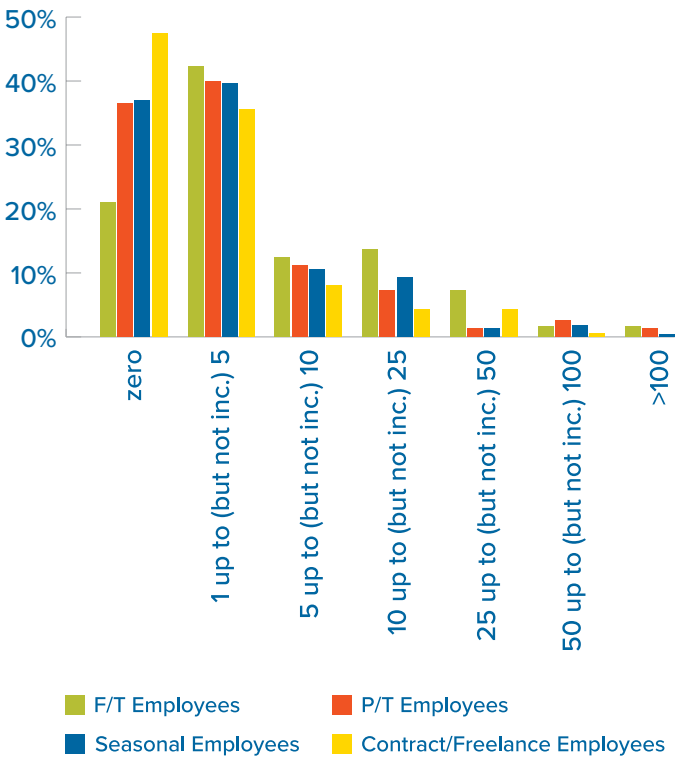
In 2016 respondents reported employing an estimated total of 5603 individuals in the province through a variety of forms. The breakdown of this labour market participation is as follows: 2334 full-time employees, 1421 part-time employees, 1141 seasonal employees and 707 freelance and contract workers. There were 3330 full-time equivalent positions² estimated from the respondent data.

Table 4: Estimated Total Employment Numbers, 2016	
Full-time employees	2334
Part-time employees	1421
Seasonal employees	1141
Freelance and contract workers	707
Total	5603

The majority of respondents make do with small core staff teams; 63% reported having fewer than five full-time staff, and 21% of those worked with no full-time paid staff. On the other side of the spectrum, 11% of respondents indicated they had 25 full-time staff or more.

Respondents also identified using part-time, seasonal, freelance and contract workers in their staffing makeup. Sixty-four percent of respondents indicated they had part-time staff, 63% of respondents had seasonal employees, and 53% hired freelance or contract workers.

Figure 11. Employees Broken Down by Category



↓ CBDC Shelburne

The Community Business Development Corporation, better known as CBDC, of Shelburne County is one of 13 across the province. It is a shining example of how instrumental CBDCs are in supporting small local businesses and social enterprises and creating economic sustainability in our communities.

CBDCs aim to provide opportunities for small startup companies in the local community by supporting clientele who are often denied financial support from larger banks. CBDC Shelburne goes beyond providing business loans by offering personalized counselling, technical training and additional forms of financial support to ensure that their clients are able to succeed and withstand the struggles and complexities that must be endured when developing a new business.

CBDC Shelburne has also been active in helping provide support for the valuable fishing industry in the area. By assisting with succession planning for retiring fishermen in the area, young workers are provided with the financial means necessary to fill these vacant positions while continuing one of the most crucial economies in the community.

For agents of CBDC Shelburne, the greatest reward of their work is seeing people succeed with their ambitious goals while observing the different stages of growth that they help facilitate for small businesses. In 2017 CBDC Shelburne had their best year on record, with a total of 2 million dollars being invested into the community, promoting small businesses that are crucial to creating economic success and sustainability in Shelburne County. ■

↓ Careforce Home Care Workers Co-operative

Careforce is a worker co-operative that provides healthcare support and services to people directly in their home. Based in the Annapolis Valley, Careforce offers flexibility and comfort to members of the community, empowering them to live healthy and positive lives knowing that they are supported through the high standard of care and ease of access that is necessary to overcome many health obstacles.

With many individuals living in rural and residentially-dispersed communities, issues of mobility often prevent individuals from receiving adequate support; Careforce resolves these issues by travelling to their clientele’s homes. This allows clients and their families to develop a comfortable routine while living with the certainty that a team is behind them to adapt and address issues that arise.

Careforce caregivers provide a wide range of social and physical support in order to help clients, and often their families, through difficult periods in life. With this support, individuals are able to live life to the fullest while continuing to be an asset to their community. With the success and growth of Careforce as an enterprise, they now focus on working with Accreditation Canada in order to continue growing the high standard of service that they provide to the community. ■

²Full-time equivalent (FTE) positions were calculated using the same methods used in the Nova Scotia Social Enterprise Sector Survey: 2014 Report from the Social Enterprise Sector Survey Guide: 1 FTE per full-time employee, 0.5 per part-time and 0.25 per seasonal (Hall, Elson, Wamucii, 2016).

↓ Social Enterprise Institute

The Social Enterprise Institute (SEI) is a Community Contribution Company and product of Common Good Solutions, based in Halifax. As the world's leading social enterprise-focused online learning platform SEI helps entrepreneurs and organizations start, build and grow social enterprises, providing access to video-based online courses on all topics related to social enterprise development, communities of learners to connect with, and expert coaches for support.

SEI offers a curriculum of 65 courses and counting, working toward a lofty goal of bringing 1,000,000 people out of poverty by, or through the provision of, social enterprise education and supports to 100,000 users globally by 2030.

Exporting to nine regions (Australia, New Zealand, Africa, India, China, Europe, South America, UK and USA) and providing training across Canada, SEI is an innovative approach to addressing barriers to access for those interested in starting and growing a social enterprise. In September 2017 SEI made its global debut at the Social Enterprise World Forum in New Zealand, with Director of Operations, Stephanie Pronk, an international leader in the sector, at the helm. ■



↓ Randall House Museum, Wolfville Historical Society

Wolfville's Randall House Museum, maintained by the Wolfville Historical Society (WHS), operates as a cultural and historical centre with a commitment to greater community engagement in local history and fundraising efforts for the Society. The Society's mission is to interpret and maintain the Randall House as a museum for the benefit of the residents of Wolfville, its surrounding communities, and its visitors, for which they generate revenue in support of their continued mission of cultural preservation.

With the close of a very successful 2017 season under curator Krystal Tanner (with attendance up 36% from 2016!), the museum looks forward to spring, and has many plans for Wolfville's 125th anniversary next year. More than a heritage centre, Randall House acts as a community hub, offering afternoon teas, summer barbecues, walking tours, and paranormal investigations. All proceeds from community events go towards the continued operation of the museum, and where possible, new programming.

This season, a successful experiment in community engagement was carried out with a series of membership talks, including a book reading and a talk on the paintings of Maud Lewis. Curator Kystal Tanner gave a public lecture at a fundraising event called Haunted Houses 101 and raised nearly \$700 for Randall House. She looks forward to continuing community engagement and accomplishing as much as possible with the help of the WHS Board and General Membership of the society. ■



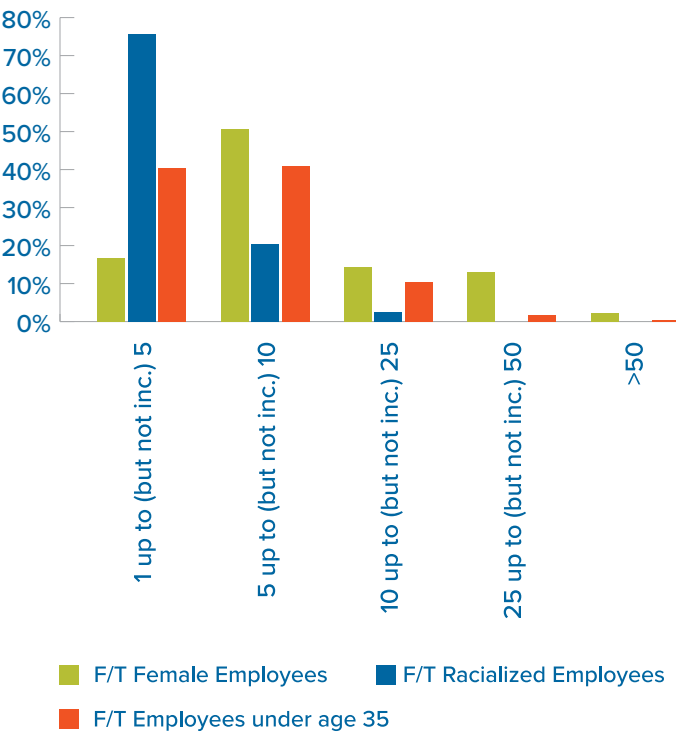
→ Labour Force Demographics

Survey respondents were asked specifically about their employment of women, youth, and racialized persons. The strongest area of inclusion that emerged from the survey data was in the area of hiring women. Eighty-one percent of respondents had full-time staff teams that were made up of at least 50% women, with only 9% of respondents identifying that they did not have any full-time staff who were women. Thirty-one percent indicated that all of their full-time staff were women. Compared to the even breakdown of females and males in the Nova Scotia labour force overall, this data demonstrates the tendency of community-based organizations to have a female-dominated workforce. This is in line with recent research on the non-profit sector in the province, which accounted for the majority of our respondents, that showed 87% of employees identified as female (Gardner Pinfold, 2010).

In terms of youth employment, 63% percent of respondents had full-time employees who were under the age of 35, and 32% had at least 50% of their full-time staff under the 35 year old threshold. In total, respondents identified employing 801 full-time employees under the age of 35, or 14% of the sector workforce identified by respondents. In a province that is trying to find ways to retain and attract young people, this number is promising, particularly as many of these jobs are located in rural, peripheral communities. However, if one compares this to the 33% participation of under 35 year olds for the entire Nova Scotia labour force (Statistics Canada, 2017b, Table 282-0002), it also demonstrates that more work can be done to ensure that young people are being afforded opportunities to participate in the sector, and that the transfer of institutional knowledge and leadership to younger generations is lacking.

The most concerning area of inclusion the survey data identified was regarding the employment of racialized individuals. Seventy-five percent of respondents did not have a single racialized full-time employee and only 4% had at least half of their full-time staff who identify as racialized. Racialized employees made up 3% of the full-time staff identified by respondents. This is less than the 8% of visible minority and Aboriginal workforce identified in the last National Household Survey (Province of Nova Scotia, 2014), and the 9% of visible minority and Aboriginal population identified by the 2011 census in the province (McLeod, 2013). These numbers demonstrate that there is still work to be done in the sector to both outreach to racialized communities and to ensure that existing social enterprises are welcoming employers for racialized individuals, particularly for those that work with beneficiaries who are themselves racialized.

Figure 12. Demographic Breakdown of Full-time Employees





Common Roots Urban Farm



Established in 2012, Common Roots Urban Farm is now a recognizable staple situated in downtown Halifax (across from the Commons). Operating as an urban farm and community garden on just two acres of land, they have 175 plots rented by community members; common areas open to the public and patients of the hospital; and a market garden where they offer vegetables and flowers for sale.

Common Roots is located on hospital land and is a project of Partners for Care, the QEII Health Sciences Auxiliary. With a mission of promoting healthy lifestyles and landscapes through hands-on education about growing and eating healthy food, Common Roots has also distinguished itself as being a hub for a diverse international community of newcomers to Canada.

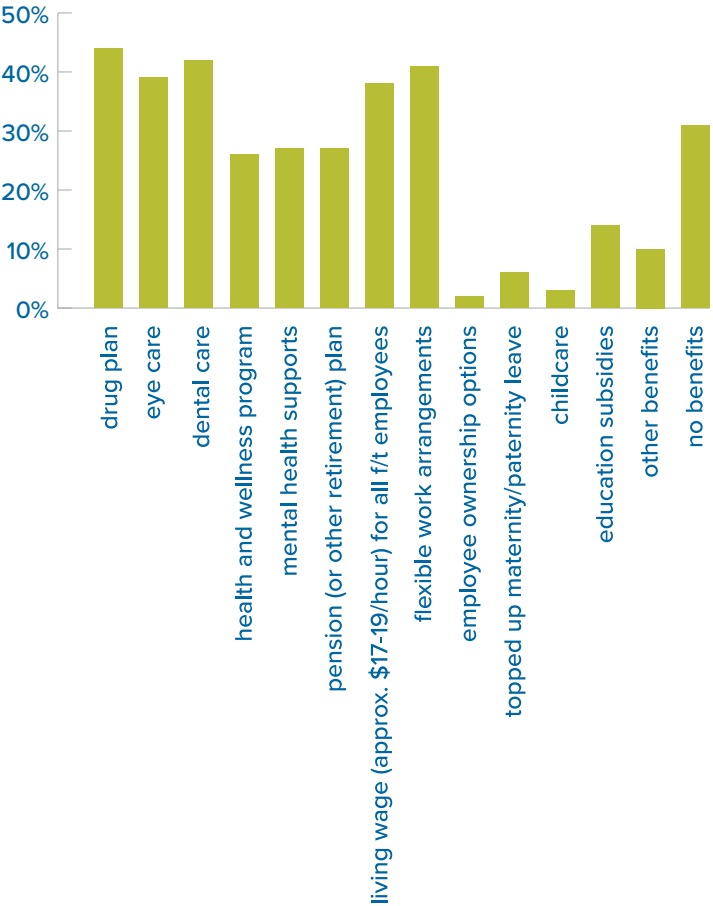
With over 300 active community members, 5000 units of food harvested and 7000 visitors annually it's safe to say Common Roots is a social enterprise firmly grounded in community, food, and the environment. ■

→ Employee Benefits

The majority of respondents (61%) offered their employees some form of benefits. The benefits offered were wide-ranging. The top five benefits provided were drug plans (44%), dental care (42%), flexible work arrangements (41%), eye care (39%), and at least a living wage (\$17-\$19/hour) for all full-time employees (38%).

In addition to these larger categories, other respondents indicated they offered benefits such as pensions, health and wellness programs, mental health supports, employee ownership options, topped up parental leave, and childcare. Other respondents answered that they provide tailored benefits based on their staff needs and the assets they had to offer, such as professional development, healthy local food, and even housing.

Figure 13. Employee Benefits



Financial Profile and Contribution

→ Note on Financial Data

It is important to note that fewer respondents contributed data for the six quantitative financial profile questions. Out of the 288 respondents, a range from 157 to 195 contributed data in response to these questions – i.e. a 55% - 68% participation rate from the survey respondents.

We speculate that many respondents found the financial data questions difficult to answer, or did not have their 2016 financial information easily accessible when responding to the survey, and so skipped over these questions. In addition, some respondents, particularly some of the larger and more established social enterprises, were hesitant to provide financial data because of privacy concerns; therefore, their significant financial contributions are missing from this data.

As a result, when reviewing the following section please keep in mind that this data demonstrates a snapshot of the finances of roughly 200 social enterprises for the 2016 year. It cannot be extrapolated to demonstrate the financial realities for the entire sector. It also cannot be compared to the financial results found in the 2014 or 2011 Nova Scotia sector surveys, which were, themselves, financial snapshots of a specific cohort of social enterprises in their given year. This caution is particularly important because of the vast difference in the catalogue from 2014 to 2017, and the seeking out of smaller, less established social enterprises to contribute data in 2017.

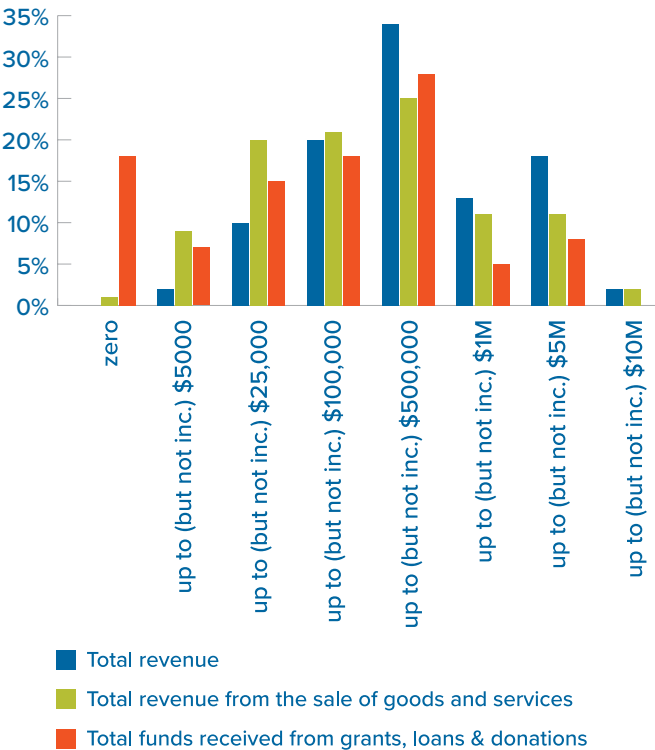
In certain jurisdictions, such as Scotland, a greater amount of financial data is made available to the public. There are mandatory filings for all UK companies, including financial statements, that are publicly available to download online as individual records. In addition, there has been a particular shift in the Scottish context by the charity regulator to produce open data on the charity sector. This has aided in the creation of a more comprehensive financial overview for the biennial Scottish Social Enterprise Census. It is our hope that the Nova Scotia government may move in this direction to make financial data on social enterprise more publicly accessible in the future.

→ Financial Results

The total revenue generated from survey respondents for the 2016 fiscal year was \$179 million, with an average revenue of \$996,000. The largest number of respondents (34%) indicated they generated \$100,000 - \$499,999 of revenue, and 20% percent of respondents generated over \$1 million dollars of revenue in the 2016 year. The total revenue from the sale of goods and services was \$123 million, representing 69% of total revenue. The average revenue respondents generated from the sale of goods and services was \$713,000.

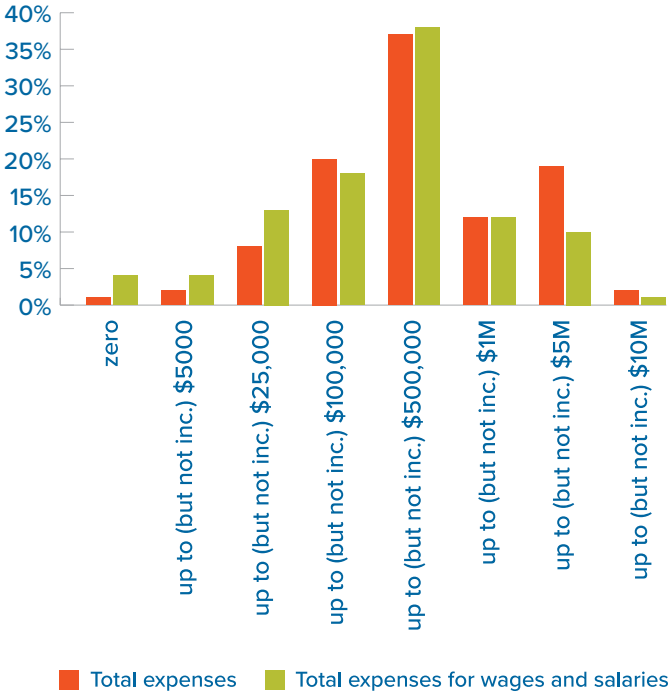
The total funds received from grants, loans and donations represented 27% of total revenue at \$50 million, averaging \$295,000 per respondent. Eighteen percent of respondents indicated they did not receive any funds from grants, loans and donations in the 2016 year.

Figure 14. Revenue Streams



The total expenses reported from all respondents was \$151 million, including \$73 million spent on wages, salaries and training costs. On average, respondents had expenses of \$866,000 and spent an average of \$464,000 on wages, salaries and training.

Figure 15. Expenses



Net profit and surplus revenues were calculated as total revenue minus total expenses for all respondents. Twenty-seven percent of respondents reported losses, 9% broke even and 64% generated profit and surplus revenues in the 2016 year. The total profit and surplus revenues for the 2016 year were \$28 million and the average profit and surplus revenues for respondents were \$154,000. If revenues from grants, loans and donations are excluded from the calculation, only 29% of respondents generated profit and surplus revenues. This demonstrates the important role that social revenue, such as grants, loans and donations, continues to play in the operations of social enterprises. While social enterprises are able to generate a considerable portion of their revenue through the sale of goods and services, social revenue remains vital for the majority of respondents to account for the additional costs that social enterprises incur to meet their social impact.

↓ Just Us! Café & Coffee Roasters Co-operative

Just Us! Café and Coffee Roasters Co-operative is a social enterprise based out of Grand Pré and Wolfville in the Annapolis Valley. Known as Canada’s first fair trade coffee roaster, Just Us! aims to create a social transformation by changing the methods of trade between the global north and south.

Just Us! aims to sell more than just high quality products, as they also promote fair trade culture and ethical consumerism, so that members of the community are conscious about where their money goes and how it

impacts people. With Just Us! products, customers make their purchases knowing that the primary producer has been compensated with stable and appropriate income while also receiving opportunities to grow their community while improving and sustaining their environment.

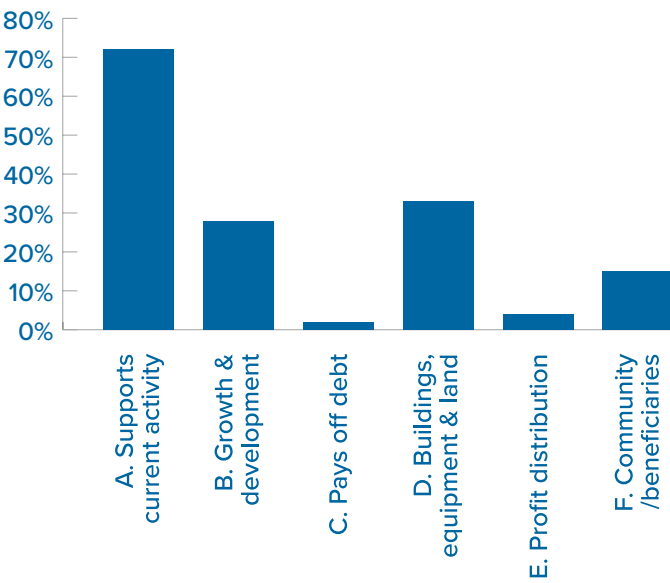
Just Us! is proud of their work in forging long term relationships with fair trade co-operatives in the global south. With some ongoing partnerships lasting up to 15 years, Just Us! is now able to see the long term change that has resulted from their engagement with fair trade principles. With additional fair trade products like tea and chocolate, Just Us! is capable of facilitating large-scale ethical business with a wide range of different producers in the global south. ■

Table 5: Financial Totals Reported by Survey Respondents, CAD\$*		
	Total**	Average***
Revenue	\$179,000,000	\$996,000
Revenue (Sale of Goods & Services)	\$123,000,000	\$713,000
Revenue (Grants, Loans & Donations)	\$50,000,000	\$295,000
Expenses	\$151,000,000	\$866,000
Wages, Salaries & Training Costs	\$73,000,000	\$464,000
Net Profits and Surplus Revenues	\$28,000,000	\$154,000

*This table represents aggregate financial sums from 55% - 68% of survey respondents.
**Available data was aggregated and rounded to the nearest million.
***Available data was aggregated and rounded to the nearest thousand.

The majority of respondents identified that their profit and surplus revenues go toward supporting their current activity (72%). A third of respondents also indicated they spent their profit and surplus revenues on the maintenance and acquisition of buildings, equipment and land. Twenty-eight percent of respondents indicated these funds were used to support their growth and expansion, and 15% directly supported the community and/or their beneficiaries with their profit and surplus revenues. Only 4% of respondents identified that profit and surplus revenues were distributed through patronage rebates or dividends, demonstrating the significant difference in the use of profit and surplus revenues by social enterprise respondents compared to conventional businesses.

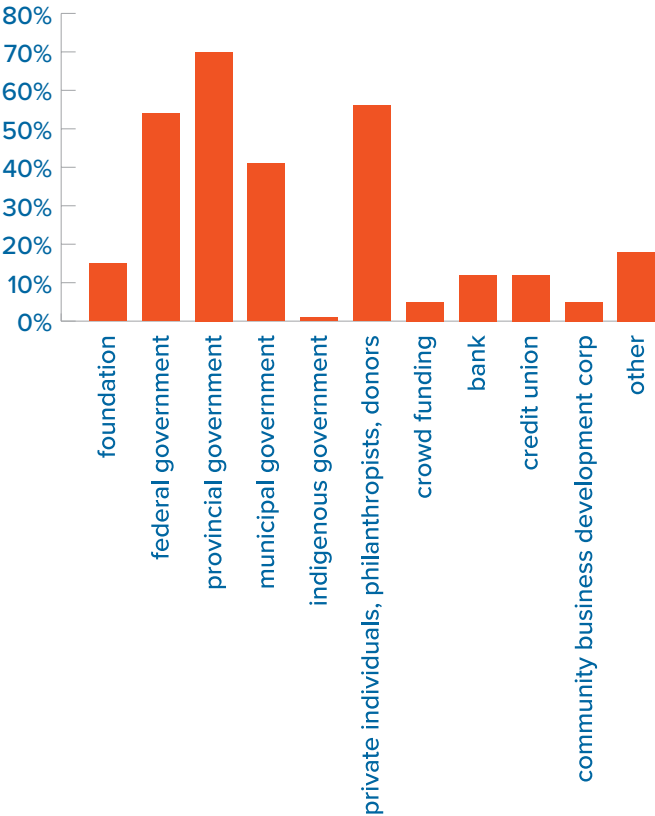
Figure 16. Use of Profit and Surplus Revenues



→ Sources and Purpose of Finance

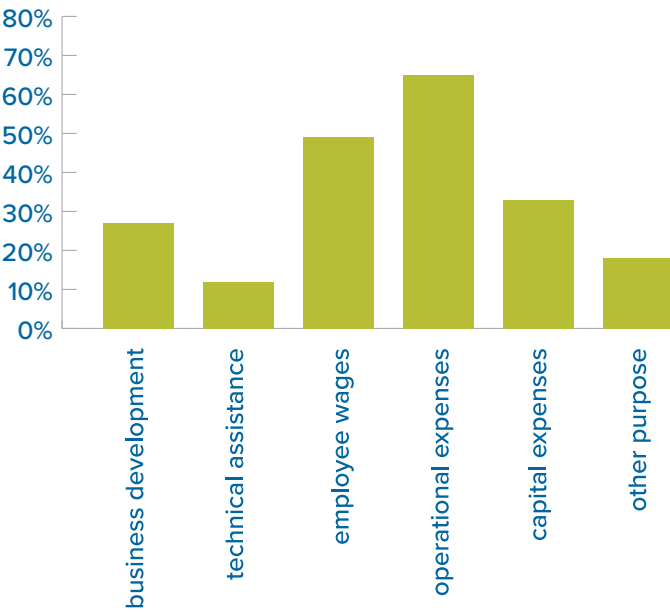
The majority of respondents acquired investments, loans, grants or donations from the provincial government (70%), private donors (56%), and the federal government (54%) to support their work, highlighting the important role of grants and donations in the sector. Participants also identified that they receive financial support from municipal (41%) and Indigenous governments (1%), crowdfunding (5%), foundations (15%), and various banking and lending institutions. When accessing a traditional lender, 12% of respondents indicated they had loans through banks, 12% had loans through credit unions, and 5% of respondents acquired loans through Community Business Development Corporations. In addition, respondents identified corporate sponsorship, Community Health Boards, dividends on invested stocks, their own personal funds, and Community Economic Development Investment Funds as avenues they had accessed for financial support.

Figure 17. Fund Source



Respondents used the financial support received for a variety of purposes. The majority identified that the funds were used to cover operational expenses (65%). Close to half of respondents also indicated funds were used to support employee wages (49%), and about a third used funds for capital expenses. Twenty-seven percent of respondents used their funds for business development activities, such as training and marketing, and 12% accessed technical assistance. In addition, respondents shared that funds were used to directly support their beneficiaries or community, with funds obtained flowing back into subsidies for program participants or services for members of the community.

Figure 18. Purpose of Investments, Loans, Grants and Donations



↓ Carleton Road Industries Association

Located in Lawrencetown, Annapolis County Carleton Road Industries Association (CRIA) is a non-profit vocational centre that aims to provide meaningful employment through social enterprise for adults who have mental, physical, emotional or cognitive disabilities.

With help from a vocational instructor, participants are active in the workplace with employment that is compatible with the level of support that they need to be successful. The need to provide diverse employment opportunities and varying types of support to their participants has helped Carleton Road expand on the number of social enterprises that they operate.

Carleton Road now operates a post office, thrift shop, full service gas bar, community launderette, convenience store, woodworking shop and property maintenance team which provide several unique and interesting employment opportunities to participants, while also providing many of the crucial services to the Lawrencetown community that would otherwise not be available.

In 2017, CRIA was able to obtain a new building where they now operate a thrift store; this social enterprise is operational as a result of support and donations from the Lawrencetown community, which enables CRIA to employ 4 full-time employees while making very reasonably-priced clothing available to the community. ■



↓ Deep Roots Music Co-operative

The Deep Roots Music Co-operative (DRMC) is a non-profit music co-op based out of Wolfville in the Annapolis Valley. Founded in 2003, this organization works year round in order to promote and support local musicians and artists while creating a community ambiance that embraces the four founding cultures of Nova Scotia: Mi'kmaq; French Acadian; African; and Celtic/Gaelic. Their mission is, "To create meaningful connections between cultures, community groups, artists, and audiences by offering music-related events, programs, and an annual festival."

The Deep Roots Music Festival focuses on creating a more connected music community by facilitating local and visiting musicians with a stage to display their talent. The level of diversity between culture, genre and musical styles helps inspire interest in different types of music for musicians while they are honing their craft.

In addition to the benefits that Deep Roots brings to musicians, the festival is active in creating an entertaining and all-inclusive event for all of the members in the Annapolis Valley community. With many free concerts and workshops being held across multiple towns, all people are able to participate in the action of the festival.

With approximately half of the lineup being local talent, Deep Roots not only connects members of the community with each other but also with a number of visiting musicians and audience members. This connection allows for the greater celebration of multiculturalism in Nova Scotia while audiences can listen to great music and enjoy the sights of the Annapolis Valley. ■



Lunenburg Academy of Music Performance

The Lunenburg Academy of Music Performance (LAMP) has developed into a premier location for advanced musicians looking to take their skills to the next level. Situated amongst the beauty of the South Shore in the historic Lunenburg Academy, LAMP offers intensive sessions which help connect musicians with internationally renowned talent in the form of lessons and shows.

The goal of the Academy is to offer career-altering opportunities by providing rare and valuable experiences that help hardworking and talented musicians in advancing their musical careers. They also create significant economic and social benefits for citizens of the South Shore by further establishing Lunenburg as a site for visiting prominent musicians and play a role in the preservation of a Provincial Heritage Property and National Historic Site.

LAMP is also highly influential in promoting music culture in their otherwise rural community, offering shows for nursing homes and preschools in Lunenburg and surrounding counties. This has proven valuable as an introduction to music for youth, with increased exposure to live music that is played with different instruments, styles and genres.

In addition to their work with students, LAMP indicates that their teaching musicians contribute towards the work of the Academy within the community. This results in greater exposure and interactions with top-level musicians for Lunenburg residents, while building Lunenburg's reputation as a music town. ■



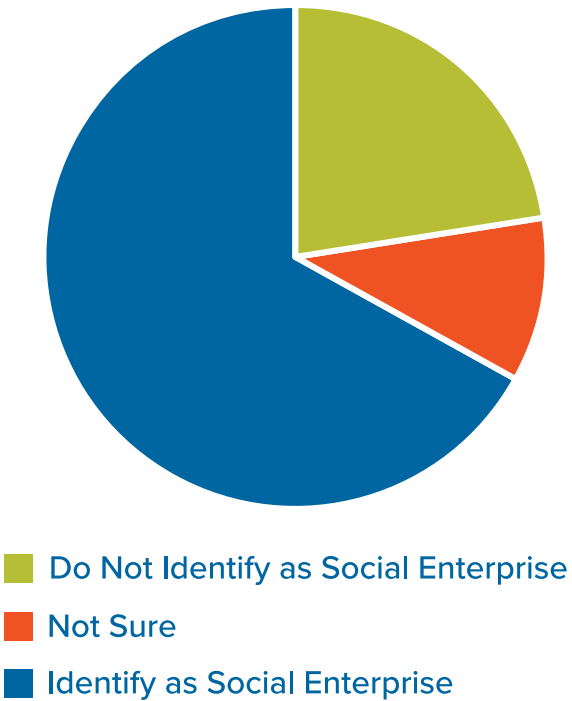
How do Social Enterprises See Themselves?

→ Use of Social Enterprise Language

Current social enterprise activity in the province may not be defined and labeled as such. Only 67% of respondents answered that they self-identify as a social enterprise, an additional 10% indicated they were unsure about their use of the term, and 23% answered they do not use it at all. Lionais' (2015) research determined that within the Atlantic region there is not yet a strong attachment to the concept and language around social enterprise, despite this type of activity being rooted in the history and socio-economic context of Atlantic Canadian communities.

Comments from respondents about this question around language revealed that the term holds complexity for some organizations, and the decision to use this language is not taken lightly. For example, one respondent indicated they consider themselves to be a social enterprise but, as a for profit, don't yet feel public perception includes them in the category even if the formal definition has changed. Others stated they use the term social enterprise under certain circumstances because they find it can have negative and positive connotations depending on the audience. While others indicated their boards were currently debating the use of the term as this decision was a strategic one that had to be made by their senior leadership.

Figure 19. Social Enterprise Identification



→ Sectoral and Organizational Role

The survey sought input on how the sector saw itself in relation to the overall socio-economic context. Hudson (2009) proposed three perspectives to interpret organizations that exist within the social economy. The first he characterizes as the social safety net, organizations that help to meet the needs of those who are marginalized by or excluded from the conventional economy and mainstream society. The second he characterizes as creators of wealth; organizations that participate in the mainstream economy as a means of generating greater financial resources that can be used for societal good. The last he characterizes as agents of fundamental change; organizations that seek to disrupt conventional economic practices to create a more just society.

Respondents were asked to reflect on their opinion about the ideal role for the social enterprise sector in the province in relation to the overall socio-economic system. 64% of respondents saw the sector’s ideal role as an agent of fundamental change, 25% saw the sector’s ideal role as a creator of wealth, and only 11% saw the sector’s ideal role as a social safety net for those who have fallen through the cracks of the current system.

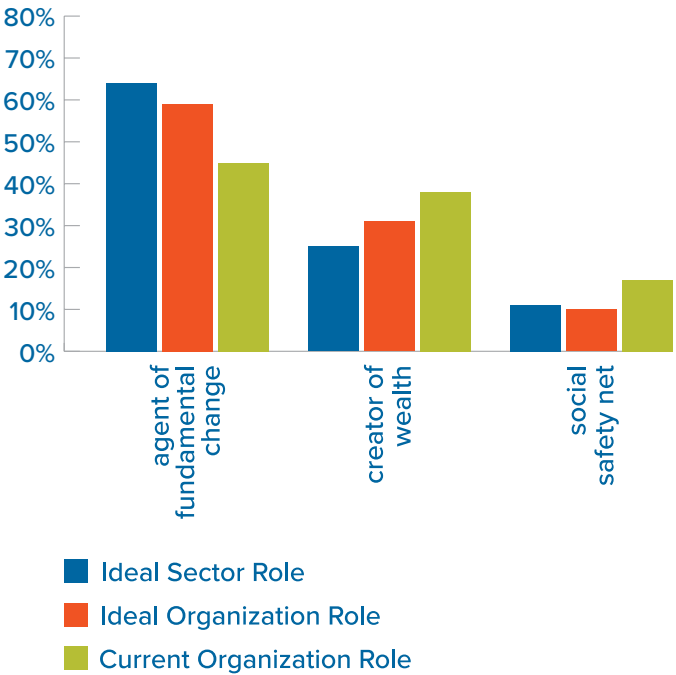
When asked this same question but in relation to their own organization’s current role in the socio-economic system, 45% percent of respondents felt their organization presently acted as an agent of fundamental change, 38% saw their role as a creator of wealth and 17% identified their role as a social safety net. When reflecting on their ideal organizational role within the socio-economic system, 59% strived to be an agent of fundamental change, 31% aspired to be a creator of wealth, and only 10% wished to act as a social safety net.

Cultural, environmental and economic mission-driven organizations were much more likely to see themselves as an agent of fundamental change or as a creator of wealth and significantly less likely to see themselves as a social safety net. Socially-driven organizations were still most likely to see themselves as an agent of fundamental change than as social safety net, and least likely to see themselves as a creator of wealth.

This data demonstrates that respondents feel most strongly that their organization’s role and the role of the sector is to fundamentally shift and change the current socio-economic system rather than merely participating within it to either create wealth in areas where wealth is lacking, or to support individuals who are adversely excluded from participation all together. Respondents perceived their work and the work of the sector as activity that is fundamentally different than the current socio-economic reality, and saw their path forward, as well as the sector’s, as a means to reach alternative possibilities. If the province is committed to make positive changes towards social, cultural, environmental and economic outcomes, they are well positioned to invest in social enterprise as a sector that sees these changes and outcomes as fundamental to the work they carry out.

Table 6: Cross Tabulation of Current Organizational Role with Mission				
CURRENT ORGANIZATIONAL ROLE	MISSION			
	Social	Cultural	Environmental	Economic
Agent of fundamental change	41%	52%	46%	47%
Creator of wealth	25%	42%	50%	50%
Social safety net	34%	5%	4%	3%
Total	100%	99%	100%	100%

Figure 20. Sector and Organizational Roles



↓
Clean Nova Scotia

Clean Nova Scotia, an environmental organization based out of Dartmouth, has taken significant action towards creating a more sustainable environment. Although they are primarily involved in Nova Scotia, Clean is engaged with projects across Atlantic Canada and on the traditional lands of the Mi’kmaq and Wolastoqiyik First Nations, helping provide guidance and resources necessary to create impactful changes to the state of the environment.

Through programs that address topics including home energy conservation, storm water mitigation and stream and watershed restoration, Clean addresses a wide range of issues that help communities improve their environmental sustainability.

Clean’s programs have been influential in improving the community. For example, the HomeWarming program (administered in partnership with Efficiency Nova Scotia on behalf of the Nova Scotia government and Nova Scotia Power) has helped thousands of lower income homeowners reduce their heating bills while increasing their energy efficiency. Litter clean-ups resulted in the removal of ten-thousand bags of garbage over the last year while the installation of 400 artificial reef structures in the Halifax harbor have been instrumental towards restoring marine life.

Through the progress and spirit of these programs, Clean cultivates environmental leadership among the community to advance positive environmental change and emphasize the need for an environmentally conscientious and greener economy. ■





Halifax Citadel Regimental Association

A non-profit charitable organization, the Halifax Citadel Regimental Association (HCRA) showcases the cultural significance of the Halifax Citadel National Historic Site of Canada. HCRA offers an in-depth and living educational experience for those who visit the site and surrounding area.

The HCRA, in partnership with Parks Canada, presents the Citadel for locals and tourists to explore Halifax's past while further understanding the unique history of the British presence in Nova Scotia. By means of guided tours, period drill and firing demonstrations by historical interpreters dressed in 19th-century British uniforms, evening Ghost Tours and other educational programming, the HCRA provides an experience and understanding of the history of the Halifax Citadel far beyond the capabilities of any history book.

Approaching 25 years of operations, the HCRA has provided employment for more than 3,500 individuals as part of its secondary focus to provide useful and meaningful employment opportunities for high school, college and university-aged youth. With the ongoing support of the Halifax community through facility rentals, private bookings, the school of piping and drumming and The Regimental Shop, the HCRA has been able to continue to showcase the Citadel as one of the premier landmarks and historical sites in the city, while contributing to economic prosperity in the province by creating jobs for young people with the aim of maintaining the site and its mission of cultural preservation. ■

→ Resourcefulness of the Sector

As illustrated by the data presented, social enterprises in Nova Scotia are often relatively small organizations operating at the community level to address local social and environmental needs. They also often do not have access to the human resources and capital resources needed to scale their operations, and continue to rely on a diversity of funding sources outside the revenue they are able to generate, including loans, grants and donations. As a result, it is important that they be innovative in terms of how they “make do” with resources at hand and, in many cases, that they creatively find ways of doing more with less.

The concept of “bricolage” (Lévi-Strauss, 1966; Baker and Nelson, 2005) has been used in the study of entrepreneurship to capture the capacity to make do with resources at hand and recombine resources for new purposes. This idea speaks to the ability of organizations to operate effectively in resource-constrained environments.

Researchers who have studied this concept have found that such capacity can lead to greater value creation in environments where access to resources was an impediment (Baker, 2005). In addition, it has been linked with a higher survival rate in organizations (Stenholm & Renko, 2016). Since its introduction into the organizational literature, many studies have linked bricolage and innovativeness across a wide array of firms and contexts (Senyard, Baker, Steffens & Davidsson, 2013). Several authors have also studied it in the context



of social enterprises and found a positive relationship between bricolage and scaling social impact (Bacq, Ofstein, Kickul and Gundry, 2015).

For the purposes of our study, the measure of entrepreneurial resourcefulness developed by Davidsson, Baker and Senyard (2017) was used, which consists of nine questions. Based on responses to these questions, we found evidence of a strong degree of corresponding behaviours amongst respondents. The questions asked organizations to assess the likelihood of their ability to use existing resources, their attitudes toward existing resources and problem solving, their ability to take on new challenges with existing resources, and their ability to combine resources to approach new challenges. On a seven-point scale with 1 as never and 7 being always, the average response for these questions was 5.8, demonstrating that respondents were consistently scoring high for resourcefulness.

While it is no surprise that social enterprises are making do with constrained resources, this response is significant as it helps to dispel the notion that social enterprises are not sophisticated in how they manage resources. On the contrary, these responses suggest that social enterprises are making do with sparse resources and using them in creative ways to produce value. The measure developed by Davidsson, Baker and Senyard is quite new, having only been published within the last year. However, some researchers have utilized the measure with permission from the authors prior to it being published. Davis, Dibrell, Craig and Green (2013) used the measure to study family firm advisors and found a rating of 5.68 for personal bricolage, slightly under the rating we found in our respondent pool. Given the newness of this measure, further study and comparison to other sectors may be possible at a later date when the measure is more widely used in the academic community. Nonetheless, based on prior research on this topic, we can hypothesize that the social enterprises who responded to our survey are generally likely to be innovative, have high survival rates and be well-positioned to achieve social impact.



Habitat for Humanity ReStore

The Habitat for Humanity ReStore is a social enterprise initiative of the non-profit organization Habitat for Humanity, that operates two store locations in Halifax and Dartmouth, Nova Scotia. The primary focus of Habitat for Humanity is to make home ownership a possibility for low income families by providing material, financial and volunteer help to build homes; they operate the ReStore thrift shops which sell donated items at reduced prices to support access to construction materials. Many items that would otherwise end up in a landfill are repurposed at affordable prices, allowing customers to support the main vision of the organization while also finding an item of importance.

Community and volunteer involvement are crucial towards the success of Habitat for Humanity, who rely almost entirely on the dedication of volunteers. With the success and generosity that the ReStores have received from the public, it is clear that members of the community are very passionate about the vision of the enterprise while also recognizing the capabilities of the organization in helping low income families get ahead. ■

→ Entrepreneurial Orientation

To gain insight into the organizational cultures of the social enterprises surveyed, respondents were also asked a series of questions that helped to identify their entrepreneurial orientation, which is defined as a “general or lasting direction of thought, inclination or interest pertaining to entrepreneurship” (Covin & Lumpkin, 2011, p.857). Entrepreneurial orientation (EO) is broken down into three main categories, risk-taking, proactiveness and innovativeness. Proactiveness reflects a tendency to identify and pursue opportunities; risk-taking is a willingness to commit significant resources to uncertain projects where outcomes are unknown; and innovativeness is the tendency to experiment, be open to change and generate novel ideas (Morris, Webb & Franklin, 2011). This concept has been used widely since the early 1980s to demonstrate a relationship between EO and a firm’s performance in the traditional business literature (Rauch, Wiklund, Lumpkin, and Frese, 2009). More recently, this concept has been applied to a wide range of areas, including social entrepreneurship and non-profit organizations (Morris & Joyce, 1998; Morris, Webb & Franklin, 2011).

The EO questions used in the survey helped identify the organization’s association with traits pertaining to proactiveness, risk-taking and innovativeness. Responses revealed respondents’ assessment of the extent to which their social enterprise had an entrepreneurial orientation. On a seven-point scale where respondents were asked to indicate the extent to which they agreed with statements provided (1 = strongly disagree and 7 = strongly agree), the average responses were 5.2 for proactiveness, 5.3 for risk-taking, and 5.8 for innovativeness.

The fact that organizations ranked themselves highest in terms of innovativeness may be due to the fact that, by virtue of being a social enterprise, they are working differently than those using a traditional non-profit or conventional business model. As such, they may have learned to be more responsive to, and comfortable with, change. Their openness to dedicating resources towards uncertain outcomes to anticipate demand for future needs, as is described in risk-taking or proactiveness, may be less common given the financial constraints they face and their strong focus on their social mission. It is also important to note that, in the context of social enterprise, risk-taking is more likely to relate to jeopardizing social impact versus economic risks (Syrjä, Puumalainen, Sjögrén, Soininen & Durst, 2013).

Nonetheless, the fact that the social enterprises surveyed exhibit strong tendencies toward an entrepreneurial orientation helps to dispel the belief that non-profit organizations or social enterprises are not well suited for entrepreneurship, or are averse to orienting themselves in ways that allow them to succeed in an entrepreneurial environment. It also helps to discredit the notion that the motivation for openness to entrepreneurial tendencies is solely the accumulation and dispersion of wealth to shareholders and owners. Rather than being motivated by the ability to grow profit and surplus revenues, entrepreneurial tendencies in social enterprises are utilized and valued because of their ability to meet a social purpose (Morris, Webb & Franklin, 2011).



Ross Farm Museum Market & General Store

Established by Captain William Ross in 1816, Ross Farm operates today as a heritage organization showcasing the traditional agricultural way of life in rural Nova Scotia. Seeing the value of social enterprise in rural Nova Scotia the museum has a commitment to building enterprises that support positive social, cultural and environmental impact. Executive Director Lisa Wolfe shared Ross Farm’s developments in the social enterprise sector for this season:

“A project that was dear to our hearts this summer was one that involved promoting food security in the New Ross area. We partnered with the Three Marketeers and the New Ross Family Resource Centre to have a farm market, Rural Roots Market, and a Bulk Buying Food Club on site.

The Market provided an outlet for local small scale commercial farmers, supported four local businesses and provided a ‘general store’ for home gardeners to sell their overflow. The ‘Ploughman Lunches’ were a hit and enhanced the authentic experience of rural lunches on the farm. The Market ran from June to September on Sundays from 10am until 2pm. The Food Club supported 10 local families with their bulk buying purchases and operated year round.” ■



What do Social Enterprises Need?

→ Access to Resources

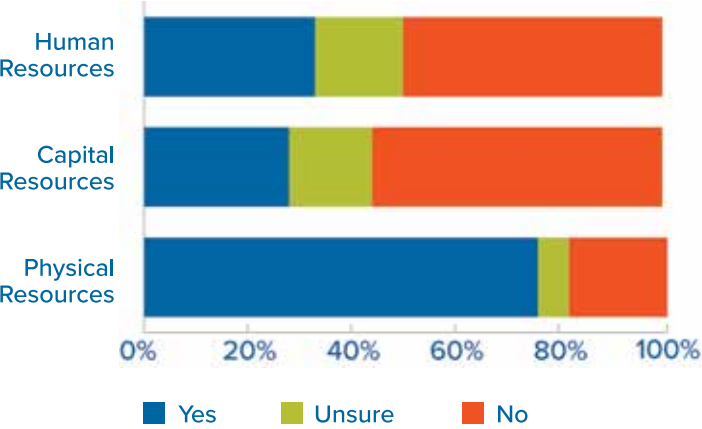
When asked whether they felt their organization had access to the appropriate physical, capital and human resources to support their current activity levels, respondents generally indicated they felt they were best resourced in terms of their physical resources (e.g., office space, computers, meeting space) (76%). Interestingly, a statistically significant relationship also existed between social enterprises’ intent to expand their business activities and their access to physical resources. This finding may indicate that securing appropriate physical resources is a precursor to exploring opportunities for expansion.

When asked about their access to adequate human resources and capital resources, only 33% of respondents felt they currently had adequate human resources, and 28% felt they had access to the capital resources they needed. Despite these concerns, 81% of respondents believed the resources they had would support them through the next year, demonstrating social enterprises ability to get by without sufficient human and capital resources.

However, these concerns around staffing and capital become even more of a challenge when understood in the context of supporting growth and expansion. Sixty-six percent of respondents indicated their social enterprise intended to expand their business activities to support their mission. The ability to successfully maintain levels of current activity and outcomes becomes challenging in a context where social enterprises are struggling to meet their human resource and capital needs. This challenge become even more onerous if they are attempting to

sustainably grow. While respondents may anticipate being able to exist within their current context, their ability to grow and flourish under these constraints may be limited or unnecessarily difficult.

Figure 21. Adequate Capital, Physical or Human Resources



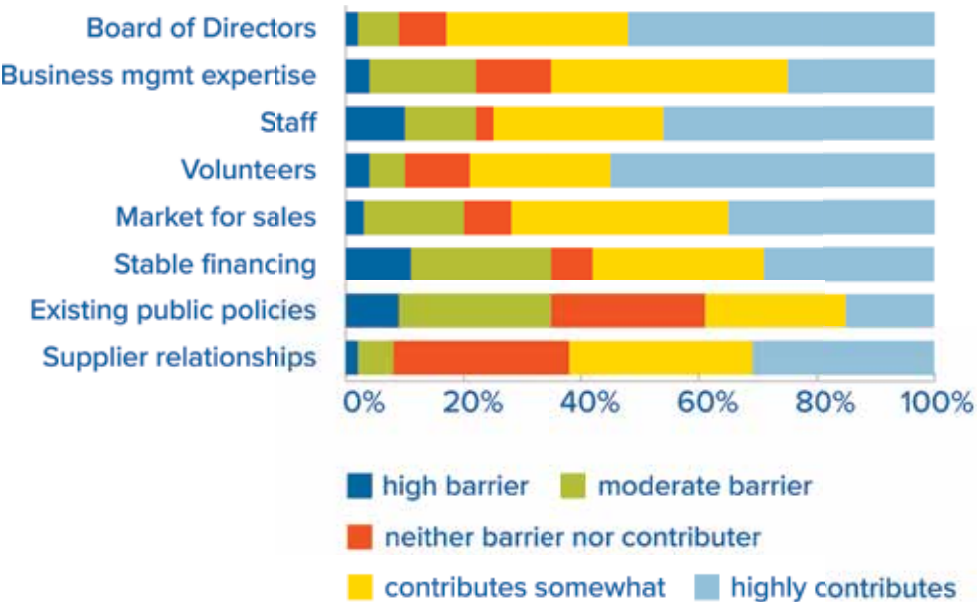
→ Priorities for Organizational Development

When asked about different factors acting as barriers to their success or contributing to their success, respondents identified that the highest contributor to their current success in achieving their mission was their board of directors, closely followed by the dedication of their volunteers. In contrast, the areas they identified as the greatest inhibitors to their success in achieving their mission were existing public policies and their access to stable financing.

It is interesting to note that the most valued factors contributing to success were internal ones, based upon unpaid human capital that supports the organization from its day-to-day tasks to its governance. The reason staff may not be ranked as highly is because many of the respondents had no paid staff or very small teams of paid staff who may draw heavily on volunteer participation.

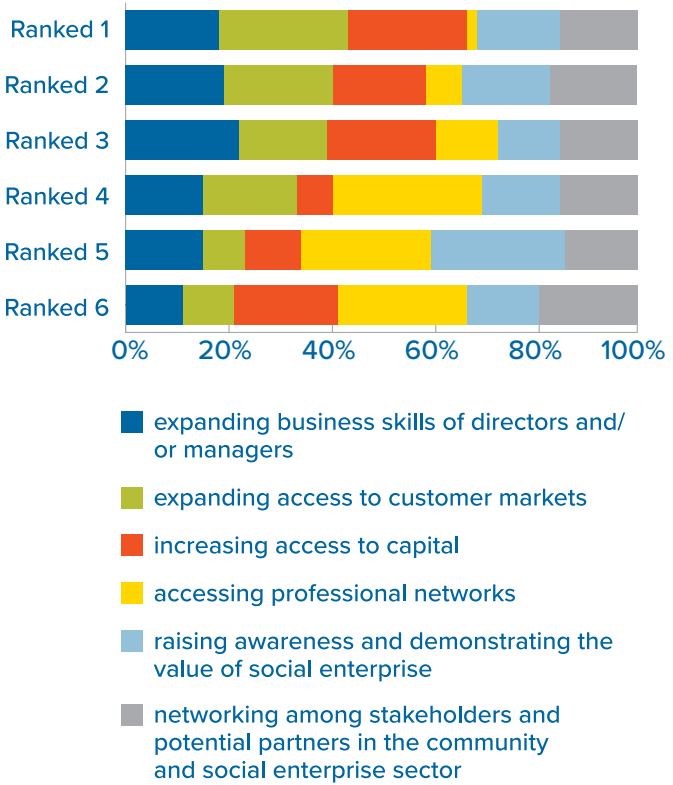
On the other side of the spectrum, the factors most impeding the ability of respondents to achieve their missions were external and based on the political, legislative and financial contexts in which they operate. While it is discouraging to see that these systems are currently acting as an impediment to social enterprises rather than a support, the positive news is that these external factors can be changed.

Figure 22. Contribution to Organizational Success



When respondents were asked to rank priority areas (1 = most important; 6 = least important) that would contribute to their development, the number one priority area that emerged was expanding their organization's access to customer markets. Expanding business skills of directors and managers, and expanding access to capital closely followed as the top three priorities. The least important priority identified by respondents was accessing professional networks. This may be due to the fact that social enterprises already feel they are well networked in terms of their partners and beneficiaries, but, as identified above, this network does not sufficiently include potential markets and customers.

Figure 23. Priority Areas Ranked for Organizational Development



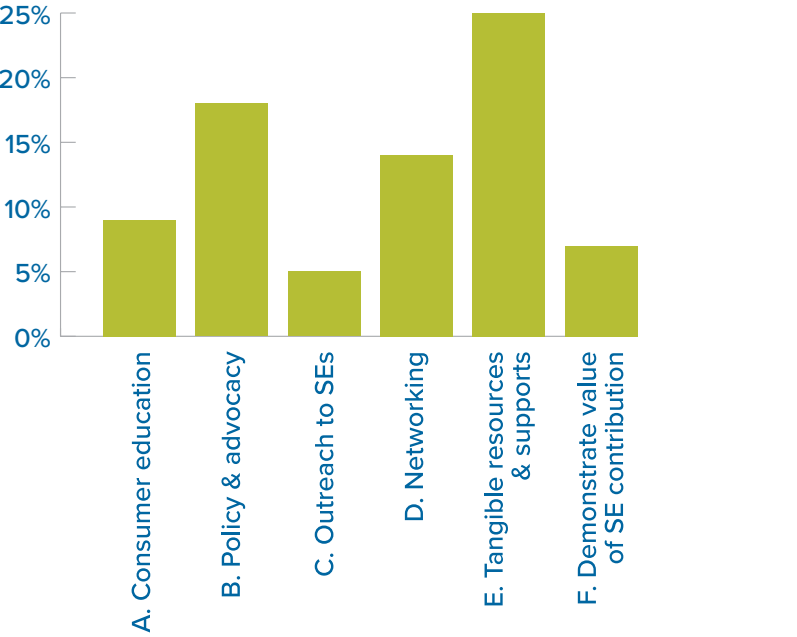
→ **Sectoral Support**

When asked what the Social Enterprise Network of Nova Scotia (SENNS) could do to better support them, respondents most often identified providing tangible resources and supports, such as securing financial supports, board, staff and volunteer training, building a community of practice, sharing resources, and helping them achieve financial sustainability and growth. The next most popular area was around policy work and government advocacy. This aligns with respondents' identified greatest impediments: public policy and access to stable financing.

Other responses that emerged frequently from respondents included educating consumers, outreach to social enterprises around the province, networking opportunities, and demonstrating the value of the sector through research and social impact measurement.

As SENNS seeks to expand its activity and impact, it will be important that the sector body responds to the needs outlined above and works in coordinated effort with various levels of government to achieve these goals. Respondents demonstrated that the challenges they face in their daily operations are not unique and that collaborative efforts from SENNS and government partners will improve their ability to achieve their missions. As a membership-based and membership-led organization, it is essential that SENNS utilizes the results from the sector survey to shape their mandate moving forward and ensures the voice of respondents is heard as decisions are made that impact them.

Figure 24. Recommendations for the Social Enterprise Network of Nova Scotia



↓ Truro Farmers' Market

The Truro Farmers' Market stands as a highly valuable community asset for the town of Truro and surrounding communities. Celebrating their 38th year of operations, the market creates a diverse and inclusive environment for local producers and non-profits to directly connect with community members. For 2017, the Truro Farmers' Market opened year 'round, creating opportunities for vendors to capitalize on a longer season while regular customers were able to continue their purchasing habits of buying from local producers.

The operations of the Truro Farmers' Market continuously support environmental sustainability through the Buy Local and organic produce movements. As a successful regional market that is run by community members for the benefit of community members, high levels of engagement has allowed for high impact in environmental sustainability to consistently be reached. The Market also aims to support food security. As an example, they support the ugly food initiative, where unconventionally shaped produce that is not regularly sold by supermarkets is available for sale. This initiative contributes to reducing the amount of wasted crops harvested by local farmers.

For the Market, the ability to create connectedness among members of the community while further expanding the size of their operation has created a setting which allows hard-working producers to flourish and further reap the rewards of their work while providing greater choices for consumers who can ensure that their spending stays within the community. ■



↓ Celtic Colours International Festival

The Celtic Colours International Festival presents one of the most vibrant and busy weeks for Cape Breton Island, attracting a diverse range of talented local and international musicians who perform at the many unique venues across the Island.

Celtic Colours takes advantage of the Cape Breton autumn colours, creating a setting that attracts tourists to see the diverse lineup of mesmerizing artists. In 2016, 82% of the 506 artists who performed at Celtic Colours were from the East Coast of Canada, making it evident that this festival is able to attract festival attendees based on the great reputation of local musicians.

With large scale volunteer numbers and tremendous work from the community, Celtic Colours involves all regions of Cape Breton Island in the action. The support and interest in this festival has resulted in a prolonged tourism season for Cape Breton, with the extra boost in visitors supporting local economies by creating additional work in the hospitality and tourism industries. In addition to attracting visitors to the island, Celtic Colours also emphasizes the importance of creating cultural growth and celebration for Cape Breton by creating an increasingly greater stage to showcase local artists and customs to large international audiences. ■



Conclusion

The 2017 results from the social enterprise sector survey demonstrate that the social enterprise sector is alive and well in Nova Scotia. Respondents spoke about strengths and capabilities within their organizations that are helping them to achieve considerable impacts in communities across our province. The majority of social enterprises surveyed plan to grow, and they are eager to see changes and supports emerge to better allow them to do so.

Many of the comments at the end of the survey highlighted that respondents expect to see tangible actions and results emerge from the sector survey. The willingness of respondents to provide information for research's sake was minimal. They participated in this survey because they believe its data will be used to inform thoughtful action and policy to support their organizations and their sector.

This call to action is particularly integral for the social enterprise respondents who exist on the margins. As was previously identified, this survey also intended to capture social enterprises that were not high performing and well established. The inclusion of those who are struggling to maintain, much less grow their activity, is vital to the achievement of growth for the sector overall. It is the information they provided about what supports they require that should help to create a sector that is accessible and vibrant for emerging and peripheral social enterprises, as well as those social enterprises that are strong and thriving. With changes that reduce the barriers to entry and that support social enterprises as they find their way to sustainability and growth, we not only assist the large number of existing social enterprises doing essential work in our province, but we also open the door to other social enterprise responses in additional areas of our communities and economies.

In the three years since the 2014 sector report was released there have been many positive steps forward. The introduction of the community interest company legislation in Nova Scotia is one such achievement, as is the Province's **Advancing Social Enterprise in Nova Scotia** framework and SENNS' **Nova Scotia Social Enterprise Sector Strategy**. We have also seen the launch of an Impact Incubator to support the start-up and expansion of social enterprises around the province. And, most recently, a social enterprise sector portal was developed as a one-stop platform to house relevant sectoral resources and respond to questions from social enterprises that emerge.

These accomplishments deserve to be celebrated. The sector is in a much better position today than it was three years prior. This is thanks, in part, to the work of the 2014 sector survey and the many dedicated individuals who used the research from it to advance areas of need. Despite these accomplishments, the data from the 2017 survey demonstrate that there is still considerable work to be done to help the social enterprise sector in the province achieve its full potential. It is our hope that the information presented in this report will act as a tool for those working towards this important goal and that in three years time, when the next sector survey report is released, additional advancements for the sector are considerable.



↓ Mill Road Social Enterprise Association

Mill Road Social Enterprises (MRSE), based out of Inverness, Cape Breton, has developed into one of the key establishments of their community. Their collection of social enterprises offer a broad range of shops and services that provide vocational, personal and social experiences for adults with diverse abilities.

With each of their active social enterprises, which include a bakery, a used clothing store, a catering service, a village market and several more, MRSE has successfully developed a large base of loyal customers whose support has directly helped to create additional opportunities for the organization to expand, while also generating more specialized vocational opportunities that fit the interests and goals of their clients.

With the recent move to a larger and more modernized building in a more central Inverness location, MRSE aims to continue expanding their operations while further developing the new space as the Inverness Community Leadership Center. Plans for the next phase include introducing a café, while also leasing part of their space for a regulated childcare centre and family drop-in. ■

↓ Corridor Community Options for Adults

Corridor Community Options for Adults (CCOA) is a non-profit, registered charitable organization that has been providing a variety of supports and services for people living with intellectual disabilities since the mid-1970s.

Those supports include training, education, supported employment opportunities, job coaching services, Snoezelen multisensory services, and specialized day programs. CCOA operates several social enterprises, including Rick's Riches Thrift Store, CCOA Catering and the Sunshine Café, and CCOA Wood Products.

One of their most recognized social enterprises is Rick's Riches Thrift Store. The store receives donations of clothing, housewares, furniture, and other items from the community and resells them on site and via online auction to help sustain the programs offered by CCOA. Participants in the program learn a wide variety of skills, enabling many to go on to work in other businesses. The store also contributes to the community through donations to other non-profits and diverts tons of items from local landfills.

A recent highlight for CCOA was becoming a founding member of Ability Wood Products Cooperative and being involved in producing the Sobeys Big Red Chair. Since then the Cooperative has completed a similar project for Sobeys known as the Big Green Tree to coincide with Sobeys Stars of Christmas campaign.

CCOA was also awarded the Non-Profit of the Year award at the East Hants and District Chamber of Commerce Business Excellence awards in October 2017. ■



Appendices

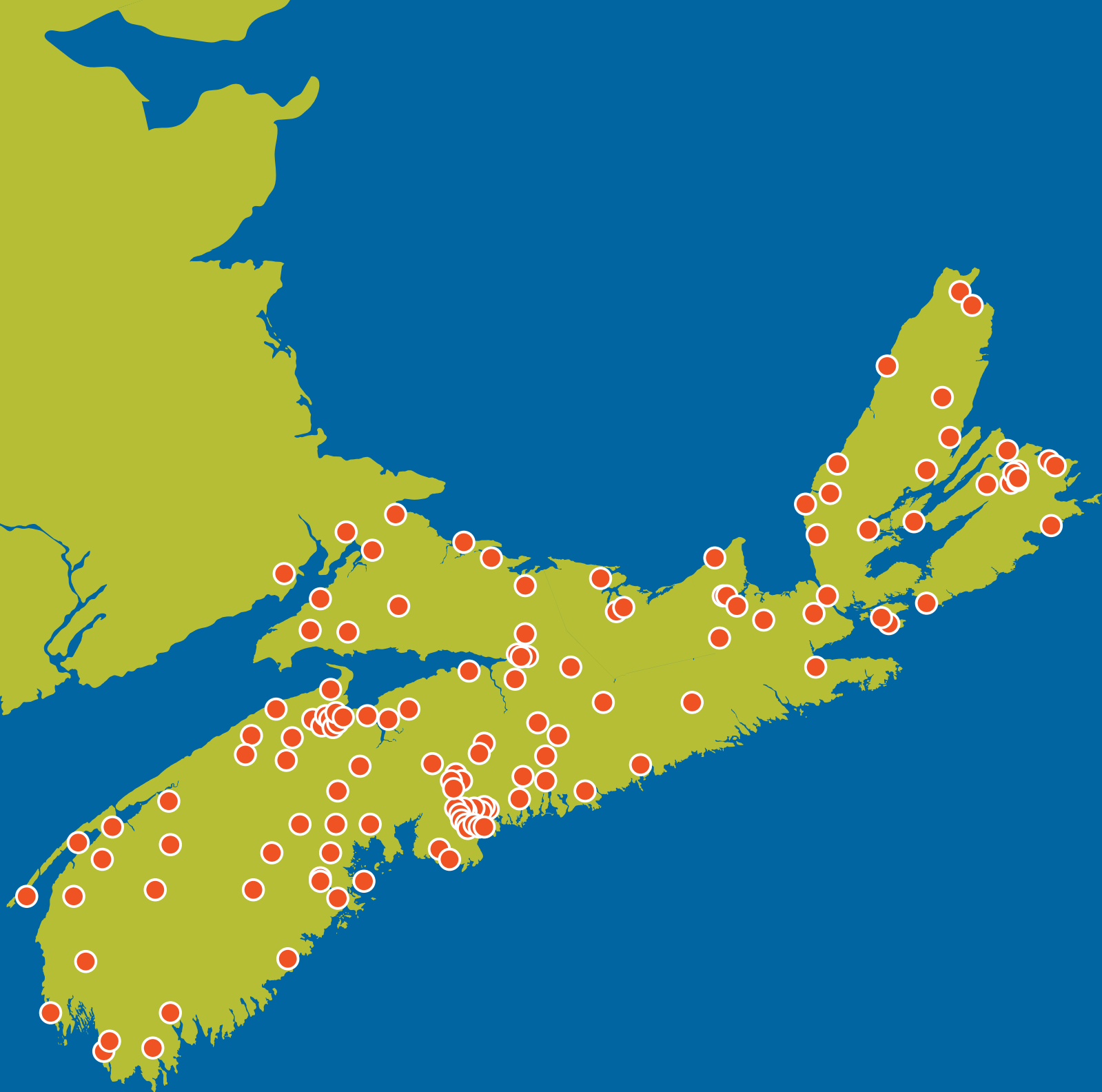
Appendix A
Map of Respondents

Appendix B
Questionnaire

Appendix C
Main Social, Environmental and Cultural Objectives

Appendix D
Demographic Groups Served as Part of the Mission

Appendix E
Products and Services Sold



Map of Respondents

Questionnaire

2017 Social Enterprise Sector Survey

Introduction and Consent

Introduction

Welcome. You are receiving this survey because you operate your organization not only to sustain your own life and activities, but to aid the lives of others in your community, and possibly beyond. If this comes close to describing you, we believe that you have a story to tell, and we want to share it with Nova Scotia. If your organization produces goods and services for a market and reinvests profit in order to fulfill your social, environmental, and community or cultural goals, you may be considered a social enterprise. The story of social enterprise continues to unfold in our province, and you and your organization may be a part of it.

Common Good Solutions is conducting this survey on behalf of the Social Enterprise Network of Nova Scotia (SENNS) who advocate for--and are building--a social enterprise sector that contributes to the well-being of the province. The 2017 Social Enterprise Sector Survey is the third iteration of its kind. We seek to showcase the sector while attempting to understand more of its characteristics, including its social, cultural, and economic impact on the province.

Your organization's approach to social, cultural, or environmental issues has prompted your invitation to participate in the survey. The results of this survey will be used to educate government and policy makers on ways to support social enterprises, as well as to strengthen the community of social enterprises across the province. This project has received funding from the Province of Nova Scotia.

In order to tell your story by participating in this year's survey, you will need **your 2016 tax return and/or financial documents, 40 minutes, and your valuable organizational knowledge**. These financial documents will be for your reference for completing the survey and do not need to be submitted.

For each survey completed, SENNS will donate \$5.00 to purchase washer toss sets that will be given to communities across the province. The sets are made by Ability Wood Products Cooperative, a local social enterprise.

For the benefit of the sector and our research, the term "Social Enterprise" will refer to organizations that operate within a business model and aim to make a profit, but direct a share of surpluses to pursue social, environmental, and community or cultural goals incorporated with their mission.

Research Information & Ethics

While we do not foresee any risks to yourself or your organization as a result of participating in this survey, we recognize that some information collected may be sensitive if publicly communicated.

As a result, the following steps are being taken to ensure confidentiality:

- 1) Survey responses will be kept confidential and data will only be reported at an aggregate level to avoid the possibility of affiliating answers with specific organizations.
- 2) No individual survey responses will be revealed at any time.

3) While we are asking for your name in case we have any follow-up clarification questions regarding the survey, this information will be deleted upon completion of data collection.

4) A list containing the contact information of organizations will be created by Common Good Solutions on behalf of SENNS for the purposes of communicating with you about our work on behalf of the sector only, and will not be combined with any survey results. We will ask for your consent to be contacted for such communication at the end of the survey.

Data collected via this survey will be owned by SENNS and retained indefinitely in order to compare information from past and future surveys, to observe changes in the sector over time.

Your participation in the study is voluntary and you are free to withdraw at any time without penalty. If you withdraw prior to completing the survey your data will be not be used. You are not obliged to answer questions that make you uncomfortable or that you do not wish to respond to for any reason.

As an organization that uses business to address a community issue, you may be a member of the NS social enterprise sector, and stand to benefit from the study since it will give you an opportunity to share your experiences and inform future decision-making from policy-makers. Once all the information is collected and analyzed, findings will be shared in a summary report that will be posted on the SENNS website by November 2017. There will also likely be several academic publications resulting from the analysis which, if/when published, will also be posted on the SENNS website.

CONSENT

I understand what this study is about, appreciate the risks and benefits, and that by consenting I agree to take part in this research study and do not waive any rights to legal recourse in the event of research-related harm.

I understand that my participation is voluntary and that I can end my participation at any time without penalty.

I understand that the data collected in this survey will be owned and retained by SENNS for the purposes of building knowledge of the social enterprise sector in Nova Scotia, and tracking its development over time.

I have had adequate time to think about the research study and have had the opportunity to ask questions.

Participant name:

(Note that it is optional to provide your name and will be used only for the purposes of following up with you if clarification about your responses is needed)

NOTE: This survey is not intended to include activities of your parent organization (if applicable). If you are responding for more than one organization that engages in enterprising activities please fill out a separate questionnaire for each one. (At the end of the survey you will be re-directed to the start again so you can it fill out for different enterprises).

I understand the purpose of this survey and how the data collected will be used, and agree to participate:

- ☐ Yes
- ☐ No

This research has been reviewed and approved by the Saint Mary’s University Research Ethics Board (SMU REB). If you have any questions or concerns about ethical matters, you may contact the Chair of the SMU REB at ethics@smu.ca or 902-420-5728. Please reference REB # 17-364. Alternatively, you can contact the principal student investigator involved in this study, Annika Voltan (annika.voltan@smu.ca), or her PhD supervisor, Dr. Claudia De Fuentes (claudia.defuentes@smu.ca).

This research has also been reviewed and approved by the Cape Breton University Research Ethics Board. If you have any questions that have not been answered satisfactorily by the researcher (Doug Lionais) please contact: CBU Office of Research and Graduate Studies (ORGS), Dr. Dana Mount at (902) 563-1338, email: ethics@cbu.ca; Chair of the Research Ethics Board at CBU, Dr. Kathy Snow, at (902)563-1170, email: kathy_snow@cbu.ca; or Co-chair of the Research Ethics Board at CBU, Dr. John Hudec at (902) 563-1982, email: john_hudec@cbu.ca.

Revenue Generation Qualifier

What is the name of your organization?

Does your organization generate revenues from the sale of goods and/or services?

- ☐ Yes
- ☐ No

Participant Information

Participant Information

The following questions pertain to your personal experience and role in your organization.

What is your company email address?

Do you and others you work with describe your organization as a social enterprise?

For the purposes of the questions in this survey, the phrase "Social Enterprise" refers to organizations that operate like a business, produce goods and services for the market, but manage operations and direct surpluses in pursuit of social, environmental, and community or cultural goals.

- ☐ Yes
- ☐ No
- ☐ Not sure

Comment:

What is your job title?

- ☐ Owner
- ☐ Executive Director
- ☐ Managing Director/CEO
- ☐ Partner
- ☐ Finance Director/Manager
- ☐ HR Director/Manager
- ☐ Other Director
- ☐ Departmental Manager
- ☐ Other Manager
- ☐ Administrator/secretary
- ☐ Non-executive Director/Trustee
- ☐ Other

How many years have you been working in this organization?

Do you have prior experience working with social initiatives (volunteer or paid)?

- ☐ Yes
- ☐ No

How many years have you spent working in this area?

What is the highest level of education you have completed?

- ☐ Less than high school
- ☐ High school
- ☐ College diploma
- ☐ Professional degree
- ☐ Trade school
- ☐ Undergraduate degree
- ☐ Master's degree
- ☐ Graduate certificate
- ☐ Post-graduate
- ☐ PhD

Do you have any formal business training? (e.g. Business Certificate, Bachelor of Business Administration, MBA)

- ☐ Yes
- ☐ No

How old are you?

- ☐ Younger than 25 years
- ☐ 25-35 years
- ☐ 36-45 years
- ☐ 46-55 years
- ☐ 56-65 years
- ☐ Older than 65 years

Organizational Information

Organizational Information

This section covers characteristics of your organization. Please respond to the questions as they relate to your organization's enterprise activities.

What year was your organization started?

In what year did your organization begin selling products or services?

Is your organization incorporated?

- ☐ Yes
- ☐ No

What year was it incorporated or approved its founding constitution?

What is the legal structure of your organization? Please select all that apply.

- ☐ Not-for-Profit Society
- ☐ Not-for-Profit Co-operative
- ☐ Not-for-Profit Charity (non-religious organizations)
- ☐ Not-for-Profit Charity (religious organizations)
- ☐ For Profit Corporation (Limited Liability Corporation by share)
- ☐ For Profit Corporation (Limited Liability Corporation by guarantee)
- ☐ For Profit Co-operative
- ☐ Community Interest Company or Community Contribution Company
- ☐ Sole Proprietor
- ☐ Partnership
- ☐ Other
- ☐ N/A

Which of the following apply to your organization?

- ☐ It gifts its profits to a separate social cause
- ☐ It reinvests its profits into its mission
- ☐ It delivers services to the public
- ☐ It is the business arm of a charity or religious organization
- ☐ It is a regular business that has its impact through who it employs
- ☐ None of these

Do you have a parent organization?

- ☐ Yes
- ☐ No

What is the name of your parent organization?

How many **full time paid employees (30 or more hrs/week)** were employed by your organization during 2016? Estimated totals are acceptable.

How many **part-time paid employees (less than 30 hrs/week)** were employed by your organization during 2016? Estimated totals are acceptable.

How many **seasonal employees (30+ hrs/week for more than 2 weeks, but less than 8 months)** were employed by your organization during 2016? Estimated totals are acceptable.

How many **freelancers and contract workers (hired for specific project or term)** were employed by your organization during 2016? Estimated totals are acceptable.

Approximately how many of your full-time employees are women?

Approximately how many of your full-time employees are racialized individuals?

Approximately how many of your full-time employees are under the age of 35?

What benefits does your organization provide to your **full-time** employees? Please select all that apply.

- ☐ Drug plan
- ☐ Eye care
- ☐ Dental care
- ☐ Health and wellness program
- ☐ Mental health supports
- ☐ Pension (or other retirement) plan
- ☐ Living wage (approx. \$17-19/hour) for all full-time employees
- ☐ Flexible work arrangements
- ☐ Employee ownership options
- ☐ Topped up maternity/paternity leave
- ☐ Childcare
- ☐ Education subsidies
- ☐ Other (please specify)
- ☐ No benefits

Financial Information

Financial Information

This section captures financial data from your organization. **For the questions in this section, please refer to your 2016 financial information.**

We would like to know about your organization's revenue and expenses in 2016. Estimated totals are acceptable. For the following questions, **please fill in as much detail as you can and round off amounts to the nearest \$1000.**

If you have recently started your organization and do not have financial information for 2016, please indicate below to bypass the financial questions.

Was your organization established prior to January 1, 2016?

- ☐ Yes
- ☐ No

For the questions in this section, please refer to your 2016 financial information.

What was your organization's total revenue from all sources (sales of goods and services including service contracts with government, grants, loans, and donations) in 2016?

What was your organization's revenue from sales of goods and services (including government contracts) in 2016?

What was your organization's total funds received from grants, loans and donations in 2016?

What was your organization's total expenses including wages/salaries in 2016?

What was your organization's total wages and salaries, including training costs (if applicable) in 2016?

What was your organization's surplus revenue (profits) in 2016? Please indicate N/A if not applicable.

What were the sources of investments, loans, grants, and donations received in 2016? Please check all that apply. Note that your answer should not include revenues collected for services provided (e.g. government contract).

- ☐ Foundation
- ☐ Federal government
- ☐ Provincial government
- ☐ Municipal government
- ☐ Indigenous government
- ☐ Private individuals, philanthropists, donors
- ☐ Crowd funding
- ☐ Bank
- ☐ Credit union
- ☐ Community Business Development Corp (CBDC)
- ☐ Other (please specify)

What were the purposes of the investments, loans, grants, and donations received in 2016? Please check all that apply.

- ☐ Business development – to develop/grow the organization (e.g. training, marketing)
- ☐ Technical assistance – regular expenses associated with business activities (e.g. accounting, legal)
- ☐ Employee wage subsidies
- ☐ Operational expenses
- ☐ Capital expenses
- ☐ Other (please specify)

How would/does your organization deal with surplus revenues? Please specify. (e.g. increase programs/services provided, purchase new buildings/equipment, hire more people)

What are the main products or services you sell? (i.e., how do you generate income?) Check all that apply.

- ☐ Housing
- ☐ Retail
- ☐ Work/meeting space
- ☐ Business support/consultancy
- ☐ Childcare
- ☐ Culture and leisure
- ☐ Social care
- ☐ Health care
- ☐ Hospitality (including restaurants)
- ☐ Employment and skills
- ☐ Creative industries (web design, print)
- ☐ Financial support and services
- ☐ Education
- ☐ Food products and catering
- ☐ Wood products
- ☐ Kits and packaging
- ☐ Property care/outdoor maintenance/janitorial
- ☐ Environmental – recycling, re-use, awareness/education
- ☐ Transport
- ☐ Other (please specify)

In which of the following geographic areas do you sell products and/or services? Please check all that apply.

- ☐ Neighbourhood/local community
- ☐ City/town
- ☐ Region (county, district)
- ☐ Nova Scotia
- ☐ Atlantic region
- ☐ Canada
- ☐ International

Social Impact

Social Impact

This section includes questions regarding the social purpose of your organization and your work in the community. Please respond to the questions as they relate to your organization's social, environmental, or cultural mission.

Which of the following, if any, are your organization’s main social, environmental, and/or cultural objectives? We’d like you to think about what your organization is aiming specifically to achieve. (Please check all that apply)

- ☐ Improving a particular community
- ☐ Improving physical health and wellbeing
- ☐ Improving mental health and wellbeing
- ☐ Creating employment opportunities
- ☐ Supporting vulnerable people
- ☐ Supporting women and girls/gender equality
- ☐ Supporting vulnerable children and youth
- ☐ Addressing social exclusion
- ☐ Addressing financial exclusion
- ☐ Protecting the environment
- ☐ Providing affordable housing
- ☐ Promoting/providing education and literacy
- ☐ Supporting other social enterprises/organizations/charities
- ☐ Supporting Arts & Culture/Heritage
- ☐ Other (please specify)
- ☐ Don't know
- ☐ None

In your own words, what is the primary mission, vision or purpose of your organization?

Does your organization track its progress on achieving its social, environmental and/or cultural objectives?

- ☐ Yes
- ☐ No
- ☐ Don't know

What is measured, and how?

In which of the following geographic areas do you operate or provide services **to support your social, environmental, and/or cultural mission**? Please check all that apply.

- ☐ Neighbourhood/local community
- ☐ City/town
- ☐ Region (county/district)
- ☐ Nova Scotia
- ☐ Atlantic region
- ☐ Canada
- ☐ International

What made you base your organization in its current community? Please check all that apply.

- ☐ Home/family
- ☐ Local talent
- ☐ Operational costs/cost of living
- ☐ Culture
- ☐ Community revitalization
- ☐ Economic incentives (taxes, wage subsidies)
- ☐ Other (please specify)

Social and community enterprises often emerge as responses to local, regional, and global issues (e.g. unemployment, poverty, environmental destruction). These questions ask how your organization sees itself in response to these issues.

	Social safety net – you look after individuals who have fallen through the cracks	Creator of wealth – you create wealth through selling goods and services though operating on a different set of (social purpose) principles	Agent of fundamental change - you seek to be an agent of fundamental change of the overall socio-economic system
Which of the following do you feel is the ideal role the social enterprise sector should play in relation to the overall social-economic system?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Which of the following do you feel is the ideal role your organization should play in relation to the overall social-economic system?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Which of the following do you think best describes the current role your organization plays in relation to the overall social-economic system?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For the next two questions please include only people you serve as part of your social/cultural/environmental mission. Do not include people who are exclusively the business customers of your social enterprise.

The same person can be counted in more than one category. Estimated totals are acceptable.

Which of the following demographic groups does your organization serve **as part of its mission**? Please check all that apply.

- ☐ All people living in a particular place/community
- ☐ Aboriginal/Indigenous people
- ☐ Ethnic group
- ☐ Religious community
- ☐ Children
- ☐ Youth/young adults
- ☐ Seniors
- ☐ Immigrants
- ☐ Refugees
- ☐ Men
- ☐ Women
- ☐ Families
- ☐ People living with mental disabilities
- ☐ People living with physical disabilities
- ☐ People living with employment barriers
- ☐ Incarcerated/formerly incarcerated persons
- ☐ Other (please specify)

How many people did you **provide services to** in 2016 from the groups selected in the previous question? Estimated totals are acceptable.

***Removed from short version**

The following questions are based on **your own perception** of how successful your organization is in terms of meeting its social, environmental, and/or cultural objectives. On a 7-point scale from very low to very high, please indicate the **level of success that you believe your organization has had** in regards to each of the following statements.

	Very low	Low	Somewhat low	Moderate	Somewhat high	High	Very high
The majority of clients served experienced improvements to their quality of life as a result of the services we provided in the past year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of programs and services offered has increased in the past year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The quality of services offered has improved in the past year.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clients are generally satisfied with the services provided.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, what level of success has the organization had in meeting its social, cultural and/or environmental goals or objectives?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Opportunities and Challenges

Opportunities and Challenges

This section covers opportunities and barriers affecting the ability of your organization to achieve its mission.

Are business activities something your organization intends to expand in order to support its social, cultural and/or environmental mission?

- ☐ Yes
- ☐ No
- ☐ Not sure

Do you have the appropriate human resources (trained team members) in place to support your future growth plans?

- ☐ Yes
- ☐ No
- ☐ Not sure

Do you have the appropriate capital resources (sustainable funding) in place to support your future growth plans?

- ☐ Yes
- ☐ No
- ☐ Not sure

Have you been able to secure the physical resources that you need to operate (e.g., office space, computers, meeting space)?

- ☐ Yes
- ☐ No
- ☐ Not sure

Will these resources support you through the next year?

- ☐ Yes
- ☐ No
- ☐ Not sure

*Removed from short version

The following questions pertain to how your organization **identifies and pursues opportunities**. On a 7-point scale from strongly agree to strongly disagree, **please indicate your level of agreement** regarding the following statements about your organization:

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
The term ‘ risk taker ’ is considered a positive attribute for people in our organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People in our organization are encouraged to take calculated risks with new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization emphasizes both exploration and experimentation for opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We actively introduce improvements and innovations in our organization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization is creative in its methods of operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organization seeks out new ways to do things	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We always try to take the initiative in every situation (e.g., against competitors, in projects and when working with others)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We excel at identifying opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We initiate actions to which other organizations respond	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Removed from short version

The following questions relate to the **resourcefulness of your organization**. On a 7-point scale from always to never, please indicate how often the following statements apply to your organization.

	Always	Most of the time	Sometimes	About half the time	Rarely	Almost never	Never
We usually find workable solutions to new challenges by using our existing resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We typically take on a broader range of challenges than others with our resources would do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Always	Most of the time	Sometimes	About half the time	Rarely	Almost never	Never
We use any existing resource that seems useful to respond to a new problem or opportunity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We deal with new challenges by applying a combination of our existing resources and other resources inexpensively available to us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When dealing with new problems or opportunities, we immediately take action by assuming that we will find a workable solution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
By combining our existing resources , we take on a very broad variety of new challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When we face new challenges, we put together workable solutions from our existing resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We combine resources to accomplish new challenges that the resources were not originally intended to accomplish	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To deal with new challenges we acquire resources at low or no cost and combine them with what we already have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Has the number of people to whom you have provided services increased over the past 2 years?

- ☐ Yes
- ☐ No
- ☐ Not sure

Why has the number of people to whom you have provided services to not increased during the past 2 years?

On a 7-point scale from high barrier to success to high contributor to success, please rate each of the following factors based on their **current impact on your organization's ability to achieve its mission**.

	High barrier to our success	Moderate barrier to our success	Somewhat low barrier to our success	Neither a barrier nor contributor to our success	Contributes somewhat to our success	Moderately contributes to our success	Highly contributes to our success	N/A
Board of directors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to business management expertise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talent retention and skilled staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dedication of volunteers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate customer base for sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stable financing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existing public policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplier relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify) <div></div>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please **rank** each of the following, from 1-6, in terms of their priority for **your organization’s** development.

Expanding business skills of directors and/or managers

Expanding access to customer markets

Increasing access to capital

Accessing professional networks

Raising awareness and demonstrating the value of social enterprise

Networking among stakeholders and potential partners in the community and social enterprise sector

What could the Social Enterprise Network of Nova Scotia (SENNS), do to better support social enterprises like yours (i.e. learning and networking opportunities, building a community of practice, or advocacy/policy work with the government)?

SENNS is Nova Scotia’s social enterprise sector’s support and advocacy network. We speak to government and policy-makers on behalf of social enterprises to help build a sector that contributes to the social, cultural, environmental, and economic well-being of Nova Scotia.

Follow up Information

Follow up Information

The information collected in this section will help SENNS to build its contact list for future correspondence regarding efforts to communicate about and advocate on behalf of the Nova Scotia social enterprise sector.

Do you consent to sharing your contact information (email and phone number submitted in this survey) with SENNS for the purposes of receiving future updates regarding the results of this survey and our work on behalf of the sector?

- ☐ Yes
- ☐ No

Address 1:

Address 2:

City/Town:

Province:

Postal Code:

Web site URL:

Phone number:

In order to further build awareness and knowledge of the sector, SENNS plans to develop a series of stories about NS social enterprises. If you would be willing to have your organization featured in this work, please let us know how to reach you. If you do not wish to be contacted, please leave this space blank.

Do you have any additional comments you would like to add that were not covered in the survey?

Table 7: Main Social, Environmental and Cultural Objectives

Improving a particular community	137
Improving physical health and well-being	96
Improving mental health and well-being	103
Creating employment opportunities	113
Supporting vulnerable people	94
Supporting women and girls/gender equality	40
Supporting vulnerable children and youth	47
Addressing social exclusion	76
Addressing financial exclusion	54
Protecting the environment	63
Providing affordable housing	12
Promoting/providing education and literacy	93
Supporting other Ses, organizations and charities	91
Supporting arts, culture and heritage	118
Other	33
Unknown	1
N = 238	

Table 8: Demographic Groups Served as Part of the Mission	
All people living in a particular place/community	164
Aboriginal/Indigenous People	67
Ethnic group	60
Religious community	35
Children	101
Youth/young adults	124
Seniors	123
Immigrants	69
Refugees	49
Women	116
Men	113
Families	114
LGBTQ+	67
Homeless persons	22
Low income individuals	91
People living with addictions	35
People living with mental disabilities	79
People living with physical disabilities	83
People living with employment barriers	71
Incarcerated/formerly incarcerated people	25
Other	38
N = 238	

Table 9: Products and Services Sold	
Housing	9
Retail	59
Work/meeting space	50
Business support/consultancy	17
Childcare	10
Culture and leisure	78
Social care	16
Health care	12
Hospitality (inc. restaurants)	27
Employment and skills	36
Creative industries (web design, print)	11
Financial support and services	18
Education	62
Food products and catering	58
Wood products	19
Kits and packaging	14
Property care/outdoor maintenance/janitorial	12
Environmental	24
Transport	2
Other	73
N = 237	

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