



**Social Economy and Sustainability Research Network**  
**Partenariat sur l'économie sociale et la durabilité**  
Bridging, Bonding, and Building / Renforcement des liens et des capacités

## **Working Paper Number 2010-05**

*Financing the Social Economy* research project: Profiles of Social  
Economy Organizations in Atlantic Canada

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**Winter 2010**



Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

**Canada**

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## About the Network

The Social Economy and Sustainability Research (SES/ESD) Network is the Atlantic Node of the Canadian Social Economy Research Partnerships (CSERP) – one of six regional research centres across Canada, funded by the Social Sciences and Humanities Research Council of Canada (SSHRC), 2005-2010. The Network has a wide variety of academic, community and government partners representing Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland and Labrador.

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The SES/ESD Network will periodically publish research papers about our research in Atlantic Canada. The papers will be written by both academics and social economy practitioners. The SES/ESD Network hopes these papers will contribute to the theory and practice of social economy within the Atlantic Region. Noreen Millar is the Network Coordinator and Managing Editor of the Working Paper Series. Papers in this series are not formally peer reviewed, but are products of Network-approved and managed research projects.

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## Table of Contents:

Working Paper Intro	p. 1
New Dawn Enterprises Limited	p. 3
Halifax Independent School	p. 7
Saint John Community Loan Fund	p. 10
ACAP Cape Breton	p. 14
Sydney Airport Authority	p. 17
Fortress of Louisbourg Association	p. 19
United Farmers' Co-op Country Store, Sydney	p. 22
Sunset Funeral Co-op Ltd.	p. 25
Glace Bay Citizens Service League	p. 28
YMCA Cape Breton	p. 31
Coopérative Radio Chéticamp Limitée CKJM 106.1 FM	p. 34
First Steps Housing Project Inc.	p. 37
Telile Community TV	p. 41
Appendices	p. 43
Working Paper Feedback	p. 45

## **New Dawn Enterprises Limited**

New Dawn Enterprises Limited is a not-for-profit community development corporation committed to establishing and operating locally based business ventures. New Dawn is a private, volunteer-directed organization, dedicated to community building within the Cape Breton Regional Municipality (CBRM). Today, New Dawn employs over 165 people from the Cape Breton community, services 600 Cape Bretoners each day through its companies and projects, and is governed by its board of directors. New Dawn is led by its purpose, which is the community, and by its mission statement, which states, “New Dawn Enterprises will engage the community to create and support the development of a culture of self-reliance”. That is why today, New Dawn is not only a business, but also a social development organization.

### **History**

In the late 1960s, Fr. Greg MacLeod was traveling from Germany, where he had spent the previous number of years obtaining his PhD, to his hometown of Cape Breton. During his trip, he had traveled through Latin America. This was the first time Fr. MacLeod had seen and experienced an underdeveloped country, and he was absolutely astounded at how powerless the communities within Latin America appeared. He continued on to Montreal, Canada, a booming, powerful city at the time. Upon returning to his birthplace for the first time in years, Fr. MacLeod was able to reevaluate his hometown of Sydney with fresh eyes. He quickly came to the conclusion that Sydney, at a time of deindustrialization, strongly resembled Latin America, a powerless region, rather than Montreal, a booming city. At this time, the Growth Pole Concept was emerging. Halifax, Toronto, Winnipeg, etc. were identified as areas of growth, but not Cape Breton. Fr. MacLeod confided in Jane Jacobs, a scholar who focused her studies on “how wealth is created”. She explained that a community does not require a population of more than one million to be prosperous, but instead requires a critical mass of approximately 60,000 people. After speaking with Jane, Fr. MacLeod called out to local members of the community, and soon after formed an organization. While the group of individuals existed, it served little to no purpose at this time, however.

In 1973, Legal Aid hosted a conference on Economic Development. At this conference, Fr. MacLeod was introduced to Stuart Perry, a consultant who spoke of his experiences working in the Ghettos. Mr. Perry described the development of community economic development organizations in the ghettos, and Mr. MacLeod transferred this knowledge to his established group of community members. Subsequently, New Dawn Enterprises Inc. was launched in June of 1976.

At its establishment, New Dawn had no capital, no clear vision, no influence, no real understanding of its purpose, and was described as utter chaos. Some say that Mr. MacLeod held the group together on the sheer force of his personality, but what is known for sure is that as he recruited educated, intelligent individuals to the group, they were instantly loyal to him and the organization.

### **Getting Started**

- Upon its establishment, New Dawn received a Health and Welfare grant in the sum of \$125,000 over a three-year period. With these funds, the group was able to hire an executive director, whose background was in real estate, as well as a couple of office/administration

staff. After the grant ran out, New Dawn's current director did what he did best: he bought up old real estate properties. New Dawn's efforts were not adequate, however, and New Dawn was almost forced into bankruptcy twice during a period of five years.

- Early on in New Dawn's establishment, individuals with an artistic vision approached the organization with a specific purpose in mind: opening a center for arts and crafts. The individuals required the appropriate space for the project, as well as ample funding. While New Dawn was experiencing turbulent times, they decided to help fund the project nonetheless, and the executive director personally guaranteed the down payment. The building New Dawn decided upon for the center quickly opened up a rental opportunity for the organization. In fact, during this time of financial difficulty, the money raised through renting various rooms of the building, kept New Dawn afloat. The Cape Breton School of Crafts was one of New Dawn's first projects in the CBRM.

### **Multiple Bottom Line tension**

During its start-up, and even existing today, there is a tension between the business of New Dawn Enterprises Inc. and its social agenda. In referring to the business of New Dawn, known as the financial stability and sustainability of the organization, and by its social agenda, understood as its purpose, mission and objectives for the community as a whole. New Dawn was faced with the difficulty of identifying these two forces, and determining the best way for the two to coexist. Although the tension continues to exist within the organization today, New Dawn has recognized their two most complex challenges: survival and keeping the soul of the organization, which stem from the previously mentioned conflict of interests.

## **Expansion**

Since its modest beginnings, New Dawn's capacity was ever growing. New Dawn's reliance on real estate has undeniable kept the organization afloat, during both difficult economic times and its expansion, primarily financed by CMHC housing programs and conventional mortgages. but what has aided most significantly in its expansion was a program that surfaced recently.

Approximately ten years ago, a program was introduced by the provincial government, allowing businesses and organizations, within Nova Scotia, to offer a Community Economic Development Investment Fund (CEDIF); a pool of capital raised in a community through the sale of common shares. New Dawn immediately showed interest in the equity capital raising opportunity. Although the provincial government's guiding criteria indicated that organizations required a great deal of capacity to offer such a program, and raise money in turn, New Dawn fought with the purpose of the community in mind, and began the application process. In the last six years, New Dawn has had four offerings, raised over \$2 million, and has re-invested substantially in the community. This enabled New Dawn to pay off conventional mortgage loans. New Dawn has been offering 2-3% dividends annually to the community shareholders.

## **New Dawn Today**

Incorporated in 1976, New Dawn is the oldest Community Development Corporation in Canada and is a founding member of the Canadian CED (Community Economic Development) Network. It adheres its project methodology, which may appear simple, but was evolutionary at its time: identify the problem, develop a sustainable solution, implement the solution, and evaluate. Since its establishment, New Dawn has presented many opportunities to Cape Breton, including the establishment of dental clinics when the community needed to attract dentists, the Cape Breton School of Crafts, halfway houses, and a variety of other housing projects. While New Dawn's original focus was on real estate, today, its focus has expanded to, both commercial and residential real estate, nursing homes, private homecare, training and immigration assistance, as well as social development.

Since its establishment, New Dawn has endured three phases of development. The first, the beginning, was a very challenging process, as New Dawn was faced with the fear of bankruptcy on numerous occasions. The second phase, learning how to survive, was a phase in which New Dawn had no other option but to undergo. Since the organization had not relied upon government funding and/or grants since the Health and Welfare grant of \$125,000 in 1976 ran dry, New Dawn has operated independently and free of regulation for the majority of its existence. The third and final phase, which examines "what is New Dawn's destiny?" and "how does New Dawn survive the pending question of sustainability?" is the stage in which New Dawn currently operates.

## **Wisdom Gained...**

- New Dawn sees themselves as a major community player and they have identified three criteria that are crucial in turning around a depleted community. These criteria include: a particular sense of identity, an educational model (where are we, and why we are where we are), and a solution to capital problems. New Dawn feels strongly that Cape Breton encompasses all three enlisted criteria. Cape Breton is renowned for its strong sense of

identity; programs such as Cape Breton University's MBA in Community Economic Development degree help educate the public on where our community is in terms of economic development. In addition, for the first 25 years of operations, New Dawn's drive to develop real estate assets and increasing shareholder equity helped solve the access-to-capital problems.

- New Dawn learned early on that business leadership is a required ingredient in growing any organization and always included successful business people in their board of directors. The governance structure of the organization has allowed it to tap into the wisdom and energy of many sectors of the community and grow responsibly.
- They also realized that capital and debt is necessary in building and growing an enterprise and they were not afraid to take mortgage loans or sell shares. Taking advantage of the Nova Scotia CEDIF program allowed them to reduce their debt levels and reduce their cost of capital substantially!
- New Dawn also understood that the different business lines must be managed separately for accountability and effectiveness. There are several separate incorporated entities operating the different social enterprises and there is one holding company that deals with raising equity capital. There is also a Foundation charity that attracts donations to be used in community projects.

According to current President of New Dawn, Rankin MacSween, New Dawn now has an annual budget of over \$6 million. He explains that while on one hand, New Dawn's size is rather modest; on the other hand, it is an absolute miracle that it is still alive and vibrant. And while New Dawn's success may be pure luck, it is undeniable that it has had a strong impact on the community of Sydney in the past, the present, and predictably the future.

## Halifax Independent School (HIS)

Halifax Independent School (HIS), also known as the Dalhousie Co-operative School, is located on Connaught Avenue in Halifax, Nova Scotia. Cate Allen is the current Headteacher, and has been with the school since 1991. HIS sits comfortably in Halifax's residential west end, and is easily accessible from all areas of Halifax Regional Municipality.

Since its establishment 37 years ago, Halifax Independent School has focused on its philosophy to “emphasize active, experiential learning as a means to entrench the basics and explore the world” through theme-based learning. Theme-based learning is an in-depth study of various topics, under an umbrella of a larger theme, and in which all the traditional core subjects are integrated. “The themes are of broad interest, appropriate for any age group, and are chosen to reflect a balance of science and social studies sub-topics”. The five umbrella themes include: oceans, the world of work, discovery, living things, and Nova Scotia.

Each theme involves a widespread examination of concrete situations, and materials including thorough use of community resources. An important goal of the theme studies is to encourage an understanding and appreciation of both the community, as well as the environment in which the children live and grow. It is proven that by learning in themes, children are better able to question, analyze, and communicate their discoveries. Halifax Independent School understands that a happy child learns best, and that children develop and learn at different levels and speeds.

### History

HIS started in the early 1970s as a tiny laboratory school located in Dalhousie University's Department of Education. At this time, HIS was known as the Dalhousie Experimental School. During the 1980s, the school expanded, the word "experimental" was dropped, and the theme approach to teaching was developed. Also at this time, the school was designated a ‘Centre for Excellence’ by the National Council of Teachers of English (USA). By 1990, the school had approximately 35 students, ranging from primary to grade four, and one full-time and two part-time teachers.

HIS was incorporated as a **cooperative** in 1992 (Dalhousie Co-operative School) and quickly relocated to a rented accommodation on South Street, where it expanded to include a ‘Littles class’ (pre-primary) and an ‘Elders class’ (grades 5 and 6). From this time, the school expanded rapidly and enrollment quickly reached 100 students. At this point, and as a result of the expansion and growth planning, strategies for the establishment of a middle school were being considered.

Throughout the previous decade, the school has undergone another name change and continued expansion. After several years of intense fundraising and planning, that involved parents guaranteeing the bank mortgage loan, Halifax Independent School obtained land on Connaught Avenue for its present purpose-built structure. Since its September 2004 official opening, the school has reached its planned enrolment of 150 students, and proudly graduated its first grade nine class in June 2006.

### HIS Today



HIS currently employs 18 teachers. With an average teacher to student ratio of 8.3, it is evident that class sizes are fairly small. Small class sizes allow for maximum individual attention, while optimizing social interaction among students. The current classes are as follows: Littles (4 year olds), Rising 5s (4 – 5 years), Youngs (5 years), Middles (Grades 1 and 2), Olds (Grades 3 and 4), Elders (Grade 5), Middle School 1 (Grades 6 and 7), and Middle School 2 (Grades 8 and 9). Each class consists of students in different age groups, to encourage children to find social and work groupings based on characteristics other than age.

### **Commitment to the Environment**

HIS's campus is a teaching model of environmental efficiency, and fulfils Halifax Independent School's goal of "educating our children through example, by taking responsibility for the environment we share." "The building is heated with geothermal heat pumps, an innovative technology that eliminates the need for fossil fuels, and is "super insulated" to R20 in the walls and R40 in the roof. In addition, large, energy-efficient windows capture an abundance of natural light, contributing passive solar energy".

### **Commitment to the Community**

Halifax Independent School staff and students are very involved in their community. The school values relations within the community, and encourages participation in a wide range of social, cultural, professional, and ecological activities. Additionally, "Halifax Independent also encourages children to feel part of the wider global community. Activities such as pen pal programs, supporting community development projects in other areas of the world, hosting exchange students, or sponsoring an endangered mammal all help bring the world into our classrooms. A portion of all money raised by the children (eg bake sales) is designated for a charity to be determined by them".

Early in its development, HIS served as the "lab school" at Dalhousie University, and relied heavily upon Dalhousie for its teacher education programme. Since this time, Halifax Independent School has partnered with a number of local universities in the Halifax Regional Municipality, including Dalhousie University, Mount Saint Vincent University, and King's College. After HIS moved away from the teacher education programme, it quickly formed a lasting relationship with Mount Saint Vincent. In fact, there have been few years in which there was not at least one student teacher in the school. "The school has also been involved in numerous research projects with regional universities and is proud of its record as a partner in research". Furthermore, HIS has partnered with King's College for several years, establishing the King's Literacy Project, in which a number of students from King's College volunteer their time reading with beginner readers in the school.

### **Governance**

"Halifax Independent School is a **registered charitable society** in which parents and staff govern the school". The Board is comprised of elected parents and staff members, who meet regularly (usually once a month), to discuss and coordinate the operations and direction of the school. Since 1992 it operates as a cooperative, and as most **cooperative models**, all members of the school, including parents and staff members, gather three times per year, to inform and update members, as well as provide parents the opportunity to voice their opinions and/or concerns. In addition, HIS has a number of committees, which deal with many different aspects of the school. The committees are comprised of staff members and various parents who work

together for the betterment of the school as a whole, while gaining a deeper involvement in the institution. Examples of active committees include: a Landscape committee, Parent Support, Finance, Policy, Governance, Facilities, Public Relations, Information Technology and Library. “With such a varied selection of committees, every interested parent can find a way and a place to contribute to the life of the school”.

### **Democratic Governance**

Twice a week, the entire student body has an assembly where they discuss issues of concern to the children. Because the students set the agenda, their voices and issues are therefore not only heard, but also addressed. The students are encouraged to participate in the discussions, and resolutions are made only when sufficient options and opinions have been heard. For example, as a result of one particular biweekly meeting, the school altered its ban on chocolate to allow for chocolate milk and chocolate chips. Furthermore, the school’s Student Council coordinates many of the school’s activities and events. Representatives from each Middle School class meet on a biweekly basis to discuss various extracurricular projects and fundraising events.

### **Joining and investing in HIS**

“In order to maintain our high standards of excellence in education and a well-balanced learning environment, Halifax Independent School reserves the right to accept children for admission who will benefit from and contribute to our unique programme”. Upon acceptance into the school’s program, each family pays a \$1000 bond (regardless of the number of children/students). “The bond is paid in part at the time of the deposit, with the remainder being paid over the course of the first academic year of the family’s affiliation with the school. An exception is made for students in the ‘Littles’ who pay only \$500 in their first year, and the remaining \$500 on entering the elementary programme. When one’s child graduates/withdraws from the school, one’s bond is considered to be refundable only if the child has attended the school for a minimum of three consecutive years. Refunds must be requested in writing at the time of the withdrawal and are made in two payments. The first payment is sent out in December of the academic year following your child’s graduation or withdrawal; the second payment is made in the following June. At some point during a child’s time with HIS, parents will be asked to donate all or part of the bond to the school, which is a registered charity”.

### **Financial Stability**

- Halifax Independent School originally existed as a tiny, curriculum lab program. At this time, the teachers were paid employees of Dalhousie University, and the program relied upon student tuition fees to finance their operations. The program did not receive any outside funding or financial support during their start-up.
- In 2004, however, HIS had evolved significantly, and eventually received licensing to offer a pre-primary programme within the school. In order to offer such a programme, HIS was required to meet all of the community service criteria for licensing as outlined in the contract. The pre-primary programme, which is seen as a daycare, was in turn eligible for various government-funding grants. HIS quickly took advantage of two streams of funding in particular: one that was based on the number of early childhood educator staff, and the other that was based on the number of full-time equivalent students in the program. The former must be directed at enhancing childcare worker salaries.

- During its existence, HIS has taken advantage of a number of other government funding programs as well. These funding programs are described to be very unpredictable and sporadic, however, thus decreasing HIS's dependence. HIS has utilized provincial government grants primarily for program enhancement, renovations, and repairs.

### **Self-Sustainability**

Halifax Independent School had a successful and flourishing existence since its establishment. In fact, the school only first received funding in 2004, years after they were in operation. The school does receive consistent funding for its pre-primary program; however, this is only one small section of the school's operations, and is therefore considered unimportant. For this reason, HIS is described to be self-sustained, as it does not rely heavily upon outside funding. If the funding for the pre-primary programme were to collapse, it is proven that the school would carry on, and that the program would simply shift. HIS has been self-sustained since 1995.

### **Wisdom gained...**

- Government bureaucracy is very intimidating, and the process of meeting specific criteria for licensing can be very frustrating and tiring. HIS believes that you must remember that funding agencies have different priorities than you do personally, and that you must conform the way you think to the way they think. Something you feel is irrelevant may not be to them, and something you feel is very important may be irrelevant to the agency. Valerie Walker, administrative assistant at Halifax Independent School, reflects upon the importance of using language that fits the situation, letting criteria be what they are, and simply going through the licensing process with an open mind.
- HIS was not afraid to take on debt. It built on the commitment of the primary stakeholders, the parents, to raise capital and fund new buildings. Parents signed-off on personal guarantees at the bank for mortgage loans.
- HIS believes that it is very important for small organizations to be well disciplined when it comes to writing down policies and procedures. Keeping clear-cut records of such information prohibits confusion and question. It is very important not to make an assumption that everyone is on the same page. An individual should be elected early in the establishment of the company, to enforce that things are externalized, and that everything is recorded in writing.

## **Saint John Community Loan Fund**

Saint John Community Loan Fund (“Loan Fund”) was established in September 1999 in Saint John, New Brunswick, with a mission “to improve social conditions for people living in Saint John by promoting economic independence and fostering entrepreneurship in our community”. It was the first, and is currently the only community loan fund in Atlantic Canada. The Loan Fund helps individuals create income, build assets, and attain greater self-reliance by providing the following:

- Business loans
- Employment loans
- Shelter loans (deposits, arrears)
- Financial literacy training (Money Matter\$)
- Leadership training (Power Up in partnership with UCSN).

Since its start-up in 1999, the Loan Fund has used their investments to make close to 177 loans for a total value greater than \$214,000. In April 2000, the Loan Fund was designated a non-profit corporation, and eventually received its **charitable tax status** from Revenue Canada in April 2003.

The Loan Fund encourages community investment, understands the positive impacts associated with investing locally, and believes that everyone has a right to earn an adequate income for themselves and their families. The Loan Fund actively seeks local community members to invest funds into a loan pool, as well as donations to protect the loan pool against losses. Impressively, since the Saint John Community Loan Fund started accepting investments to build its capital in 1999, no lender has ever lost money.

## **History**

The basis that formed the Saint John Community Loan Fund began as an idea in 1996, at a meeting of the Urban Core Support Network, where the topic of community credit, credit that helped people living on low-income start a business or get back to work, was brought to the table. The individuals present at the meeting showed interest and concern for this idea, and within months, the Human Development Council conducted a feasibility study, and Mr. Seth Asimakos, current Manager of the Loan Fund, wrote a business plan. Both tools proved that there was indeed a market and an opportunity to establish a community loan fund in the community of Saint John, New Brunswick. Soon after the idea was established and the business plan was created, dedicated volunteers began to canvass neighborhoods, recruiting investments to start building a loan pool. After three months of rigorous sales pitches and information presentations, the loan pool was ready.

The Saint John Community Loan Fund made its first loan in September 1999. The loan was a risky investment; \$5,000 to a company, a single man, that salvaged sunken logs from the bottom of the Saint John River. The loan was eventually repaid, deemed a success, and the man who started the company went on to develop further businesses, which contributed immensely to Saint John’s economy.

Today, the Saint John Community Loan Fund’s ten elected directors make all decisions, which may affect the operation of the organization. There are currently five employees of the Loan

Fund, including Louise Béland, President of the Loan Fund. However, this number is predicted to expand based on program development and adequate financing/resources in the future.

### **Partnerships and financing**

Saint John Community Loan Fund relies heavily upon local business partners in their day-to-day operations. The Human Development Council, an innovator in social research and planning, located within the community of Saint John, provides all the organization's office space, equipment, and a sounding board for ideas. While the Human Development Council continues to be the Loan Fund's primary community partner, the Greater Saint John Community Foundation (Foundation) plays a significant role as well. The Foundation has provided grants to the Human Development Council nearly every year since the Loan Fund's establishment, with the purpose in mind of assisting in the establishment of a community loan fund in Saint John. These funds received by the Human Development Council are then transferred to the Loan Fund "for developing borrower supports, policies; creating marketing materials; to develop a damage deposit loan program; financial literacy; assist with our building project; and most recently to help us create a professional manual for facilitators and borrowers of the Power Up program". The Foundation has provided the Loan Fund an average of \$4,300 a year since its start-up.

Additionally, the Loan Fund graciously acknowledges many funders that have contributed to their overall success. These include: the Government of New Brunswick's Women's Issues Branch and Family Community Services, The Co-Operators CED Fund, and the Canadian Women's Foundation. As well, the Loan Fund works closely with a number of local businesses, including Enterprise Saint John, the YM-YWCA, the Business Community Anti-Poverty Initiative, and the Urban Core Support Network.

### **Impact on the Community**

The Saint John Community Loan Fund depends upon both socially responsible individuals and groups residing within Saint John, as well as a friends and family residing outside the city, for its investment pool. The impact of the Loan Fund on the community of Saint John is considerable, bearing in mind the size of the organization. Some positive impacts recognized include: individuals ending reliance on Provincial Income Assistance, families becoming self-reliant, and millions of dollars in new income circulated within the region.

Loans can be used for almost anything as long as it is legal and gets you back to work, helps you start a business, or helps you secure housing. The maximum size of the loan varies, but the average for starting a new business is \$5,000, getting back to work, \$2,500, and securing housing, \$1,000. Incredibly, these impacts have saved the provincial government approximately \$500,000 in social assistance payments since their commencement.

The Saint John Community Loan Fund continues to be recognized as a leader within Canada, in both community economic development, as well as community investment. In fact, in 2004, the Loan Fund won the contract to serve as the Atlantic Regional Coordinator for the Canadian Community Economic Development Network, and played a significant role in the Canadian Community Investment Network.

### **Stability**

- The Loan Fund has diverse streams of revenues that have supported its expansion throughout its existence. It has received a government contract for service through Social Development New Brunswick, as well as various government grants, such as the Women’s Issues Branch New Brunswick and the Population Growth Secretariat New Brunswick. The criteria for such funding were simply to deliver service under contract or as per grant proposal. The Loan Fund acknowledges the idea that a larger capital pool will be developed with investors as required.
- The Saint John Loan Fund uses foundation grants for program development. In fact, the Canadian Women’s Foundation has recently financed the Loan Fund for a new program called Enterprising Women. Additionally, the Loan Fund receives government funding to test pilots. For example, the Loan Fund received a provincial grant to pilot the youth entrepreneurship program, as well as an asset development program.
- In regards to housing development, The Saint John Community Loan Fund has an angel donor, as well is the recipient of significant provincial funding. This funding helps cover the costs associated with renovations, etc. Finally, the remainder of housing development costs is financed with a mortgage (60% of value).

### **Self-Sustainability**

The Saint John Loan Fund has been self-sustained for approximately ten years, due largely to the diverse mixture of revenues. The loan program does not, in fact, rely upon any direct funding, and its lending activity (the margin between interest earned and interest returned) is negligible.

### **Wisdom Gained...**

According to Seth Asimakos, General Manager of the Loan Fund, the greatest knowledge gained throughout the existence of the company was the importance of a mixed revenue stream. He explained that, “you need to have a mixture of revenues to sustain any non-profit organization or social enterprise. Continually innovate within your mission”. His final words of advice are, “if you can, construct a building for your office space and for housing to create leverage”.

## **ACAP Cape Breton**

### **History**

The Atlantic Coastal Action Program (ACAP) Cape Breton is a non-profit, charitable, community organization, which was established in 1992. Its original mission was “to develop a comprehensive ecosystem management plan for the watershed area of industrial Cape Breton”. Today, ACAP has a community vision: "A clean and healthy environment, a prosperous economy, and a population that is educated and empowered to make responsible choices for a sustainable future." Since its establishment, ACAP has evolved into a multi-faceted organization, and currently employs 31 individuals. It has a Board of Directors, comprised of 12-15 voluntary individuals, who make all decisions that affect the organization, as well as two or three committed and devoted volunteers.

### **Partnerships**

Although government contracts and grants change from year to year, thus weakening ACAP’s long-term sustainability, there are a number of consistent partners, in which ACAP cohorts. These partners include: Natural Resources Canada, Conserve Nova Scotia, Nova Scotia Department of Environment, Nova Scotia Department of Fisheries, and TD Friends of the Environment. Throughout its operations, ACAP has established partnerships with various local organizations as well. The Cape Breton Regional Municipality (CBRM), for instance, funds public education and awareness programs. Furthermore, many local businesses participate in ACAP events, such as the 20-minute tidy, which took place on Earth Day this year. In fact, over 50 groups, largely businesses, participated in the clean up. ACAP prides itself on its significant environmental impacts, as well as mentionable social impacts, on the community of Sydney, Cape Breton and its surrounding areas.

### **Divisions**

There are currently five main divisions of ACAP Cape Breton, all of which are funded by different partners. In order to maintain these five divisions, and continue to be multi-faceted, ACAP must rely on outside funding. The five divisions include:

- The Environmental Management division- this division’s emphasis is on stream restoration and the environmental home assessment program, which is designed to educate homeowners on proper well, septic system and oil tank maintenance.
- The Electronics division- this division focuses on taking in working electronics, cleaning them, and selling or donating them back to the community.
- The Public Education division- this division focuses on public relations (PR), educating students in schools, and attending PR events.
- The Reap Crew- this division is responsible for conducting energy tests in low-income homes, and completing the upgrades and renovations that are found to be necessary in order to save the family money and benefit the environment.
- The Energy Department- this department is by the far the largest of the five, and most profitable division of ACAP Cape Breton. This division’s main focus is on home assessments, where individuals supply a detailed report of the home’s energy efficiency,

and evaluate air leakages, insulation values, space heating, ventilation, hot water, lights and appliances, and heat losses.

### **Start-Up and Expansion**

- ACAP Cape Breton was able to finance its start-up largely due to funding received from Environment Canada. In the case of ACAP Cape Breton, according to our Community Environmental Management Plan (CEMP), each of the ACAP networks' members then grew or leveraged those dollars, expanding their services according to either their mandate or their extended mandate. This profound reliance of the networks' members explains the reason why today, some ACAPs are larger, more diversified, and offer a wider range of services than others.
- Moreover, expansion efforts that have taken place throughout the past number of years have relied upon one source of financing in particular: public sector fees for service contracts.

### **Financial Stability**

It is difficult to deem whether ACAP Cape Breton is self-sustained or not. They continue, even today, to rely heavily upon funding from various grants and programs, in order to maintain their operations. Although it is acknowledged that funding can never be taken for granted, Katherine MacDonald, Senior Project Manager at ACAP Cape Breton, explains that because ACAP relies upon such a diverse mix of revenues from various organizations and levels of government, it may be considered self-sustained. If the definition of self-sustained is "needing no outside support", however, then ACAP Cape Breton could definitely not be considered self-sustained. ACAP relies on outside support in the form of: government contract for service, volunteer support, and corporate or personal donations of cash or in-kind contributions.

### **Social and Environmental Impact**

Although ACAP's main focus is that of education and awareness, there are a number of social benefits that arise from their everyday activities; all of which have a substantial impact on the community of Cape Breton. Not only does ACAP employ 31 individuals, it also offers home assessments, which advise community members how to lessen the cost of heating and electricity, while helping battle climate change. In turn, the federal government has recently initiated a tax incentive, which provides individuals with tax cuts for home renovations, both of which save them money.

ACAP not only educates the community of the detrimental effects of car idling and greenhouse gas emissions, the importance of public transportation, and conserving energy in the workplace and at home, it also organizes various clean ups and other programs that have significant impacts on our community. Some of the more recent programs include: Wash Brook Monitoring, Baillie Ard Trail, Greening Mira Provincial Park, Outdoor Learning Center at Shipyard Elementary, and Adopt a Stream.

### **Challenges**

The main challenges ACAP Cape Breton has encountered throughout its 17 years of operations include funding, fund raising, and staff cohesiveness. Since ACAP's establishment in 1992, staff



has taken on the responsibility of identifying grant programs, in which ACAP was eligible to apply for. Employees recognized the importance of funding for ACAP's everyday function, and up until now, were very successful in receiving funds.

Fund raising is another means of financial gain for ACAP. Because it is a non-profit organization, which does not have a product or service to offer the community and in turn produce revenues, ACAP relies upon fund raising efforts for financial support. Successful fund raising takes extensive planning, and for that reason, has been a considerable challenge during ACAP's lifespan. Finally, because ACAP has many departments, which are constantly working on different projects and assignments, there has been a lack of staff cohesiveness in early years. It wasn't until Eleanor Anderson, current Executive Director of ACAP Cape Breton, joined the team in 2006, that people were encouraged to share knowledge and guidance, in turn allowing for a more unified and energetic work environment.

### **Wisdom Gained...**

Through the expansion of ACAP Cape Breton, much wisdom and knowledge was gained. One of the most significant pieces of wisdom acquired is that the key to long-term success is in diversification. Since the ACAP network gave birth to various sites across the Atlantic Region at the same time, and considering that they all exist almost twenty years later, it is easy to conclude that this network offers a good basis for comparison. Currently, the Atlantic Ecosystem Initiative funding envelope with Environment Canada, ACAP's founding partner, is in jeopardy. The ACAP sites, which will continue their operations, are only those that have grown their service levels and expanded the areas of the environment that they are working in (i.e. renewable energy, watershed protection, biodiversity, etc.). ACAP Cape Breton must therefore, focus on diversification in its everyday operations.

## **Sydney Airport Authority**

The McCurdy Sydney Airport Authority (SAA) is a not-for-profit corporation under the Societies Act of Nova Scotia. The SAA generates a surplus from operations, but does not distribute dividends. All surpluses are reinvested into capital projects for the airport, whether it is repairs and maintenance, or expansion. The SAA has first established in 1997 in cooperation with the Federal Department of Transportation.

### **History**

Until the early 1990's, the Sydney Airport Authority was owned and regulated by the Federal Government of Canada. A movement was surfacing at this time, however, where the Federal Government was to divest all its interests in assets pertaining to smaller airports and seaports to local community groups. At this time, it was noted that the Cape Breton economy included some of the world's fastest growing business sectors: technology/knowledge based arts, entertainment, culture, tourism, environmental technology, and aquaculture are all examples of industries that were emerging at the time. Community members and businesspeople agreed that when new businesses are considering relocating in Cape Breton, one major concern is that of air service availability. Without the support of the community to keep the Sydney Airport in operation, people would have no choice other than commuting to Halifax International Airport, which is a five-hour drive. As a direct result of the government divestiture and community support, the SAA was formed, with a mission as follows:

“The Sydney Airport Authority is committed to the betterment of its community and the local economy by providing quality, safe, and accessible aviation services and facilities for the traveling public, and for the people and businesses of Cape Breton Island”.

### **Impact on the Community**

The Sydney Airport Authority is very conscious of their environmental impact. In fact, SAA must meet specific criteria in order to be eligible for certain grants, particularly Airport Capital Assistance Projects (ACAP). Proposed environmental impacts must be disclosed on the application for each ACAP project, including the hazardous materials used, soil type, size of the land, surface water, solvents used, site preparation, etc. As a result of this consciousness and disclosure, SAA is very mindful of the projects they choose to undertake, and the environmental consequences.

As previously stated, the closest airport from Sydney is the Halifax International Airport, which is a five-hour drive. If the SAA ceased to exist, it would likely have a negative impact on the local economy. Generally, it is beneficial for a business to be located within one hour of an airport. The existence of SAA fills this gap, and enables Sydney businesses such a convenience.

### **Financing**

- While the McCurdy Sydney Airport Authority had a few difficult years during its start-up, for the duration of the previous nine years, it has been completely financially viable. The Authority is currently self-sustained, and receives no subsidies or allocations from any level of government.

- The organization has, however, applied for grant funding from governments to assist with certain airport investments such as navigation aids, etc. The program in which SAA has applied for in the past is known as ACAP funding (Transport Canada called Airport Capital Assistance Program). This program is designed to assist small or regional airports (non-NAS- National Airport System) with airside projects, airfield lighting, navigation aids, runway reconstruction, etc. ACAP is a grant that can be applied for on a yearly basis. Upon submission of a project application form, ACAP reviews the application, and decides whether they feel it is a worthwhile investment. Upon approval, SAA received 90% of the estimated costs associated with the project, and must fund the remaining 10% from the organization's capital budget.
- The Sydney Airport Authority also receives periodic funding from Enterprise Cape Breton Corporation, to help with expansion, repairs, renovations, etc.

### **SAA Today**

As of November 2009, the Sydney Airport Authority has 15 full-time employees, as well as one part-time employee. The organization also employs one seasonal worker, as well as three temporary workers. In addition, it has 11 elected board members, who are devoted members, and avid volunteers within the community of Sydney.

### **Partnerships**

The Sydney Airport Authority is partnered with a number of economic development organizations within the region of Sydney, in addition to the Cape Breton Partnership. These organizations do not supply funding per say, but act as a means of support and mentorship.

### **A Look to the Future**

The Sydney Airport Authority is very familiar with their prime customer base, mainly residents and local businesspeople. While the organization does recognize that a portion of their revenue is due to tourism, they do not feel that they have adequately tapped into this market. Therefore, SAA's current and future plans are to take on a more active role in the tourism market, and to hopefully increase revenues as a result.

## **Fortress of Louisbourg Association**

“The Fortress of Louisbourg Association (FLA) fosters a better appreciation of Canada, the history of the Fortress of Louisbourg, and its culture through tangible sensory experiences. The FLA strives to nurture a positive relationship with local communities, and provides exciting learning opportunities and exceptional visitor services”. The Fortress of Louisbourg Association is a non-profit, charitable organization, which was founded in 1976 to promote and participate, wherever possible, in the activities of the Fortress of Louisbourg National Historic Site in the areas of interpretation, extension programs, training, archaeology, and research.

### **History**

Prior to its establishment in 1976, Parks Canada, which funds and governs the Fortress of Louisbourg, did not have a visitor center at the Fortress. The Fortress of Louisbourg Association was established primarily to deal with enhancing the visitor experience to the Fortress, which is the largest reconstructed 18th-century French fortified town in North America, as well as to serve as the retail outlet for this Canadian National Historic Site. Today, there are similar associations across Canada, including the Canadian Highlands National Park Association. The FLA is now partnered with Parks Canada, through a partnership of agreement.

Today, the Fortress of Louisbourg Association employs four full time employees, upwards of 100 seasonal employees, ten voluntary board members, and 68 school age children. Currently, the Association operates two gift shops, three restaurants, a children’s program, a drumming program, a coffee shop, a bakery, and organizes a number of evening events. The FLA presently offers a Public Archeology Program, as well as a Food and Wine Program, and is constantly looking to develop new evening programs. Furthermore, the Fortress of Louisbourg Association has expanded its operations from programs and services, and in fact now caters to such events as weddings, birthday parties, conferences, and corporate meetings. These programs and entities combined produce enough revenue to label the FLA as self-sustained in their operations. While the FLA is described as very viable on its own, it acknowledges its good fortune to operate in an already well-established organization (Parks Canada).

### **Financing**

The following is a timeline, which demonstrates how the Fortress of Louisbourg Association was able to finance both its start-up, as well as its expansion:

- In 1986, Devco, a branch of the federal government, divested many of its assets, and in turn donated three gift shops to the Fortress of Louisbourg Association. The following year, in 1987, a second act of generosity was shown by this federal government branch, where Devco surrendered a restaurant to the FLA. Devco simply did not want to, nor have the resources, to maintain these entities. In 1988, the King’s Bakery was taken over by the FLA. At the time, the bakery belonged to a private contractor.
- From 1989-1993, FLA entered into a five-year program with Enterprise Cape Breton Corporation, to employ newly unemployed steel workers. In 1994, FLA was able to refurbish its restaurants, due to funding received from the Department of Industry.

- 1995 marked the grand enactment for the Fortress of Louisbourg Association, and the following year marked FLA's established partnership with Heritage Canada. In 1996, the Fortress of Louisbourg Association became self-sufficient through its operating income.

## **Partnerships**

The Fortress of Louisbourg Association relies upon a number of partnerships with local businesses, as well as its surrounding community. Some of its important partners, throughout its years of operations, include the Louisbourg Economic Development Society, the Cape Breton Regional Municipality, the Nova Scotia Department of Tourism, Culture, and Heritage, Service Canada, and Enterprise Cape Breton Corporation.

## **Economic Benefits**

The town of Louisbourg had always relied upon the fisheries industry as their main source of economic activity. In recent years, however, this reliance slowly transferred over to the tourism industry. The benefits associated with the Fortress of Louisbourg National Historic Site are considerable. In fact, the Fortress itself draws anywhere from 115,000 to 120,000 visitors a year. These individuals spend significant amounts of money, not only in the Fortress, but also in the town of Louisbourg, on food, souvenirs, etc.

The FLA allows the Fortress to operate a number of restaurants, a bakery, a coffee shop, and two gift shops, on site, which greatly contribute to the economic inflow of cash. Furthermore, the services provided by the FLA contribute approximately \$400,000 annually to the Fortress of Louisbourg National Historic Site, primarily through their children's programs and animation programs.

## **Challenges**

The Fortress of Louisbourg Association has encountered a number of pressing challenges during its 30 plus years of operation. Identifying a secure funding stream is an ongoing issue that the FLA has encountered. Sandra MacDonald, FLA's Program Manager, explained that a great deal of your time could be consumed in searching for and identifying sources of revenue. Additionally, the importance of effective leadership was reinforced in 2000, when the FLA nearly hit bankruptcy primarily due to fraud.

## **Wisdom Gained...**

According to Sandra MacDonald, there are a number of things that should be considered very important in the operation of any non-profit organization. The establishment of partnerships, as well as continuous revenue streams, is key in keeping any organization afloat. As well, effective management in dealing with the number of employed staff, a strong Board of Directors, as well as effective marketing efforts, are all extremely important.

During economic hardship, many organizations make the detrimental decision to cut marketing from their expenses. However, Sandra argues that marketing is key to drawing visitors into the Fortress, and thus persuading them to utilize the services provided by the FLA. Furthermore, she expresses her agreement with always looking outside the box, whether it is the outside

community, other businesses, or simply what the customer wants. Sandra owes the success and viability of the Fortress of Louisbourg Association to these factors.

## **United Farmers' Co-op Country Store, Sydney**

### **History**

The United Farmers' Co-op Country Store was established 45 years ago by a group of farmers in the Cape Breton region. At this time, 80%-90% of Sydney's population worked in the farming industry. The primary purpose of this new establishment was essentially for local farmers to have a place to purchase farming supplies. To this day, the co-op continues to operate as a retail outlet, and is open year-round. The organization began as a not for profit with a prime objective to create enough wealth to satisfy its maintenance and renovations, as well as its members. The United Farmers' Co-op started, and to this day remains, as a member cooperative. The membership fee is \$25 for a lifetime membership, and the organization currently has 630 members. Dividends are distributed to its members on a yearly basis. Although this organization operates as a member co-op, customers do not require a membership to shop and make purchases at the country store.

The United Farmers' Co-op provides its customers with farm equipment and supplies, lawn and garden supplies and materials, pet supplies, hobby supplies, work clothing, bird feeders and feed, horse supplies, as well as many other odds and ends. It also operates a small seasonal section, which carries giftware. United Farmers' Co-op has operated under the following mission: "to provide quality goods and services at a fair and reasonable price". Today, Brian Harrietha, current manager of the organization, with more than 35 years of experience, explains that the organization employs seven full-time employees, and an additional seven seasonal workers.

Since its establishment, United Farmers' Co-op has been constantly forced to adapt to its external environment. While in the past, 80%-90% of Sydney's population was farmers, today, a mere 10% of Sydney's population is farmers (for the most part known as "hobby farmers"), and of these hobby farmers, 70% are year-round farmers, and the remaining 30% are seasonal farmers.

### **Expansion**

The United Farmers' Co-op has undergone a number of expansions throughout its existence. Since its early 1960s start-up, the organization has relocated three times, all of which were to bigger, more accommodating spaces.

- The United Farmers' Co-op originally financed its start-up through bank loans. It was never, in fact, a recipient of sponsored grants or other means of funding. United Farmers' Co-op acquired adequate financing from CIBC to fund its first expansion, from the Credit Union to fund its second expansion, and from Farm Credit (a program established to aid Canadian farmers in acquiring financing) to fund its third expansion. Approximately five years ago, the United Farmers' Co-op was able to finance its most recent expansion through its operational cash flow.
- The United Farmers' Co-op has a current equity of 79%. Whereas this number varies due to the acquisition of new mortgages, for example, and considering the fact that it is often recommended that co-operatives operate at an equity rate of no more than 50%, United Farmers' Co-op feels this level is approximately the right level to be working at, allowing for both dividend payouts, as well as further renovation options.

## **Partnership**

While the United Farmers' Co-op does not rely upon any local businesses or organizations directly, they have always had a strong affiliation with Co-op Atlantic. Co-op Atlantic is a diverse and innovative business serving member co-operatives throughout Atlantic Canada and the Magdalen Islands, and is one of the largest integrated wholesale agri-food operations in the region. Co-op Atlantic serves as United Farmers' Co-op's wholesaler, of which all goods are purchased through.

## **Impact on the Community**

### *Environmental*

United Farmers' Co-op is devoted to a clean and healthy environment. The co-op assumes the responsibility of acquiring farmers' old pesticide jugs, and sends them to be recycled at a plant in Prince Edward Island. The United Farmers' Co-op also prides itself on offering organic alternatives for gardening and farming to its customers.

### *Social and Economic*

The United Farmers' Co-op donates regularly to a number of community organizations, church groups, businesses, and associations. The organization also employs seven year-round employees, and a total of 14 employees during its on season. These individuals are provided with full-time employment, which creates loyalty and stability in the lives of the employees. The number of employed individuals has increased over the past number of years.

## **Challenges**

The greatest challenge encountered by manager, Brian Harrietha, during his reign, was in regards to renovations. He explained that there were a number of difficulties in dealing with architects and trades people. Because the vast majority of renovations took place during the organization's off-season (December-April each year), meeting deadlines was always an issue. Brian quickly learned the importance of keeping everyone on schedule, and working diligently.



## **Self-Sustainability**

- Since its early establishment, United Farmers' Co-op has not sought grants, but used bank loans. It has financed its expansions and renovations through both said loans, as well as its operating cash flow. For this reason, United Farmers' Co-op has been considered self-sustained since it began its operations in the early 1960s.

## **Wisdom Gained...**

When the decision was made to relocate to its current location on Keltic Drive, no one had anticipated how large the United Framers' Co-op would become. This location decision, however, would quickly turn into a regret and a judgmental error. The United Farmers' Co-op is currently landlocked, meaning it does not possess enough land to accommodate its proposed expansion. It is determined today that when the decision to relocate was made, the organization should have chosen a piece of land two, or even three times larger in size. Brian Harrietha expressed his regret that the organization did not take advantage of the low costs of land, and thus better plan for future expansions.

## **Sunset Funeral Co-op Ltd.**

Sunset Funeral Co-op Ltd. is amongst Canada's 37 funeral co-ops. Incorporated in 2004, Sunset Funeral commenced its operations in February 2009 in Margaree Forks, Nova Scotia. Sunset Funeral Co-operative is a community-driven initiative; geared to community ownership, and the provision of affordable services to members of the funeral co-operative. It offers such funeral services as cremations, prepaid funeral packages, and regular funeral services. While the organization operates as not-for-profit as possible, it is registered as a for-profit limited organization, with strong social and community commitments. Sunset Funeral currently employs one full-time worker, as well as one part-time worker.

### **History**

The idea for the development of a funeral co-operative in rural Cape Breton came to light in early 2003 at the Lake Ainslie Development Association. Upon learning of the success of business ventures in Prince Edward Island and mainland Nova Scotia, the Development Association began to investigate the demand for, and the viability of, such an enterprise in Inverness County. Representatives of funeral co-operatives, which were currently operating in PEI, and Arimathea Funeral Co-operative located in Musquodoboit, N.S., came to Cape Breton, and presented an overview of their business models. The concept was widely embraced by those present, particularly because they offered an affordable solution to end of life services.

In the fall of 2003, meetings of church clergy and the voluntary board were held in order to gauge interest in the concept. It was quickly determined that there was sufficient interest and support to continue to investigate the viability of starting a funeral co-operative to serve the rural communities of Inverness and Victoria Counties. In early 2004, a development committee began having regular monthly meetings, and Sunset Funeral Co-operative was officially incorporated in the province of Nova Scotia on January 5, 2004.

Sunset Funeral hired embalmer/funeral director, James Young, in January 26, 2009, and immediately began its operations. Since its start-up in early 2009, Sunset Funeral has completed 14 services throughout Inverness and Victoria Counties.

### **Financing**

- Sunset Funeral Co-op Ltd. was able to finance its start-up largely due to the guidance and advice acquired from the Nova Scotia Co-op Council. This council worked with Sunset Funeral in scheduling monthly board meetings, which served largely as public awareness and educating tools. The general public was invited to attend these meetings, where Sunset Funeral and the Nova Scotia Co-op Council would promote and sell memberships. These \$25 yearly memberships, in turn, played a significant role in financing the organization's establishment.
- In addition to the membership fees, the Canadian government began offering a program, an equity tax credit, which allowed individuals to invest money in local businesses. The equity tax credit allowed investors the option to invest (up to \$1,000) in Sunset Funeral, and receive a 30% tax credit on their T1 Tax Return. The credit is non-refundable, but may be carried forward four years or carried back three years. The full credit only applies to investments held for a minimum of five years, however. This program was an

important incentive for investors, as well as an excellent means of financing the company's start-up and projected expansion. In fact, Sunset Funeral Co-op Ltd. was able to gather a pool of nearly \$80,000 in its first year. Further to this equity tax credit, investors could purchase additional shares in the company.

Needless to say, Sunset Funeral has never relied on grants. The company financed their start-up through both membership fees and equity tax credits. According to President, Greg Nearing, the company is, and always has been, self-sustained.

### **Impact on the Community**

Sunset Funeral Co-op Ltd. is committed to the community it serves. The primary purpose of Sunset Funeral's establishment was to bring control back into the hands of its surrounding community members. It does so by offering equal, or superior services to its members, at a fair and reasonable price. There are currently upward of 600 members, and the organization services communities in a large area (including communities in Cheticamp and Inverness).

### **Partnerships**

Sunset Funeral Co-op Ltd. worked closely with the Nova Scotia Co-op Council during the years prior to, as well as throughout its start-up. Together, these two entities were able to compile a comprehensive business plan, which outlined its marketing strategies, sales goals and objectives, and projected financial statements for its first three years of operations. According to the business plan, the organization aimed for 16 services in its first year of operation, predicted a net loss for its first two years, and finally a net profit in its third year.

Sunset Funeral Co-op Ltd. has strong relationships with many funeral establishments in the general area as well. Sunset Funeral uses one particular funeral business to perform their cremation services. Additionally, if Sunset Funeral requires a specific casket that is unique and/or uncommon, for instance, and it does not have this particular casket in its warehouse, Sunset Funeral feels comfortable in asking other funeral businesses to acquire it from their warehouse.

Finally, Sunset Funeral has joined the Canadian Funeral Cooperatives Network to network with other co-operatives for education, purchasing, and promoting the idea of the co-operative movement.

### **Challenges**

The major challenge Greg Nearing had encountered during his organization's establishment was finding a suitable facility. He explained that not only were there a number of criteria and regulations that surrounded where such a business was allowed to operate, but also the availability of such a facility proved challenging. Greg was finally able to locate a facility that met all operational criteria, and was sufficient overall.

Sunset Funeral Co-op Ltd. is now devoted to educating and informing the general public that the services provided by the co-operative are professional, dignified, and affordable, so that it can become sustainable.

### **Wisdom Gained...**

Greg Nearing now realizes the importance and significance of the equity tax credit program, which serves as both as incentive for investors, as well as a means of financing the organization. Greg acknowledges his regret that he did not take advantage of such a program earlier on in the organization's establishment, as it would have been of great benefit financially.

## **Glance Bay Citizens Service League**

### **History**

Glance Bay Citizens Service League (League) was first established in the early 1960s in response to the arrival of a missionary from the United Church of England. This lady aimed to help with Glance Bay's current economic and social issues. The first meeting of general interest took place in 1965, and the organization was later incorporated in 1967. At this time, however, the organization had no place to call its home. It wasn't until 1972 that St. Mary's parish offered its vacant rectory to the town to be used for League offices.

Today, the Glance Bay Citizens Service League owns and operates three facilities: Town House, Passchendaele House, and New Aberdeen. The Glance Bay Citizens Service League is a volunteer-based, non-profit organization, which offers programs that improve the quality of life of the community in response to needs identified by its residents. The League is administered by 13 voluntary board members, and is supported largely by its 100 volunteers, one full-time employee, and one half-time employee.

### **Programs and Services**

The programs and services offered by Glance Bay Citizens Service League have significant social and economic impacts on the community of Glance Bay, as well as its surrounding areas. Reduced rates for low-income families, as well as work placements for students and recipients of unemployment insurance, are only some of the many benefits of the organization's services.

While many of the programs and services in which League offers today are similar to those offered in years past, League is always adapting and making changes to their current programs. The following is a brief overview of some of the current programs and services, in which make Glance Bay a better place to live:

#### *Nursery School*

This service is available to children the year prior to their commencement of school. The nursery school is open two days a week, for two hours per day, from October to May, in the League's three locations. Two Early Childhood Educators are currently employed September through May, and reduced rates are available for low-income families.

#### *Clothing Depot*

Good, used clothing for the current season, as well as household items (such as pots and pans and linens) are donated to the League, sorted by its volunteers, and made available to persons and families in need. Individuals and/or families are then able to fill a garbage bag for \$1.00.

#### *Each one Teach One*

This service is a free, confidential service that offers Laubach Literary instruction for adults who have difficulty reading.

### *Backpack Program*

Local businesses, church groups, and individuals, are encouraged during the summer months to donate school supplies to be distributed to families with school age children who are in financial need. Adults returning to school may qualify for this program as well.

In addition to the above listed programs and services, Glace Bay Citizens Service League offers: meals on wheels, a furniture exchange, a community friends program, a health care equipment loan, a foot care clinic, summer day camps, march break programs, brunch programs for seniors, intergenerational programs, senior contact programs, non-profit building and repair projects, the Glace Bay UNICEF committee, an employment reentry program, memorial and scholarship funds, CPR and first aid courses, safe boating courses, babysitting courses, stress management, and many others as requested.

### **Partnerships**

Glace Bay Citizens Service League relies upon many external relationships, both for their financial support, as well as social assistance. Some of its major partners include: the Glace Bay Literacy Council, which provides voluntary tutors to aid with the Each One Teach One program; the Glace Bay UNICEF Committee, which coordinates the collection for UNICEF with the assistance of leaders from Sparks, Brownies, Girl Guides, etc.; Help The Aged (Canada), which provides interns for six-month periods to work on local projects; Foot Care Clinic, which helps people who require assistance with foot care; and Meeting Space for Volunteer Organizations, which provides meeting space for other non-profit organizations in the local community.

### **Financing**

- The Glace Bay Citizens Service League relies heavily upon a Province of NS community service grant for its programming. In fact, half of the League's budget comes from funding provided by Community Services. Evidently, League is very dependent on this grant, and as a result of the provincial government's decision to freeze the amount as of 1995; League is forced to operate their programming on a restricted budget.
- There are a number of divisions that exist for daycares, including wage subsidiaries for early childhood educators. In principle, fundraising activities and program fees fund both expansion and everyday operations. The nursery school, the summer and March break childcare and camps, and meals on wheels for instance; all charge fees, which help fund the day-to-day operations of the League.
- Glace Bay Citizens Service League is continuously seeking grants and other means of financing to help fund both their programming costs, as well as administration costs. The League was a recipient of a grant to renovate Passchendaele House, as well as a recipient of a small grant from the CBRM. Recently, the League applied through the Job Creation Program, and received funding to hire an employee to develop both a communications strategy, as well as a fundraising strategy.
- Grants, government support, program fees, and donations are the League's major means of financing.

## **Challenges**

The year 2008 proved extremely challenging for Glace Bay Citizens Service League. So challenging, in fact, that the organization was near bankruptcy, and found itself face to face with the reality of closing down all operations. This economic downturn was the result, however, of something much larger than a lack of commitment by its staff and volunteers for instance. In fact, this economic failure was the result of a major theft of funds within the organization.

As a response to the bankruptcy, and talk of ceasing the League's services and programs, the community of Glace Bay reacted with a broad community appeal. Churches, doctors, and community groups pulled together, and a pool of capital large enough to keep the organization afloat was established. This community effort is an excellent indication of how much such an organization means to the community of Glace Bay, and the integral role it plays.

Since it's near bankruptcy, as well as another financial struggle in December 2009, Glace Bay Citizens Service League was forced to acquire a significant line of credit at the Glace Bay Credit Union, thus eliminating its safety net. The League is now considered solvent.

## **Wisdom Gained...**

According to executive director, Susan Plath, the most important piece of advice she can give is to work together. She stressed the importance of strong relationships with partners, and the value associated with respecting your volunteers, your employees, and your community. She felt an essential question to address, for any social enterprise organization, is "how do we make everyone feel a part of the community"?

The importance of internal controls cannot be underestimated, as employee fraud brought the organization to its knees.

## **YMCA Cape Breton**

The YMCA Cape Breton (The Y) was established in 1886, with the initial belief that every person has the power to make a difference, and the ability to make the world a better place. The YMCA is a volunteer driven, charitable organization serving all areas of Cape Breton Island, and is today, the oldest, most diverse charity on Cape Breton Island. Presently, the Y has facilities in Sydney, Glace Bay, Port Hawkesbury, and Ironville. The YMCA of Cape Breton remains committed to practicing and demonstrating the core values of respect, honesty, responsibility, and caring in all aspects of the organization, as well promotes a sense of belonging, and provides Nova Scotians with opportunities to serve and lead.

### **History**

The YMCA Cape Breton was first established as a provider of recreational activities for Christian men. As a result of the industrial revolution, and the influx of coal and steel workers in the area, the Y thrived and its programs began to diversify. Although the Y was once associated with strictly Christian men, the organization has greatly expanded, and is no longer associated with a particular sex or religion. In fact, the Y is continuously evaluating the needs of all community members, and adapts its programs and services according to the social and economic challenges in Cape Breton. In 1929, the prominent building in which the Y operated was destroyed by a fire. The spirit of the YMCA, was carried on in the years to follow, and in 1940, a group of community leaders secured land from the Dominion Steel and Coal Company, and a new YMCA opened on the corner of Charlotte Street and Wentworth Street. The present facility is comprised of two buildings, one constructed in 1979 with additions currently under construction. The 1940s structure was demolished in November, 2009 to make way for the additions.

The Y is administered by its voluntary board of directors, who bring a wealth of knowledge and experience from business, health care, teaching, social and legal professions. The organization currently employs upwards of 130 employees, including full-time staff, part-time fitness class instructors, and students on work placements. There also exist approximately 60 active volunteers within the organization. Today, the YMCA Cape Breton has 1800 active members at the Sydney branch, which is steadily increasing since its recent expansion commenced, and an additional 650+ at the Port Hawkesbury branch.

### **Programs and Services**

The Y provides values-based programs and services that teach the importance of caring, honesty, respect, and inclusiveness. YMCAs across Canada are community centers where people meet and discover common needs or interests. They are a place where friendships are formed and family ties are strengthened. The Y offers a number of programs and services, which empower people, including:

#### *Health and Wellness Programs*

In addition to its weight room and gym facility, fitness classes are also made available to all Y members. Currently, there are approximately 48 classes a week at the Y, offered both mornings and evenings, in a number of different disciplines. Examples of classes include: CardioCore, Energize Me Up, Fencing, Group Power, Mommy & Me Fitness, Yoga, Deep Water Aqua Fit, Circuit, and Zumba. The Y has upwards of 22,650 active participants in their health and wellness programs.



### *YMCA Child Care*

Safe, affordable childcare is offered through YMCA centers and workplaces throughout the entire province of Nova Scotia. Upon completion of these programs, children are more equipped, and better prepared, to continue on to kindergarten. This service is made available to children 3-5 years of age, and is offered mornings only. There are approximately 20 children in this program at present. However, expansion plans predict accommodation for 40 children, and a full-day service that is open to toddlers in addition to 3-5 year olds.

### *Education and Employment Training*

Through education and employment training, the Y offers advice and guidance for small business start-up, job search support, literacy training, academic mentoring, vocational assessment, and other services to help with school/work transitions.

Furthermore, the Y offers programs and services in the fields of employment, entrepreneurship, day/overnight camps, and international development. These seven key functional areas allow the Y to fulfill their charitable mission.

### **Impact on the Community**

Each year, YMCAs across Nova Scotia provide more than \$609,000 in financial assistance to provide affordable access to over 11,000 citizens; people who are willing yet unable to pay the full fee for YMCA programs and services. The Y offers programs such as All Access, where eligible individuals and families contribute as much as they can afford. The YMCA Cape Breton has never, and will never, turn any person away. The amount of assistance will vary on factors such as the amount of income and expenses for the household. Money from community contributions, the United Way, and various other YMCA fundraising campaigns, assist in financing such programs. In addition, the Y offers a number of payment plans, which allow employers the option to offer employees payroll deduction, flex time, and/or recreational allowances.

Through its international development program, the YMCA donates funds, which are matched with federal government money, to support programs in Honduras. In addition to disaster relief, the Y funds programs in the fields of both youth training and development, and youth computer training skills.

The YMCA Cape Breton also impacts the community of Cape Breton through its highly visible community center, its childhood services, and its gateway to improved health and well-being. As well, the Y positively impacts the community by encouraging every person to participate in YMCA programs, and by offering both a wheelchair accessible site and rehabilitation programs. Moreover, \$2 million in salaries are distributed each year, which helps retain talented, and well-educated individuals in the area.

### **Partnerships**

The YMCA Cape Breton has a number of partnerships and relationships with local businesses and community groups. The Y is currently a *Partner for Life* with the Canadian Blood Service. So far, the Y has far exceeded its original target of 40 donations a year. The Y is closely affiliated with the Cape Breton Regional Police Service, where a constable serves as chairman of the Strong Kids Campaign. The Y also has relationships with the Whitney Pier Youth Club, the Association for Safer Cape Breton Communities, and is currently looking into partnership opportunities with the Nova Scotia Community College, Cape Breton University, and the District

Health Authority. Furthermore, the Y has service agreements with Employment Nova Scotia, as well as Service Canada, and while independent, works cooperatively with the YMCA Canada, and other YMCAs in Nova Scotia.

### **Expansion**

The YMCA Cape Breton is currently undergoing a \$12.3 million dollar expansion, which will see a total redevelopment of the current YMCA space. The renovations will take place in three phases, and are predicted to be completed by late 2010, early 2011. This new facility will mean building a better, stronger, healthier community for Cape Breton.

In 1979, the concrete for the foundation of a pool was poured in order to construct a new pool at the YMCA's current facility. Unfortunately, the Y ran out of money to complete the project, and the pool was never brought to life. Included in the Y's expansion plans, however, is the re-birth of this 25-meter pool with state of the art equipment and features.

### **Financing**

- The YMCA Cape Breton is a financially stable organization poised for future development. For the past number of years, the Y has received input and financial contributions from stakeholders, all levels of government, staff, community groups, and the voluntary sector. Its major financiers, particularly in the areas of education and training and entrepreneurship, are Employment Nova Scotia and Service Canada (mainly for employment services, youth programs such as work placements, mentorship programs, and action plan programs). The two employment centres currently employ 13 full-time workers within the Y, as well as covers the cost for utilities and office equipment, as an alternative to opening a branch that offers similar employment services.
- The YMCA is able to finance its day-to-day operations through both its service agreements, as well as its fees for memberships, swim lessons, childcare, etc.
- The \$12.3 million building expansion was made possible by a mixture of finance streams. \$5 million was a grant by Enterprise Cape Breton Corporation, \$1.5 million through provincial grant, \$1.5 million a grant by the Cape Breton Regional Municipality, \$1 million through the Y's previous 10 years' operational surpluses, \$500 thousand through a mortgage, and the remaining \$1.8 million through fundraising (including donors, and large fundraising events).

### **Wisdom Gained...**

Andre Gallant, current Chief Executive Director of YMCA Cape Breton, believes focusing on your organization's mission and vision is of utmost importance in the operation of any social enterprise organization. He believes that it is essential to stay focused on your particular objectives, and to continuously reevaluate your mission.

## **Coopérative Radio Chéticamp Limitée CKJM 106.1 FM**

### **History**

The concept that later formed the Coopérative Radio Chéticamp Limitée (CKJM) began in 1991. At this time, a community initiative was being put forth in order to preserve the Acadian culture in Chéticamp. As a result, a group of community members organized a public meeting to sound out the community on the subject of a French community radio station. The decision was made to start off small, and to do short term broadcasts with equipment rented from l'Alliance des Radios Communautaires du Canada (The Canadian Alliance of Community Radio). The following year, CKJM was formed. In October 1995, however, CKJM made its permanent broadcasting debut, with a 3 000 watts FM stereo transmission that since 2008 serves Pomquet through to Antigonish with a 600 watts repeater. In August 2000, Le Studio Marcel Doucet had its grand opening.

Today, CKJM broadcasts 24 hours a day, seven days a week, with 78 hours of local programming, and the remaining with automated broadcasts, and live and pre-taped programming from Le Réseau Francophone d'Amérique. CKJM has 3.5 full-time equivalent employees, down .5 since last year. Currently, there are approximately 390 lifetime members of the cooperative; however, a call for membership has not taken place since its establishment in the early 1990s. Furthermore, CKJM has 14 voluntary board members.

Although CKJM's objective has always been to preserve the Acadian culture within the community of Chéticamp, permission was received by the station allowing up to 10% English content (to allow English speaking community volunteers to participate and contribute to the station). Additionally, an hour-long Gaelic show airs each week, which is broadcast in Chéticamp and surrounding areas, as well as in Scotland.

### **Financing**

- Each year, Heritage Canada offers a financing grant that is available to all Canadian community radio stations. The grant finances the purchase of capital assets, but does not fund operational costs. The Coopérative Radio Chéticamp Limitée is a repeat recipient of this grant. During its start-up, CKJM received 50% of its proposed \$200,000 start-up costs from Heritage Canada, 20% from the province's economic development department, and the remaining 30% was received through both fundraising activities and several short-term broadcasts.
- Throughout its operations, CKJM received financing grants from Heritage Canada two more times, to fund both the establishment of a recording studio in 2000, and the renewal of the organization's equipment in 2008. In regards to the new studio, Heritage Canada supplied 50% of the required funding, 20% was received from the provincial government, and the remaining 30% was collected from both corporate sponsors and fundraising activities. The purchase in 2008 of two new generators, a 600 watts transmitter-repeater, renewed computer systems, as well as office furniture, was 50% funding from Heritage Canada, 20% from Enterprise Cape Breton Corporation, 10% from the provincial government, and 10% from the station's operational activities.
- In 2003, Coopérative Radio Chéticamp Limitée felt it necessary to compile a new website for the organization. In order to fund such an expense, they applied for and received a grant through Industry Canada, in support of more French content on the Internet. This website also offers live stream of CKJM's programming.

- The Coopérative Radio Chéticamp Limitée is able to fund its day-to-day operations through both its advertising income (which makes up approximately 50% of its \$220,000 yearly income), and fundraising activities. As they have no other choice but to rely upon their own operational income, Coopérative Radio Chéticamp Limitée is considered self-sustained, and has always been.
- In 2009, l'alliance des radios communautaires du Canada, in partnership with l'alliance des radios communautaires du Québec and N.C.R.A. (Canadian campus radio), formed the Canadian Community Radio Fund, which was recently approved by the C.R.T.C. It is predicted that in the near future, large sums of money from the private sector will go toward community radio station members of the Fund that focus on promoting Canadian content. It is unconfirmed, however, believed that each Canadian radio station will receive approximately \$40 thousand a year in an effort to promote Canadian artists and Canadian content.

### **Fundraising Activities**

Coopérative Radio Chéticamp Limitée relies heavily upon fundraising as a means of keeping the business afloat. There are a number of activities in which CKJM relies upon, including: the sale of French albums made available on their website, 50/50 draws, radio bingo, an annual radiothon, a radio auction, and a hockey pool. CKJM has about 40 active volunteers who help with fundraising activities, as well as hosting weekly radio programs and other promotions.

### **Partnerships**

Coopérative Radio Chéticamp Limitée is closely affiliated with the National Alliance for French Community radios, who serves as CKJM's advocacy center, and guides all fundraising mechanisms, as well as decisions within their political, economic, and social systems and institutions. CKJM is also a member of the Canadian Community Radio Fund, the N.S. Coop Council, le Conseil Coopératif Acadien de la N.-É., as well as numerous other local and French provincial organizations.

### **Impact on the Community**

The greatest impact on the community falls into the category of culture. Since its establishment, Coopérative Radio Chéticamp Limitée has greatly aided the community in preserving their Acadian culture, and by familiarizing its listeners to the songs of various French artists throughout all of Canada. The establishment of a French radio station has helped immensely in the community's struggle between strong roots, culture, and society. In addition to its impact on the culture of the community, Coopérative Radio Chéticamp Limitée has also affected the community economically. For instance, through their broadcasts, CKJM allows local businesses to have a voice, and advertise locally. As well, significant economic benefits come from employing four individuals for 15 years.

### **Challenges**

The major challenge encountered by Coopérative Radio Chéticamp Limitée, according to Angus LeFort, current manager of the station, was securing financing. As previously indicated, CKJM operates 24 hours a day, seven days a week, and employs four employees. In order to operate such long hours, it is essential for employees to focus on fundraising methods, to establish a constant revenue stream for the organization.

Due to unpredictable profits from Bingo, the major fundraiser for CKJM, the station was unable to secure enough capital to make a major profit, and in turn, continues to operate without an emergency fund. Also, downturns in the economy have grave effects on CKJM's profits, as businesses are often apt to cutting advertising expenses in their budgets above all other expenses.

### **Wisdom Gained...**

The most important thing Angus LeFort has learned from his experience managing the Coopérative Radio Chéticamp Limitée is the advantages of starting off small. Angus explained that he witnessed firsthand the start-up and essential demise of radio stations that attempted to start big; larger than they could handle. According to Angus, starting out small, and allowing for gradual growth and learning, was a smart move for his particular organization. He felt growing at a pace in which the business could accomplish is essential for any social enterprise organization.

## **First Steps Housing Project Inc.**

First Steps Housing Project Inc. (First Steps) was initially developed in Saint John, New Brunswick, because of the high teen pregnancy rate, and the lack of support facilities for young women and their babies. First Steps provides a supportive environment where young mothers can continue their education, further their personal development, and gain the skills required to thrive as individuals and as parents.

### **History**

First Steps was established as a result of a number of initiatives and events taking place consecutively in Saint John, New Brunswick, in the late 1990's. At this time, Dr. Christine Davies, a local physician in Saint John, identified the existence of a considerable number of young, pregnant women, with a lack of family support, coming to her office. In turn, Dr. Davies formed a steering committee that researched the number of pregnancies in Saint John, and soon discovered that teen pregnancy rates were extremely elevated, and that there existed few services for these girls. The Steering Committee, (consisting of approximately 24 individuals) discussed what was needed to combat this trend, and what was being done in other regions that would work in Saint John. The committee concluded that these high-risk girls required many things, but to start with the basic needs, including food, shelter, and clothing, was a good place to start.

Around this time, a group of Saint John business people, who were committed to help combat the growing poverty problem in Greater Saint John, established the Business Community Anti-Poverty Initiative (BCAPI). This group selected an independent company, Deloitte, to identify initiatives that could best effect significant and ongoing reductions in poverty in the area. The results of Deloitte's research recommended BCAPI focus on one aspect of poverty; that being young, single women, and their children. The study concluded that this group represented the single largest group of people living in poverty in Saint John. In fact, Saint John has one of the highest rates of teen pregnancy in Canada, and the birth rate in Saint John is almost 50% higher than the provincial average. Academic research also states that these girls are likely to have become pregnant as teens, experienced broken homes or abusive situations, and have ongoing coping or life skill challenges.

First Steps first opened its door in May 2002, to homeless pregnant and parenting women. It currently employs 18 individuals, has 20 devoted volunteers, and 12 Directors, including Dr. Davies who still serves as President.

So far, approximately 200 women have lived at First Steps, a 12-bed, nine-crib transitional housing facility. It is estimated that there have been successes in many of the women who have come through their doors. Success, according to Sharon Amirault, a current employee at First Steps, is a difficult thing to measure, however. It can mean anything from overcoming a drug addiction, to completing a high school diploma, to overcoming an abuse issue, to giving birth to a healthy child. Employees and volunteers at First Steps see lots of successes everyday, but expect that the most significant successes will take place in the long-term.

First Steps depends upon self-referral (from friends, public health workers, social workers, etc.) as its sole means of advertising. The facility is fairly small, and unaccommodating in a sense. As a result, First Steps has made the decision not to advertise, as there is not enough room in the housing unit to support large numbers of women. There are pamphlets, however, that First Steps produces, which are given to doctor's offices, nurses and so on that tell young women about the program. First Steps also does a significant amount of fundraising that promotes the service to the community at large.

## **Purpose**

The aim of First Steps is to provide a supportive transitional housing facility for homeless pregnant young women and their infants. First Steps strives to ensure that homeless pregnant young women will have a healthy pregnancy and a healthy baby; and through partnering with existing community services will assist these young women in moving from homelessness to self-sufficiency and a better quality of life.

## **Programs**

First Steps offers a number of programs within their organization. The First Steps programs is that which takes pregnant or parenting women off the streets, or from unhealthy environments, and offers the opportunity to continue their education, further their personal development, and gain the skills required to thrive as individuals and as parents. Involved in this program is schooling, childcare, parenting programs and self-development courses. The First Steps motto is to encourage these women to move on as quickly as possible, upon successfully gaining adequate independence for the Second Steps program. Typically, women are evaluated in the First Steps program at least three months after parenting in the home, and are given the option to either stay in the program, to live on their own, or to move into the Second Steps housing program. In the Second Steps program, women are permitted to remain for at least two years. The women have either weekly or biweekly meetings with support staff at this stage. If after the two-year period a woman chooses to remain in the housing unit, she may do so if she has met all the requirements of the program.

First Steps Housing Project Inc. also offers an on site high school completion program. This on-site school, which commenced in 2006, allows women the opportunity to complete their high school diplomas, in a convenient and safe environment. Since its commencement, 21 women have graduated from the Dr. Christine Davies Education Centre (at First Steps). The women are considered graduates of the local high school (Saint Malachy's). They receive their diploma from this school, as well as participate in graduation there.

Another program, which is very popular, is a daycare facility. It is very difficult to secure a daycare facility for infants in Saint John, making it near impossible for young women to work and/or acquire further education. This program is a safe, and happy environment, where young women can feel secure about their child's well being.

## **Start-up**

- Funding was the initial focus of First Steps. Very fortunate for the organization, a federal homeless initiative was emerging at this time, where large sums of money were put into communities with apparent homelessness problems. First Steps applied for, and received a significant portion of these funds, which enabled them to purchase and renovate a beautiful old convent. The grant, which was referred to as Supporting Community Partnerships Initiative (SCPI), and is now called Homelessness Partnerships Initiative (HPI), aided significantly in the organization's start-up. First Steps also received a generous grant from the Provincial government.
- In addition to the Federal grant, First Steps was eager to secure corporate sponsors for the organization. Beyond all expectations, First Steps received overwhelming support from its surrounding community, and secured enough sponsors to allocate one sponsor per room, and even more impressive, per article within the room. The local government, local businesses, and even community members, were quick to make generous donations

to First Steps as well. At its start-up, First Steps had enough supplies (food, baby supplies, etc.) for an entire year of operations.

### **Expansion**

- First Steps continues to rely upon HPI grant money to partially fund their day-to-day operations,.
- Besides the HPI grant, First Steps continues to receive funding from the New Brunswick provincial government through the Department of Social Development.
- Fundraising and donations are the final components of financing in which prove important to First Steps operations.

### **Self-Sufficiency**

According to Sharon Amirault, who has been with the organization since it opened, First Steps has secure operational funding. In the way that they are funded; therefore, First Steps is financially self-sufficient. If certain funding is discontinued, for instance, the organization will seek other sponsors and/or grants to finance both their day-to-day operations, as well as expansions.

### **Challenges**

Since its start-up, and throughout its expansions, financing has always been the major challenge in which First Steps has faced. Without the support of both government departments, and local businesses, First Steps could not possibly have grown to be what it is now. Although it is said that with all not-for-profit organizations, everyday is a challenge, Sharon expressed that there existed no challenges that threatened the organization's existence.

### **Partnerships**

First Steps, since its establishment, has relied heavily upon community partners and local businesses. Strong relationships exist with many business and organizations that deal with mental health, addictions, housing, parenting and so on.

### **Impacts on the Community**

The social impacts of such an organization are not only obvious, but also significant in the grand scale of things. Increasing numbers of women are overcoming drug abuse, physical or emotional abuse, and life skill challenges, which have a positive effect not only on these women, but also on the community as a whole. Money saved on health care, and on social assistance, are also notable economic impacts of First Steps Housing Project Inc., in addition to the remarkable improvement in the health of these women and their babies.

### **Wisdom Gained...**

According to Sharon, very important to any organization is to offer a quality service. It is essential for not-for-profits to understand that they are businesses, and must meet similar expectations of any for-profit organization. It is also important to recognize the importance of not-for-profits, and what they bring to a community. Sharon furthered her words of wisdom by expressing the importance of having a board of directors that is well known, well connected, and well thought out. Careful consideration must be put into what each board member can bring to the organization (expertise in law, finances, social issues, fundraising etc.).



Furthermore, partnerships are key for any not-for-profit organization. It is important to work together with local businesses and community groups, as compared to competing.

Finally, the piece of advice that is most critical, according to Sharon, is to constantly research and evaluate your organization. It is essential to keep current statistics, and determine the best ways to measure your data, and meet the needs of your clients.

## **Telile Community TV**

### **History**

The closure of the fisheries, which was a major employer in Arichat, Nova Scotia in the early 1990s, and the resulting loss of over 500 jobs, sparked the need for a means of communicating with the public. In 1994, as a result of the significant job loss and unemployment rate, a group of community members came together, and Telile Community TV (Telile) was established. Telile was created to show an example of community development, to build the island's consciousness of itself as a community; and to disseminate the information, which the island's people would need during this process of renewal.

Telile Community TV is now a non-profit organization that had a very modest beginning. In fact, Telile began its operations with a 40-week full-time program of training in television production attended by a dozen people. Today, however, Telile is a freestanding, community-owned organization that broadcasts its signal on the cable network, and over the air on its own transmitter. The money raised from fundraising efforts and donations, do not go to an existing community group to maintain a hall or an arena, like many other community establishments. Instead, the money pays for community programming, free ads for community groups and original programming on a variety of topics; and every week in the broadcast season at least one and often two new programs are produced. The organization currently employs three full-time staff, and occasionally hires summer students, as well as temporary workers. It also has seven voluntary board members. Telile now serves over 12,000 households and offers weekly programs including: Telile Today, Telile Today- Music, Telile Presents, Drama, Chéticamp Programs, Exercise Pour Une Bonne Santé (Exercise For Good Health), School Productions, Music, and Religious Productions.

### **Financing**

- During the organization's start-up, the group of community members actively sought external funding. As a result of the collapse of the fisheries, the group quickly learned that there existed funds to hire employment insurance (EI) eligible individuals. Taking advantage of these available training dollars, Telile was able to hire 14 individuals for a period of eight months, and were supplied the funding by Service Canada.
- In addition to the training dollars received, Telile was also in receipt of another grant, in the sum of \$100,000, which allowed the new organization to purchase cameras for the studio, editing equipment, computers, furniture, and do some renovations.
- After three months of operations, Telile commenced a fundraising project: Community TV Bingo. Although this project had a slow start, Telile was able to bank all money earned, as its salary expenses were covered for five remaining months through the HRDC project.
- After eight months of operations, the Service Canada training dollars came to a halt, and the \$100,000 grant money had been used up. According to Gloria Hill, General Manager of Telile, the organization was self-sustained and viable ever since this point. Telile relied upon its revenues from Bingo, as well as advertising revenue, to fund their day-to-day operations. In the event that Telile desires to offer another program; however, they must seek outside funding from either the government, or lenders.

- There were two large projects in which Telile undertook since its establishment: becoming an independent broadcaster, and acquiring a new building. In 2002, Telile was granted a broadcasting license by the CRTC, in the sum of \$100,000. Furthermore, Telile received approximately \$750,000 from Enterprise Cape Breton Corporation, \$10,000 from their local Credit Union, \$50,000 from the Nova Scotia government, and took out a mortgage of \$125,000, in order to finance their \$1.3 million dollar building.

## **Impact on the Community**

### *Economic*

Telile currently employs three full-time individuals, as well as casual work and summer students. In fact, Telile has provided about 45 person-years of employment since its foundation. These jobs offer medical and dental benefits, and help in retaining people in the community. Additionally, it is evident that large sums of money are put out everyday in the gambling industry. Telile offers an alternative (to online gambling, for instance) where people are able to gamble on a small scale, and all money is kept within the community of Arichat.

### *Social*

Telile offers an array of programming, including programs on local politics, and culture. People in the community of Arichat are now well informed, and kept up-to-date with community events and activities. Telile also serves the cause of development by providing an attractive and effective advertising medium for individuals and businesses in the area. Community groups and non-profits may advertise on Telile free of charge, while for-profits, and local businesses must pay a small fee.

## **Partnerships**

While Telile does not possess any financial relationships, it does have strong relationships with many community groups and businesses. Each year, Telile puts on a TV Bingo game, where all profits are donated to community halls. As a result of convenience gambling, and the aging population, community hall Bingo profits are drastically declining. Telile aims to contribute \$1,000 per community hall each year, with 14 halls in total, from this one extra game per week.

## **Challenges**

In 2007-2008, Telile's board of directors was faced with a difficult decision. Since their establishment, Telile has been renting space in an older structure, which required significant renovations, and did not meet the current needs of the organization. The BOD was quickly forced to decide between purchasing the current building, and making the appropriate renovations, or building an entirely new building. The decision to build was eventually made.

## **Wisdom Gained...**

The most important piece of advice, offered by Gloria, was to start small, and allow for gradual growth. She felt it was critical to slowly build your business, according to your skill level and experience, as well as your available financing. If your organization were to grow too rapidly, you may come across a challenge or hurdle that your organization is not yet equipped to deal with.

## Appendix A: Release Letter

CAPE BRETON  
UNIVERSITY



Social Economy and Sustainability Research Network  
Partenariat sur l'économie sociale et la durabilité

Bridging, Bonding, and Building / Renforcement des liens et des capacités

Date

Address

Dear \_\_\_\_\_,

I enjoyed our conversation very much and I appreciate the information you have provided me about \_\_\_\_\_.

Please find enclosed two copies of the \_\_\_\_\_ profile. I hope you will be able to approve it as we provisionally agreed.

I have tried my best to use the information provided to write an accurate profile of the organization. If in reading the profile you find any inaccuracies or wish to suggest certain additions or deletions, I would appreciate your pointing these out to me. Please mark them on the extra copy of the profile and return the corrected copy.

Also, please sign the enclosed release form and return it at your earliest convenience.

Thank you very much for your kind cooperation and assistance.

Yours sincerely,

Kelsey Peters  
Student Researcher  
CED Institute, Cape Breton University  
P.O. Box 5300  
Sydney, Nova Scotia B1P 6L2

Enclosures: Two copies of the profile  
Release form  
Self-addressed envelope

## Appendix B: Consent form

CAPE BRETON  
UNIVERSITY



Social Economy and Sustainability Research Network  
Partenariat sur l'économie sociale et la durabilité  
Bridging, Bonding, and Building / Renforcement des liens et des capacités

Date: \_\_\_\_\_

I have read the case profile entitled \_\_\_\_\_ and we hereby authorize the use of this material:

- By the University and colleagues in the Social Economy research community, for educational purposes, in printed and electronic formats
- By other not-for-profit organizations, to share knowledge in educational sessions and in publications.

This profile is released:

- Without change
- With corrections as indicated

Signature \_\_\_\_\_

Position \_\_\_\_\_

Organization \_\_\_\_\_

*If corrections are indicated, a copy of the final released version will be returned to you.*

*Thank You !*

<Handwrite 'Kelsey' here >

*Please mail this page to:*

*CED Institute  
Cape Breton University  
P.O. Box 5300  
Sydney, NS B1P 6L2*

*Or fax to:*

*902-562-0075*

## **Working Paper Feedback**

A. Please let us know what you found helpful in this Working Paper.

Include Paper # \_\_\_\_\_

B. How could the Working Paper Series be improved?

C. Is there anything that needs to be changed in this Working Paper?

D. Your name and contact info (optional)

### **Send to:**

Noreen Millar, Network Coordinator  
c/o Research House, Mount Saint Vincent University  
Halifax Nova Scotia B3M 2J6 Canada  
Tel: 902-457-6748 Fax: 902-457-5547  
E-mail: [seproject@msvu.ca](mailto:seproject@msvu.ca)

## **SES/ESD Network Research Goals**

- . Contributing to the theory and practice of social economy in the Atlantic region
- . Internal bridging, bonding, mentoring & capacity building
- . Encouraging use of the “social economy” as a framing concept in the region
- . Linking Atlantic partners with other parts of Canada and the world

## **SES/ESD Network Research Themes and Questions**

### *Conceptualizing & describing the social economy in Atlantic Canada*

- . What does the social economy look like? What needs does it address?
- . How can we best capture this sector conceptually?
- . What, if anything, makes it distinctive or innovative? How interconnected are its facets,  
& to what effect?
- . What are the characteristics of social economy organizations?
- . What are the implications for government policy?

### *Policy inventory and analysis*

- . How are different understandings of “social economy” reflected in government policy?
- . What needs are not being met, & what changes are needed in regulatory environment?
- . What indicators can we develop to aid in policy development?

### *Community mobilization around issues of common concern (natural resources; food security;*

### *inclusion and empowerment)*

- . Do social economy organizations contribute to social inclusion, the democratization of the economy, & empowerment?
- . What inputs are needed to overcome obstacles & build capacity?
- . What can we learn from research on mobilization around food security, empowerment  
& inclusion, community management of natural resources & energy?

### *Measuring and Financing the Social Economy*

- . What can social accounting, co-operative accounting, social auditing, & other techniques contribute towards a better understanding of the work and contributions of social economy organizations?
- . Where do social economy organizations obtain the financing that they need?
- . What do social economy organizations contribute toward financing the social economy?

### *Modeling & researching innovative, traditional, & IT-based communication and dissemination processes*

- . How can social economy actors best communicate?
- . What can our Network team members contribute by developing & modeling processes and techniques?
- . What can be gained from exploring technology as an equalizer vs. technology as a barrier?



**Social Economy and Sustainability Research Network**  
**Partenariat sur l'économie sociale et la durabilité**  
Bridging, Bonding, and Building | Renforcement des liens et des capacités

**Network Director:**

Dr. Leslie Brown, Professor, Sociology/Anthropology, Mount Saint Vincent University

**Network Co-Directors:**

- . Mr. Seth Asimakos, Manager, Saint John Community Loan Fund
- . Ms. Penelope Rowe, Chief Executive Officer, Community Services Council Newfoundland and Labrador
- . Dr. Luc Thériault, Professor, Sociology, University of New Brunswick

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- . SN2: Mobilization : Inclusion and Empowerment in the Social Economy  
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- . SN3: Mobilization : Food Security and Community Economic Development  
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- . SN5: Financing and Measuring the Social Economy  
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- . SN6: Communication Practices and Tools  
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