

Northern Territories Nonprofit Social Enterprise Sector Survey Report



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INTRODUCTION

Overview and Purpose

This survey is the first profile of nonprofit social enterprises (NPSEs) in the northern Canada territories including Yukon, Northwest Territories, Nunavut. Nonprofit social enterprises work in communities to achieve training, income, social, cultural, and environmental mission. They contribute to local economies and growth while striving to address social inequalities. In this study, a nonprofit social enterprise was defined as a business venture owned or operated by a non-profit organization that sells goods or provides services in the market for the primary purpose of creating a blended return on investment, both financial and social/environmental/cultural. A further selection criterion was that the nonprofit social enterprise must, when possible, be independently verified as a nonprofit social enterprise.

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

In 2013, the 47 responding non profit social enterprises in the territories reported to have generated at least \$157 million in revenues, including over \$ 145 million in sales. They paid at least \$22 million in wages and salaries to 960 people. They also trained 2,430 people, provided services to over 103, 375, and engaged 1,470 volunteers.

What is a nonprofit social enterprise?

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

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

A social economy organization refers to those institutions in the community that are neither primarily profit oriented nor state-driven. They are organizations whose primary purpose is to serve social goals in the community and whose structures are based on participatory democratic principles. They include groups that are often referred to as non-profit, voluntary, and cooperative organizations. Nonprofit social enterprises, as defined in this study, are a subset of social economy organizations.

SUMMARY OF THE FINDINGS

Our research initial findings indicate there may be as many as 1237 social economy organizations (SOE's) in the territories. This number was reduced to a list of 1097 confirmed social economy organizations. The organizations were further screened to determine if they operated as nonprofit social enterprises during the study period. We received responses from 165 of these social economy organizations, while 152 organizations provided sufficiently complete responses (for a valid response rate of 15% percent).

This report concerns only those respondents which meet the nonprofit social enterprise definition. We received responses from 52 nonprofit social enterprises, of which 47 provided sufficiently complete responses. However, when reporting financial averages, we base our estimates on the 38 nonprofit social enterprise respondents which provided complete financial data.

- Responding nonprofit social enterprises in the territories have a median age of 18.5 years.
- Nonprofit social enterprises exist for a variety of purposes:
 - 26% of nonprofit social enterprises in the territories provide employment development.
 - 17% of nonprofit social enterprises in the territories provide training for workforce integration.
 - 17% of nonprofit social enterprises in the territories generate income for a parent organization.
 - 79% of nonprofit social enterprises in the territories operate to achieve a social mission.
 - 53% of nonprofit social enterprises in the territories operate to achieve a cultural mission. 23% of nonprofit social enterprises in the territories operate to achieve an environmental purpose.

Nonprofit Social Enterprise Impact

- Nonprofit social enterprises engage people in multiple ways, unlike the more confined employee and client relationships in a traditional business. The same individual may have multiple, intersecting connections to a nonprofit social enterprise, as member, recipient of training, employment and services, employee or volunteer:
 - Nonprofit social enterprises in the territories have an average of 206 individual members and 16 organizational memberships. Overall, the responding nonprofit social enterprises in the territories have at least 9,040 individual members and 705 organizational memberships.
 - Nonprofit social enterprises provided paid employment for at least 960 workers in the territories. This includes fulltime, part-time, seasonal and contract workers, who together earned at least \$ 22 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 415 fulltime equivalent employees.

- Those employed include 540 people who were employed as part of the mission of the nonprofit social enterprise, such as those with disabilities and/or other employment barriers.
- Nonprofit social enterprises also involved 1,470 full- and part-time volunteers.
- In addition, nonprofit social enterprises provided training to 2,430 people and provided services to over 103,375 people.

Financial Results

- Total revenue for responding nonprofit social enterprises in the territories was at least \$157 million. This includes sales of goods and services of \$145 million.
- In financial terms, nonprofit social enterprises in the territories average \$4 million in total revenues, and \$3.8 million in sales. Nonprofit social enterprises in the territories average \$405,000 in net profit/surplus.
- Finance and support:
 - The main sources of grants for nonprofit social enterprises were provincial/territorial (64%), federal (43%) and municipal governments (36%). Other sources included private individuals (47%), corporations (30%), parent organizations (13%) and foundations (13%). 13 percent of nonprofit social enterprises in the territories received no grants.
 - 9 percent of the nonprofit social enterprises received loans from banks. 85 percent of nonprofit social enterprises received no loans.

Challenges

The responding nonprofit social enterprises identified the following challenges as a “serious” or “moderate”:

- 44% of the organizations identified training as a moderate or serious challenge
- 46% of the organizations identified getting volunteers as a moderate or serious challenge
- 61% of the organizations identified finding funding as a moderate or serious challenge

The responding nonprofit social enterprises indicated increasing numbers of users, but decreasing/stable numbers of members in the past 3 years:

- 42% of the organizations indicated that the number of users had “stayed the same” or “decreased”, while 58% said the number of users had “increased”.
- 63% of the organizations indicated that the number of members had “stayed the same” or “decreased”.

The responding nonprofit social enterprises indicated that revenues/funding were mostly stable or increasing:

- 19% of the responding nonprofit social enterprises indicated that revenues/funding has shown “negative growth” or “fast negative growth” in the past 3 years.

DATA NOTES AND METHODOLOGY

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

Best efforts were made to create a sample frame that included all social economy organizations in the territories and to collect data from a representative sample of this population. Sources used to identify verifiable or potential social economy organizations included:

- The Yukon Research Centre, Aurora Research Institute, the Nunavut Research Institute and Lakehead University
- Advice from persons knowledgeable about the nonprofit social enterprise sector

Based on these lists, a total of 1237 organizations that were potential social economy organizations were identified. Further screening resulted to a confirmed list of 1097 social economy organizations. We received responses from 165 of these social economy organizations, while 152 organizations provided sufficiently complete responses (for a valid response rate of 15% percent, see Table 1).

This report concerns only those respondents which meet the nonprofits social enterprise definition. Drawing from the objectives of this study, the organizations were asked either verbally, or with the following text included on the first page of the questionnaire to determine whether they were operating a nonprofit social enterprise:

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

Using the above definition, we received responses from 52 nonprofit social enterprises, of which 47 provided sufficiently complete responses. However, when reporting financial averages, we base our estimates on the 38 nonprofit social enterprise respondents which provided complete financial data.

Table 1: Sample Survey Response

	YK	NT	NU	All
Initial lists of potential social economy organizations	587	369	282	1238
Not contactable	47	15	25	87
Contacted, not a social economy organization	6	25	22	53
Confirmed list of social economy organizations	534	329	235	1098
Contacted, refused to participate	6	3	3	12
No response	436	278	207	921
Partial response	92	48	25	165
Complete response	84	45	22	151
Net response rate (partial response/confirmed)	17.20%	14.60%	10.60%	14.00%
Owns or operates a nonprofit social enterprise (total response)	27	12	13	52
Owns or operates a nonprofit social enterprise (complete response)	26	9	12	47

Questionnaire

The questionnaire was initially developed and piloted by students in Peter Hall's spring 2009 course, SCD 403 (Leadership in Sustainable Community Development). The questionnaire has been further refined by the research team in subsequent (e.g., legal structure was clarified; set of sector definitions was expanded) and to also meet newly identified specific data needs (e.g., sources and uses of grant financing). However, the basic structure and length of the tested and proven questionnaire was retained. See Appendix F for the complete questionnaire. The Yukon Research Centre, Aurora Research Institute, the Nunavut Research Institute and Lakehead University added some supplementary survey questions to the original research. These questions evaluated the challenges facing social economy organizations in the territories including accessing funding, training, recruiting volunteers, membership and growth in revenue. The questionnaire was transferred for online completion using the online survey software, SurveyCrafter in 2012. Paper copies of the survey were made available online or via mail on request.

Data Treatment and Management

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

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

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

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

Although it is inaccurate to speak of many nonprofit social enterprises in terms of profitability, since many are budget- or service-maximizers while others are satisficers¹, we did calculate Net

¹ With acknowledgement and apology to Herbert Simon, here we use the term 'satisfice' to describe the extremely complex motivations of a small number of nonprofit social enterprises which seek to meet the multiple needs of a

Profit / surplus as revenue minus expense. This allowed us to identify nonprofit social enterprises that broke even (i.e., showed a surplus of zero or more in the (year) financial year).

Outliers

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

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

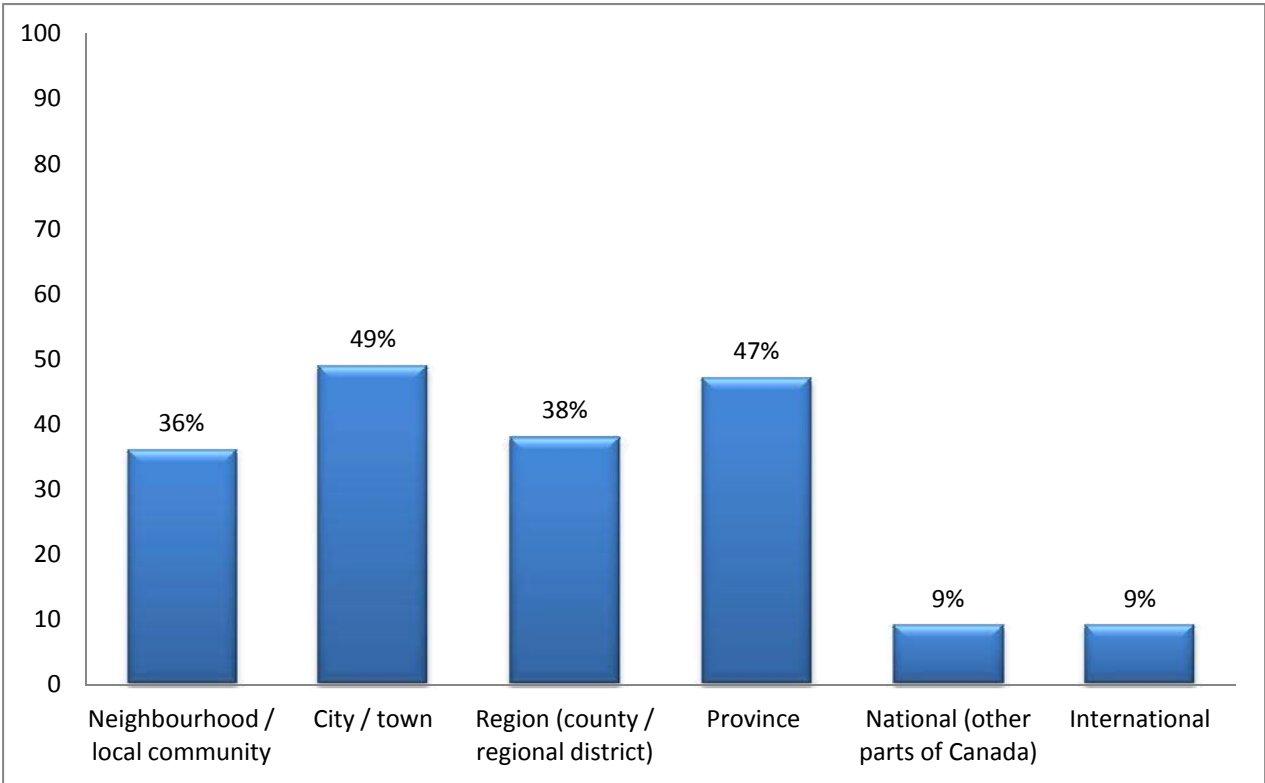
defined population without trying to maximize any one of them, and without trying to grow beyond their existing scale.

ORGANIZATIONAL PROFILE

Nonprofit social enterprises in the territories are most likely to operate at the scale of neighbourhood or local community (36%), at the city or town scales (49%) and/or regional district (39%) scales. The least proportions of nonprofit social enterprises operate at the national scale (9%) and international scale (9%) (See Figure 1). The full breakdown of geographical scales of operation of nonprofit social enterprises activity is as follows:

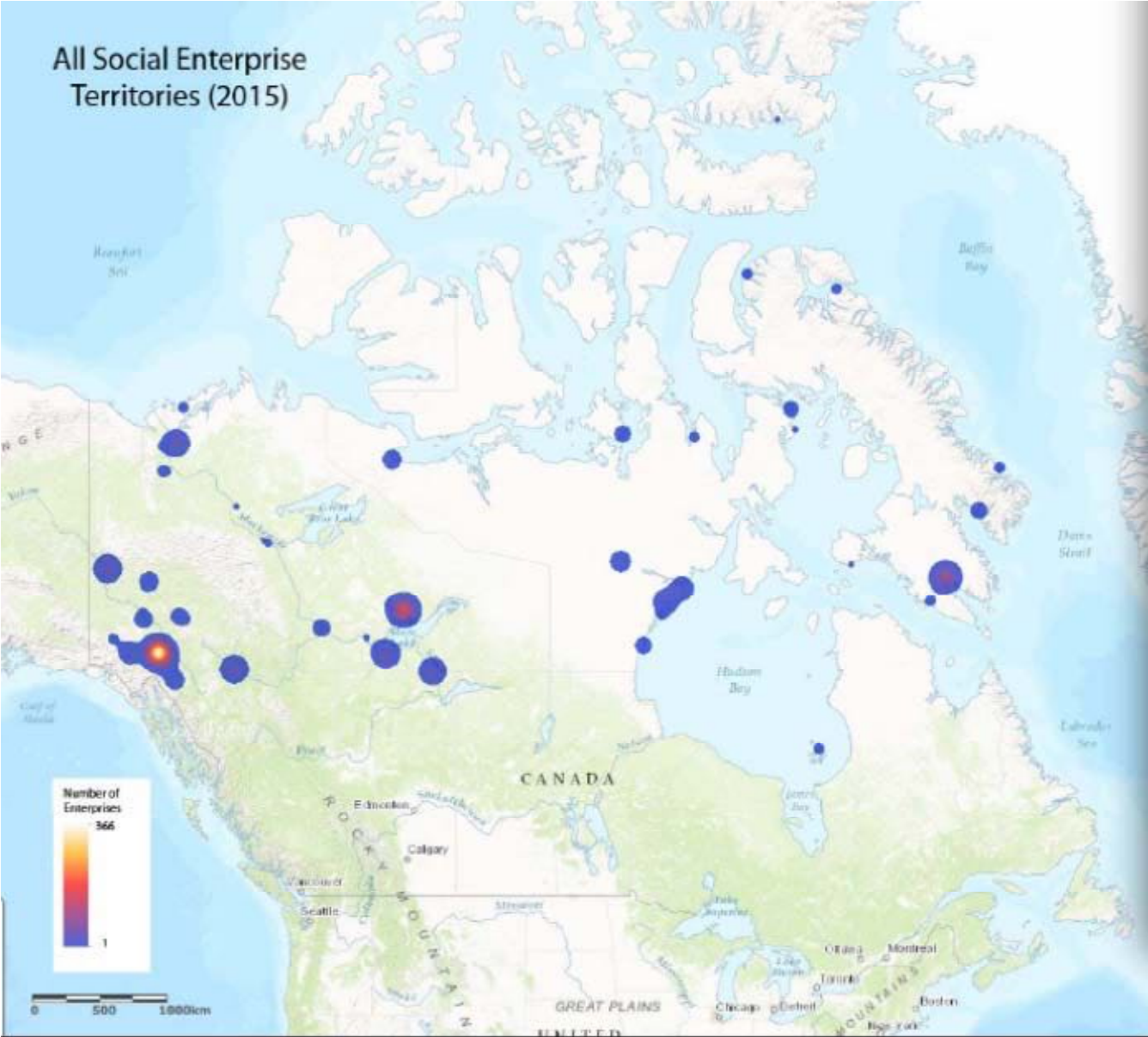
- 36% operate at neighbourhood/local community scale
- 49% operate at city/town scale
- 38% operate at the regional district scale
- 47% operate at the provincial scale
- 9% operate at national scale
- 9% of nonprofit social enterprises operate at the international scale

Figure 1: Scale of Nonprofit Social Enterprise Activity (percent)



Map 1 below shows the scales of operation of all identified nonprofit social enterprises (respondents and non-respondents) in the territories.

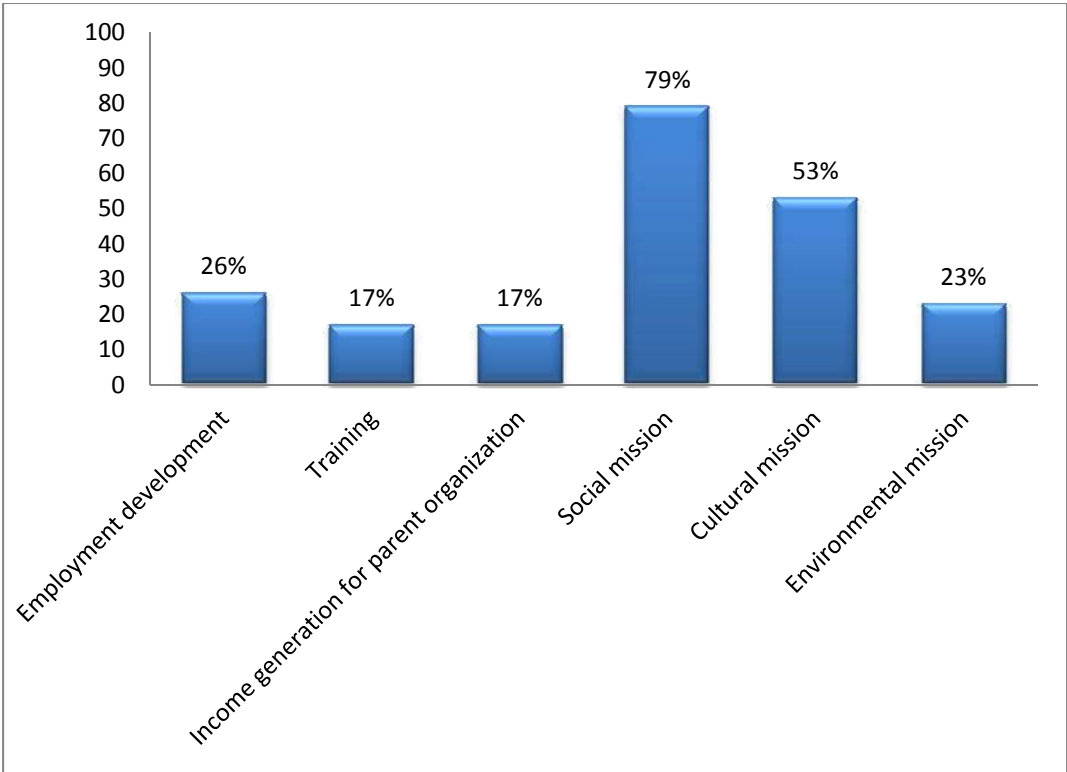
Map 1: Nonprofit Social Enterprise Respondents



Purpose and Mission Profile

Nonprofit social enterprises in the survey reflect a number of non-exclusive purposes. As shown in Figure 2, the highest percentage of nonprofit social enterprises (79%) describe themselves as having a social purpose, while 53 percent of nonprofit social enterprises operate to achieve a cultural purpose. 26 percent work towards employment development, 23 percent focus on the environment and 17 percent on training for workforce organization. 17 percent of nonprofit social enterprises in the territories focus on income generation for parent organizations.

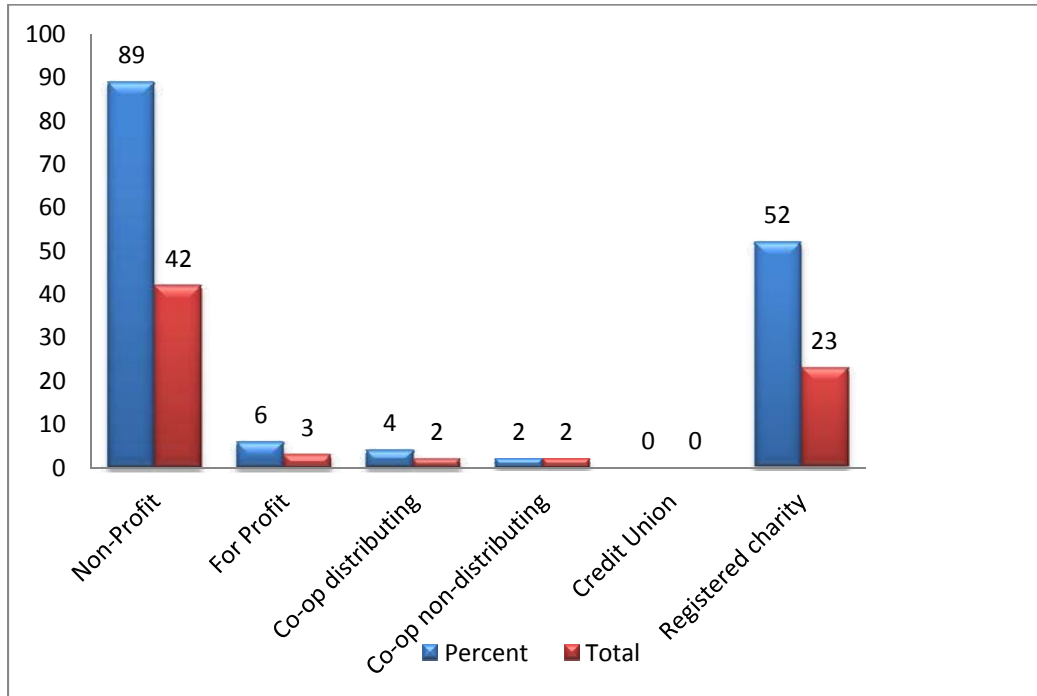
Figure 2: Nonprofit Social Enterprises Purpose (percent)



Organization Structure

42 (89%) of the surveyed nonprofit social enterprises have a non-profit corporate structure. 52 percent of the nonprofit social enterprises were registered charities. Few (6%) of the SE's described themselves as a for-profit organization; hence they are wholly owned by a nonprofit parent and that work to fund their parent non-profit corporation. 4 percent of the respondents had a co-op distributing and 2 percent co-op non-distributing structures, while none had credit union structures (See Figure 3).

Figure 3: Corporate Structure (Percent and Total)

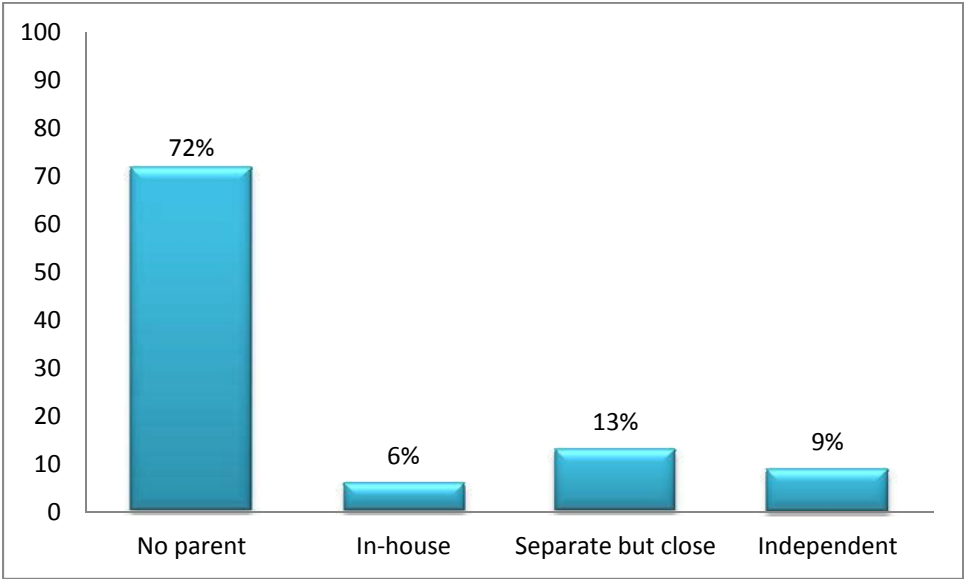


Relationship with Parent Organization

Only 28 percent of responding NPSE's in the territories have a parent organization. As figure 4 shows, the majority of NPSE's (72%) are not owned or supported by a parent organization. 13 percent of the NPSE's describe their relationship with parent organizations as separate but close. Nonprofit social enterprises with parent organizations characterized their relationship with their parent in the following ways:

- In-house, program, project or department of the parent organization: 6%
- Separate organization working closely with parent organization: 13%
- Independent from parent organization: 9%

Figure 4: Relationship with Parent Organization

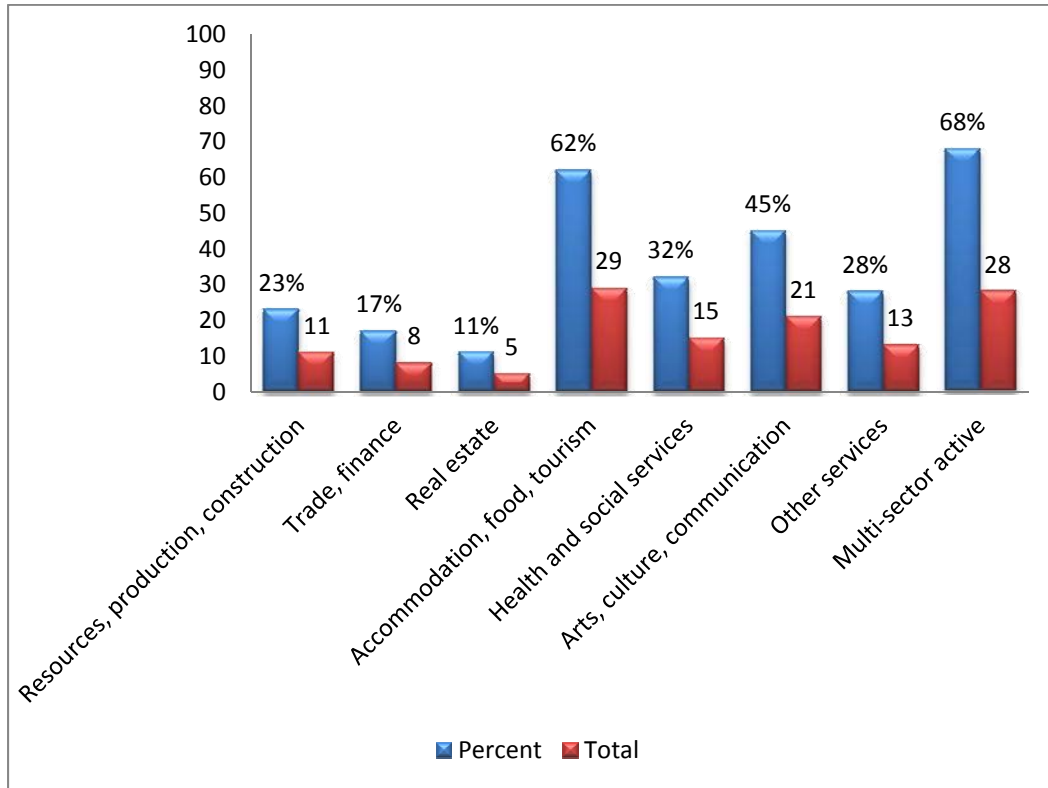


Sectors of Operation

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

Figure 5 (below) shows the seven sectors, as well as the number and percentage of nonprofit social enterprises operating in multiple sectors. In fact, more than half all nonprofit social enterprises (68%) sell products and services in two or more sectors. Since an individual nonprofit social enterprise could sell more than one product or service within each sector, this implies that some nonprofit social enterprises are selling multiple products and/or services. A substantial proportion of nonprofit social enterprises operated in the accommodation, food and tourism (62%), and the arts, culture and communication sectors (45%).

Figure 5: Sector of Operation (percent and total)



Groups Served

A wide variety of groups are served by nonprofit social enterprises. As Figure 6 and Table 2 reveal, 77 percent of nonprofit social enterprises focus on those people living in the immediate neighbourhood as their target population. 48% of NPSE’s served First Nations groups. A number of NPSE’s focused on youth (64%). A significant number of NPSE’s also focused on women, first nations groups, children and low income individuals.

Figure 6: Population Served

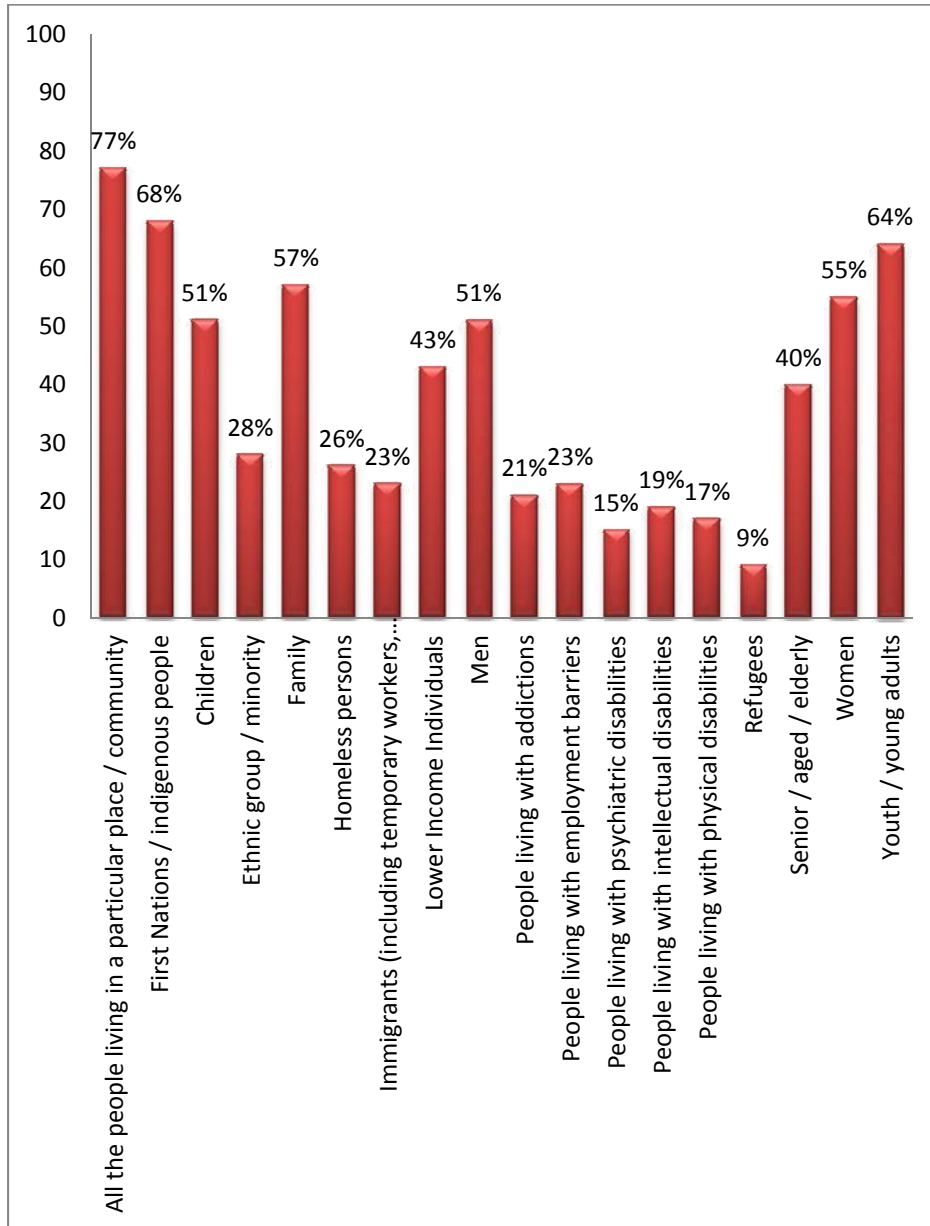


Table 2: Population Served

Population Served	Percent of Nonprofit social enterprises Serving this Population (Percent)
All the people living in a particular place / community	77
First Nations / indigenous people	68
Children	51
Ethnic group / minority	28
Family	57
Homeless persons	26
Immigrants (including temporary workers, permanent residents, etc)	23
Lower Income Individuals	43
Men	51
People living with addictions	21
People living with employment barriers	23
People living with psychiatric disabilities	15
People living with intellectual disabilities	19
People living with physical disabilities	17
Refugees	9
Senior / aged / elderly	40
Women	55
Youth / young adults	64

Employment

Nonprofit social enterprises engage members, volunteers, employees, and those that could be designated as special needs employees. Nonprofit social enterprises provide meaning and dignity for marginalized individuals or those with a disability through work. While the nonprofit social enterprise may be subsidized by the public sector, these individuals also earn wages as

employees. Often the subsidy funds are allocated to training and special supports that allow nonprofit social enterprise beneficiaries to engage in business and employment opportunities they might not otherwise be able to access. This particular phenomenon within nonprofit social enterprises complicates the task of enumerating employment figures than otherwise would be the case.²

Nonprofit social enterprises provided paid employment for at least 960 people in the territories. This includes fulltime, part-time, seasonal and contract workers, who together earned at least \$22 million in wages and salaries. Fulltime, part-time and seasonal workers represent an estimated 415 fulltime equivalent employees.

Those employed include at least 540 who were employed as part of the mission of the nonprofit social enterprise, such as those with disabilities and/or other employment barriers.

Nonprofit social enterprises also involved at least 1470 full- and part-time volunteers.

Table 3 reflects a breakdown of the employment statistics. The surveyed nonprofit social enterprises were responsible for at least 336 full-time, 182 part-time, 182 seasonal and 256 contract positions.

² Note that our employment numbers are conservative regarding estimation of impact on nonprofit social enterprise activity. For example, some marketing and cooperative nonprofit social enterprises that work with, for example, small-scale farmers, refugees, street vendors, to ensure that they receive market access and fair trade prices for their product are recorded as receiving services (i.e., marketing, distribution, technical advice) and may be working as 'contractees' but are not recorded as employees. Many of these people would not be receiving an income without the activity of the nonprofit social enterprise, but to call them employees in the standard sense is not accurate. Where nonprofit social enterprises place members of designated groups in employment, these individuals may be counted as FTEs or as contract workers as appropriate. Somewhat balancing this underestimation is that in a limited number of cases, the 'employed' from designated groups are counted as 'unpaid volunteers'. The bottom line is that the employment of individuals from the designated groups is broadly but not precisely encompassed within the count of paid employment (i.e., FTEs) and so should be interpreted with care. Of course paid employees also include professional and other stage that do not face employment barriers and are not employed as part of the mission of the SE.

Table 3 Employment

Number	Mean³	Range	Total
Members of designated groups employed in (year) (included in the full-time, part-time, FTE, Seasonal and contract counts)	11.65	0-75	540
Full-time (work 30+ hrs per week)	7.50	0-52	340
Part-time (work<30hrs per week)	4.00	0-40	180
Seasonal employees (30 or more hours per week for more than 2 weeks but less than 8 months) in (year)	4.00	0-70	180
FTE (Estimate)	9.20	0-52	415
Freelance and contract workers (hired for a specific project or term) in (year)	5.70	0-65	260
Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in (year)	17.10	0-400	620
Volunteers (incl. unpaid interns, etc) who worked less than 10hrs/month in (year)	23.80	0-250	860

Membership

Organizational Memberships

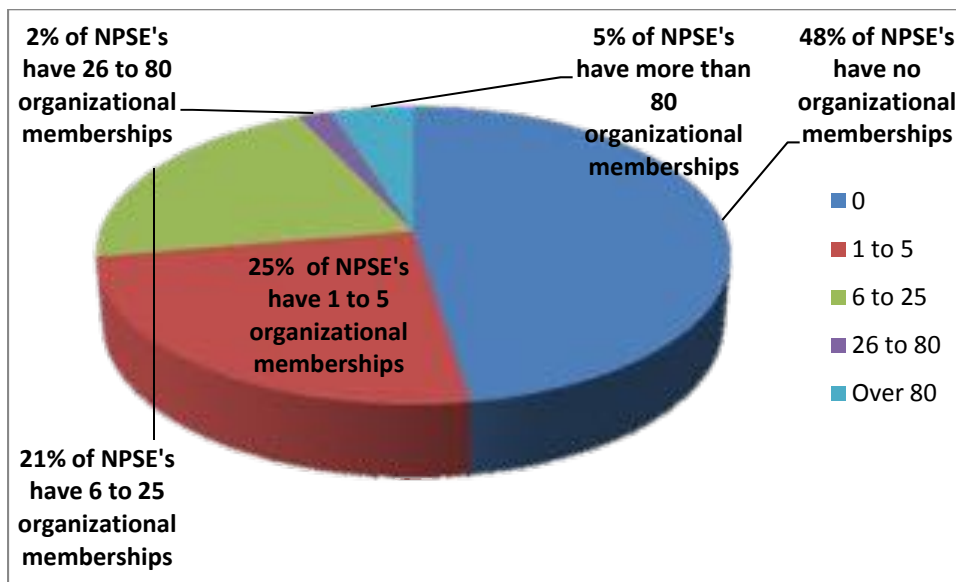
87 percent of the responding nonprofit social enterprises in the territories reported having a membership base. The NPSE's had an average of 206 individual members per enterprise, combining for a total of at least 9,040 individual members, as well as at least 16 organizational memberships for a sum of 705 organizational memberships. The individual members per nonprofit social enterprise ranged from 1 to 4000 members. Table 4 and figure 7 illustrate distributions in organizational membership. 25 percent of nonprofit social enterprises have 1 to 5 organizational memberships, while 21 percent had between 6 to 25 organizational memberships. Almost half of the responding NPSE's had no organizational membership (See Table 4 & figure 7).

³ These figures are based on reported data. The average could be impacted by missing data.

Table 4: Distribution of Nonprofit Social enterprises by Number of Organizational Memberships

Number of Organizational Members in 2013	Percent of Nonprofit social enterprises
0	48
1 to 5	25
6 to 25	21
26 to 80	2
Over 80	5

Figure 7: Distribution of Nonprofit Social Enterprises by Number of Organizational Memberships



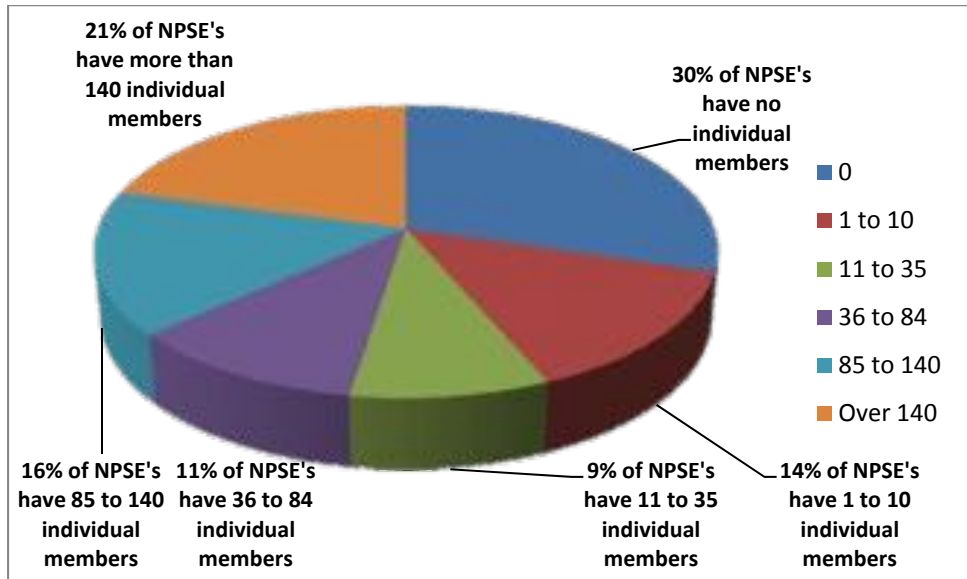
Individual Members

21 percent of the nonprofit social enterprises had more than 140 individual members and 14 percent had 1 to 10 individual members. 30 percent of NPSE’s did not have individual members (See Table 5 & figure 8).

Table 5: Distribution of Nonprofit Social enterprises by Individual Members

Number of Individual Members 2013	Percent of Nonprofit social enterprises
0	30
1 to 10	14
11 to 35	9
36 to 84	11
85 to 140	16
Over 140	21

Figure 8: Distribution of Nonprofit Social Enterprises by Individual Members



ORGANIZATIONAL ANALYSIS

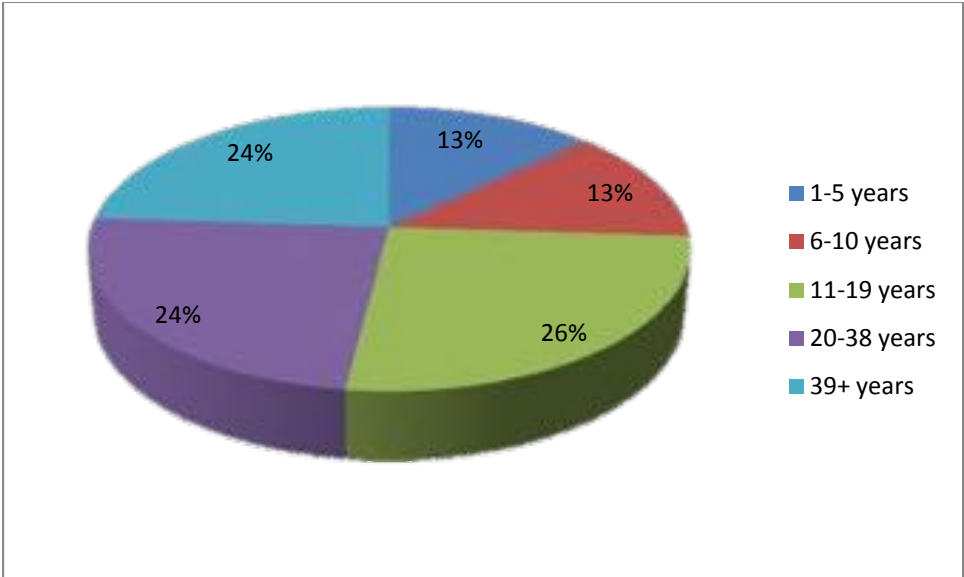
Age of the Nonprofit Social Enterprises

Nonprofit social enterprises in the territories vary in the number of years they have been in operation as highlighted on Table 6 and Figure 9. The majority of nonprofit social enterprises surveyed (26%) have been in operation for five years or less. Those that have operated for more than 39 years, account for 24 percent of the responding nonprofit social enterprises. The mean age of nonprofit social enterprises in the territories was 24 years. Many of the responding organizations began selling their goods and services after 1996 (median). The oldest enterprise was formed in 1950 (65 years old) and the newest was formed in 2013.

Table 6: Distribution of Nonprofit Social Enterprise by Years of Operation

Age	Number of Organizations	Percent
1-5 years	5	13
6-10 years	5	13
11-19 years	10	26
20-38 years	9	24
39+ years	9	24

Figure 9: Distribution of Nonprofit Social Enterprise by Years of Operation



Areas of Focus

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

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

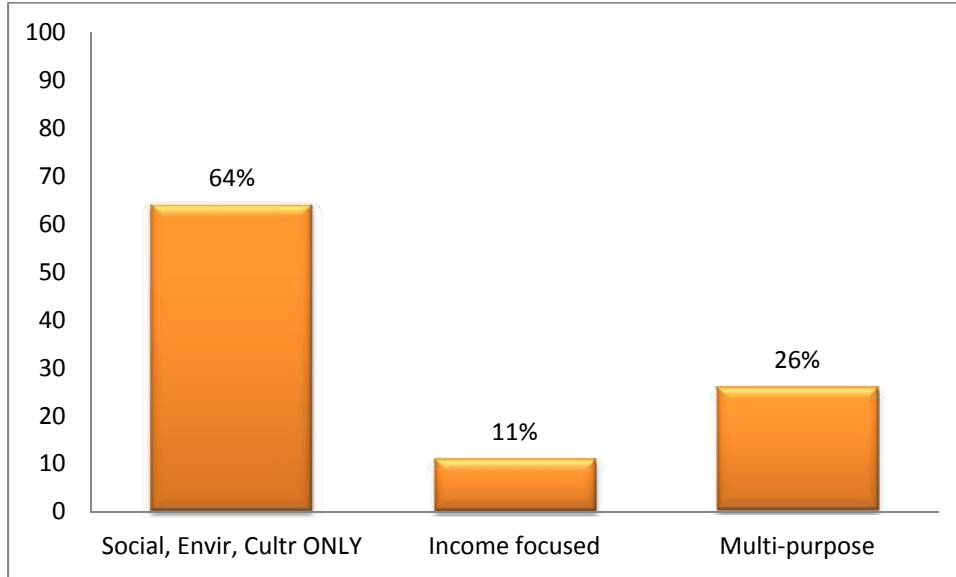
Socially, culturally or environmentally-focused: an organization with a social, cultural and/or environmental focus and which has neither income-generation nor employment as an additional focus.

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

A 3-way Purpose Classification

Figure 10 shows a 3way purpose classification for the categories used in this study. 64 percent of nonprofit social enterprises in the territories have a social, cultural and/or environmental purpose, 11 percent focus on generating income for a parent organization, while 26 percent have multiple areas of purpose. 40 percent of the responding NPSE's reported having an employment focus revealing that they provided employment, trained or targeted people with employment barriers. Moreover, 64 percent of the NPSE's address poverty by targeting people with employment barriers, low income or the homeless.

Figure 10: Areas of focus by 3way Purpose Classification



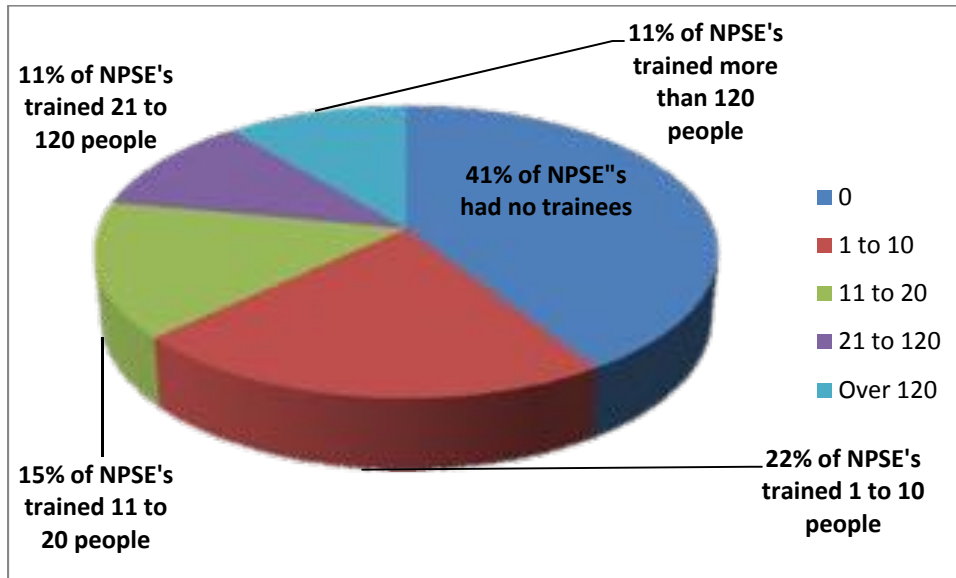
Training

As part of their mission, nonprofit social enterprises often train and employ services to designated demographic groups. Table 7 and Figure 11 show the distribution of people trained from target population in 2013. 22 percent of NPSE’s trained 1 to 10 people.

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

Number Trained, 2013	Percent of Nonprofit social enterprises
0	41
1 to 10	22
11 to 20	15
21 to 120	11
Over 120	11

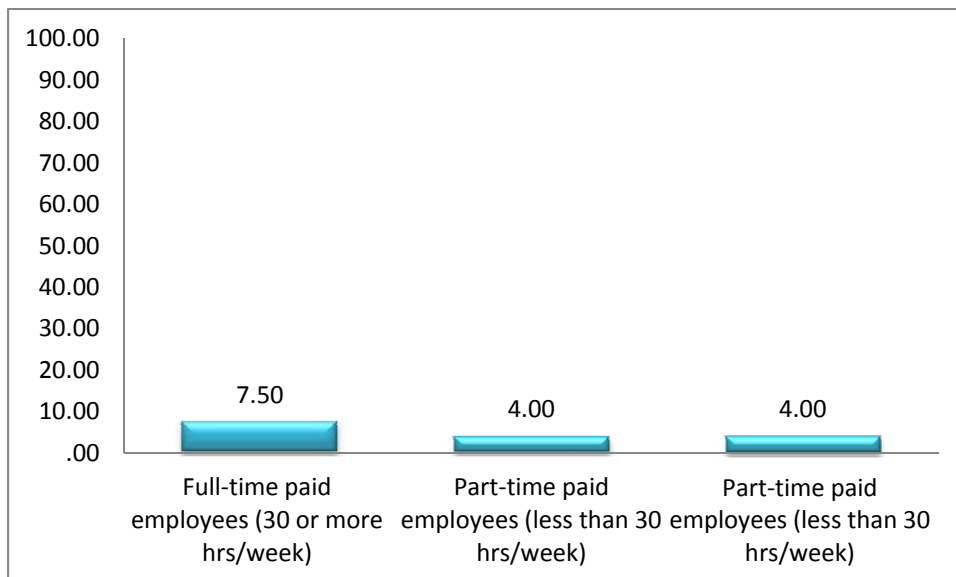
Figure 11: Distribution of Number Trained from Target Population by Nonprofit Social Enterprises



Nonprofit Social Enterprises Employment

Nonprofit social enterprises are important direct employers in the communities. The responding nonprofit social enterprises in the territories show that a mean of about 7.50 people were full time paid employees (See Figure 12), while 4 people (mean) were paid part-time employees and at least 4 people (mean) were seasonal employees.

Figure 12: Employment (Mean) per Nonprofit Social Enterprise, 2013

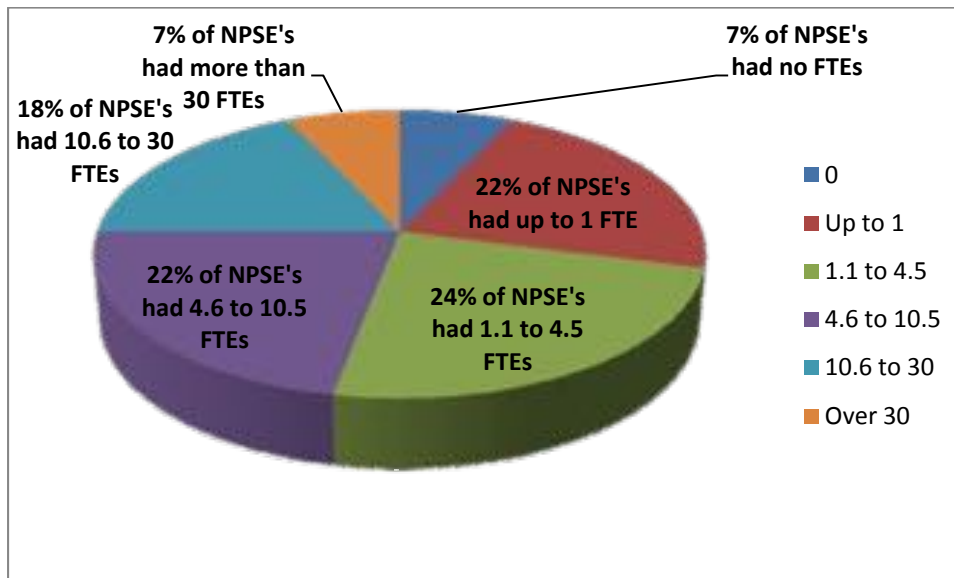


24 percent of responding nonprofit social enterprises provided Full Time Equivalent (FTE) positions in a range of 1.1 to 4.5 employees (See Table 8 & Figure 13). 22% of the enterprises provided FTE positions in a range of 4.6 to 10.5 FTEs.

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

Estimated FTEs in 2013	Percent of Nonprofit social enterprises
0	7
Up to 1	22
1.1 to 4.5	24
4.6 to 10.5	22
10.6 to 30	18
Over 30	7

Figure 13: Distribution of Nonprofit Social Enterprises by Estimated FTEs in 2013

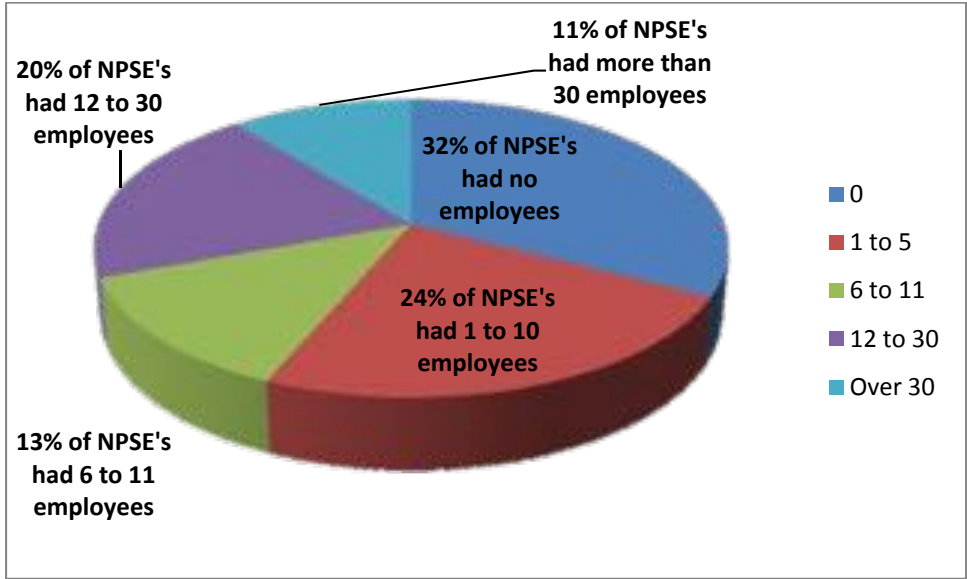


The nonprofit social enterprises surveyed also provided employment for the targeted groups. 24 percent of the responding enterprises employed between 1 to 5 people from the target population, while a 20 percent of nonprofit social enterprises provided employment for 12 to 30 employees (See Table 9 & Figure 14).

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

Number of People Employed in 2013	Percent of Nonprofit social enterprises
0	33
1 to 5	24
6 to 11	13
12 to 30	20
Over 30	11

Figure 14: Distribution of Nonprofit Social Enterprises by Number Employed from Target Population



Volunteers

Nonprofit social enterprises are key actors in mobilizing volunteers. 86 percent of the responding enterprises had volunteers. The total number of full-time and part-time volunteers in the responding nonprofit social enterprises in the territories was 1,470. Many of the NPSE’s (22%) had more than 29 part-time and full-time volunteers (See Table 10 & Figure 15). 19 percent of the nonprofit social enterprises surveyed included more than 10 volunteers in their activities for 10 or more hours in a month (See Table 11, Figure 16). 33 percent of nonprofit social enterprises had volunteers’ more than 10 volunteers working less than 10 hrs in a month (Table 12 & Figure 17).

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

Number of Total Volunteers	Percent of Nonprofit social enterprises
0	14
1 to 5	14
6 to 10	25
11 to 29	25
Over 29	22

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

Figure 15: Distribution by Total volunteers (part and full-time added)

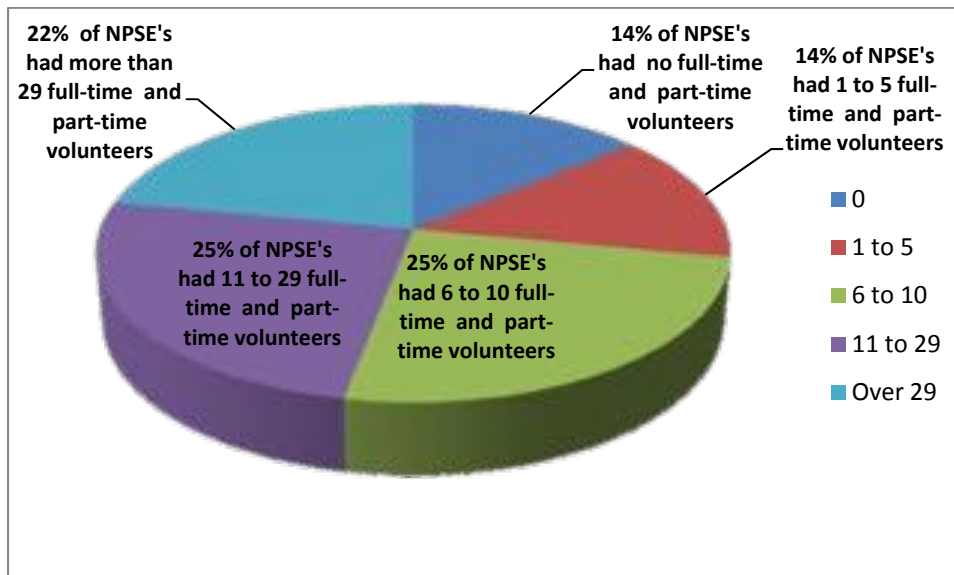


Table 11: Distribution by Full-time Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013

Number of Volunteers working 10 or more hrs/month	Percent of Nonprofit social enterprises
0	50
1 to 5	14
6 to 10	17
Over 10	19

Figure 16: Distribution by Full-time Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month in 2013

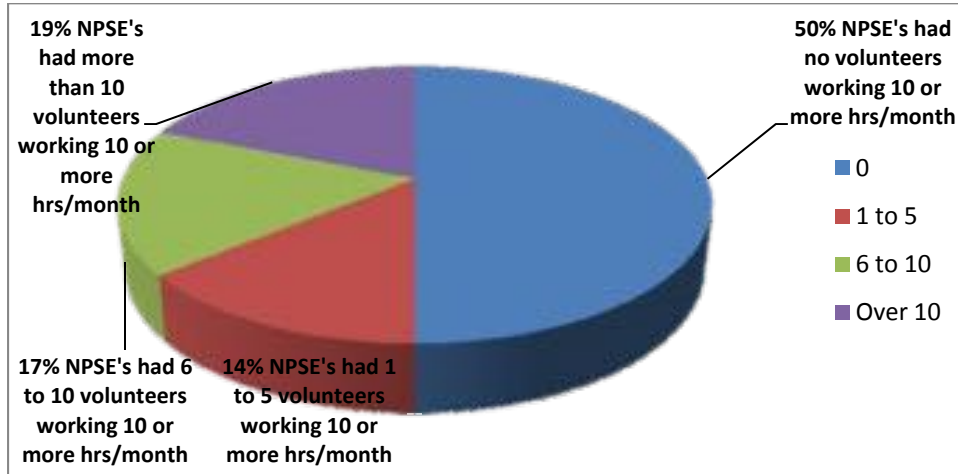
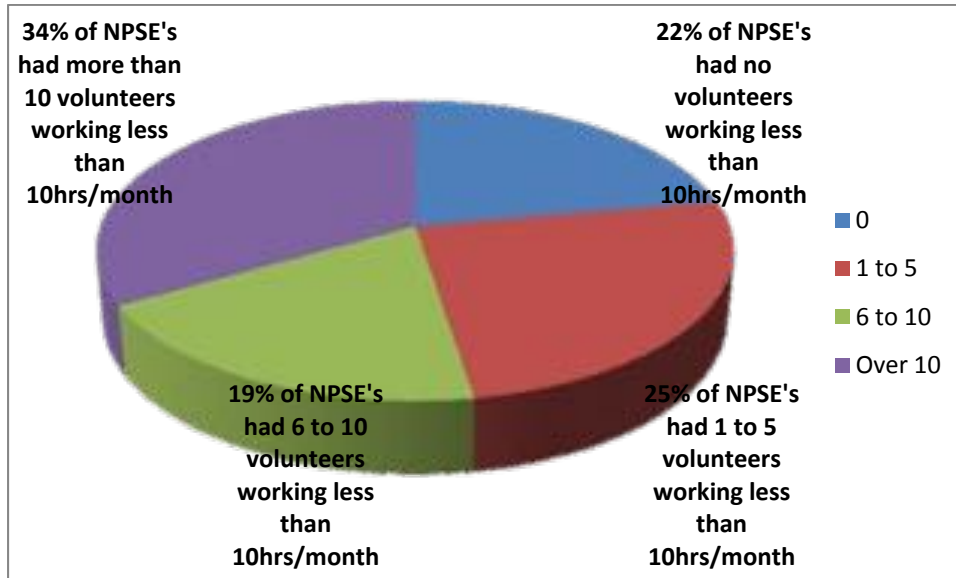


Table 12: Distribution by part-time Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in 2013

Number of volunteers working less than 10 hrs/month in 2013	Percent of Nonprofit social enterprises
0	22
1 to 5	25
6 to 10	19
Over 10	33

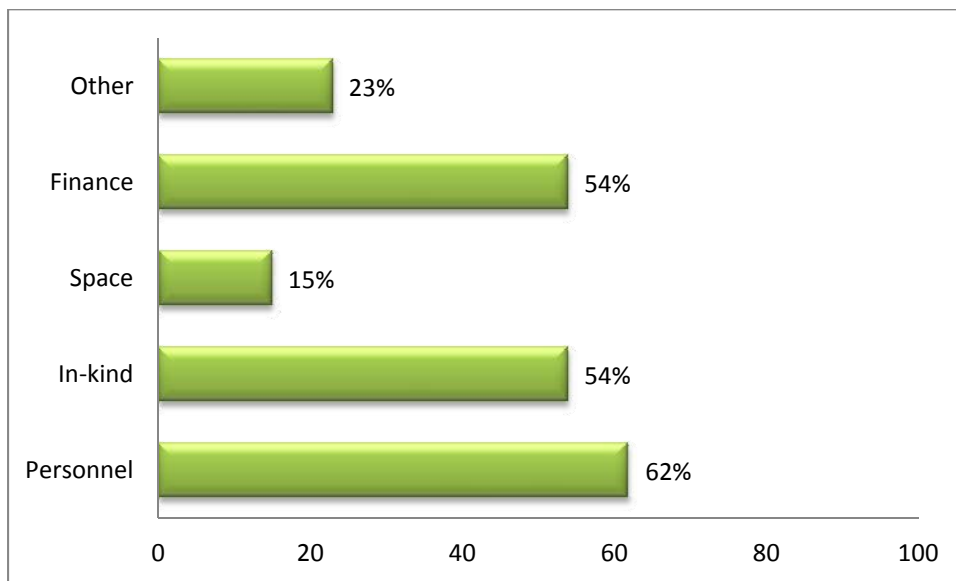
Figure 17: Distribution by part-time Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month in (2013)



Relationship with Parent Organization

As shown previously on Figure 4, 72 percent of the responding nonprofit social enterprises did not have a parent organization. Of those with parent organization, 62 percent of the funding was used for personnel support. Approximately 54 percent of the funds were in-kind, and more than half of the funds were directed towards the organizations’ finances (See Figure 18).

Figure 18: Areas of Parent Support (only for those with parents)



FINANCIAL PROFILE

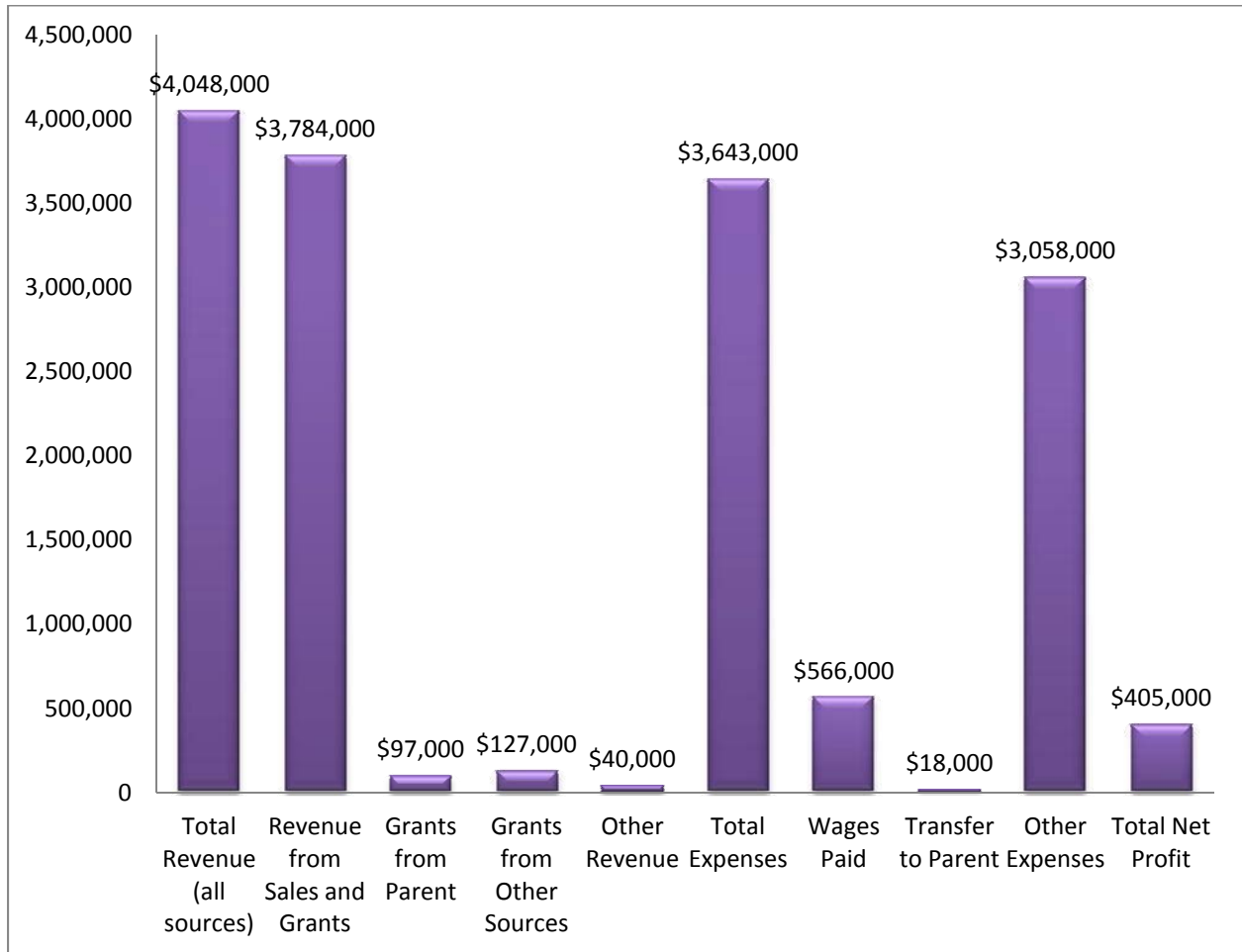
Financial Results

Nonprofit social enterprises make significant contributions to local economies. Moreover, nonprofit social enterprise success is determined by their ability to generate profits. In this survey, the average revenue from all sources for the surveyed nonprofit social enterprises in 2013 was \$ 4 million (See Table 13 & Figure 19). The responding nonprofit social enterprises generated more revenue than expenses (an average positive net profit) of \$405, 000. 77 percent of responding NPSE's broke even in 2013, while 32 percent of the enterprises broke even without grants. This latter finding underlines the importance of ongoing support to allow nonprofit social enterprises to achieve their social mission.

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

Total Revenue (all sources)	\$4,048,000
Revenue from Sales and Grants	\$3,784,000
Grants from Parent	\$97,000
Grants from Other Sources	\$127,000
Other Revenue	\$40,000
Total Expenses	\$3,643,000
Wages Paid	\$566,000
Transfer to Parent	\$18,000
Other Expenses	\$3,058,000
Total Net Profit	\$405,000

Figure 19: Finances: Average Revenue and Expenses in 2013 reported by responding NPSE's



Sources of Finance

Governments were an important source of financing for nonprofit social enterprises as were the provincial government (64%), private individuals (47%) and the federal government (43%) (See Figure 20). Most of the grants (81%) were used for nonprofit social enterprises' operations (See Figure 21). 85 percent of the responding nonprofit social enterprises did not receive any loans (See figure 22) and the few with loans used the funds for organizations' operations and capital investments (see figure 23).

Figure 20: Sources of Grants

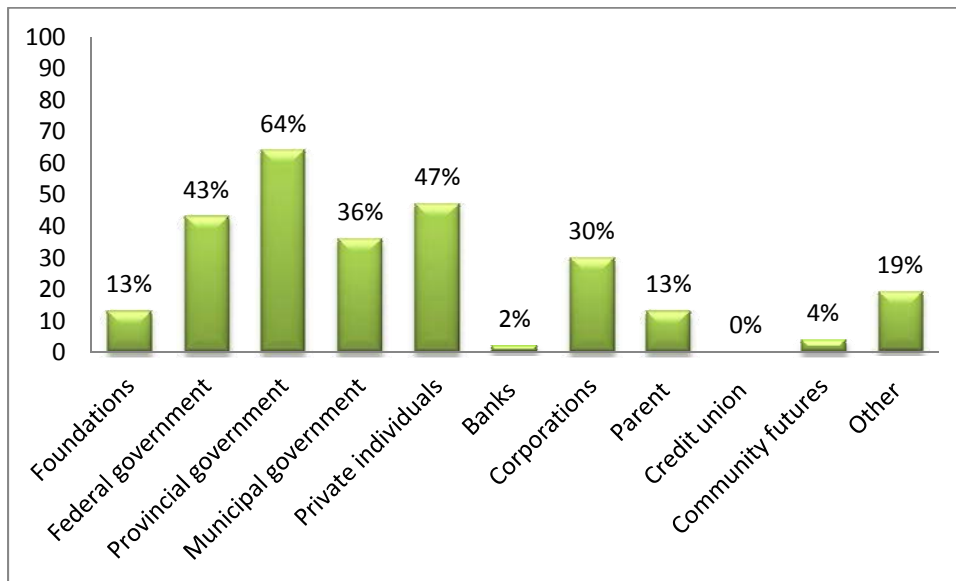


Figure 21: Purpose of Grants

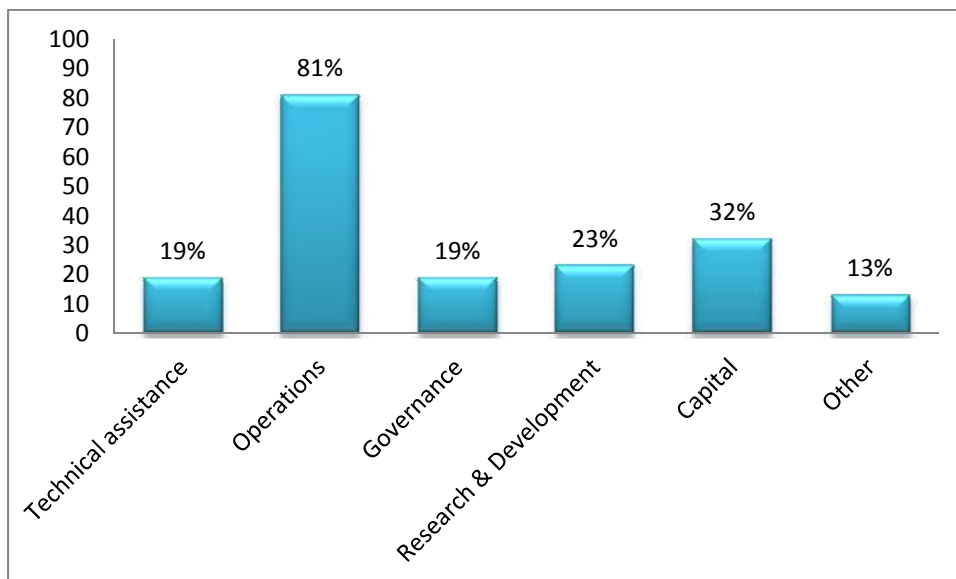


Figure 22: Sources of Loans (Percent)

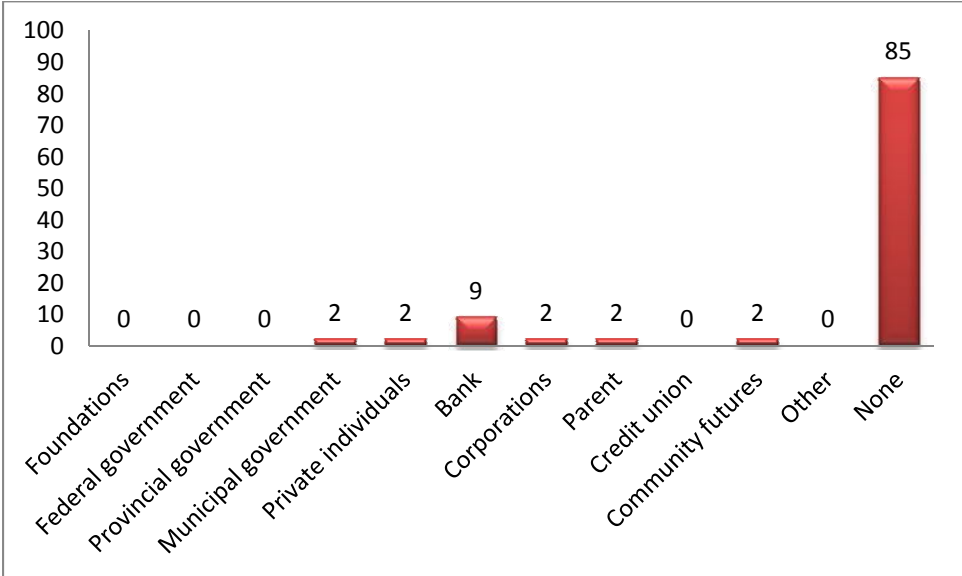
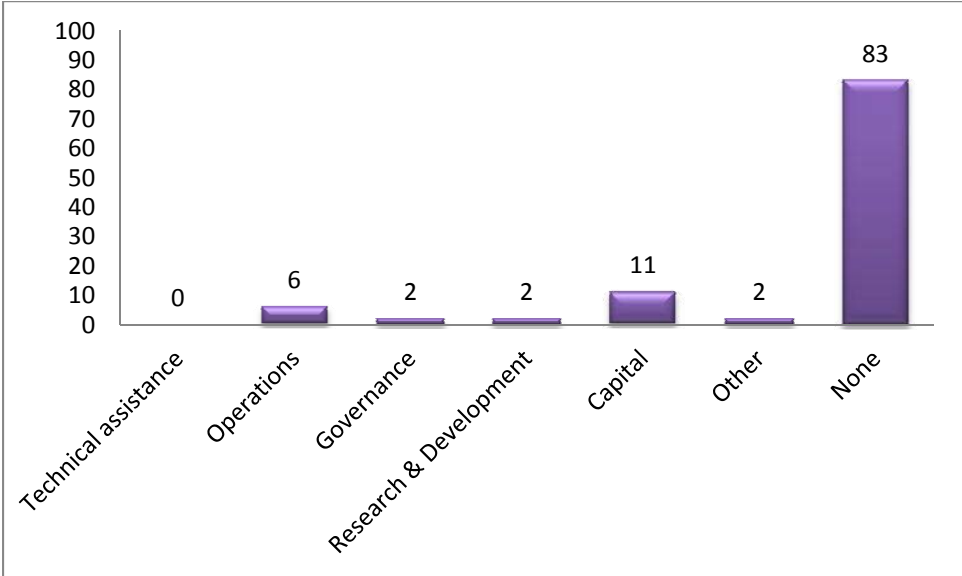


Figure 23: Purpose of Loans (Percent)



CHALLENGES FACING NONPROFIT SOCIAL ENTERPRISES IN THE NORTHERN TERRITORIES

As part of the nonprofit social enterprise sector survey, respondents were invited to provide their perspectives challenges facing social economy organizations in the territories including accessing funding, training, recruiting volunteers, membership and growth in revenue. 44 percent of the NPSE’s identified training as a moderate or serious challenge, while 46 percent highlighted the recruitment of volunteers as a moderate or serious challenge. A significant number (61%) of the NPSE’s identified finding funding as a moderate or serious challenge (See Table 14).

Table 14: Challenges facing NPSE’s in the northern territories (training, volunteers and funding)

	Training	Volunteers	Funding
Not a problem	36	27	12
A small problem	19	27	28
A moderate problem	33	27	40
A serious problem	11	20	21

Responding NPSE’s also highlighted challenges with the number of users and members over the last three years. 42 percent of the organizations indicated that the number of users had “stayed the same” or “decreased”. More than half (63%) of the organizations indicated that the number of members had “stayed the same” or “decreased.”

Table 15: Challenges facing NPSE’s in the northern territories (users and members)

	Users	Members
Increased	58	38
Stayed about the same	35	50
Decreased	7	13

Finally, as table 16 reveals, 19 percent the responding NPSE’s reported that that revenues funding has shown “negative growth” or “fast negative growth.”

Table 16: Challenges facing NPSE's in the northern territories (funding)

Fast growth	11
Growth	28
Stable	43
Negative growth	15
Fast negative growth	4

CONCLUSION

This survey highlights the scope and activities of nonprofit social enterprises in the northern territories and reveals that nonprofit social enterprises are critical actors in multiple sectors of the economy. They provide goods and services to local neighbourhoods, cities and towns and regions. Nonprofit social enterprises also play a role in the labour economy by creating jobs, training and services for underrepresented or marginalized groups in society. The majority of organizations in this survey focused on social and cultural missions. In addition, more than half of the nonprofit social enterprises targeted people with employment barriers such as low income and homeless populations. Nonprofit social enterprises in the territories also serve different categories of people including youth, women, and first nation and indigenous groups as well as those with disabilities. Almost all of the responding enterprises worked with volunteers in advancing their missions. The study also shows that nonprofit social enterprises in the province rely on funding from government, private individuals and corporations and are trying to become more effective by meeting their missions using enterprising strategies.

Appendix A: Key Points of Comparison-Purpose⁴

	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories (n=47)	All Territories (n=151)	NU * (n=22)	NT (n=45)	YK (n=84)
Demographic profile					
Year of formation: median	1990	1993	2002	1992	1990
Year of first sale: median	1995.5	1997	2004	2000	1992
Number of business sectors (1-7): average	2.2	1.4	1.9	1.4	1.2
Number of targeted populations (0-17): average	6.1	4.9	6.3	4.9	4.6
Individual members: average in (2013)	205.5	229	245.3	395.8	144.2
Organizational members: average in (2013)	16	59.3	20.6	14.3	91.2
Trained: average for (2013)	52.8	46.2	117.5	41.8	29
Employed (from target group): average for (2013)	11.7	7.3	17.3	6.5	4.9
Served: average for (2013)	2247.3	4869.4	2824.6	3295	6245
FTEs: average in (2013)	9.2	6.1	13.6	6.4	3.9

⁴ / * Note: The inclusion of key points of comparison by purpose is affected by inadequate sample size. Typically, we only report financial results if there are approximately 30 valid and complete responses in each category. We also round most numbers off to the nearest whole number as appropriate. The financials are rounded off to the nearest 1000. This results should be interpreted with caution

	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories (n=47)	All Territories (n=151)	NU * (n=22)	NT (n=45)	YK (n=84)
Volunteers (full and part-time): average in (2013)	40.9	29.5	12.9	17.2	39.7

	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories	All Territories	NU	NT	YK
Total expenditure: average in (2013)	3,643,000	1,413,000	7,056,000	265,000	343,000
Total wages and salaries: average in (2013)	566,000	290,000	1,007,000	136,000	158,000
Transfers to parent: average in (2013)	18,000	9,000	27,000	1,000	8,000
Other expenses: average (2013)	3,058,000	1,113,000	6,022,000	128,000	176,000
Total revenue: average in (2013)	4,048,000	1,558,000	7,896,000	287,000	349,000
Revenue from sales of goods and services: average (2013)	3,784,000	1,346,000	7,225,000	198,000	209,000
Revenue from grants and donations received from parent organization: average (2013)	97,000	62,000	283,000	8,000	25,000

	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories	All Territories	NU	NT	YK
Revenue from grants and donations from other organizations and private individuals: average (2013)	127,000	92,000	216,000	60,000	71,000
Other revenue: average (2013)	40,000	58,000	173,000	21,000	43,000
Revenue exceeds expenses in (2013): percent	76.9	83	90	86	80
Sales as percent of revenue: average per organization (2013)	49	43	42	40	45
Revenue less grants/donations exceeds expenses in (2013): percent	31.6	39	42	36	39
Employment development	25.5	21.1	54.5	82.2	83.5
Training	17	14.5	45.5	15.6	5.9
Income generation for parent organization	17	6.6	18.2	4.4	4.7
Social mission	78.7	82.9	81.8	80	84.7
Cultural mission	53.2	42.8	45.5	37.8	44.7
Environmental mission	23.4	19.1	13.6	22.2	18.8
Legal structure (percent of nonprofit social enterprises)					

	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories	All Territories	NU	NT	YK
Non-profit legal structure	89.4	92.1	90.1	95.6	90.6
Registered charity	52.3	42.6	31.8	45.5	43.9
For Profit	6.4	2	13.6	0	0
Coop Distributing	4.3	2	9.1	0	1.2
Coop Non-distributing	2.1	2	0	0	3.5
Target groups (percent of nonprofit social enterprises)					
All the people living in a particular place/community	76.6	69.1	68	68.9	69.4
First nations /indigenous people	68.1	56.6	81.8	57.8	49.4
Children	51.1	46.7	50	48.9	44.7
Ethnic minority	27.7	25	27.3	24.4	25
Families	57.4	45.4	55	33.3	49.4
People living without homes	25.5	10.4	27.3	17.8	12.9
Immigrants	23.4	17.1	13.6	20	16.5
Men	51.1	33.6	45.5	28.9	32.9
Lower income individuals	42.6	32.9	45.5	40	25.9
People living with addictions	21.3	16.4	22.7	15.6	15.3
People living with	23.4	17.1	27.3	20	12.9

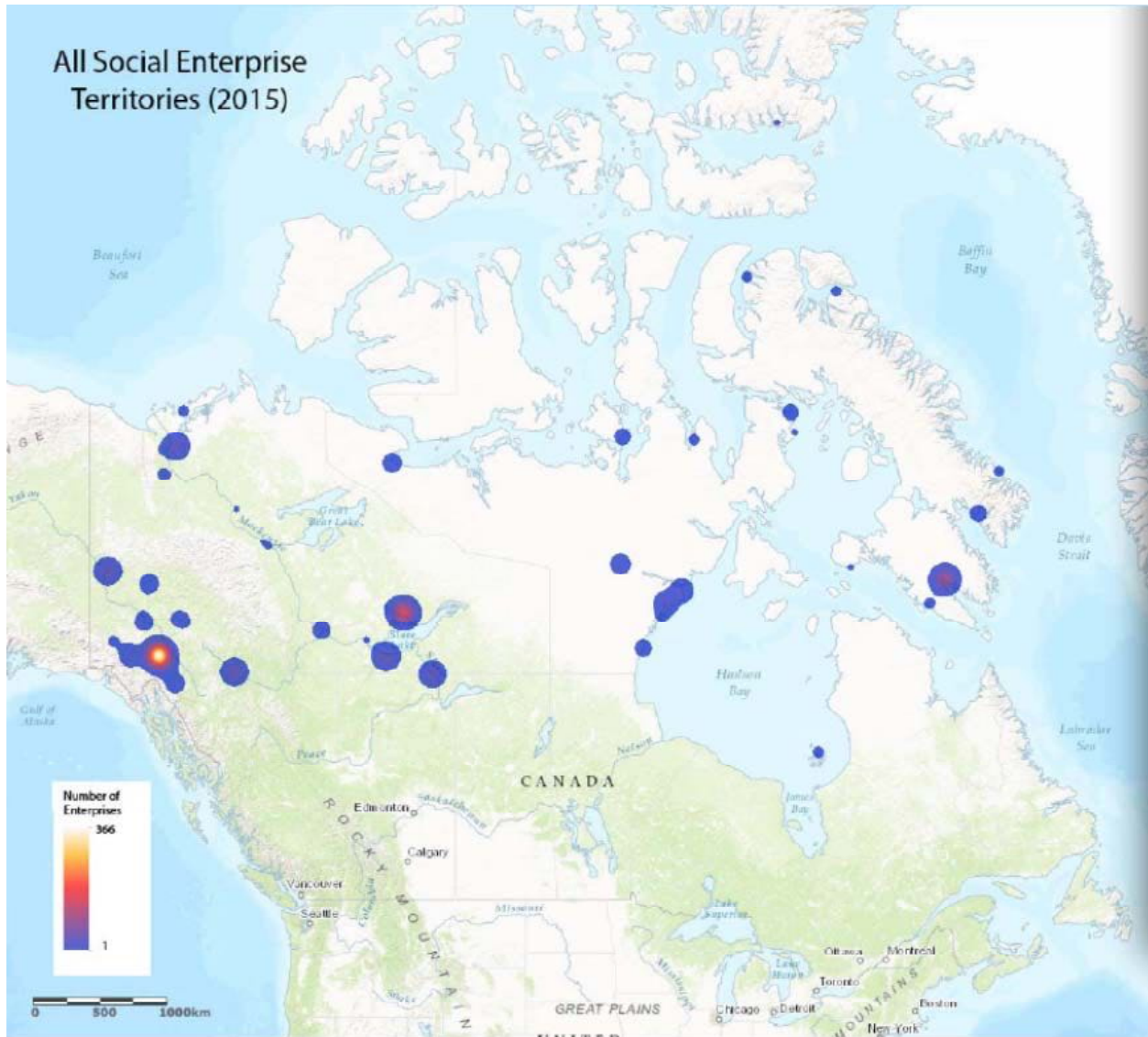
	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories	All Territories	NU	NT	YK
employment barriers					
People living with psychiatric disabilities	14.9	13.8	4.5	17.8	14.1
People living with intellectual disabilities	19.1	18.4	22.7	17.8	17.6
People living with physical disabilities	17	17.1	18.2	20	15.3
Refugees	8.5	6.6	0	8.9	7.1
Senior/aged/elderly	40.4	30.3	40.9	24.4	30.6
Women	55.3	45.4	63.6	40	43.5
Youth/young adults	63.8	55.9	81.8	51.1	51.8
Sources of grants and donations received in (year) (percent of nonprofit social enterprises)					
Foundations	12.8	18.1	4.5	18.6	21.4
Federal government	42.6	36.2	50	37.2	32.1
Provincial government	63.8	56.4	45.5	44.2	65.5
Municipal government	36.2	30.9	18.2	27.9	35.7
Private individuals, philanthropists, donors	46.8	45	45.5	46.5	44
Bank	2.1	2.7	4.5	2.3	2.4
Corporations/private businesses	29.8	27.5	40.9	34.9	20.2

	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories	All Territories	NU	NT	YK
Parent organization	12.8	11.4	18.2	14	8.3
Credit union	0	0.7	0	0	1.2
Community futures	4.3	4	4.5	7	2.4
No grants	12.8	9.4	18.2	2.3	10.7
Purpose of grants and donations received in (year) (percent of nonprofit social enterprises)					
Technical assistance grants	19.1	24.2	36.4	23.3	21.4
Operational grants	80.9	78.5	68.2	86	77.4
Governance	19.1	20.1	22.7	23.3	17.9
R&D	23.4	20.8	13.6	27.9	19
Capital	31.9	18.8	9.1	16.3	22.6
Sources of loans/debt instruments taken out in (year) (percent of nonprofit social enterprises)					
Foundations	0	0	0	0	0
Federal government	0	0	0	0	0
Provincial government	0	0	0	0	0
Municipal government	2.1	1.3	0	2.3	1.2
Private individuals,	2.1	1.3	0	0	2.4

	Nonprofit Social Enterprises	Social Economy Organizations			
	All Territories	All Territories	NU	NT	YK
philanthropists, donors					
Bank	8.5	3.4	18.2	0	1.2
Corporations/private businesses	2.1	0.7	0	0	1.2
Parent organization	2.1	0.7	4.5	0	0
Credit union	0	0	0	0	0
Community business development corporations	2	0.7	0	2.3	0
No loans/debt instruments	85.1	89.3	81.8	93	89.3
Purposes of loans/debt instruments taken out in (year) (percent of nonprofit social enterprises)					
Technical assistance grants	0	0.7	0	0	1.2
Operational grants	6.4	4.7	18.2	2.3	2.4
Governance	2.1	0.7	4.5	0	0
R&D	2.1	1.3	0	0	2.4
Capital	10.6	4.0	9.1	5	2.4

* Small sample size, interpret with caution.

Appendix B: Territory Map of responding social economy organizations

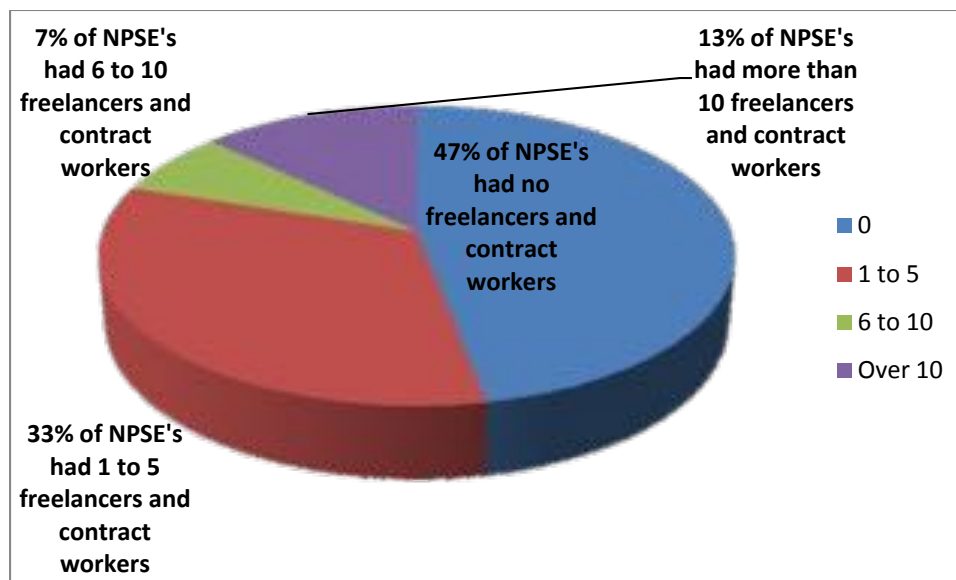


Appendix C: Distribution Tables

Distribution of Nonprofit Social enterprises by Freelancers and Contract Workers (hired for a specific project or term)

Number of Freelancers and Contract Workers, 2013	Percent of Nonprofit social enterprises
0	47
1 to 5	33
6 to 10	7
Over 10	13

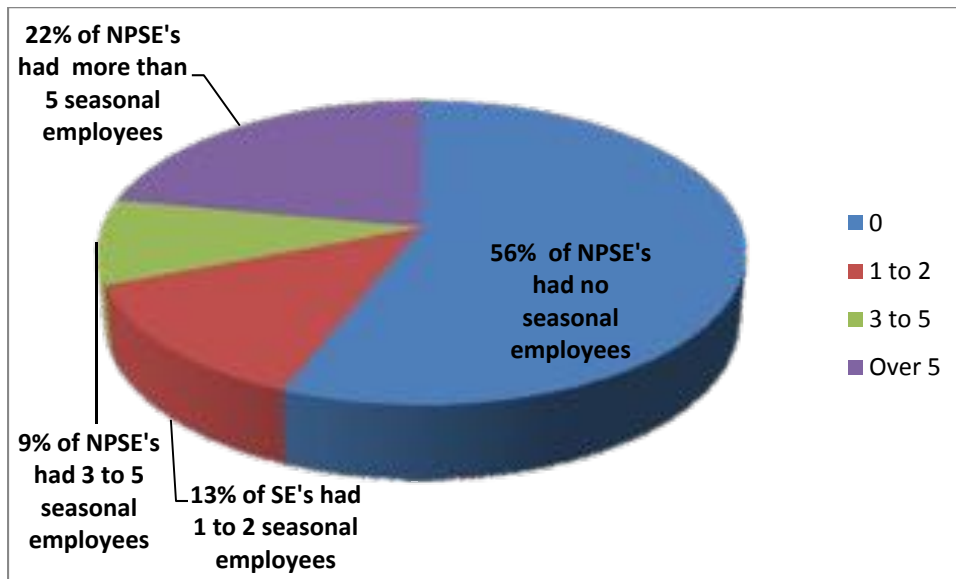
Distribution of Nonprofit Social Enterprises by Freelancers and Contract Workers (hired for a Specific project or term)



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

Number of Seasonal Employees, 2013	Percent of Nonprofit social enterprises
0	56
1 to 2	13
3 to 5	9
Over 5	22

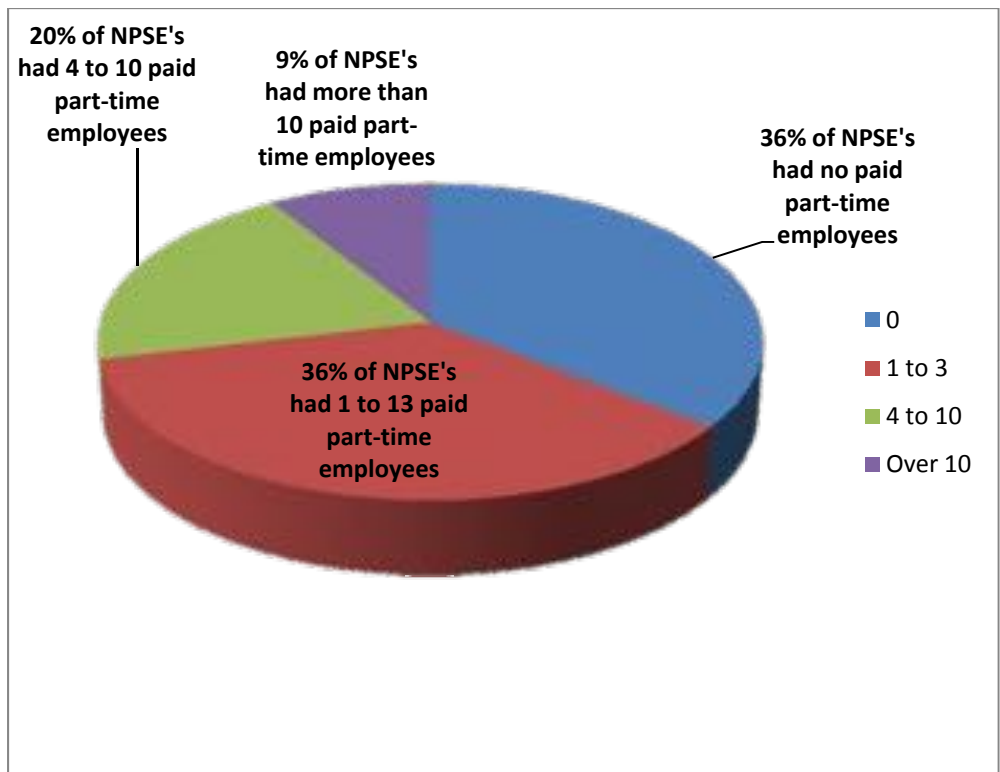
Distribution of Nonprofit Social Enterprises by Seasonal Employees (30 or more hours per week for more than 2 weeks but less than 8 months)



Distribution of Nonprofit Social Enterprises by Paid Part-time employees (less than 30 hrs/week)

Number of Paid Part-Time Employees, 2013	Percent of Nonprofit social enterprises
0	36
1 to 3	36
4 to 10	20
Over 10	9

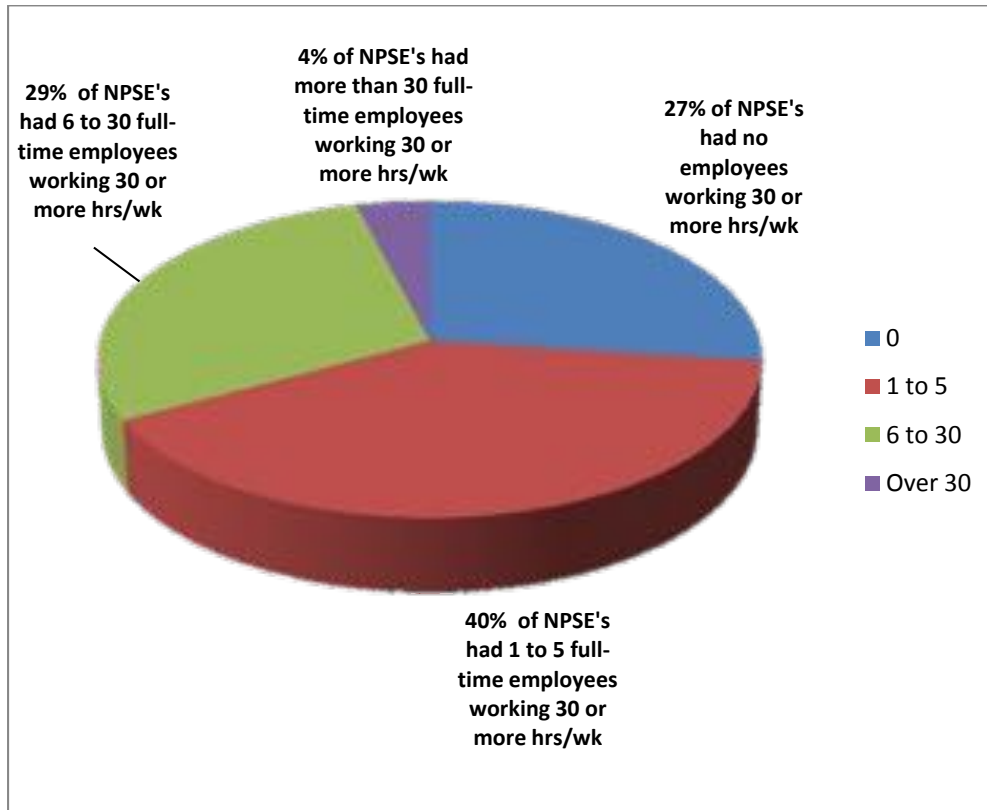
Distribution of Nonprofit Social Enterprises by Paid Part-time employees (less than 30 hrs/week)



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

Number of Full-time Employees, year	Percent of Nonprofit social enterprises
0	27
1 to 5	40
6 to 30	29
Over 30	4

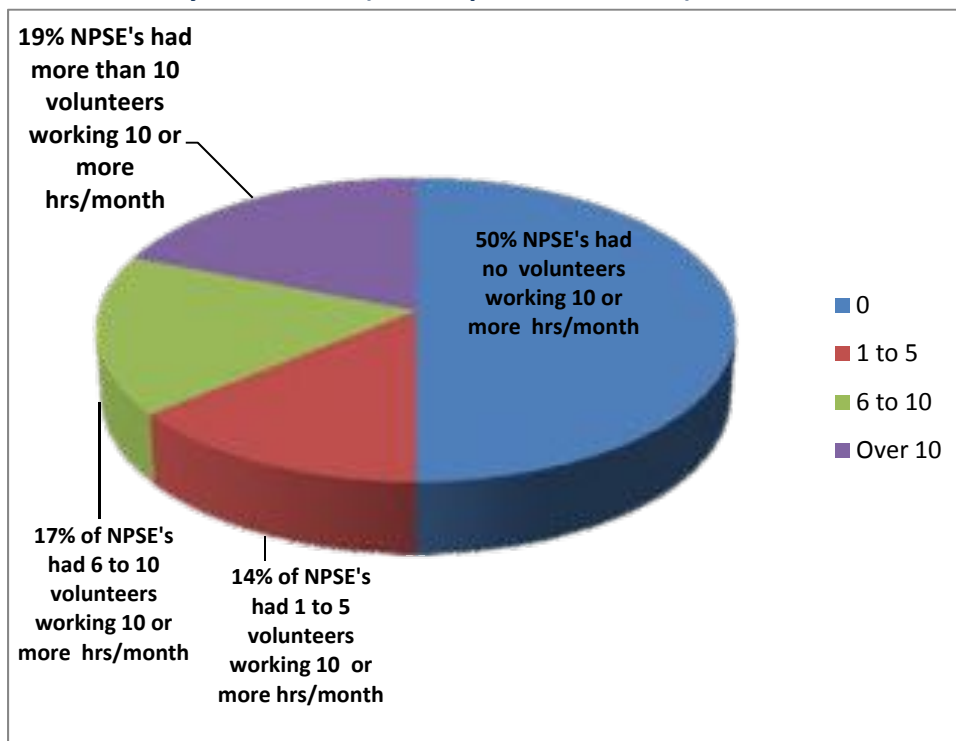
Distribution of Nonprofit Social Enterprises by Paid Full-time Employees (30 or more hrs/week) in year



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

Number of Volunteers working 10 or more hrs/month	Percent of Nonprofit social enterprises
0	50
1 to 5	14
6 to 10	17
Over 10	19

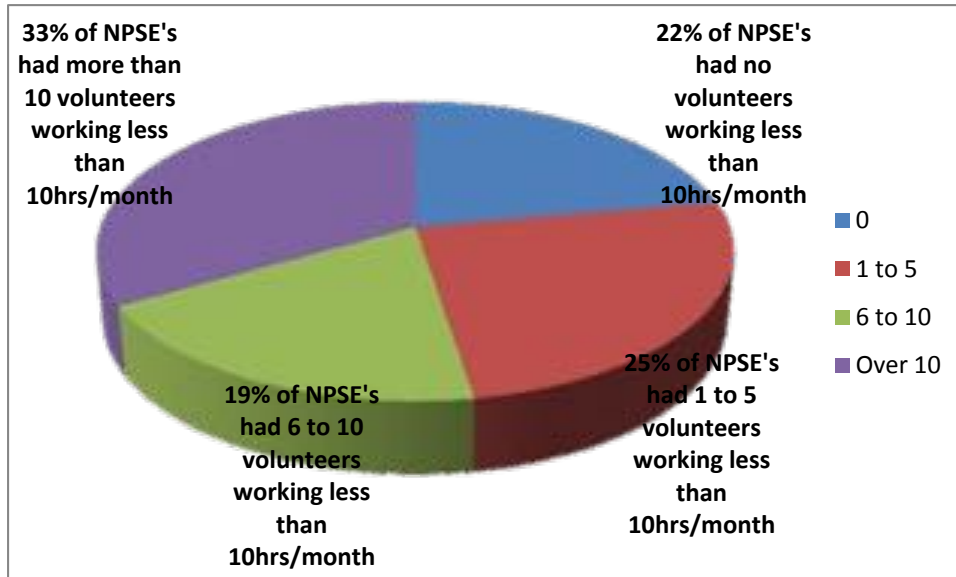
Distribution by Volunteers (incl. unpaid interns, etc) who worked 10 or more hrs/month



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

Number of volunteers working less than 10 hrs/month in 2013	Percent of Nonprofit social enterprises
0	22
1 to 5	25
6 to 10	19
Over 10	33

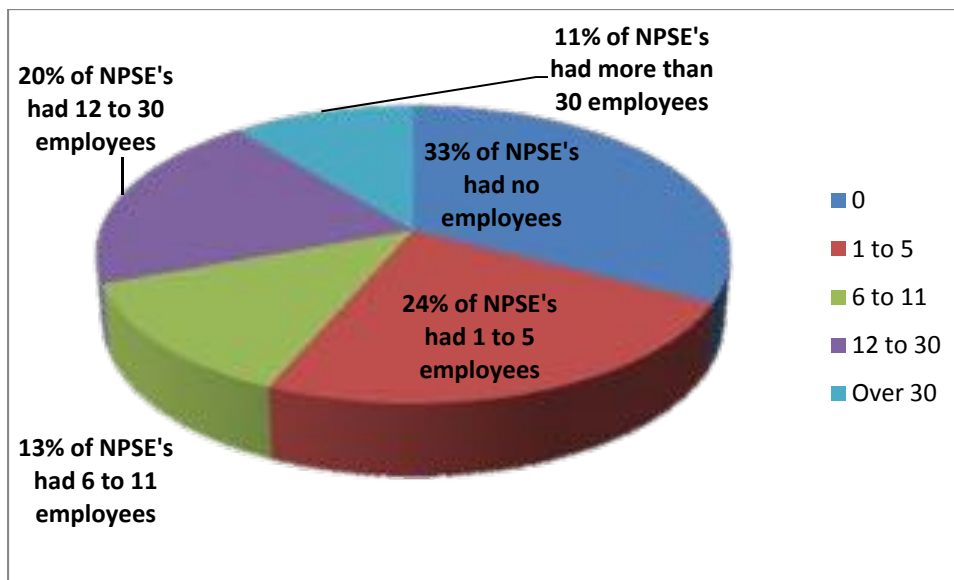
Distribution of Volunteers (incl. unpaid interns, etc) who worked less than 10 hrs/month



Distribution of Nonprofit Social Enterprises by Number Employed from Target Population

Number of People Employed in 2013	Percent of Nonprofit social enterprises
0	33
1 to 5	24
6 to 11	13
12 to 30	20
Over 30	11

Distribution of Nonprofit Social Enterprises by Number Employed from Target Population



Appendix D: Provincial Comparisons

Provincial Comparison Table (February 3, 2016)

	2014 Surveys							2015 Surveys		
	AB (n=101)	BC (n=121)	MB (n=111)	NB (n=129)	NS (n=232)	PE * (n=16)	TR ** (n=47)	SK (n=113)	ON *** (n=450)	NFLD* (n=30)
Demographic profile										
Year of formation: median	1984	1997	1985	1990	1991	1993.5	1990	1982	1992	1990
Year of first sale: median	1988	2000	1988.5	1991	1992	1995	1995.5	1988.5	1993	1993
Number of business sectors (1-17): average	1.7	1.9	1.9	1.7	1.5	2.0	2.2	1.9	2.3	2.4
Number of targeted populations (0-17): average	4.3	5.4	4.3	5.3	1.8	4.0	6.1	5.7	5.1	5.1
Individual members: average in 2013/4	67.6	150.5	255.2	605.5	87	15	205.5	73	226.9	69.8
Organizational members: average in 2013/4	22.4	14	6.9	29.3	10.9	9.4	16	13.7	8.3	4.1
Trained: average for 2013/4	464.6	43.8	88.9	51.8	102.5	74	52.8	23.1	103.3	51.7
Employed (from target group): average for 2013/4	35.8	11.8	37.5	14.3	20	16.9	11.7	15.4	20.3	21.1
Served: average for 2013/4	6916.9	8109.4	7688.5	4154.6	3733.7	1959.6	2247.3	3823.9	4114.2	2806.7
FTEs: average in 2013/4	28.4	9.0	19.4	16.5	14.4	13.4	9.2	15.2	8.8	9.1
Volunteers (full-and part-time): average in 2013/4	175.6	50.0	75.2	60.2	120.4	42.6	40.9	429.6	58.6	30.5
Total expenditure: \$ average in 2013/4	694,164	764,304	695,395	936,872	1,179,887	580,453	3,642,839	697,500	946,881	452,710
Total wages and salaries: \$ average in 2013/4	404,792	396,916	407,895	578,215	616,315	409,687	566,327	378,198	415,754	253,890
Total revenue: \$ average in 2013/4	702,900	792,895	750,792	962,494	1,318,872	579,954	4,047,917	712,296	958,544	457,762
Revenue from sales of goods and services: \$ average 2013/4	407,690	611,256	579,614	737,719	857,346	285,976	3,784,184	470,324	649,277	301,402
Revenue from grants and donations received from parent organization: \$ average 2013/4	17,624	28,090	6,894	21,606	38,470	8,929	97,036	55,841	39,849	22,592

	2014 Surveys							2015 Surveys		
	AB	BC	MB	NB	NS	PE *	TR **	SK	ON ***	NFLD*
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)
Revenue from grants and donations from other organizations and private individuals: \$ average 2013/4	138,954	112,020	108,654	50,688	373,784	18,024	126,969	112,824	179,840	107,530
Revenue exceeds expenses in 2013/4: percent	76.4	80.9	80.0	77.4	76.2	78.6	76.9	73.6	76.8	57.1
Sales as percent of revenue: average per organization 2013/4	46.6	60.7	57.0	60.2	54.5	62.1	48.4	47.8	71.0	56.4
Revenue less grants/loans/donations exceeds expenses in 2013/4: percent	34.8	33.7	28.9	34.4	40.6	42.9	31.6	31.4	51.6	23.8
Purpose (percent of nonprofit social enterprises):										
Employment development	19.8	32.2	33.3	29.5	28.4	37.5	25.5	15.9	23.8	26.7
Training	14.9	23.1	29.7	20.2	19.8	25.0	17.0	10.6	16.9	26.7
Income generation for parent organization	22.8	22.3	29.7	19.4	8.2	50.0	17.0	11.5	21.6	13.3
Social mission	79.2	82.6	77.5	80.6	82.8	68.8	78.7	84.1	82.2	63.3
Cultural mission	64.4	48.8	58.6	37.2	35.3	50.0	53.2	59.3	37.8	50.0
Environmental mission	24.8	28.1	24.3	24.8	25.4	18.8	23.4	14.2	34.5	23.3
Legal structure (percent of nonprofit social enterprises):										
Non-profit legal structure	96.0	90.1	86.5	75.2	72.8	87.5	89.4	92.0	58.0	90.0
Registered charity	61.0	65.5	51.8	52.7	53.7	62.5	52.3	66.7	48.0	75.9
Target groups (percent of nonprofit social enterprises):										
All the people living in a particular place / community	73.3	65.3	63.1	62	59.5	87.5	76.6	70.8	63.8	66.7
First Nations / Indigenous people	25.7	41.3	34.2	27.9	6.0	18.8	68.1	43.4	24.5	36.7
Children	47.5	40.5	25.2	37.2	9.5	18.8	51.1	52.2	28.9	40.0
Ethnic minority	21.8	29.8	24.3	28.7	6.9	25.0	27.7	36.3	23.3	16.7
Families	42.6	37.2	25.2	41.9	9.1	25.0	57.4	46.0	44.0	43.3
People living without homes	8.9	20.7	11.7	16.3	3.0	12.5	25.5	12.4	19.3	13.3
Immigrants	15.8	22.3	23.4	23.3	6.0	25.0	23.4	27.4	22.7	16.7

	2014 Surveys							2015 Surveys			
	AB (n=101)	BC (n=121)	MB (n=111)	NB (n=129)	NS (n=232)	PE * (n=16)	TR ** (n=47)	SK (n=113)	ON *** (n=450)	NFLD* (n=30)	
Lower income individuals	23.8	38.8	31.5	41.9	8.2	25.0	42.6	41.6	47.6	33.3	
Men	29.7	33.9	28.8	37.2	7.8	25.0	51.1	38.9	34.9	40.0	
People living with addictions	8.9	22.3	13.5	19.4	5.6	18.8	21.3	19.5	20.2	13.3	
People living with employment barriers	17.8	30.6	22.5	28.7	10.8	18.8	23.4	27.4	29.1	26.7	
People living with psychiatric disabilities	13.9	28.1	16.2	24.8	15.9	6.3	14.9	23.9	22.7	16.7	
People living with intellectual disabilities	14.9	31.4	26.1	29.5	24.1	25.0	19.1	31.9	26.0	20.0	
People living with physical disabilities	20.8	33.1	24.3	32.6	19.4	31.3	17.0	29.2	27.1	33.3	
Refugees	7.9	9.9	12.6	10.1	1.7	12.5	8.5	9.7	16.0	13.3	
Senior / aged / elderly	41.6	37.2	33.3	37.2	13.8	37.5	40.4	38.1	36.4	50.0	
Women	36.6	41.3	35.1	45.7	11.6	31.3	55.3	45.1	39.8	43.3	
Youth / Young adults	49.5	43.8	36.9	50.4	23.3	43.8	63.8	48.7	41.9	53.3	
Sources of grants and donations received in 2013/4											
Foundations	25.3	43.5	33.3	25.6	20.7	31.3	12.8	14.5	24.2	22.2	
Federal Government	21.1	27.0	30.6	35.7	31.9	43.8	42.6	28.2	24.9	59.3	
Provincial Government	67.4	44.3	50.9	58.1	50.4	68.8	63.8	68.2	30.2	63.0	
Municipal Government	50.5	38.3	25	26.4	23.3	25	36.2	28.2	27.0	22.2	
Private individuals, philanthropists, donors	48.4	47.0	47.2	46.5	42.7	37.5	46.8	52.7	32.3	59.3	
Bank	7.4	7.8	4.6	6.2	5.2	6.3	2.1	3.6	3.9	7.4	
Corporations/Private businesses	36.8	28.7	30.6	35.7	19.4	18.8	29.8	30.9	22.4	40.7	
Parent organization	7.4	7.0	13.9	4.7	5.2	18.8	12.8	10.9	4.4	11.1	
Credit Union	2.1	21.7	14.8	7.8	1.7	6.3	0	16.4	2.3	7.4	
Community futures	3.2	2.6	7.4	0	3.9	0	4.3	0.9	3.2	0	
No grants/donations	13.7	18.3	16.7	17.8	28.0	25.0	12.8	10.0	34.4	0	
Purposes of grants and donations received in 2013/4:											
Training and technical assistance grants	21.1	15.7	23.1	24.8	22.8	18.8	19.1	31.3	38.2	33.3	
Operational grants	73.7	62.6	68.5	66.7	63.8	62.5	80.9	81.8	75.4	59.3	
Governance and management	10.5	13	7.4	11.6	6.5	12.5	19.1	10.1	9.5	14.8	
Research and development	13.7	13.9	15.7	16.3	10.3	0	23.4	10.1	24.9	14.8	

	2014 Surveys							2015 Surveys		
	AB	BC	MB	NB	NS	PE *	TR **	SK	ON ***	NFLD*
	(n=101)	(n=121)	(n=111)	(n=129)	(n=232)	(n=16)	(n=47)	(n=113)	(n=450)	(n=30)
Capital project	38.9	25.2	32.4	15.5	15.5	25	31.9	40.4	33	22.2
Sources of loans/ debt instruments taken out in 2013/4										
Foundations	2.1	0	1.9	0	0.4	0	0	0.9	1.8	0
Federal Government	1.1	0	0.9	1.6	0	0	0	0.9	2.3	0
Provincial Government	1.1	1.7	2.8	3.1	0.9	0	0	4.5	0.9	3.7
Municipal Government	3.2	0.9	0	0.8	0.4	0	2.1	0.9	1.8	0
Private individuals, philanthropists, donors	1.1	0.9	9.3	3.9	1.3	6.3	2.1	1.8	2.3	0
Bank	10.5	6.1	4.6	9.3	7.8	12.5	8.5	3.6	8.8	0
Corporations/Private businesses	0	0.9	7.4	0.8	0.4	0	2.1	0	2.5	0
Parent organization	2.1	3.5	2.8	0.8	0	0	2.1	0	0.7	0
Credit Union	1.1	4.3	15.7	13.2	2.2	31.3	0	10.0	5.5	3.7
Community futures	1.1	0.9	0.9	0.8	1.3	0	2.1	0	0.5	0
No loans / debt instruments	73.7	73.9	64.8	63.6	80.6	50	85.1	78.2	74.9	81.5
Purposes of loans/ debt instruments taken out in 2013/4:										
Training and technical assistance Loans	0	0.9	0	2.3	0.4	0	0	0	0.2	0
Operational Loans	8.4	10.4	21.3	17.8	5.6	18.8	6.4	4.9	9.3	4.0
Governance and management	0	0.9	0	1.6	0.4	0	2.1	1.2	0.5	0
Research and development	1.1	0.9	1.9	0.8	0.9	0	2.1	0	0.7	0
Capital project	9.5	7.8	16.7	9.3	7.8	25.0	10.6	11.0	10.8	4.0
Sector of products and services sold										
Resources, production, construction	16.8	25.6	26.1	27.9	19.8	25.0	23.4	16.8	26.0	20.0
Trade, finance	13.9	24.8	27.9	17.1	12.9	43.8	17.0	7.1	36.2	23.3
Real estate	8.9	14.0	18.0	13.2	5.2	6.3	10.6	17.7	33.1	10.0
Accommodation, food, tourism	60.4	43.8	45.0	33.3	32.8	56.3	61.7	39.8	34.5	56.7
Health and social services	18.8	24.0	15.3	37.2	37.1	18.8	31.9	31.9	16.2	16.7
Art, culture, communication	35.6	36.4	45.9	27.9	23.3	31.3	44.7	31.0	28.0	43.3
Professional services	36.6	41.3	35.1	51.9	25.9	62.5	59.6	31.0	29.2	46.7
Other services	15.8	19.8	15.3	17.1	14.2	18.8	27.7	14.2	30.4	26.7
Active in two or more sectors (above)	46.3	58.7	54.4	54.5	37.7	53.8	68.3	56.9	56.6	75.0

	2014 Surveys							2015 Surveys		
	AB (n=101)	BC (n=121)	MB (n=111)	NB (n=129)	NS (n=232)	PE * (n=16)	TR ** (n=47)	SK (n=113)	ON *** (n=450)	NFLD* (n=30)
Focus ****										
Employment	24.8	38.0	36.0	36.4	32.3	37.5	27.7	20.4	39.8	26.7
Poverty	36.6	48.8	47.7	47.3	34.5	43.8	51.1	35.4	59.2	40.0
Disability	19.8	30.6	20.7	23.3	29.7	18.8	12.8	20.4	33.7	20.0
Mission *****										
Social, environmental, culture-focused	67.3	54.5	51.4	55.8	64.7	25.0	63.8	75.2	58.7	56.7
Income-focused	9.9	11.6	12.6	14.0	3.9	43.8	10.6	5.3	15.8	10.0
Multi-purpose	22.8	33.9	36.0	30.2	31.5	31.3	25.5	19.5	25.6	33.3

Notes:

* Small sample size, interpret with caution.

** Includes only those respondents from Yukon, Northwest Territories and Nunavut surveys that indicated they own or operate an enterprise.

*** Includes only non-profit social enterprises, excluding child care providers. Data for Ontario are weighted by sub-sector.

**** Focus - Employment Focus: SE has employment / training purpose, or targets people with employment barriers. Poverty Focus: SE with an employment /training purpose, or targets people with employment barriers, low income or homeless. Disability Focus: serve those with physical, intellectual and/or psychological disabilities. The calculation method changed from 2014 to 2015; results reported here are consistent based on the revised method, which excludes those respondents who reported 13 or more target populations.

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

Appendix E: Business Sector Classification

Broad Sector Grouping based on Bouchard et al., 2008 (R-2008-01)	Detailed Sector Description (from questionnaire)	Percentage of Social Enterprises Active in this Sector
Resources, production and construction	Agriculture, forestry, fishing, mining Construction Food production Printing and publishing Production/manufacturing/sewing Repair and maintenance	23%
Trade and finance	Finance and insurance Retail sales (incl. thrift stores) Wholesale sales	17%
Real estate	Housing Property management Real estate	11%
Accommodation, tourism and food service	Accommodation Facilities (banquet, conference, etc.) Food service/catering Food distribution Sports and recreation Tourism	62%
Health and social services	Emergency and relief Employment services Environment and animal protection Health care Social services	32%
Arts, culture and communication	Arts, culture and communication Gallery/arts Theatre/performing arts	45%

Other services	Administrative services Consulting Janitorial/cleaning Landscaping/gardening Law, advocacy, politics Movers/hauling Personal/professional services Public administration services	Research/education Scientific/technical services Services for businesses/social enterprises/co-ops/non profits Transportation and storage Waste management	28%
Multi-sector (nonprofit social enterprises which sell goods or services in two or more of the above)			68%

Appendix F: Questionnaire

Welcome to the Northern Canada Social Economy and Enterprise Survey (2014)

This survey is looking at issues of importance to the social economy in Northern Canada, including social enterprises, non-profit, voluntary and cooperative organizations.

It is also part of a national study of social enterprises being conducted by Simon Fraser and Mount Royal Universities in partnership Yukon College, the Aurora Research Institute, and the Nunavut Research Institute. Its purpose is to better understand the social enterprise sector, primarily non profits, cooperatives, and other organizations that:

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

The information gathered through this survey will help guide the government, community, social economy organizations and social enterprises themselves in the development of new resources, programs and policies to help this important sector of Canada's North to grow.

Questions?

Please contact Survey Coordinator Todd Pryor at tpryor@yukoncollege.yk.ca/ 867-668-8857
or Valoree Walker vwalker@yukoncollege.yk.ca at 867-668-8857

NORTHERN CANADA SOCIAL ECONOMY AND ENTERPRISE SURVEY (2014)

This survey has been pre-tested and is expected to take a maximum of 25 minutes to complete, assuming you have the required information available.

Please note, you can exit the survey and then return to complete it by entering your e-mail on the front page, as long as you have not finished it.

We appreciate you taking your valuable time to complete this survey. An opportunity to provide comments or suggestions will appear at the end of the survey.

You may preview a READ ONLY version of the entire survey. This is for information purposes only.

Please complete the survey as soon as you are able. Your information is important to us.

Please enter your email address below.

You will need to re-enter your email address here if you want to return to complete the survey.

PLEASE DO NOT CLICK ON THE FINAL SUBMIT BUTTON AT THE END OF THE SURVEY IF YOU INTEND TO RETURN TO COMPLETE THE SURVEY.

Data is saved automatically as you complete each page.

Email:			
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Statement on research ethics

This research project is being conducted by the Social Economy Research Network for Northern Canada under the direction of Chris Southcott, and in collaboration with Dr Peter Hall (Simon Fraser University), Dr Peter Elson (Mount Royal University). The goal of this survey is to support the social economy and social enterprise sector by creating clear indicators of the nature, scope and socio-economic contribution of social economy and social enterprises in the Yukon, Northwest Territories, and Nunavut.

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

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

The final survey report will be placed on the websites for the Social Economy Research Network for Northern Canada, the Institute for Nonprofit Studies, Mount Royal University and the Social Enterprise Sector Survey web site: www.sess.ca. The results may be used in promotional and educational materials, and policy-related initiatives. We will send you an email informing you of the release of the report. We anticipate that the research will be completed by September, 2014.

If you have any questions please contact Val Walker at 867 668-8857 (vwalker@yukoncollege.yk.ca) , Chris Southcott at 807 343-8349 (Chris.Southcott@lakeheadu.ca), Dr Peter Elson at 403-440-8722 (pelson@mtroyal.ca) or Dr Peter Hall at 778-782-6691 (pvhall@sfu.ca). The research has been reviewed and approved by the SFU Office of Research Ethics (ORE ref 2011s0245) and the MRU Human Research Ethics Board (HREB). You may address any concerns or complaints to Dr Jeff Toward, Di rector, Office of Research Ethics by email at Jtoward@sfu.ca or telephone at 778-782-6593. or to the Chair HREB, MRU(403)440-6494 or hreb_chair@mtroyal.ca.

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

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

This is a survey of social economy organizations and social enterprises in Yukon, Northwest Territories and Nunavut.

A social economy organization refers to those institutions in the community that are neither primarily profit-oriented nor state-driven. They are organizations whose primary purpose is to serve social goals in the community and whose structures are based on participatory democratic principles. They include groups that are often referred to as non-profit, voluntary, and cooperative organizations.

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

So that we may classify your organization correctly, does your organization undertake both, one, or none of the following activities?

	YES	NO	NOT SURE/ DON'T KNOW
Our organization owns or operates a business venture or facility	<input type="checkbox"/>	<input type="radio"/>	<input type="radio"/>
Our organization sells goods, services, or events in the market for the purpose of creating a blended financial and social/environmental/cultural impact.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Thank you. Please continue to complete the survey

The questionnaire is designed for quick completion.

Please complete check the appropriate box for each question, or insert dates, numbers, amounts or text as requested.

Please provide the following details about your social enterprise

Name of social enterprise	_____
Mailing address	_____
Postal code:	_____
Phone number (with area code):	_____
Web site URL:	_____

1.0 Year of formation and operation. Please answer parts 1.1 and 1.2

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

2. What is the PURPOSE of your social enterprise?

*Please check **all** that apply*

Social purpose	<input type="checkbox"/>
Cultural purpose	<input type="checkbox"/>
Environmental purpose	<input type="checkbox"/>
Income generation for parent organization	<input type="checkbox"/>
Employment development	<input type="checkbox"/>
Training for workforce integration	<input type="checkbox"/>

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

3.0 Does your social enterprise have individual or organizational members?	
Yes	<input type="radio"/>
No	<input type="radio"/>

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

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

5.0 Is your social enterprise a registered charity with the Canada Revenue Agency or a qualified donee?	
Yes	<input type="radio"/>
No	<input type="radio"/>

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

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

6.2 What is your relationship with the parent organization?	
<i>Select the one option which best describes your relationship with the parent organization:</i>	
<input type="radio"/>	We have no parent organization
<input type="radio"/>	We are an in-house program, project or department of the parent organization
<input type="radio"/>	We are a separate organization that works closely with the parent organization
<input type="radio"/>	We are an independent organization, operating at arm's length from a parent organization

6.3 Did your parent organization regularly provide any of the following supports in the past 12 months?		
<i>Please check all that apply</i>		
<input type="checkbox"/>	Personnel (time of staff, administration, management, etc)	70
<input type="checkbox"/>	In-kind (goods, materials, transportation, etc)	

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

*Please check **all** that apply*

<input type="checkbox"/>	Space (offices, storage, accommodations, etc)
<input type="checkbox"/>	Finance (grants, loans, loss write-off, etc)
<input type="checkbox"/>	Other (please specify) _____

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

--	--

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

*Please check **all** that apply*

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

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

Please check **all** that apply.

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

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

Please check **all** that apply:

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

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

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

Estimated totals are acceptable.

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

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

10.0 How many people were employed or volunteering at your social enterprise during 2013?

Estimated totals are acceptable.

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

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

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

Estimated totals are acceptable.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

13.0 Please answer the following question regarding users and members						
		Increased	stayed about the same	Decreased	Don't know/uncertain	
13.1	Over the last three years, has the number of users of your social enterprise:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
13.2	Over the last three years, has the number of members of your social enterprise:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

14.0 Please answer the following question regarding changes in revenues/ funding						
		Fast growth	Growth	Stable	Negative growth	Fast negative growth
How would you describe the change in your social enterprise's revenues/ funding in the last three years?		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15.0 Please answer the following questions regarding training, getting volunteers and finding funding						
		Not a problem	A small problem	A moderate problem	A serious problem	Does not apply
Training		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Getting volunteers		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding funding		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16.0 What other problems or issues does your social enterprise face?	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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Please use this space
to make any comments
or suggestions

THANK YOU FOR YOUR PARTICIPATION!

If there is any information that you wish to add to the questionnaire response and are unable to do so,
please e-mail survey coordinator Todd Pryor at tpryor@yukoncollege.yk.ca/ 867-668-8857 or
contact Valoree Walker vwalker@yukoncollege.yk.ca at 867-668-8857

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



Institute for
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