Sheltered Work to Social Enterprise:
A Case Study of Haley Street Adult Services Centre Society

By

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Supervisory Committee

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ABSTRACT

Supportive work programs for people with disabilities have historically included sheltered workshops; while social enterprises are now more commonly found in policies and programs providing opportunities to address social, environmental, or economic challenges through revenue generating activities for this group. I began this thesis as a person who works at Haley Street Adult Services Centre Society in Nova Scotia, Canada and who is part of the changing provision from sheltered workshops to social enterprises. My primary research question is what is a non-profit, community-based organization working with people with disabilities, and a history of sheltered workshops, response to the current social enterprise movement? The study provides a case study analysis on Haley Street Adult Services Centre Society and its woodshop and thrift store programs for people with disabilities. The research includes interviews and focus groups with 19 participants (7 staff, 12 program participants) that work in the agency social enterprises as well as an organizational financial analysis. A thematic analysis of the interview and focus group transcripts resulted in the emergence of four themes that explore different aspects of social enterprises that support persons with people with disabilities. The themes included community engagement, demonstrating individual and agency capabilities, improved individual well-being, and agency social-economic tensions. Social enterprise at Haley Street is an integral part of its identity and emergence in the community. The profitability of social enterprise at Haley Street appears to be secondary to the social well-being and engagement of participants. The current research found that sheltered work and social enterprises are comparable entities, with sheltered work a subgroup of social enterprise.
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Chapter 1:

1.1 Introduction

Social enterprise is an emerging alternative to competitive employment involving small-scale businesses that seek to employ people traditionally disadvantaged in access to the mainstream labour force. Social enterprises involve the continuation of an enclave or sheltered model, in that the business is socially purposed to employ people with disabilities or other barriers. In comparison with sheltered workshops, they involve a greater degree of individualization, autonomy and community involvement. (Canadian Association for Community Living 2011, p.12)

This statement has me pondering the functions of social enterprise and how it may support or inhibit marginalized groups to engage in activities that provide work, income, and community engagement. Why would any agency that works to support social justice initiatives and community inclusion for persons with disabilities adopt social enterprise? How do the businesses work and what structural and systemic settings do they support?

The current explanatory case study focuses on social enterprises of Haley Street Adult Services Centre Society (Haley Street), located in North Sydney, Nova Scotia, Canada. Yin (2014) defines an explanatory case study as “a case study whose purpose is to explain how or why some condition came to be” (p.238). In this study, the objective is to explain how the social enterprises function and why Haley Street has engaged in operating businesses.

The Province of Nova Scotia (2017) defines social enterprise: “a social enterprise is operated for the purpose of addressing social, cultural, environmental, or economic challenges. The majority of profits or surpluses are reinvested to support that purpose.” (p.3) The Canadian Association for Community Living (2011) positions social enterprise as an alternative to mainstream employment and a means to transition program participants from sheltered work.
However, the defining features of a sheltered workshop appear similar to that of a social enterprise; generating revenues to addresses socioeconomic troubles of persons with disabilities. The difference between social enterprises and sheltered workshops, according to the Canadian Association for Community Living (2011), are that social enterprises are more engaged in the community, offer more individualized options for program participants, and are more independent than sheltered workshops. The Canadian Association for Community Living (2011) defines a sheltered workshop “as a facility-based program where adults with intellectual disabilities perform activity that generates some degree of revenue as an alternative to working in the community as a part of the general labour market” (p.6). Haley Street, located in North Sydney, Nova Scotia runs two social enterprises that include a facility based woodshop program and an offsite thrift store. The woodshop is an original feature of the establishment when the agency formed in 1979. Nora’s New to You thrift store developed in 2010 and is located offsite in Sydney Mines, Nova Scotia.

1.2 Haley Street Adult Services Centre Society (Haley Street)

Haley Street is a not-for-profit organization and registered charity that works primarily to support individuals who have self-identified or identified as having an intellectual disability. Many participants experience barriers to community access related to visual, auditory, physical, or psychological impairments. The organization currently supports approximately 70 individuals from the Cape Breton Regional Municipality (CBRM), located in Nova Scotia. Haley Street, partially funded by the provincial government, generates revenues to maintain operations through the sales of products, services, fundraising, and donations. This reality challenges the
organization to balance the complexities of providing and promoting quality support in its social programs, at the same time operating businesses that generate revenues.

Haley Street emerged in the late 1970s as a response to the de-institutionalization movement occurring throughout the province of Nova Scotia. During the de-institutionalization movement, individuals with mental health issues or intellectual disabilities returned from large institutions to live in communities and day programs developed to provide meaningful activities in community-based settings. Haley Street was formerly known as Northside Association for Community Living and was an affiliate of the Canadian Association for Community Living. The centre was initially set up to promote ‘workfare’ as a form of human capital in a sheltered workshop setting. Opportunities for activities that were unrelated to work and employment eventually developed to support the diversity among participants, with families and caregivers wanting services in the local community. Activities presently available at the centre include vocational service activities in a woodshop, recreation and leisure activities, employment supports and training, life skills support, and an offsite thrift store. Haley Street currently has 24 staff including an executive director, assistant director, instructors, individual support workers, and a licensed practical nurse. The weekly hours for employees range from 25 to 40 hours per week, with the centre operating from 7:30 am to 4:00 pm, Monday through Friday and the thrift store open Tuesday-Saturday, 10:00 am to 4:00 pm.

The operations of Haley Street are partially funded through the provincial Disability Support Program (DSP). The funds administered by the province are part of the federal-provincial labour market agreement for persons with disabilities. The core grant represents funding for staff salaries, benefits, and relief allocation. The grant includes the salaried positions for an executive director, program supervisor, job coach and several instructor positions. The
core grant does not fund any operational or capital costs associated with Haley Street. Regional agreements with the DSP fund additional support staff for individualized or shared support agreements that extend beyond the 46 individuals Haley Street is required to provide services to under the core funding agreement. Haley Street is currently supporting an additional 26 individuals outside of the funding agreement.

Haley Street is a member agency of Directions Council for Vocational Services Society (Directions Council). Directions Council represents thirty Adult Service Centres (ASCs) in Nova Scotia and has further developed the collaboration and professionalization of ASCs in the province. Adopted in May 2010, a final standards document for Directions Council member agencies outlines the mandate and philosophy to address minimum standards for affiliated organizations. Relevant to the current research is the statement guided by the philosophy of quality organizations, independent members of our communities:

Our organizations are created from within and connected to our communities. We evolve with local needs, we do work that’s meaningful and that provides a vehicle for clients to reach their goals. We balance the running of a sustainable business with meeting the needs of our clients. We won’t compromise meeting client needs to meet business needs. Business revenues help preserve our autonomy. Independence is required for meaningful partnerships. We are in touch with community and market changes that affect demand for, and expectations of, our products and services. We commit to the ongoing evaluation of program quality, not just staying current, but progressing and demonstrating leadership. We emphasize, and celebrate, client achievement. Through great product quality and fair market value we uphold the value of our clients in the eyes of our customers and our community. (Directions, 2010)

Directions agencies, including Haley Street, value the benefits of work for the program participants and the opportunity it provides agencies to have some form of independence from
the government in the decisions that affect their services. In the process of being quality organizations, the agencies are influenced by dominant economic discourses and using market-based approaches in their daily activities. Autonomy, independence and fair market value occupy the language of ASCs and the program participants the agency supports.

In 2018, Haley Street continues to operate the woodshop and thrift store businesses. Although both programs appear to meet many of the needs of participants and the organization, there is pressure both internally and externally to grow and become more entrepreneurial with existing businesses and new start-ups. Internally, there is interest in expanding opportunities for participants, supporting more participants in work-related training, and employment through social enterprise. Additionally, program costs continue to rise, and operational funds require a combination of government funding, business generated revenues, donations, and fundraising. Externally, the Province of Nova Scotia is promoting social enterprise development and growth to spur the economy, and new monies from the Department of Community Services for ASCs, including Haley Street, are connected to employment supports and social enterprise development for participants through capacity building within the sector. The centre now has a permanent full-time Job Coach/Job Developer staff position, and the organization is a member of the Ability Wood Products Cooperative as a direct result of a government employment supports and a social enterprise scaling-up-up project in the province.

1.3 Haley Street Social Enterprises

1.3.1 Woodshop

The woodshop is located in the Haley Street facility and supports individuals who have an interest in a woodworking program. The program makes several products that engage
participants throughout the processes. The processes are broken down so that the participants share. Participants generally start in the woodshop at 8:30 am and get tasks assigned by the supervisor of instructor staff. Participants work in the woodshop until 2:00 pm (at the latest), with a break at 9:40 am and lunch at 12:00 pm for an hour.

The primary products offered in the woodshop include kindling and survey stakes. The kindling is mainly produced by breaking down old pallets recovered from several businesses and facilities within the municipality. The kindling is labour intensive with pallets (softwood) broken down, and electric splitters used after the pallet boards are cut to length. Additional wood products, including Adirondack chairs, tables, planters, and unique products are made between the heating season and summer season with survey stakes. Survey stakes are sold to municipal and provincial road crews, surveyors, and local construction companies. The survey stakes are primarily cut and edged by staff, with participants stacking and bundling the stakes.

1.3.2 Nora’s New to You Thrift Store

Nora’s New to You products are provided by donations within the local community. Donation bins and daily drop-offs provide the products that are sorted and sold by the thrift store. The thrift store primarily sells clothing, but small and large household items sell when they are received. Participants (both stipended and waged) help bring in donations, sort racks, and clean the store. One participant is a cashier during their weekly shifts.

The thrift store is a business that is located off-site from the central Haley Street facility and operates on the revenues generated from the sales of goods. The store offers participants retail work experience and employs several participants casually at minimum wage. Staff arrive at the store around 9:30 am to tidy up the store and get it ready for opening at 10:00 am.
Participants in the work experience program arrive daily around 10:00 am and work until around 2:00 pm.

1.4 Social Enterprise in Nova Scotia

In May 2016, the Nova Scotia Government announced a $3 million investment in the Disabilities Support Program (DSP). Adult Service Centres in the province received $800,000 of this investment to increase their business earnings and capacity to serve additional individuals. Haley Street was one of thirty centres to benefit from the funding to promote employment support services and scale up social enterprise initiatives. The funding provided Haley Street with a job developer and support to enhance social enterprises through Directions Council and the consulting firm Common Good Solutions.

The province of Nova Scotia has a long history of participating in the social economy through the cooperative movement, community economic development, and social enterprise. Beginning in the 1920s with the Antigonish Movement, cooperatives, and credit unions formed throughout the Atlantic provinces (Lionais, 2015). In April 2017, the government of Nova Scotia released a provincial social enterprise strategy. The policy will govern how social enterprise will be developed and utilized within the province. Mark Furey, the former Minister of Business in Nova Scotia, stated:

There is a growing role for social enterprises in the future of Nova Scotia’s economy. Advancing the social enterprise sector is a priority because social enterprises create job opportunities and other economic benefits—particularly in rural communities—while improving those communities socially, environmentally, and culturally. (Province of Nova Scotia 2017, p.1)
The statement identifies the significance of social enterprise in creating jobs, with social well-being considered a by-product. This business first philosophy is produced in another provincial document with the Nova Scotia Commission on Building Our New Economy (2014) stating:

In summary, the significant turnaround in the Nova Scotia economy that the Commission feels is necessary will require much stronger business growth than we are now seeing in the province. We need more start-ups and, in the larger scheme of things, it does not matter whether they are goods producers, service sector firms, or creative sector enterprises. And their size doesn’t matter or whether they are conventional private businesses, or co-operatives or social enterprise. We just need them to grow, employ more people and participate in out of province trade. (p.33)

What are the unintended consequences of the stronger business growth of social enterprise for a not-for-profit organization that supports individuals with disabilities? When supporting marginalized individuals at Haley Street, aligning with the strategy may enhance or disrupt the culture of care provided by a community organization. How does Haley Street make decisions that support economic growth and contribute to its social mission?

Social enterprise is a contested concept throughout various social, political, and historical periods (Teasdale, 2010a). Haley Street’s businesses work between two competing interest groups that value social enterprise differently. The Nova Scotia government wants to expand social enterprise opportunities at the same time the Canadian Association for Community Living intends to have those resources redirected to mainstream employment opportunities for persons with disabilities.

Social enterprise is complicated; the multiple functions make getting a consensus about what these businesses do, and what explicitly separates social enterprise and sheltered work difficult. The tensions associated with identifying what social enterprise is and how it works
creates an opportunity to contribute to the knowledge of social enterprise through a case study methodology. The case study, according to Yin (2014), provides an “empirical inquiry that investigates a contemporary phenomenon (the “case”) in depth and within its real-world context, especially when the boundaries between phenomenon and context may not be clearly evident.” (p.16). The appeal to understand the complexities of social enterprises that supports people with disabilities leads to the case study of social enterprise within Haley Street.

1.5 Personal Interest

I am the assistant director at Haley Street, and I will critically explore social enterprise as a case study to provide insight into a contemporary phenomenon and provide an opportunity for the agency and key stakeholders to reflect on current social enterprise practices. In January 2019, I take on the role of executive director of Haley Street. I am continually intrigued with learning about segregated, sheltered settings and the emergence of social enterprise as a more viable opportunity than sheltered work. I believe sheltered work and social enterprise encompass many of the same attributes, with the exception that the present dominant economic discourse favors social enterprise. I contemplate the similarities and distinctions between social enterprise and sheltered work that emerge as an alternative or historically dominant means of supporting marginalized individuals. Research with Haley Street is relevant and timely as it represents a community-based organization using social enterprise to help marginalized persons in a province that is favoring the development of social enterprise to strengthen the provincial economy.

I have worked in the non-profit sector for over 17 years, 13 years with Haley Street, and I have supported and promoted social enterprise as a means to provide opportunities for agencies that have precarious funding for social programs and as a tool to support marginalized
individuals. I have studied community economic development recently (2010-2015), and I continue to have a practical and scholarly interest in social enterprise. During my studies in the Master of Social Work program, commencing in September 2015, I have been re-examining social enterprise through a discourse of social wellbeing. I have become more aware through the critical social work program of the social, political, and historical influences that position social enterprise as an economic agent that may support capitalist interests. These reflections have led me to consider that social enterprise may not uphold commitments to social justice that I had fixed within my worldview.

1.6 Purpose of Study

The purpose of the study is to provide a case study analysis on how and why Haley Street is engaged in social enterprise. Additionally, the study will explore how the organization concurrently ‘shapes’ and is ‘shaped by’ the marketization of services, competition, and entrepreneurship. The goal of the research is to provide an understanding of social enterprise within the embedded relationships of Haley Street from the participants, staff, and management that lead the social enterprises. The agency supports two social enterprise models, a facility-based (sheltered workshop) woodshop and a self-sufficient thrift store operated offsite. Although different from social enterprise models, the sheltered workshop model of the woodshop has garnered negative remarks by researchers and advocacy groups. The Canadian Association for Community Living (2010) stated:

While once playing a valuable and important role in the lives of people with disabilities, sheltered workshops and segregated employment for people with disabilities have now outlived their usefulness. They are an unnecessary violation of individual rights and a drain on resources which force people into environments that severely limit their ability
to choose real, dignified and meaningful employment opportunities. Sheltered workshops segregate people because of disability, and adversely affect the opportunities and status of people because of disability. (p.2)

However, if forms of social enterprise can include sheltered workshop programs, does the value of the work done within sheltered workshop type social enterprises change? Alternatively, does it just become more respectable to refer to sheltered work as a social enterprise within the dominant economic discourse? I am trying to develop an understanding of why there is a need for the social enterprise to support marginalized individuals. I am looking to provide an opportunity to learn through information shared through a mix of qualitative and quantitative data on social enterprise about the merits and limitations of businesses at Haley Street.

The case study will document the decisions and tensions of Haley Street social enterprise representatives as they engage in revenue-generating activities through interviews and focus groups with key informants at the agency, and reviewing agency documents. The triangulation of data collection methods provides an opportunity for rigorous engagement within a limited system that reveals the complexities of social enterprise work on a small, community organization. The strength of the case study method is the ability to triangulate the data with multiple sources of data comprising of interviews, focus groups, and review of organization documents.

As a researcher, I am primarily interested in exploring whether social enterprises have a place in benefiting marginalized individuals participating at Haley Street. The secondary interest is investigating the identity of sheltered work within the language of social enterprise through a dominant discourse that favors the emergence of social enterprise. Adopting social enterprise as an opportunity to gain respectability for an organization like Haley Street concerns me. A report
by Services for Persons with Disabilities (2008) stated, “In the late 1990s, sheltered workshops began to call themselves Adult Service Centres” (p.4), and I feel that most likely adult services centres will again move to more respectable terminology and be referred to as social enterprises. As a critical researcher, I want to explore and engage with the opportunities, struggles, and tensions within the organization and myself as we attempt to accommodate and resist dominant social enterprise discourse concurrently. I want to highlight how dominant discourse leaves out many of the stories of sheltered work. Social enterprise, like sheltered work, may not be all good, but a critical exploration of the strengths and limitations will provide robust information. Sheltered workshops (facility-based workshops) appear to be a form of social enterprise that is actively promoted through the economic systems.

The Haley Street case study is both intrinsic and instrumental (Stake, 2005). Intrinsically, I am interested in the case to gain a better understanding of social enterprise at Haley Street. Additionally, I am instrumentally studying the businesses to provide a broader explanation of how social enterprise discourse contextually embeds within a dominant economic system that creates tensions for organizations like Haley Street supporting marginalized groups.
Chapter 2: Conceptual Framework

2 Literature Review

Social enterprise is emerging as communities and non-profit organizations engage in market-based activities that generate revenues to support their social, environmental, or cultural mission. The current literature review will explore the following: the defining characteristics of adult service centres; definitions of social enterprise; the importance of social enterprise; social enterprise and marginalized groups; and social enterprise discourse. For the current literature review, I used the University of Victoria online database to access Google scholar and EBSCOhost (http://www.uvic.ca/library/find/databases/). Search criteria initially included combinations of social enterprise, sheltered work, sheltered workshops, social economy, case study, empirical study, and qualitative research with publication dates of the past ten years, ranging from 2007 to 2017. The Canadian Centre for Policy Alternatives (https://www.policyalternatives.ca/), the Canadian CED Network (https://ccednet-rcdec.ca/en), the Canadian Social Economy Hub (http://socialeconomyhub.ca), and thesis dissertations at the University of Victoria Faculty of Graduate Studies (https://dspace.library.uvic.ca) were also searched to find possible Canadian studies related to social enterprise.

Outside researchers, researchers that come to the studied sites and do not work with the organization, primarily conducted the research discussed. One exception was Owen et al. (2015), who had an inside researcher, the director of Common Ground Co-operative, help co-facilitate the interviews with members and their families. The participants of the research located in this literature review were primarily senior managers or individuals participating in social enterprises.
2.1 Adult Service Centres

The Nova Scotia Joint Community-Government Advisory Committee (2013) recommends that ASCs need to transform their services to increase the participation of persons with disabilities into mainstream employment. The committee referred to ASCs as segregated day programs and sheltered workshops. The Nova Scotia Joint Community-Government Advisory Committee (2013) stated,

While the primary responsibility for labour market programming for people with disabilities lies with the Department of Labour and Advanced Education, the SPD [Services for Persons with Disabilities] program currently funds thirty Adult Service Centres (ASCs). These service providers deliver a system of vocational services largely through segregated, sheltered day programs and represent the predominant SPD response to the employment needs of people with disabilities (particularly those with intellectual disabilities). While many of the ASCs do attempt to provide community-based employment for their clients, the majority of people served remain outside the labour force (p.25-26).

ASCs are positioned as failing the individuals supported in the programs and implied as responsible for keeping participants away from mainstream employment by keeping them in sheltered workshop settings. However, the Department of Labour and Advanced Education has not been accountable for serving those attending ASCs.

ASCs in Nova Scotia receive core funding through the Department of Community Services (DCS). In 2015, ASCs’ core funding became associated with the Federal-Provincial Bilateral Labour Market Agreement for Persons with Disabilities (LMAPD). However, the Federal-Provincial bilateral agreements which started in the late 1990s were not intended to fund sheltered workshops. All Maritime Provinces, including Nova Scotia, supported ineligible
expenses through the bilateral agreements (Graefe & Levesque, 2010). ASCs in Nova Scotia continue to receive and report on funding through the LMAPD.

### 2.2 Sheltered Workshop Movement (Facility Based Agencies)

According to Galer (2014), sheltered workshops supporting individuals with disabilities developed in Canada following the World Wars corresponding with medical treatments that extended the lives of persons affected by a disability. The facilities trained individuals experiencing a physical or mental health issue to participate in the mainstream economy. In the 1970s, the deinstitutionalization movement lead to an expansion of facility-based programs and workshop models as individuals with disabilities moved back into their communities from large provincial institutions. During this movement, integration of marginalized groups was a key theme. However, Quarter, Ryan, and Chan (2014a) use the term social purpose enterprises as a more extensive response of integrating and employing persons with disabilities away from sheltered workshops that have persons with disabilities working for less than minimum wages. The social purpose enterprise continues to depend on a leading non-profit organization to support the enterprise; the businesses are not self-reliant.

Quarter, Ryan, and Chan (2014a) state, “they (social purposed business) have some features of a business, but they are unique because their social purpose is primary and they require ongoing support from a non-profit parenting organization.” (p.14). The label of sheltered work (or its replacement label ‘social purposed enterprise’) is part of a more extensive categorization of social enterprise. Quarter, Ryan, and Chan (2014a) limit the scope of market activity as they suggest the use of *social purposed enterprise* instead of *social purposed business*.
because the enterprises highlight their social mission over profits and have a lesser scale of emphasis on business.

A sheltered workshop is the literature term that often refers to facilities similar to ASCs in Nova Scotia. Sheltered workshops are non-profit organizations that provide employment opportunities to people with a disability (Zoer, de Graaf, Kuijer, Prinzie, Hoozemans, & Frings-Dresen, 2012). The workshops often employ management techniques and commercial enterprise models that correlate with the private sector (Visier, 1998). Bates-Harris (2012) believe that sheltered workshops need their experienced participants to generate income to exist and this need keeps participants away from mainstream employment opportunities. Bates-Harris (2012) state: “this practice perpetuates the stereotype that workers with disabilities cannot work in traditional settings because the best workers, the ones who would most likely succeed in competitive employment, rarely graduate from the workshop’s training program.”(pp.47-48) The tensions between providing employment supports and generating income for the agency programs are complicated issues about sheltered work and any social enterprise supporting marginalized groups.

Workfare, segregation, and exploitation have a lot to do with vocational services provided by sheltered workshops (Canadian Association for Community Living 2011; Lemon & Lemon 2003). However, ASCs no longer use the label of sheltered workshops to describe their programs. Participants, service providers, families, and caregivers have different opinions related to workshops, with some expressing that a workshop is a place of safety, and some revealing that a workshop impedes community inclusion (Dague, 2012).

A study by Migliore, Grossi, Mank, and Rogan (2008) explored why adults with intellectual disabilities work in sheltered workshops instead of integrated or competitive work
settings. Surveys were completed by participants working in the facility, family, and agency staff. The researchers concluded that individuals attended sheltered workshops instead of the other work settings due to “safety, transportation to and from the workplace, long-term placement, convenience of work hours, retention of disability benefits, work skill requirements, and social environment.” (p.35) In the study, sheltered work provided a viable option for some participants and their families.

After an initial survey and follow up interviews with persons with intellectual disabilities and their families, Lysaght, Petner-Arrey, Howell-Moneta, and Cobigo (2017) concluded that there was a healthy sense of “social belonging” among individuals who worked in sheltered workshops or other social businesses where the majority of workers had a disability. Parents and participants highlighted the social programs related to social opportunities, making friends and improved self-competencies as advantages in these settings.

Black (1992) states that there is value in sheltered workshops, comparing the work done to that in jobs sites of business and industry. He describes traditional programs associated with sheltered and transitional work. Additionally, Black (1992) suggests that sheltered and transitional work may be necessary for many in a sheltered workshop setting. Although sheltered workshops intend to provide vocational and employment skills training, Bates-Harris (2012) concluded that sheltered workshops are not a transitional opportunity, but a “dead end” of continued sheltered work.

Within the systems and structures serving adults with disabilities, there are differing opinions about how to support persons with disabilities to gain and maintain independence and employment. Lemon and Lemon (2003) suggest that day programs and workshops similar to sheltered workshops are better than attending asylums but are not enough. Bond et al. (2001)
found that long periods of working in sheltered employment did not promote better outcomes related to self-esteem, psychiatric conditions, or improved quality of life than not working or working very little. Alternatively, Nova Scotia’s Services for Persons with Disabilities (2008) stated that “the current continuum of vocational and day program services are providing innovative, engaging and appropriate programs, which enhance the quality of life and employability of adults with disabilities within Nova Scotia”(p.9). For some researchers, sheltered workshops are inappropriate settings, but the Government of Nova Scotia is proud of ASC program services.

The ambiguous movement away from the language of sheltered work has drawn other labels to reference. The language of sheltered work has moved to synonyms including: social purpose enterprise, social purpose business, or social enterprise that provide a better fit for organizations in the current political and economic discourse. Quarter, Ryan, and Chan’s (2014a) definition of social purpose enterprise mirrors defining features of sheltered work enterprises:

A social purpose enterprise—a subgroup of the classification social enterprise—is a market based entity founded and supported by a non-profit organization for the purposes of the economic and social benefit of persons on the social margins who are employed in or trained through the enterprise. A social purpose enterprise generates revenue from the sale of services, and most often it and the supporting organization benefit from the contributions of government programs, individual donors, volunteers, foundations, and supportive clientele. A social purpose enterprise is intended to yield a return to society from this investment because its employees are being prepared to function more fully and independently. (p.16-17)
There is no apparent organizational shift from sheltered work to the label of a social purpose enterprise and Quarter, Ryan, and Chan (2014a) produce sheltered work (social purposed enterprise) as a subclass of social enterprise.

2.3 Definitions of Social Enterprise

Teasdale (2010a) describes social enterprise as a label that can be a noun or a verb. Thus, a social enterprise can represent an agency or the actions of generating revenues. Social enterprises attach to the non-profit sector, part of the social economy. There are varying definitions of social enterprise that operate within the broader context of the social economy (Emmanuel, 2012). Social enterprise characteristics include revenue-generating activities that work towards social and environmental objectives. Social enterprise is “a form of community economic development in which an organization exchanges services and goods in the market as a means to realizing its social objectives or mission.” (Quarter & Mook 2010, p.14) Social enterprises account for their impact using a triple bottom line of social, environmental, and financial outcomes. Some social enterprises, including Indigenous social enterprises, assess cultural implications within the context of their processes and evaluations (Sengupta, Vieta, & McMurty, 2015).

Social enterprises are not a homogenous entity and offer diverse social and enterprising features within cooperatives, social businesses, community enterprises, and non-profits generating income for the agency (Teasdale, 2012). Thus, social enterprise and commercial business often share similar identities in their participation in market-based activities of trading products and services (Di Domenico, Haugh, & Tracey, 2010). Social enterprise definitions link to business discourse and outcomes measured for particular groups or settings (Dart, 2004).
Both social and commercial enterprises pursue profits, and many businesses bear a resemblance to social enterprises when they commit revenues to a social mission. A distinct difference for social enterprises is their pursuit of business for common social good, whereas commercial enterprise typically pursues profits for owners and shareholders.

2.4 Social Enterprise Movement

According to Hudson (2009), there are three understandings of social enterprise and the role of the social economy. The first suggests that social enterprise is a gap filler, between the private and public sectors. The purpose of the social enterprise is to support the marginalized to become more included in mainstream society or provide services/products that are not offered by the public sector or not profitable with industry. The second positions social enterprise within the social economy as an alternative or parallel economy that promotes the collective interests and shared contributions of citizens ahead of mainstream economic profits, increased autonomy and resource accumulation. The final view supports social enterprise as a challenge to the current dominant economic discourse. It is not a transitional or parallel space of business, but a transformative space that challenges patriarchal capitalism and globalization. I am interested in examining how Haley Street relates to these social enterprise perspectives.

Hudson (2009) posits that when voluntary organizations expand into the realm of social enterprise, they may attempt to become less reliant on government and donor funding and the groups may feel tensions among their social objectives and ethical considerations of economic activities. When social organizations take part in commercial activities, they may increasingly resemble, behave, and compete with private enterprise in the mainstream economy. Teasdale (2010b) states, “socially-orientated organizations whose income is derived from non-commercial sources such as grants or charitable donations are relatively free to prioritize their social purpose.
Conversely, economically oriented social enterprises must operate within the constraints of the market.”(p.93) However, I would argue that both socially orientated organizations and economically orientated social enterprises operate within the constraints of dominant economic discourse. Socially orientated organizations’ reliance on donor and grant money is at the mercy of donors to recognize the group as valuable and deserving of charity.

Social enterprise is an emerging framework related to the social economy and neoliberal discourse. Neoliberalism and humanism profoundly shape social purpose enterprises, which are a subgroup of social enterprise (Quarter, Ryan, & Chan 2014b). Using a market-based economy to generate revenue to make up the shortfall from government funding that supports social, environmental, or cultural outcomes; social enterprises commit to improving opportunities and include marginalized people into the mainstream society. Quarter, Ryan, and Chan (2014b) posit social purpose enterprises, comparatively, have risen above sheltered workshops because they are more inclusive and provide better opportunities to marginalized people.

Local economic development, including social enterprise, can be a counter movement to globalization (Birkhölzer, 2009). With a reduction or freeze in government supports for marginalized communities or groups and effects of globalization, social enterprise is more visible and offers activities that can strengthen and meet community and organizational needs with diminished resources and difficulties in accessing capital for programs. However, social enterprise policies are developing within governments looking to reorganize their commitment to welfare programs through promotion of neoliberal policies.

Neoliberal policies promote entrepreneurship among marginalized individuals and communities, and social enterprises may attempt to meet the needs of those not adequately supported by the government or the global markets, promoting work-based activities that support
capitalism. Tuhiwai Smith (2005) states, “far from being simply an economic theory, neoliberal proponents have used their access to power to attempt to reform all aspects of society, including the relationships between the state and society” (p.123). The pursuit of social enterprises in the current neoliberal context may assist the dominant institutional and operational systems of both the private and public sectors. However, social enterprises may benefit individuals excluded from the mainstream economy and allow them to participate in the social economy. Garnering support for social enterprises may or may not aid in the pursuit of higher societal inclusion, and may include workfare inclusion related to economic contributions. When I think of being critical of social enterprise as contributing to the governing concepts of care through patriarchy and heightened capitalism, I need to be mindful that for some on the margins, work in whatever capacity aids in their wellbeing.

Dart (2004) argues that the conversion of a traditional voluntary sector organization to a social enterprise is noticeable:

From distinct non-profit to hybridized non-profit-for-profit; from a prosocial mission bottom line to a double bottom line of mission and money; from conventionally understood non-profit services to the use of entrepreneurial and corporate planning and business design tools and concepts; and from a dependence on top-line donations, member fees, and government revenue to a frequently increased focus on bottom-line earned revenue and return on investment. (p.415)

Bringing business to social programs is a complicated matter that provides an opportunity to study the tensions and processes more intimately through a case study approach.
2.5 Effects of Social Enterprise on Marginalized Groups

Gray, Healy, and Crofts (2003) describe social enterprise as a valuable option to support social program participants, but contend that social enterprise should add to existing services and not replace government’s responsibility to fund social programs and improve systemic and structural issues. Marginalized groups, including individuals with disabilities, racialized groups, homeless, women, youth, and depleted communities have engaged in market-based activities related to social enterprise. Community engagement, increased independence, and the promotion of the worker-citizen supporting the autonomy and self-sufficiency of the program participants are some underlying reasons for social enterprise with marginalized groups. Social enterprise, according to Gray, Healy, and Crofts (2003) is relevant to governments because it provides social and economic opportunities to participants, addresses the lack of funding resources with the voluntary sector, and may improve the lives of participants in community engagement by utilizing and gaining skills related to the work. Social workers have concerns that government must be an active partner and heavily involved in supporting social enterprise (Gray, Healy, & Crofts, 2003).

A qualitative study by Shier, Graham, and Jones (2009) examined the experiences of 56 individuals with disabilities in social enterprise employment programs in two Canadian cities (Calgary and Regina). The study concluded that both individual and systemic barriers contributed to participation in mainstream work. Individual barriers included self-esteem, type of disability, and past experiences. Systemic barriers to mainstream work included a lack of accessible transportation and lack of formal supports. Many participants experienced discrimination from employers and colleagues in the workplace and suggested that employer and employee education is significant in ending discrimination in the workplace. Shier, Graham, and
Jones (2009) view public engagement as an essential and critical role in supporting policies and practices with disabled people in Canada and transnationally. In addition to socio-political directives that promote individual competencies including job-related skills, literacy, and training with individuals with disabilities, resources need to be available to employers and co-workers about the experiences of people with disabilities working in the mainstream economy.

I question the role of social enterprise work as a safety net for the public and private sectors when there are minimal improvements in the lives of those working in the business. In a study of supported employment in Ontario, Buhariwala, Wilton, and Evans (2015) determined after interviewing 21 senior managers that social enterprises differed from a commercial enterprise regarding job flexibility (schedule, tasks, pace, social relations), job security, job support, and support beyond the place of work. The researchers posed an important question related to the position(s) of social enterprises: “to what extent can these organizations be understood as spaces able to absorb a ‘problem’ population abandoned by the market economy, and/or as sites with the power to challenge people’s social and economic marginalization?” (p.868). The researchers note that poverty is still a reality for many individuals with disabilities, including those engaged in social enterprises with casual or part-time work, and low wages or stipends.

Social return on investment (SROI) is a statistical analysis of the social value created by the third sector in an attempt to provide a market-based rationale for outcomes. After conducting a study of the Common Ground Cooperative, an organization that supports individuals with developmental disabilities in Ontario, Owen et al. (2015) calculated the SROI in 2013 to be 1.77:1, with each dollar value received by the organization there was added benefit and social return comparable to $1.77. The social enterprise organization relied heavily on government
funding, with about two-thirds of its financing. What I fail to understand is how SROI generates an additional measure of success for a social enterprise that could not apply to any private company engaged with a social or environmental mission. Remuneration for partners within Common Ground Cooperative was well below minimum wage and resembled, in my opinion, a sheltered workshop model with enterprise partners paid an annual average amount of $1017.64 for the 2013 fiscal period. Similarly, in a case study by Owen et al. (2014), the average earnings for partners in 2012 for two of Common Ground Cooperatives businesses, Coffee Sheds and Lemon & Allspice, was $757.00 for the fiscal year. Informants for the Owen et al. (2014) study included individuals participating in the company and their families. Using interviews and focus groups, the researchers determined that participants involved with the social enterprise organization have increased independence, increased social participation, and improved overall well-being.

I do see the value for some individuals choosing to do sheltered work, as not everyone is capable of contributing in environments that are not facility-based or at competitive wage rates. When I think of enterprise, I understand it as a business that pays at least provincial minimum wages or more, which is not the case in the current study. The study makes note that sheltered workshops operate in segregated settings with limited compensation paid to participants, which has some resemblance to the Common Ground Co-operative. Why does Common Ground’s story move away from sheltered work to social enterprise? I wonder if it has something to do with the negative image and stigma associated with sheltered work. Common Ground Co-operative appears similar to ASCs in Nova Scotia. A case study by Owen et al. (2014) continues to affirm similarities among social purposed enterprise and the businesses of adult service centres, including Haley Street, in Nova Scotia. Owen et al. (2014) confirm that Common
Ground Co-operative is dependent on provincial core funding, fundraising activities, and donations. Many of the members can earn up to $200 monthly before deductions from their provincial social assistance. Some members attend the businesses long-term with some members using the services to support them in gaining competitive employment elsewhere.

Froggett and Chamberlayne (2004) explored fixed narratives of agencies that engage in social enterprise. The researchers use the term *creation myth* to describe how the organization emerges through an organizational narrative that structures the truth, often with service user stories left out. Commitment, perseverance, and gaining autonomy characterized organizational stories of entrepreneurship, and enterprising social programs often left out essential stories of exclusion, disappointment, dependence, and devaluing of care on these social enterprise spaces. These narratives, the authors contend, also have a prominent place in policy implications through research methodologies that provide critical views on multifaceted, contextual, hierarchical relationships within the context of social enterprises. Fine, Weiss, Weseen, and Wong (2003) implore researchers to listen to the bad stories: “by that, we mean that ‘bad stories,’ like ‘good stories,’ are always partial but/and deserve a hearing” (p.199). Also, Ladson-Billings’ (2000) description of the liminal perspective, of those marginalized but also connected to the mainstream, is pertinent to social enterprise research. Those working in a social enterprise may reveal stories that are fuller, and disrupt the dominant discourse that governing practices construct. Quarter, Ryan, and Chan (2014b) flip the lens on social enterprise (including social purpose enterprise) stating, “perhaps we should directly critique the discourse around using social purpose enterprises to reduce dependency on government.” (p.316) Instead of examining how social enterprise is improving the economy and well-being of marginalized individuals
through business, maybe we should examine how social enterprise is used to lessen governments’ responsibility for care.

After reviewing interviews with two social enterprise directors, Diochon and Anderson (2011) concluded that the three themes of tension emerged from the values that motivate social enterprises and characterize their identity. Tensions included: social well-being versus economic prosperity, innovation versus conformity, and independence versus interdependence. The narratives of the two agencies sounded very familiar, and some of the geographical and descriptive introductions allowed me to conclude that both these organizations reside in Sydney, Nova Scotia. One of the agencies is an ASC that continues to engage in sheltered work. However, sheltered work is referred by the interviewee as an activity that occurred in the past when the organization initially started.

Teasdale (2010b) reviewed several case studies of organizations that engaged in different practices of social enterprise with marginalized groups. The analysis concluded that,

1) An individual can be excluded from the key activities of the wider society in which they live, but become socially included with a group setting.
2) Social enterprises whose primary purpose is social can provide a space for excluded groups to develop close bonds with those in a similar situation.
3) Social enterprises whose primary purpose is economic are better placed to create paid employment.
4) Social enterprises with a hierarchical decision making process are better equipped to deliver services.
5) Social enterprises involving excluded people in an organizational capacity are able to help them build bridges, which can unlock their exclusion. (p. 100-103)
2.6 Social Enterprise Discourse

Discourse defines how an object, such as social enterprise is organized, and the discursive foundations of social enterprise studies and practices govern how social enterprise is constituted. Humphries and Grant 2005 state,

The appeal of Social Enterprise as a market(able) solution to social and environmental concerns stealthily draws our mind to the belief that ever more of the human endeavor can be achieved through the market; that evermore of the social and environmental costs of a market approach can be met through the extension of that very metaphor. We suggest that by encouraging a more fluid concept of social enterprise and by working to make more fluid our thoughts about the best way to co-ordinate human endeavors in general, we will enrich the human experience and perhaps contribute to a safer, fairer society (p.41-42).

The struggle for a more fluid concept of social enterprise is what the current case study will explore. Although location (facility-based versus non-facility based) and compensation (wages versus stipend) are important factors to examine social enterprise at Haley Street, how does it work through the experiences of those it intends to support?

Levander (2010) provides a Fairclough approach critical discourse analysis (CDA) to Swedish social enterprise policy and organizational exercises. CDA positions language as working through all material and social practices. The data for the study consisted of several government policies and two published social enterprise practitioner documents. The textual analysis identified organizational discourses representing social enterprise as an alternative rehabilitation model, supporting the participating individual’s autonomy through social enterprise. However, government narratives promoted the agency taking the lead actions rather than the individual members. The author also noted the competing discourses that occurred within the research. Organizations positioned they held the knowledge about social issues and
had the power to control their destiny. The government stated that they had the awareness about the social issues to address through social enterprise and social enterprise organizations needed to adapt their practices according to the government’s position. Using CDA, the researcher distinguishes that public policy presented social enterprise as a “new and innovative phenomenon aiming to meet contemporary challenges of the welfare state.” (p.225). However, the term social enterprise has been in use since the 1980s (Teasdale, 2010a).

**Conclusion**

Many of the works discussed in this literature review have not worked through the similarities of sheltered work and social enterprise in supporting marginalized groups or the systems of oppression that have contributed to the marginalization of particular individuals, organizations, and communities. Social enterprise is significant in how the Province of Nova Scotia continues to restructure its services and supports throughout communities, and sheltered work (social purposed enterprise) appears to be unnamed yet ongoing in serving adults with disabilities in Nova Scotia. What are the complications of using a favored label of social enterprise that attaches to any socially purposed business? Will an organization like Haley Street just become complacent with its current work and happy to rid itself of the sheltered workshop label? Concerns about the label of social enterprise resonate in Teasdale’s (2010a) statement,

> Earned income is likely to remain the most important source of revenue for many charities. Certainly, it is unlikely that government grants to charities will increase significantly in the near future. The important question then is whether the different organizational types will feel the need to describe themselves as social enterprises in the future, and whether there remains any value for governments and different organizational types in portraying a strategic unity around the social enterprise construct. (p.16)
The Nova Scotia Government is looking for social enterprises to contribute more to the economy, and the development of new policies will influence how non-profit organizations engaged in business will refer to themselves. Organizations in Nova Scotia, particularly agencies that support marginalized groups need to question how they function through their businesses and why they are engaged in social enterprise.

The research question is; what is a non-profit, community-based organization working with people with disabilities, and a history of sheltered workshops response to the current social enterprise movement? This literature review provides propositions the current study will address. The propositions that emerged from the literature review include:

1) Participants feel valued working in the social enterprise,
2) Participants are still living in poverty with a stipend or waged work,
3) Organizations feel tensions between providing quality social services and engaging in business practices.
4) Sheltered work and social enterprise encompass many of the same characteristics of supporting marginalized groups.

Connecting to the current social enterprise movement, Haley Street should be supporting the well-being of program participants, improving the income of persons with disabilities through the agency businesses, and find it challenging to balance the social and economic expectations of its social enterprises regardless if it is considered a sheltered workshop or social enterprise.
Chapter 3: Research Approach and Methodology

3.1 Introduction

In this chapter, I will describe my methodology, epistemological foundations, discourse, and Yin’s (2014) approach to case study analysis. The methods, research goals, research questions, research site, data collection, data analysis, validity, ethical issues, and limitations are presented. Within the context of social enterprise at Haley Street, the study will develop an accurate explanation of the case (Maxwell 2012). Engaging with the experiential knowledge of the case is essential in recognizing how the experience is contextually influenced (Stake, 2005).

3.2 Methodology

I favor qualitative research that provides a pragmatic opportunity to research my interests and work. Mainly, I am interested in learning from the experiences of program participants and staff working in Haley Street social enterprises. In this study, I engage with a case study research methodology because of my interest in explaining how social enterprise, including sheltered work, function at Haley Street. I explored how the program participants’ and staff’s perspectives inform the actions with social enterprise based on the information obtained by key informants and agency documents. Yin (2014) describes the practicality of using a case study as a desire to gain knowledge of complex phenomena related to individuals, groups and organizations, social and political contexts.

As an insider researcher, a researcher studying social enterprise who is also a practitioner of social enterprise, I am familiar with how dominant business discourse influences social enterprise to support the restructuring of the welfare state and promoting entrepreneurship and enterprise within the social sector. Haley Street’s core funding is linked to increasing the labour
market activity of persons with disabilities, and the research contributes to an understanding of power and its practices within the social enterprises.

3.3 Epistemological Foundations

I am dominantly located (white, able-bodied, middle class, heterosexual, cisgender), and my pursuit of a case study comes with a commitment to social justice. My intentions come from uncomfortable feelings, observations, and practices of social enterprise as a strategy to improve the lives of those receiving care services from the social sector. I am uncomfortable with the welfare state using social enterprise to restructure the government’s responsibilities to support marginalized individuals and communities in need. However, I do believe that social enterprise would continue to exist even if the government provided adequate funding to social sector organizations to carry out their social mission. The relationship of power through patriarchal, capitalist discourse promotes enterprise and entrepreneurship as a normative function of society with enterprising or entrepreneurial subjects held responsible for their welfare. Thus, I feel social enterprise would continue to be “desirable” (Dey & Teasdale, 2013) even with improved government support because of the dominance of economic-centred discourses with its emphasis on self-help, growth, and development.

As assistant director of Haley Street, that operates social enterprises, I have experienced benefits for the organization, participants, employees, and community through the business ventures. However, it appears that the Province of Nova Scotia (2017) is promoting and investing in opportunities for social enterprise to improve the province’s economy, to engage prospective businesses, and to improve non-profit organization’s self-sufficiency. I feel that the well-being of those served by the non-profit agencies is not the government’s primary concern
but instead emerge as a side effect of the market economy. At the same time, there are for-profit businesses that are engaging in social justice efforts in their enterprises, explicitly redirecting or repurposing their profits to social/environmental missions and community development. Social enterprise is associated with modern economic discourse, and this works to exclude knowledge that disrupts the partial truth of benefits in enterprising the social well-being of those excluded from the mainstream, capitalist economy. I am not, at this time, interested in pursuing a career in academia and this research is my commitment to providing an explanatory inquisition of the unquestioned integration of social enterprise that is occurring on Haley Street.

I have been encouraging and promoting social enterprise with my knowledge from white, western male scholars that made up a significant proportion of the instructors and text I had engaged in with my previous business degree. Part of this research is to examine how I consider social justice, thus recognizing and disrupting how I continue to be involved in the maintenance of social enterprise as a dominant, capitalist discourse. As I struggle to understand how social enterprise works, I have embraced a Foucauldian worldview that our existence and social practices are formed by the power of discourse. Discourse informs our relationships and possibilities with social enterprise and power understood as productive and shaping subjects into particular categories. The categories, viewed in a positivist epistemology, are controlled and credible through dominant ideologies (Hesse-Biber, Leavy, & Yaiser, 2004). My ways of knowing and doing are to disrupt positivism and critically question how dominant groups come to know and how power implicates what I recognize as knowledge (Macias, 2015).

3.4 Discourse

All the research and knowledge that exists today about sheltered workshops and social enterprise relates to discourse. Discourses, according to Strega (2015),
organize social relations as power relations while simultaneously masking these workings of power. Discourses accomplish this through how they organize and constitute inclusions and exclusions; some forms of knowledge are noticed and valued, while others are obscured and devalued. (p.136)

Discourse expresses itself as common knowledge about how particular subjects are understood through deductive reasoning (Fletcher, no date). The most potent discourses are those that are perceived as a monolithic truth, a naturalized knowledge that is rational (Hook, 2001). The understanding of social enterprise is fixed rather than fluid because its rigidity and totality are shaped by economic-centred discourses. Included in the economic discourse is what Foucault (1982) refers to as the “productive subject, the subject who labours, in the analysis of wealth and economics” (p.777). Perhaps, producing subjects who work in social enterprises is part of the governing done through dominant economic discourse.

3.5 Case Study Analysis

The case study analysis provided an opportunity for me to continue to build relationships with the staff and program participants within Haley Street. It provided a thorough understanding of social enterprise, how it functions for Haley Street within the social, political, historical, and economic context. In addition to learning about the history of social enterprise at Haley Street, the analysis provided an opportunity to make changes in the organization’s practices (Spath & Pine, 2004).

3.6 Methods

A single case, embedded design using qualitative and quantitative data provided critical insight into “how” and “why” social enterprise is happening at Haley Street. Explanations of the
multiple functions of social enterprise through the embedded units of social enterprise and sheltered work analysis focused on the distinct and shared contexts of the thrift store and woodshop. These businesses provide similar and contrasting contexts within the social enterprise framework at Haley Street. Yin (2014) states that “embedded case studies may rely on holistic data collection strategies for studying the main case and the call upon surveys or other quantitative techniques to collect data about the embedded unit(s) of analysis.”(p.66) The central unit of analysis is the staff interviews and program participant focus groups, with financial data collected from agency documents supporting the central unit of analysis. The member's input will provide the opportunity to identify the effectiveness of the programs (Pauly, Wallace, & Perkin, 2014).

### 3.7 Research Goals

The objective of the research is to inform Haley Street, similar agencies, and the provincial social enterprise movement with how to proceed in advancing social enterprise opportunities for people with disabilities. The research objectives include:

1) Explain how social enterprises function at Haley Street.
2) Explain why Haley Street has engaged in operating sheltered workshops and social enterprise type programming.
3) Explain how Haley Street makes decisions that support economic growth and contributes to its social mission.
4) Examine the context and language related to sheltered work and social enterprise at Haley Street.
5) Examine the tensions and potential between sheltered work and social enterprise.
The goals of the research provide an explanatory case study of a not-for-profit agency that uses social enterprise to support persons with disabilities. The organization situates between competing philosophies about what is best for assisting individuals with disabilities and contributing to the economic viability of the agency. This positions Haley Street as a case that brings insight into the opportunities and challenges of social enterprise. I have minimal experience working in the woodshop and thrift store, so the research with key informants can inform how Haley Street conducts business in the future. Contributions by program participants, who work or train in the social enterprises, is vital in ensuring the knowledge of those marginalized in society is not marginalized in contributing to the research that will help the future of social enterprise at Haley Street. I worked with a collaborative group at Haley Street, which Bigby, Frawley, and Ramcharan (2014) describe as “partnerships or collaborations in which people with and without disabilities who work together have both shared and distinct purposes which are given similar attention and make contributions that are equally valued.”(p.8) I completed this research as part of the requirement to complete the Master in Social Work program and to learn about social enterprise practices and social justice. The participants that support and are supported in the businesses may want to be involved in improving opportunities for themselves and as a group by sharing their knowledge and generating new insight on the social enterprise phenomena.

3.8 Research Questions

The primary research question is what is a non-profit, community-based organization working with people with disabilities, and a history of sheltered workshops response to the current social enterprise movement? My respondents will include staff, director, as well as
program participants of the social enterprise. In April 2017, The Nova Scotia Framework for Advancing Social Enterprise was released by the Department of Business (Province of Nova Scotia, 2017). In Nova Scotia, there is an increasing effort for social enterprises to create jobs and benefit rural communities. The framework focuses on contributing to economic impacts; however, critical exploration of the social enterprise pillars for community organizations that provide social enterprise programs for people with disabilities have not been presented. The social enterprise pillars are: increase enterprise capacity, enhance access to financing, expand market opportunities, promote and demonstrate the value of the sector, and create an enabling policy environment (Province of Nova Scotia, 2017). The explanation of ‘how’ and ‘why’ questions are located in the individual interview and focus group questions (Appendix A).

3.9 Research Site: Nova Scotia, Canada

The research was conducted within the Haley Street Adult Services Centre, North Sydney, Nova Scotia. The interviews and focus groups were offered at a convenient time and location for participants.

3.10 Data Collection

Qualitative data collection methods were used during the research including in-person interviews and focus groups. The questions (Appendix A) for both the individual interviews and focus groups were semi-structured to provide some prompting questions that have developed from the literature review. Recording of participants’ data included audiotaping and note taking. Quantitative data included the review of Haley Street financial data. The data examined the
amount of income generated from the businesses and its economic impact on the organization and workers.

Convenience sampling recruited potential research participants. The individuals interviewed or part of the focus groups had “particular characteristics” (Vanclay, 2012) of being program participants or staff working to support the social enterprises. The staff participants included the agency executive director, supervisors, and agency employees in the Haley Street Woodshop or Nora’s New to You Thrift Store. The focus group participants included participants that work in the Haley Street Woodshop or Nora’s New to You Thrift Store.

The researcher conducted transcription and anonymized data. During transcription, all identifying information was removed, and random participant numbers were assigned to maintain participant confidentiality. These measures were taken to maintain the confidentiality of group members. As part of the consent process, participants were advised only to contribute comments or information that they feel comfortable sharing with the group or saying in front of others. Additionally, the researcher requested that all participants in the focus groups maintain confidentiality for what was said in the group as well as who participated in the focus groups.

3.11 Data Analysis

A thematic analysis was used to work through the data and located patterns that were relevant to the research study. Thematic analysis “is a method for identifying, analysing, and reporting themes (patterns) within data.”(Braun & Clarke, p.79). The researcher established patterns and looked for associations among the data sets. According to Braun and Clarke (2006), a theme “captures something important about the data in relation to the research question, and represents some level of patterned response or meaning within the data set.”(p.82). Transcription
of the interview and focus group recordings allowed the researcher to become familiar with the data. The researcher read and re-read the transcripts for themes across data sets. Initial codes were generated based on the literature review with themes related to the research question.

The researchers own epistemology and findings from the literature review noted some themes that coded from the data based on prevalence and patterned responses within the data and relatable to the research question. Important to the overall research question was to give voice to program participants and staff working in Haley Street social enterprises. Together the themes captured how and why Haley Street responded to the current social enterprise movement.

3.12 Validity

The results are believable if participants feel that I have provided a thorough description and analysis of the data. It is essential that I challenged the conception of a single truth promoted through social enterprise discourse. The case study is a practical opportunity for me to study the current social enterprise experiences of a non-profit organization that supports marginalized individuals. However, I also feel compelled to ensure the research has implications that extend beyond the confines of Haley Street and inform other agencies and governments on issues developing social enterprises. Strega (2015) provides standards for assessing feminist poststructural research that I use in the proposed study:

1. We must assess the political implications and usefulness of what we produce for progressive, anti-oppressive politics in marginalized communities.
2. We must ask ourselves not just “About whom” but also “For whom.”
3. We must measure the extent to which we have been critically reflexive, including the extent to which we have considered our own complicity in systems of inequality.

(p.145-146)
The case study of Haley Street deepens the understanding of social enterprise and informs opportunities to support marginalized individuals with business. Yin (2014) states, “every case study researcher must understand the theoretical or policy issues because analytic judgments have to be made throughout the data collection phase.” (p. 76) The research informs the organization's policies and may even provide findings that implicate other policy developments about social enterprises.

Yin (2014) describes four design tests relevant to assessing the validity of the research. The design tests include construct validity, internal validity, external validity, and reliability. For construct validity, I used multiple sources of evidence, establishing a chain of evidence, and had the key informants review the draft case study report. Internal validity occurred with the use of pattern matching between the two distinct social enterprises. Information provided by both groups of key informants (woodshop and thrift store) has comparable experiences. External validity occurred with the findings of the case study connecting with previous theories on social enterprise and applicable to the work at the centre. The reliability of the research was demonstrated because the documented research procedures and interview/focus group questions (Appendix A) allow the case study to be clearly duplicated.

### 3.13 Ethical Issues

I am currently an employee of the host organization that is participating in the case study. Although I work in the social sector, I am a dominantly located individual and need to ensure that I produce a document that questions my understanding of social enterprise. As an employee studying a subject related to my employment, I am in a dominant position to use my assumptions
and biases to influence the research through the interrogation of data obtained. I applied and received ethics approval (Appendix B) for the current research.

3.14 Limitations

There are limitations to the study. The particular context of the study potentially limits the transferability of the findings. Moreover, the study is limited to the understandings engaged by the researcher. However, key informants reviewed the draft case report to ensure the findings are true to their experiences.
Chapter 4: Results

4.1 Financial Analysis

The data retrieved represents financial data listed by the Nova Scotia Finance and Treasury Board (Table 1), Canada Revenue Agency (Table 2, Table 3, Table 4), and financial documents from Haley Street annual general meetings (Table 5, Table 6). A compilation and computation of the data were conducted to provide the total amount of funding provided to Haley Street from DCS from 2008 to 2017. In total $7,169,809 was provided to Haley Street over the ten year period from DCS.

In 2017, the total revenues for Haley Street amounted to $1,607,117, with total expenditures amounting to $1,231,214, and a net income of $375,903. That year, Haley Street’s government funding included $529,764 from the province, $82,354 in federal funding and $481,953 in regional funding. Fundraising accounted for $436,894 and revenues from donations totaled $21,943. The ‘other revenues’ category contributed funds totaling $9,052. Gross revenue from sales of goods and services provided by the social enterprises (Table 5 and 6) was $175,127 resulting in net revenues of $45,157.

In 2017, the total government contributions (provincial, federal, regional) represented about 68 percent of revenues of Haley Street, with the provincial contributions (Table 1) alone representing about 59 percent. The local contributions provided in Table 3 represent $414,245 of regional, provincial monies provided for additional support staff for individual’s with high complex behaviours, or personal care needs requiring an individual support worker. The sales of goods and services provided by the social enterprises represented about 3 percent. Fundraising revenues made up about 27 percent and donations and gifts represented about 1 percent. The remaining category, ‘other revenues,’ represented less than 1 percent.
Due to the anomaly of the fundraising revenues in 2017, from a community event, the financial data from 2013 through 2016 was used to provide an average of comparison data. The total government contributions (provincial, federal, regional) represented about 91 percent of revenues of Haley Street, with the provincial contributions (Table 1) alone representing about 81 percent. The sales of goods and services provided by the social enterprises represented about 4 percent. Fundraising revenues made up about 1 percent and donations and gifts represented about 3 percent. The remaining category, ‘other revenues,’ represented about 1 percent.

Although both social enterprises generate positive net revenue related to the statements (Table 5, Table 6), the real costs of sales in the woodworking is absorbed into the broader organizations expense statements (Table 4). The thrift stores financial statement (Table 6) appears to have a better representation of the actual costs associated with the enterprise. Therefore, the woodshop produces a net loss when factoring in staff wages, utilities, repairs and maintenance, and equipment purchasing.

The training stipend was comparable among the woodshop and thrift store. Woodshop participants receive a stipend of $10 per day; typically, a ‘day’ is about four hours. Program participants in the thrift store receive a stipend that ranges $8-$10 per day, typically a 2-4 hour shift while several participants are paid minimum wage. The waged work does not include a stipend and participants work 4-8 hours weekly in those positions. No waged work is offered to participants in the woodshop. However, when additional projects come up, additional stipends are provided.

During the research, it was determined that on average, the stipend provided to participants attending the woodshop receive more than it profits in the program. About ten individuals work in the woodshop daily (thirteen currently participate in the program in full or
part-time capacity). The stipend accounts for about $500 paid out in stipends weekly or $26,000 annually. Several participants working in the woodshop over the course of the year earn $2500. Although it is still well below the earnings of waged work, it is over three times higher than earnings reported by Owen et al. (2014) of Common Ground Cooperative partners’ average annual earnings of $757.00 in the businesses. This stipend amount is unaccounted for in the woodshop expenses, but is accounted for in the general agency expenses.

4.2 Interviews and Focus Groups

Nineteen research participants took part in the individual interviews and focus groups. Seven staff completed the individual interviews and 12 program participants took part in three focus groups. The individual interviews included the executive director and staff from both the woodshop and the thrift store. The focus group sessions included eight participants from the woodshop, two participants from the thrift store, and two program participants that attend both the woodshop and thrift store. The interviews were conducted from January 8, 2018, through February 2, 2018. Two focus group sessions were held February 8, 2018, and the other focus group session was February 9, 2018. The total recording time was 4 hours, 7 minutes, 55 seconds. The questions posed during the interviews and focus groups helped develop an explanation of how and why Haley Street operates social enterprise and what can be learned from the organization in advancing the social enterprise movement supporting individuals with disabilities.

Participants confirmed the importance of Haley Street’s social enterprise movement for program participants, agency, and community. The broader context of the economy was not addressed in the data. Four themes emerged that can further develop policy and processes that
advance the socioeconomic development of social enterprises that support persons with disabilities. The themes include community engagement, demonstrating agency and individual capabilities, improved individual well-being, and agency social-economic tensions.

4.3 Themes
4.3.1 Community Engagement

In addition to providing services to program participants, the social enterprises provide valuable services to community and consumers. One program participant described Nora’s as a “pretty good place to shop, especially if you do not have a lot of money, you got some place to go.” (Program Participant N) Program participants recognized themselves as being more visible in the community through their work in the social enterprise. Staff explained the agency was more visible in the community through social enterprise and the community needing Haley Street social enterprises. The social enterprises created employment opportunities in the community, including increased staff positions and help community members that need particular wood or thrift store products. Staff noted:

I think we have become a vital part of the community. And I think the community; I think it's kind of a two-way street. The community itself has become very generous to us and vice versa. We support the community and the community supports us.

(Staff Participant B)

It provides employment for several of our staff members and for several of our participants. It provides the community with/for people who do not have a lot of money and cannot afford to go out to the top-notch store and buy expensive things … We are providing a service for people out there with needs … We are providing a service when people come to us and look for help we try to help them out too. (Staff Participant E)
Community engagement may be more important than running a profitable enterprise. A staff member explained: “I think that sometimes it is not about making a major profit there, it is just about helping others and I think we do a great service there for our community.” (Staff Participant F)

Program participants also recognized that engaging and being part of the larger, local community was an important aspect of Haley Street social enterprise. Although serving primarily local customers and vendors, working with larger corporations was important for several program participants. One program participant stated, “so with us being able to supply the big companies, people see that we work hard and that we can get jobs done when they need to be done.” (Program Participant H) With improved visibility from Haley Street social enterprise in the community, a staff noted: “I think people are understanding more that people with disabilities don't just attend a day program and do nothing all day. That people with disabilities can work.” (Staff Participant B)

Although both the woodshop and thrift store provide opportunities to be more included in community, the staff see the thrift store has having a higher level of community engagement. A staff stated: “The shop, it's always been fairly well known for what it's done. But Nora's, I think Nora’s is really brightened our blossom in the community.” (Staff Participant E) Another staff participant also used the word blossom when describing the woodshop: “You can see just certain individuals on a daily base in the workshop, that they just blossom within a very short time from coming in initially, maybe being a little nervous in the workplace, to really just developing tremendous work skills in a short period of time.” (Staff Participant F)
4.3.2 Demonstrating Individual and Agency Capabilities

According to program participants, the purpose of social enterprise at Haley Street is to provide them with opportunities and skills for self-improvement including work-related training and interpersonal skills development. Several program participants described their experiences: “To give us experience, to have a job, and communicate with people outside of Haley Street” (Program Participant H); “helps the ones that have disabilities” (Program Participant I); “helps someone with disabilities to get a job.” (Program Participant J); “to help clients get out in the community” (Program Participant M); “to grow skills” (Program Participant R).

The program participants viewed the social enterprises as a helping program, aiding them at an individual level. In addition to the individual opportunities for program participants, staff explained that the social enterprises provided the agency revenue and work experience for the program participants to move on. Staff shared a broader experience with the social enterprises, with an importance of being recognized and accepted by other community entities. A staff member described the purpose of Haley Street social enterprise “is to be part of the community and provide for the community in all sorts of ways. We have to be a part of the community.” (Staff Participant B) Haley Street social enterprises attempt to disrupt the idea of the organization as just a function of a provider of care in the community, but capable of providing business opportunities. Program participants placed a great importance on learning and demonstrating skills at the same time staff participants added the importance of not restricting Haley Street or the social enterprise to just being a mechanism for care.

Although the staff were in favor of the opportunities social enterprise has provided the Haley Street agency and program participants, one staff described the need for work skills for program participants to become more job ready in mainstream employment:
Some of our participants would be identified as having the ability to work in the real world and make real wages. We are always trying to strive within the centre to develop better pay and more equal pay, but our role really is just to try to develop the work skills for the individual in that setting (Staff Participant F).

The staff frequently described mainstream employment as real work and work done in the social enterprises as training work. However, program participants often defined their work as “just like any other job” (Program Participant H).

Staff described the woodshop as more of a training opportunity, with program participants developing their skills for the real or outside world. One staff explained that the woodshop “is not what you would look at as a self-sustaining business in any real way. It is more about a training opportunity for people to learn skills that are higher-level skills that you need in any job, anywhere”. (Staff Participant A)

The social enterprises were described as an opportunity for participants to be productive citizens. One staff noted, “that they [program participants] learn that they have a voice, they learn they are productive citizen(s), that they are valued for their contribution to this organization and hopefully recognized that that is valued as their contribution to society”. (Staff Participant A)

**4.3.3 Improved Individual Wellbeing**

Program participants noted several examples of how the social enterprises improved their wellbeing: “Get paid when you work.” (Program Participant L); “exercise, working as a team and stuff like that.” (Program Participant H); “becoming more independent. Getting me out more.” (Program Participant M); “helped me out quite a bit with a few things, like extra money. Instead of staying home by myself all the time. Getting out.” (Program Participant N); “I feel I
am a valued member of the community from working in the shop.” (Program Participant R). A staff participant, describing work, stated: “It’s such an intrinsic part of everyone's life to have work and to have value in your work.” (Staff Participant F)

Staff noted program participants’ feelings of accomplishment and connection to the work:

I know they feel self-accomplishment in there. If we buy any type of equipment, or whatever, they treat it like it is their own equipment - they are proud of it. They really think of the shop as their work, their place of work and they are very proud of working in there. (Staff Participant G)

In addition to building skills, building program participants’ self-esteem was explained. “As long as I can keep the guys motivated and feeling good about themselves then I know I have accomplished my job.” (Staff Participant G) The work in Haley Street social enterprises is more than just producing products and delivering services. As noted by a staff participant:

At the end of the day, it still comes down to the individuals and relationships. That you are just trying to promote, again, as much independence and growth in that person. That they can do their job to the best of their ability on a daily basis. (Staff Participant F)

### 4.3.4 Agency Social-Economic Tensions

Sheltered work was identified with Haley Street’s past and present. According to one staff participant, the social enterprises that Haley Street operates today are still referred to as sheltered work.

Within Haley Street, we have always struggled to continue with the work aspect of it. What would still probably be called sheltered work. We have always had a really hard time; we are in a very economically depressed community, so we have always had trouble competing on any level for business to come to us. So we have really had to create our own businesses in order to generate revenue. (Staff Participant A)
Staff explained that there is a spectrum of supports at Haley Street including recreation, social, and respite care, but “the ideal at one end of the spectrum is to get them in the community and get them working.”(Staff Participant F) Work is a primary function of services and although the centre provides non-work related opportunities, work is a powerful tool to get participants into community. With increased independence and increased opportunities to access community, there appears to be more inclusion and acceptance of program participants, as well as the agency. The function of work provides respectability at the individual and agency level.

Social enterprises are complex operations. The staff participants wanted the researcher to know that balancing the operations of the social enterprises with the wants and needs of program participants is challenging. At times, productivity is prioritized over training or client programs. One staff participant explained:

It is a real challenge to balance the goals and needs of the individual with meeting production deadlines and productivity for our sales. We rely on the revenue from these businesses to keep the organization’s doors open, but at times, it feels like you are sacrificing what you should be doing, more about the individuals’ goals, and really pushing the productivity. You know, we do not do that a whole lot because, again, we are in the enviable position that we do not have to. But when you do have to do it, it does not feel good. (Staff Participant A)

Additionally, there is a challenge with how Haley Street responds to product life cycles through maturity and as they decline. Haley Street’s enterprises represent industries that are not maturing, but declining, doing work that traditional enterprises will not do. As noted by a staff participant:

There is a saturation point that we reach within the community and there is almost a stagnation. We provide used clothing and how do we grow from there. That is what we
do. As far as branching out into other commodities to sell then how do we do that? We have done online auctions and what not and tried to branch out that way. But I think there is a certain saturation point that way with the used clothing. The same with the woodshop in that we have the same products primarily that we have always had in a lot of ways.

(Staff Participant F)  

To continue operating the woodshop, fundraising and donations are needed to offset the costs. The thrift store is marginally profitable through reliance on community donations of clothing and household items. A staff participant confirms:

So Nora's is self-sustaining, the money it makes net revenue, the bottom line when we look at what our net revenue from that enterprise is a real exchange, a real representation of money that is net money. The difference with the woodworking is we do not factor in the cost of staffing, in that when we are selling our goods and services we do not put in an overhead, we only put in there the cost of the material. If we put in the real cost of the woodshop, as it stands now, we would close our doors today because it is definitely a money-losing prospect. (Staff Participant A)

Haley Street operates like a chameleon in the sense that it can offer itself as a registered non-profit charity to stakeholders, as well as offer itself as a business as needed. However, Haley Street will continue to require large contributions from government to continue its operations. With ongoing contributions from the government, there will be continued value propositions analyzed. One staff participant noted: “I think where we still need help financially from government agencies; we still show that we are a valuable commodity in terms of what services we provide for people with mental challenges.” (Staff Participant F)
4.4 Learning and Recommendations

There is an opportunity to learn from Haley Street and its social enterprises. The organization uses social enterprise as a training opportunity for program participants and provides an opportunity for the agency to give back to the community. Several staff participants noted social enterprise as a vehicle or means to the social mission. A staff participant responded, “that [social enterprise] is a vehicle for helping develop job readiness skills for people with mental challenges.” (Staff Participant F) Another staff participant stated:

   We do not operate the businesses by the same standard as most. Nora's is operated that way: the business covers all the expenses, but with our woodworking we do not operate it that way. We look at it more as a training tool than actual business. It is a vehicle, not the end and that presents its own level of challenges. (Staff Participant A)

Moving forward and advancing social enterprises at Haley Street, there are recommendations from the staff participants to develop independent businesses that are profitable, that are less reliant on agency funding to support the social enterprise operations. One staff participant responded: “We need to find a better way to do products that are making money and that are viable in the long term … I think for any business for us, for the future ... We do not do it unless it is self-sustaining.” (Staff Participant A) Another staff participant noted:

   I think we still should, our goal should be still to strive toward developing products that are going to make a profit. I mean we still have to try to have that goal to become as self-sufficient as possible. That is a mantra that the government has for us, that they want us to do that. But again, we do not want to bite off more than we can chew. We still need their support because costs are going through the roof. But it should be our goal to try to continue to develop products lines that we can become more self-sufficient. (Staff Participant F)
Program participants made several recommendations that would make the social enterprises at Haley Street better including more work, more space, more independence, and more equipment to learn on. Additionally, program participants wanted to have more choices and say in the work they do. A program participant stated, “I think it would help if you could have a choice what you like to do.” (Program Participant N) Other statements included: “Well, to make the woodshop better we would have more tools and kindling bags, dollies that can carry only twenty [bags of kindling/survey stakes].” (Program Participant O); “build onto it.” (Program Participant Q); “like I say, more sanding would be great.” (Program Participant R); “work.” (Program Participant P)

For some, program participants noted they are content with the current social enterprises: “I do not think I would change anything. There are good days, bad days. Just like any other job.” (Program Participant H), “we are doing all right the way it is going on right now.” (Program Participant Q)

4.5 Nova Scotia Social Enterprise Policy Pillars

The following section relates to questions posed during the interviews about the Province of Nova Scotia (2017) social enterprise policy pillars. The policy pillars are: increase enterprise capacity, enhance access to financing, expand market opportunities, promote and demonstrate the value of the sector, and create an enabling policy environment. Only a few staff participants were able to answer the questions posed about the provincial policy pillars. The lack of awareness of the policy pillars suggests there is a disconnect between the social enterprise framework and organizations supporting marginalized groups, including persons with disabilities.
4.5.1 Increase Enterprise Capacity

The business acumen at Haley Street has been developed through the executive director’s 30 plus years of service with the organization. Enterprise capacity has grown more recently through the social enterprise scaling up project that lead to some coaching and some redesigning of the thrift store space and increasing opportunities for the woodshop by joining the Ability Wood Products Cooperative. Haley Street has not accessed training opportunities through the Social Enterprise Network of Nova Scotia (SENNS) or SENNS online social enterprise development portal.

4.5.2 Enhance Access to Financing

Haley Street has used several sources of funding for the social enterprises. The woodshop finances its activities through the government core grant to provide staffing. A wood pellet production that began in 2016 was financed through non-repayable loans from the federal Atlantic Canada Opportunities Agency (ACOA) and the Nova Scotia Resource Recovery Fund Board (RRFB). The municipality provided some funding when Haley Street purchased the existing site of Nora’s New to You. Additionally, several charitable foundation grants were awarded to help purchase the building. The remaining costs for the thrift store were retrieved through a mortgage with the Community Business Development Corporation (CBDC).

4.5.3 Expand Market Opportunities

Haley Street is part of government procurement at the municipal and provincial levels. Municipally, commencing in the summer of 2017, Haley Street was awarded a contract for lawn care maintenance for dilapidated properties in the CBRM. This contact provides minimum wage
employment for several participants from the woodshop area during the summer season. The woodshop provides survey stakes to several sites of the provincial Department of Transportation and Infrastructure Renewal. After conducting the research interviews, Haley Street is now a member of Buy Social Canada (buysocialcanada.com).

4.5.4 Promote and Demonstrate Value of the Sector

The current case study is qualitative research about the value of social enterprise for persons with disabilities working in social enterprises at Haley Street. This research can be used to increase the awareness and understanding of the sector as it relates to supporting persons with disabilities through social enterprise. There were many anecdotes of success with Haley Street social enterprises supporting community initiatives, families, and participants. The staff participant shared:

We did have one woman who when we were at our [thrift store] location just before we are now. She came in just before Christmas, it was a bag sale day, which means you could fill a garbage bag for $20, and she had four garbage bags that she was filling with items. When the store staff came over and asked her if she needed help she said that she had six children at home, that she was living on social assistance, and that her plan was to take all the clothing home, wash them, iron them, wrap them so that the kids would have clothing to open at Christmas. The fact she could do that for that amount of money meant that she would be able to afford to give them at least one Christmas gift that would be an item on their wish list. (Staff Participant A)

4.5.5 Create an Enabling Policy Environment

The current case study can help inform government policies and barriers to support of social enterprises, social purposed enterprises, and community social programs supporting persons with disabilities.
Chapter 5: Discussion

The current research was initiated, as I explained in my introduction, through the following statement:

Social enterprise is an emerging alternative to competitive employment involving small-scale businesses that seek to employ people traditionally disadvantaged in access to the mainstream labour force. Social enterprises involve the continuation of an enclave or sheltered model, in that the business is socially purposed to employ people with disabilities or other barriers. In comparison with sheltered workshops, they involve a greater degree of individualization, autonomy and community involvement. (Canadian Association for Community Living 2011, p.12)

The current findings support the statement by the Canadian Association for Community Living (2011) to some degree. It affirms that social enterprises can offer greater individualization, autonomy, and community involvement than sheltered workshops and that social enterprise is an emerging alternative to competitive employment, small-scale businesses, which can be used to employ people with disabilities. However, the current research finds that sheltered work and social enterprise are comparable entities, with sheltered work a subgroup of social enterprise.

The majority of participants attending Haley Street do not participate directly in social enterprise. At the time of the research, 18 participants attend the social enterprises, with 54 taking part in other social programs. The agency requires government funding to support someone with high complex behavioural or personal care needs in the programs often because the staffing ratios of those programs are at current capacity or the individual's support needs exceed core-staffing ratios. Haley Street is a social program that operates social enterprise to provide opportunities for the agency and the program participants. Social enterprise at Haley Street is more of a verb as described by Teasdale (2010a). The Directions Council (Directions,
and several staff participants referenced social enterprise as a vehicle to move program participants along a spectrum of supports and opportunities.

Haley Street’s response to the current social enterprise movement is to continue to grow the opportunities for the agency and program participants to be more included in the broader local community, to demonstrate the competency of the organization and program participants, and support the well-being of program participants. Through the retention and expansion of social enterprise, Haley Street works through the pressures of its fluid identity as a charity, non-profit, and social enterprise. Government and social enterprise policies need to support social programs and develop a comprehensive social enterprise framework for persons with disabilities with key stakeholders. Suggestions from the current research include additional policy pillars related to improved community access for social enterprises supporting persons with disabilities, improved social enterprise training support for persons with disabilities and support organizations, expanded access to social enterprise programs for persons with disabilities, and improved funding models for social enterprises supporting persons with disabilities.

5.1 Community Engagement

Teasdale’s (2010b) findings as cited in the literature review apply to Haley Street. It appears that program participants may feel excluded from the broader community, but socially included at Haley Street social enterprises. The woodshop’s primary purpose is social, offering a space for program participants to develop strong relationships with peers. The thrift store’s primary purpose is economic and is better positioned to create paid employment. Additionally, while some program participants choose to remain with Haley Street while employed outside the agency’s social enterprises, several have left the organization for employment elsewhere, now
living on their own or with less support, or taking part in community activities due to increased confidence and skills related to their time spent with the social enterprises.

Haley Street social enterprises appear to have significantly improved the opportunities for both the program participants and agency to be involved in the local community. The thrift store identity is more independent and not fixed to the Haley Street organization as firmly as the onsite woodshop. There is more community engagement with the thrift store which could also be due to the location of the social enterprise being offsite or a direct result of the type of enterprise. The thrift store is a retail space, mainly marketed to provide a space for the community to come and purchase items while the woodshop is an onsite production enterprise which still provides for the community but is more engaged in producing products for companies.

5.2 Demonstrating Individual and Agency Capabilities

Developing skills, enhancing skills, and promoting work-related skills were priorities of the social enterprises at Haley Street. Interpersonal skills, safety training, and working in production and retail spaces provide an opportunity to build transferable skills that can lead to employment in the community. Employment, both in the social enterprise and broader community context, is an essential feature of why Haley Street operates the social enterprises. Having an employment program that supports individuals in mainstream employment is essential, but for many attending Haley Street, they want to work in the social enterprises to gain practical skills, confidence, and competence related to work. For some, they work in the community part-time, work in one of the social enterprises part-time, and attend Haley Street social programs part-time. The hours a participant decides to work in the social enterprise is flexible—for some an hour a day, for some an hour a week.
The social enterprises at Haley Street favor Gray, Healy, and Crofts’ (2003) position that the businesses should add to existing services and not replace government’s responsibility to social programs, adding to the social and economic opportunities to program participants. As part of the local economy, providing business and care functions, Haley Street finds its identity in constant flux. It is a community-based organization, tied to provincial and federal government initiatives, and has pieces that identify as a social enterprise. Making decisions based on a social model of care or business model of generating profits creates daily tensions on what good work looks like. The history of the woodshop with Haley Street may be infringing on other more profitable ventures with participants.

5.3 Improved Individual Wellbeing

The current study did not ask participants their annual income related to their work at Haley Street or government assistance. However, several participants did note that their participation in work at Haley Street has provided additional income to them that helps them manage expenses related to necessities such as food and housing costs. Although staff and program participants claim Haley Street and the social enterprises are working in the best interests of program participants, an alternative explanation is that Haley Street is favoring capitalist approaches of low labour costs and part-time work that does not provide the participant-employee benefits of full-time employees.

Similar to Buhariwala, Wilton, and Evans (2015), poverty is still a reality for many program participants at Haley Street including those training or working in social enterprises with part-time, casual work, receiving stipends or minimum wages. Many of the participants attending Haley Street and working in the social enterprises continue to live in poverty. Poverty
is still an experience for many, although they do not explicitly state that. The majority receive assistance through the provincial Department of Community Services programs including residential support. Even when included in the broader community through social enterprise, many go home to aging parents or to residential homes. Some program participants in the social enterprises and attending Haley Street are providing a safety net for their families such as a housing allowance or other supports to care for aging parents.

Participants working in the social enterprises did not explicitly identify as being part of a program in the social enterprises, but being part of a team that helps the organization. This fluidity of being a program participant and program contributor is not lost on Haley Street. The individuals working in the social enterprises are not just supporting the structure within the enterprises; they are also supporting the agency’s nonrevenue generating programs through revenues used to purchase program materials and operational costs. The participants in the social enterprise provide opportunities for others who are identified with a disability.

The vocational rehabilitation model set out to increase inclusion of persons with disabilities in the community, including the workforce. However, with the high unemployment rate and the unwillingness of employers to hire participants from Haley Street, the thrift store has tried, with some success, to provide waged employment to several participants. Haley Street hopes that future social enterprise developments, including the recent scaling up of the woodshop, will provide waged work for participants of the social enterprises.

The work at Haley Street does not intend to keep people away from competitive or mainstream employment. Sheltered work was a label attached to agencies similar to Haley Street; however, the participants in the focus groups never referred to their work or agency work as a sheltered workshop. However, participants in the focus groups also never referenced their
work as being part of a social enterprise. Social enterprise not being referenced is particularly interesting because the recruiting posters and consent forms stated the research titled with sheltered work and social enterprise. Haley Street supports many individuals that are not interested in work within the woodshop, thrift store, or community and could close the woodshop, redirect the program's staffing, and save money. However, there appears to be a higher social mission with the social enterprises and value in work, in whatever capacity, for participants. Similar to informants in the Owen et al. (2014) study, the program participants involved in the Haley Street social enterprises had increased independence, increased social participation, and improved overall well-being.

5.4 Agency Social-Economic Tensions

The social enterprises at Haley Street support both humanitarian and neoliberal structures. The social well-being of the participants and working to fill gaps within the community are fundamental to Haley Street. However, the pressure to meet the wants of participants, be part of the broader community economy, be more self-sufficient, and rely less on government funding produces the need and desire to operate the social enterprises.

The current social enterprises at Haley Street represent a gap filler, described by Hudson (2009), as a means for the participants and agency to be more included in the community and provide products that are not offered in the community. There is one other thrift store located in Sydney Mines that is a private business. No other business on the Northside supplies wood products currently produced in the woodshop while similar woodshops in the area are run by similar organizations like Haley Street. Presently, Haley Street social enterprises are not competing as an alternative space or transformative space that challenges patriarchal capitalism.
and globalization. For the most part, Haley Street social enterprises operate in the local market, and the success of the thrift store is heavily reliant on the donations of goods from the community members. With the items sold by the thrift store donated, the cost of goods sold is nil, which is not a typical business model for selling goods.

Financially, Haley Street is not dominating the social enterprise scene in Nova Scotia. However, the organization’s approach to blended service of social program and social enterprise makes an exciting and intriguing case study. Presently, the label of social enterprise is favored within the industry, government, and academia. It makes sense for Haley Street to describe its businesses as a social enterprise because it meets all the standard criteria associated with the venture. Haley Street will continue to rely heavily on government, donors, and fundraising to support its programs and operations. The agency is not risk-tolerant at this point, favoring small-scale ventures that are heavily supported by the agency over debt financing new ventures. The acknowledgment of Haley Street and other ASCs as essential to community inclusion and economic development is strengthened through economic discourse that values the activities associated with the social enterprises. Haley Street has a financial responsibility to ensure its programs operate. With the core staff funded, Haley Street leverages the existing core grant with additional government money, fundraising, donations, and revenues generated from Haley Street’s businesses for the organization to meet its social mission.

Operational costs for Haley Street will continue to grow with precarious funds acquired through charitable donations, fundraising, and the social enterprises. The thrift store operates as a standalone business without any government funding directed towards the operations or staffing. It is profitable and employing persons with disabilities with waged work. The woodshop staffing and operations require government supported staffing positions to operate and
the actual expenses of the woodshop exceed the revenues produced in the shop. Respecting the training or supportive nature of work and growing a profitable business continues to challenge Haley Street with how to best support the individuals attending the centre. If the woodshop was to be self-sufficient, this could change the scope of practices and limit the individuals that could participate based on productivity.

It appears that the priority is primarily for participants’ benefits, particularly with the woodshop, with the agency’s profitability and sustainability second. Haley Street still relies heavily on government grants, fundraising, and donations to operate and if the social enterprises closed today, its other social programs could continue by laying off or repurposing staff and selling or renting the spaces occupied by the social enterprises. However, the desire for participants to work guides the care and direction of social enterprise for Haley Street.

Wages are essential for vocational experiences, but it appears the woodshop is in decline and will not be sustainable. However, an alternative explanation is that the social purpose of supporting people develop skills and reduce poverty drives the woodshop and values the contributions of participants working in the woodshop over a profitable business. This unusual training allowance may not be sustainable, but the agency continues to build on the woodshop and its importance for those taking part in the program. The additional stipend amounts must come from other revenue sources such as fundraising, donations, or operating per diems billed to the department of community services.

The centre has gained positive exposure from the community from the social programs and businesses it operates. However, as the organization continues to examine social enterprise opportunities or improve the compensation of participants working in the businesses there will be pressure to move from embracing participants’ interests towards the ability to produce and
take on tasks that generate revenues or save on costs to justify a waged rate of employment. Growth is vital for Haley Street because of the depleting economic conditions that are rampant in the area that Haley Street is located. Growth is significant because the program participants want more opportunities and broader experiences than Haley Street is currently offering. However, Haley Street is concentrating on the local market currently, except a few provincial contracts through the Ability Wood Products Cooperative. Currently, scaling up to out of province trade is not part of the social mission that guides Haley Street’s businesses.

Decisions about how to prioritize Haley Street’s economic growth and to contribute to its social mission is difficult. The social impact has to be recognized in the economic growth of the current and future social enterprises of the centre. Haley Street appears to be working within the structures of government policies, particularly related to wages and training allowances provided to participants. Haley Street social enterprises were not set up to get participants off the provincial system of financial and program supports provided through the Department of Community Services. The goal is to enhance participants’ wellbeing, including training, income, relationships, and community access. Haley Street supports individuals who want full-time employment with a job developer that works with the individual and employers. For some, this means part-time employment in Haley Street social enterprise and part-time employment in other businesses. For others, they have left their employment or training with Haley Street for full-time employment in the community. However, full-time employment is rare for participants attending Haley Street.
5.5 Social Enterprise Discourse at Haley Street

Examining the language and practices of social enterprise and sheltered work with the research participant interviews and focus groups provides depth to understanding how businesses function at Haley Street. The fixed narratives described in the literature review by Froggett and Chamerlayne (2004) were not apparent in the current study. Program participants and staff spoke of exclusion in the community, dependence on government for operations, and the struggle of how care is constructed in the social enterprises. When described by staff, sheltered work was described as a social enterprise, but many staff subjugated the Haley Street social enterprises as less significant than that of traditional businesses, and that social enterprise should move away from government supports. The experiences shared in the focus groups by participants did have some distinctions among the woodshop and thrift store, but work and business were the terms used, not sheltered work, or social enterprise.

Social enterprise encompasses both sheltered work and social purpose business as subgroups of social enterprise (Table 7). The differences between social enterprise and the other terms are that the social enterprises strive for more autonomy from government and integration within larger communities. Sheltered work is set up to support individuals socially marginalized and is traditionally facility based, whereas social enterprises and social purpose enterprise may be located away from the parent organization. Both sheltered work and social purpose enterprise typically focus and highlight the social mission of their work. Social enterprise at Haley Street, mainly the woodshop, fits well with Quarter, Ryan, and Chan’s (2014a) term social purpose enterprise. The only distinguishable feature is that the woodshop of Haley Street is on-site. Bate-Harris (2012) positions that sheltered workshops keep the experienced program participants away from competitive employment to generate income to exist. Keeping the experienced
program participants away from competitive employment is unsubstantiated in the current research because the woodshop does not generate enough income to exist.

Haley Street may be linked, according to Buhariwala, Wilton, and Evans (2015) as a space for individuals deserted by the market economy. However, the organization does challenge, to some extent, the systems that contribute to service-users social and economic marginalization. The goal of Haley Street is not to get participants off the provincial support systems, but to enhance the quality of life with participants including increased income that still allows them to retain benefits.

When discussing the purpose of Haley Street and its businesses, data from the agency, staff and participants demonstrated a commitment to social impact as a priority. The mission of supporting participants’ interests and feeling valued for their contributions was essential to research participants. Work is a social determinant of health, and for many working in the social enterprise, they identify it as a job like any other. Building relationships, improved health, and building confidence has provided opportunities that previously were not available to participants. Throughout the data collection and analysis phase, it was apparent through the interviews with both staff and participants that participants attending Haley Street felt respected and engaged at Haley Street. Participants are involved in the decisions at Haley Street and feel that the services and businesses meet many of their expectations.

The participants and staff interviewed for the study would like to see additional work opportunities for participants in the community, as well as at Haley Street. The skills developed within the social enterprises, described as critical are also limited to routine, modest tasks. Perhaps Haley Street has limited support options for participants or has been complicit in
subjecting participants to easy work that is not easily transferred to community employment outside the agency.
Chapter 6: Conclusion

Social enterprise at Haley Street is an integral part of its identity and emergence in the community. The profitability of social enterprise at Haley Street appears to be secondary to the social well-being and engagement of participants. Lack of profitability in the woodshop puts the agency at risk due to the precarious funding of government, donors, and fundraising efforts. However, the community has been a central tenet of Haley Street’s longevity and success and Haley Street’s visibility is enhanced by the work of its social enterprises.

The impact of social enterprise policies and practices are multifaceted. As social enterprise discourse evolves, dominant stakeholders including government, academia, and private businesses recognize the benefits and contributions social enterprise makes to the economy and improved well-being of marginalized groups and individuals. According to Ridley-Duff (2008), “social enterprises increase their legitimacy when they self-consciously tackle social exclusion and bring people back into (or create) a viable community” (p.303). However, social enterprises’ legitimacy at Haley Street must ensure it is a progressive, socially just opportunity for the participants and agency.

6.1 Summary of Study

The current study is an explanatory case study analysis on why and how Haley Street Adult Services Centre Society is engaged in social enterprise. Simply put, Haley Street has always been a part of the social enterprise movement, even before the term was being used. Haley Street operates two distinct social enterprises, the woodshop, and thrift store with the former more of a social program or social purposed enterprise and the latter a self-sustaining, social enterprise. The social enterprises at Haley Street are essential fixtures in the identity of
the not-for-profit community organization. The organization and the enterprises operate primarily in the local market and provide a gap-filler for products and services in the local economy. The current language of social enterprise favors Haley Street’s business development, away from the tarnished identity of sheltered workshops; ASCs like Haley Street are revered among the politicians and practitioners. It appears Haley Street has firmed up its position on what is essential for the organization's mission of delivering social enterprise with people before profits in the woodshop and people with profits in the thrift store. There are many voices at Haley Street, and social enterprise provides opportunities for some that want it, and for others community employment, recreational, and available social programs.

Social enterprise at Haley Street does have a place in benefitting the participants, organization, community, and the broader economy. Although poverty impacts many, the opportunity of work has a valuable influence on a person’s well-being and engagement within the community at Haley Street and the community at large. The additional monies provided for the work or training experience aid in alleviating some of the financial pressures placed on participants and supplements the government assistance they receive, but it is not enough. It is important to note that the program participants and staff working in the social enterprises do not necessarily identify them as social programs, sheltered work, social purposed enterprise, or social enterprises, but as a business like any other. Notably, the participants in the social enterprises favor the language of business or enterprise because they see themselves as being part of, and belonging to, the more extensive space of community and economy in their work. They want to be identified as part of the dominant economic system.

Social enterprise at Haley Street is complicated, and this case study provides an understanding of the intricacies of social enterprise supporting individuals with disabilities in the
context of the current socio-political climate in Nova Scotia, Canada. It is more critical for Haley Street to provide care to the participants attending the programs.

### 6.2 Implications

The current research provides an opportunity for Haley Street, staff, and participants to reflect on how and why it operates social enterprises. The social mission at Haley Street is active and strengthened through the work done by the social enterprises; even it means sacrificing profits. Social enterprises enhance opportunities for program participants, Haley Street, and community engagement. With dominant economic discourse favoring neoliberal values of autonomy, self-sufficiency, and profits the thrift store appears more favored as the type of social enterprise that Haley Street will engage with in the future. However, the woodshop’s strong identity and staying power remain a priority for the organization, staff, and program participants in continuing the more heavily associated social program. Continuing to build upon valued social programs that have meaningful work and training opportunities that generate adequate revenues to pay wages is needed for Haley Street.

Humphries and Grant (2005) argue for a more fluid concept of social enterprise fits for Haley Street and similar agencies about how to improve the experiences of program participants in a socially just society. It is not so much about which vehicle social enterprise uses (facility or non-facility), but about program participants feeling care.

### 6.3 Recommendations

The recommendations that have developed through the current research continue to support the social enterprise paradigm shift that is occurring in Nova Scotia, nationally and
internationally among marginalized communities and groups. Whether facility or community-based, the underrepresentation of persons with disabilities in the mainstream economy provides social enterprise an opportunity that may challenge traditional employment, however, it is not currently at the rates necessary to ensure that every person with a disability is employed at a living wage.

Additional policy development is needed to improve the functions of social enterprise for persons with disabilities. The policies are related to improved community access for social enterprises supporting persons with disabilities, improved social enterprise training support for persons with disabilities and support organizations, expanded access to social enterprise programs for persons with disabilities, and improved funding models for social enterprises supporting persons with disabilities.

It is essential to recognize the diversity among the participants attending Haley Street and respect that not everyone attending Haley Street has an interest in employment or work-related training. A more favored funding model for organizations like Haley Street would include more direct funding related to the organizations non-revenue generating programs and have the profits generated by the participants in the social enterprises distributed among the workers.

Participants in social enterprises need to be a valued part of the process. Although participants, in the current research, did not advocate for higher wages or stipends, improving compensation for the work done is needed. Haley Street is a diverse setting, working to improve the services and businesses it runs. Activities within the social enterprises need to continue to provide variety in the work tasks, products, and learning opportunities for participants. Haley Street needs to ensure that it challenges its complicity in limiting participants’ work or training opportunities. For some participants, routine and mastery of a limited number of activities are
what they want. For some participants, learning to do more and be more involved in the products and process is an essential aspect of their well-being.

Work is a function of training for program participants at Haley Street; however, the training aspect of the work needs to be featured with individuals receiving stipends or training allowances. Paid employment for program participants in social enterprises should have noticeable job descriptions that differentiate between waged work and training work. Stipends for training work is not tied to the amount of product produced but based on being enrolled in the training program.

6.4 Future Research

Future research into social enterprise should examine how the community engages with social enterprises that support persons with disabilities. Examining the identity of charity and business within the structures of Haley Street demonstrates the pressures to support the program participants, agency, and the local community. Compensation for marginalized groups working in social enterprises should be examined against agency funding structures of government. The nuances of program participant training and production should be carefully examined to provide insight into the operations of social enterprises. Specifically, what higher-level skills are being developed and measured against the low-skilled, menial, repetitive work that has traditionally been associated with sheltered work? Additional research should examine the opportunity of social enterprise as a gateway to mainstream employment for persons with disabilities in Nova Scotia.
6.5 Final Word

Social enterprise has a history that goes beyond the initial use of the term in the 1980s. Before the language of social enterprise and social purpose enterprise, there was the language of sheltered work performed in workshops like Haley Street. The value of these workshops are contested by individuals, academics, and advocacy groups that have merit, but perhaps do not capture the complete story of all agencies supporting work initiatives of persons with disabilities. Haley Street appears ready to take up new ventures that hold neoliberal roots of a self-sufficient, autonomous business. However, Haley Street also promotes the value of social enterprise within its spectrum of supports and opportunities for training and work, maintaining or improving the well-being of the individuals it supports. If there is a will to change, to improve the economic conditions of individuals served in businesses, government funding for the non-business operations should be examined.

The experiences of the staff and program participants in the social enterprises provide a broader, more fluid concept of social enterprise that includes facility-based workshops. The interests of staff, participants, government funders, and donors will ultimately guide social enterprise development for Haley Street. Although the woodshop exists today, it is not difficult to imagine a time shortly where space and woodshop activities are repurposed for another enterprise or social program. I value the work social enterprise has provided for program participants and Haley Street. It was important that this research provided an opportunity for program participants and staff working in social enterprises to have their experiences and insights shared.
References


**Table 1**

Haley Street Provincial Grants and Contributions through the Department of Community Services 2008-2017

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$944,008.51</td>
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<tr>
<td>2016</td>
<td>$856,137.54</td>
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<td>2015</td>
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<td>2014</td>
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</tr>
<tr>
<td>2013</td>
<td>$656,175.60</td>
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<tr>
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<td>$749,921.08</td>
</tr>
<tr>
<td>2011</td>
<td>$634,948.38</td>
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<tr>
<td>2010</td>
<td>$602,047.62</td>
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<tr>
<td>2009</td>
<td>$584,732.06</td>
</tr>
<tr>
<td>2008</td>
<td>$541,253.92</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$7,169,808.75</strong></td>
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</tbody>
</table>

Table 2
Haley Street Revenues & Expenditures 2013-2017

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Revenues</th>
<th>Total Expenditures</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$1,607,117</td>
<td>$1,231,214</td>
<td>$375,903</td>
</tr>
<tr>
<td>2016</td>
<td>$1,068,025</td>
<td>$1,051,375</td>
<td>$16,650</td>
</tr>
<tr>
<td>2015</td>
<td>$998,085</td>
<td>$986,851</td>
<td>$11,234</td>
</tr>
<tr>
<td>2014</td>
<td>$894,422</td>
<td>$916,818</td>
<td>-$22,396</td>
</tr>
<tr>
<td>2013</td>
<td>$906,019</td>
<td>$883,788</td>
<td>$22,241</td>
</tr>
<tr>
<td>Total</td>
<td>$5,473,668</td>
<td>$5,070,036</td>
<td>$403,632</td>
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</tbody>
</table>

### Table 3

Haley Street Agency Revenue Breakdown 2013-2017

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provincial Contributions</td>
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<td>$529,764</td>
<td>$529,764</td>
<td>$474,232</td>
<td>$482,324</td>
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<tr>
<td>Federal Contributions</td>
<td>$82,354</td>
<td>$15,660</td>
<td>$17,818</td>
<td>$27,826</td>
<td>$8,557</td>
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<tr>
<td>Regional Contributions</td>
<td>$481,953</td>
<td>$430,044</td>
<td>$374,575</td>
<td>$309,311</td>
<td>$306,450</td>
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<tr>
<td>Sales of Goods/Services</td>
<td>$45,157</td>
<td>$39,207</td>
<td>$34,766</td>
<td>$36,265</td>
<td>$34,516</td>
</tr>
<tr>
<td>Fundraising Revenues</td>
<td>$436,894</td>
<td>$20,037</td>
<td>$7,220</td>
<td>$10,882</td>
<td>$11,046</td>
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<tr>
<td>Donation Revenues</td>
<td>$21,943</td>
<td>$22,908</td>
<td>$24,546</td>
<td>$23,910</td>
<td>$53,391</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>$9,052</td>
<td>$10,405</td>
<td>$9,396</td>
<td>$11,996</td>
<td>$9,735</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,607,117</strong></td>
<td><strong>$1,068,025</strong></td>
<td><strong>$998,085</strong></td>
<td><strong>$894,422</strong></td>
<td><strong>$906,019</strong></td>
</tr>
</tbody>
</table>

Table 4
Haley Street Agency Expense Breakdown 2013-2017

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2016</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising &amp; Promotion</td>
<td>$22,943.00</td>
<td>$778</td>
<td>$390</td>
<td>$1,309</td>
<td>$461</td>
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<tr>
<td>Travel &amp; Vehicle Expenses</td>
<td>$62,796</td>
<td>$38,269</td>
<td>$40,847</td>
<td>$31,437</td>
<td>$23,895</td>
</tr>
<tr>
<td>Interest &amp; Bank Charges</td>
<td>$4,279</td>
<td>$2,880</td>
<td>$2,942</td>
<td>$3,586</td>
<td>$3,080</td>
</tr>
<tr>
<td>Licenses, Memberships, and Dues</td>
<td>$3,263</td>
<td>$1,523</td>
<td>$725</td>
<td>$1,715</td>
<td>$1,570</td>
</tr>
<tr>
<td>Office Supplies and Expenses</td>
<td>$41,500</td>
<td>$12,073</td>
<td>$12,615</td>
<td>$13,705</td>
<td>$14,743</td>
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<tr>
<td>Occupancy Costs</td>
<td>$89,523</td>
<td>$71,311</td>
<td>$75,027</td>
<td>$75,597</td>
<td>$53,314</td>
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<tr>
<td>Professional &amp; Consulting Fees</td>
<td>$8,900</td>
<td>$7,600</td>
<td>$16,577</td>
<td>$10,000</td>
<td>$5,015</td>
</tr>
<tr>
<td>Education &amp; Training for Staff &amp; Volunteers</td>
<td>$28,651</td>
<td>$17,865</td>
<td>$16,769</td>
<td>$21,106</td>
<td>$15,773</td>
</tr>
<tr>
<td>Total Expenditure on all Compensation</td>
<td>$840,204</td>
<td>$807,210</td>
<td>$745,351</td>
<td>$690,787</td>
<td>$708,353</td>
</tr>
<tr>
<td>Purchased Supplies and Assets</td>
<td>$22,097</td>
<td>$10,300</td>
<td>$10,888</td>
<td>$9,731</td>
<td>$719</td>
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<tr>
<td>Amortization of Capitalized Assets</td>
<td>$9,235</td>
<td>$5,283</td>
<td>$4,318</td>
<td>$4,301</td>
<td>$3,670</td>
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<tr>
<td>All other Expenditures</td>
<td>$97,825</td>
<td>$76,283</td>
<td>$60,402</td>
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<td>$53,195</td>
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<tr>
<td>Total</td>
<td>$1,231,214</td>
<td>$1,051,375</td>
<td>$986,851</td>
<td>$916,818</td>
<td>$883,788</td>
</tr>
</tbody>
</table>

Agency Data Retrieved from Canada Revenue Agency Charities Listings at:
### Table 5
Haley Street Woodshop Financials 2013-2017

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woodworking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survey Stakes</td>
<td>$11,235.00</td>
<td>$7,964.00</td>
<td>$13,554.22</td>
<td>$9,839.10</td>
<td>$11,392.17</td>
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<td>Kindling/Pallets</td>
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<td>Wood Pellets</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Cost of Sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Woodworking</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Survey Stakes</td>
<td>$7,742.77</td>
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<td>$9,330.76</td>
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<tr>
<td>Wood Pellets</td>
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<td>$3,824.58</td>
<td>-</td>
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<tr>
<td><strong>Net woodworking</strong></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$11,480.23</td>
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<td>$20,201.13</td>
<td>$23,587.34</td>
<td>$16,965.84</td>
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</table>

Table 6
Haley Street Thrift Store Financials 2013-2017

<table>
<thead>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Thrift Store</td>
<td>$131,795.37</td>
<td>$111,669.32</td>
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<td>$10,000.00</td>
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<tr>
<td>Cost of Sales Thrift</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Store</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent</td>
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<td>$9,200.00</td>
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<td>Store Wages</td>
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<td>Heating Fuel</td>
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Table 7

A comparison of terminology

<table>
<thead>
<tr>
<th>Social Enterprise</th>
<th>Sheltered Work</th>
<th>Social Purpose Enterprise</th>
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<tr>
<td>Socially, Environmentally, or Culturally Purposed</td>
<td>Socially Purposed</td>
<td>Socially Purposed</td>
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<tr>
<td>Community Economic Development</td>
<td>Community Economic Development</td>
<td>Community Economic Development</td>
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<tr>
<td>More Autonomy and Community Involvement</td>
<td>Require Ongoing Support from Government Funding</td>
<td>Require Ongoing Support from Government Funding</td>
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<tr>
<td>Business for Common Social Good</td>
<td>Supports People on the Social Margins</td>
<td>Supports People on the Social Margins</td>
</tr>
<tr>
<td>Wage, Piecework, Stipend or Volunteer work</td>
<td>Wage, Piecework, Stipend or Volunteer work</td>
<td>Wage, Piecework, Stipend or Volunteer work</td>
</tr>
<tr>
<td>Community or Facility-Based</td>
<td>Facility-Based</td>
<td>Community or Facility-Based</td>
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<tr>
<td>Highlights Social, Environmental, Cultural, and Financial outcomes</td>
<td>Highlight Social Mission over Profits</td>
<td>Highlight Social Mission over Profits</td>
</tr>
<tr>
<td></td>
<td>A Subgroup of Social Enterprise</td>
<td>A Subgroup of Social Enterprise</td>
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Appendix A

Data Collection- Interview and Focus Group Questions

Interview Guide Agency Executive Director, Supervisors, or Staff working in the businesses (Group 1)

Questions
1) How long have you worked at Haley Street? What is your position/title?
2) Describe to me your role at the centre
3) What is the purpose of your agency?
4) Can you describe the centre and the services to me?
5) What are the goals of the services? What are your goals?
6) What is the purpose of your agency businesses?
7) How do you describe the businesses at Haley Street?
8) What are any similarities among these businesses at Haley Street?
9) What are any differences among the businesses at Haley Street?
10) Tell me about a typical day at the centre? A typical day in the woodshop? A typical day in the thrift store?
11) What would you describe as working well at the centre, woodshop, thrift store?
12) What would you say could be better at the centre, woodshop, thrift store?
13) How is this centre similar or different than other adult service centres in the province?
14) How are the businesses similar or different than those offered at other adult service centres?
15) Are there ways that operating businesses have changed the agency here or community in general?
16) What are some barriers the businesses face to continue and grow?
17) What has been done at the centre to increase skills development when it comes to operating a business? What is needed? (Increase enterprise capacity pillar)
18) How are/have your businesses been financed? What are any financial barriers you face/faced? (Enhance access to financing pillar)
19) Do you supply corporate and government procurement? Please explain. Are you a certified through Buy Social Canada? Please Explain. (Expand market opportunities pillar)
20) Can you tell me about any success stories you have related to the businesses? How do you measure the impact of your businesses? (Promote and demonstrate the value of the sector pillar)
21) Are you aware of the Nova Scotia Social Enterprise Framework? What policies would you like to see developed to influence the success of businesses at Haley Street? (Create an enabling policy environment pillar)
22) Have you heard about the Social Enterprise Network of Nova Scotia? Are you a member agency? Do you have a network that you connect with that supports your agency and businesses? What is needed? (Build a strong social enterprise network pillar)
23) What are the complexities about running social programs and operating businesses that you would like others to know about?
24) What do you think we need to learn from your organization about operating businesses?
25) What differences have operating businesses made for yourself, your agency, and the individuals working in the businesses?
26) Moving forward with Haley Street operating businesses, what do you recommend?
27) Any other thoughts/comments about Haley Street, the woodshop, the thrift store?
Interview Guide Focus Groups: Service Users working in the businesses (Group 2)

Questions
1) How long have you worked at the woodshop/thrift store? How often?
2) How would you describe the woodshop/thrift store?
3) What do you feel is the purpose of the woodshop/thrift store?
4) Can you tell me a bit about the typical workday in the woodshop/thrift store?
5) What would you describe as working well?
6) What would you say could be better?
7) What has been a positive experience at the centre/woodshop/thrift store?
8) What has been a negative experience?
9) What are the benefits to you from working in the woodshop/thrift store?
10) What are the risks to you from working in the woodshop/thrift store?
11) What do you think would make the woodshop/thrift store better?
12) What would you change about the woodshop/thrift store?
13) How is the woodshop/thrift store similar to other businesses in the community?
14) How is the woodshop/thrift store different from other businesses in the community?
15) Are there ways in which the woodshop/thrift store has changed the centre or the community in general? Explain
16) What do you think we need to learn from operating businesses at Haley Street?
17) Moving forward with Haley Street operating businesses, what do you recommend?
18) Any other thoughts/comments about the Haley Street, the woodshop, the thrift store?
Appendix B

Participant Consent Form

Sheltered Work to Social Enterprise:
A Case Study of Haley Street Adult Services Centre Society

You are invited to participate in a study entitled Sheltered Work to Social Enterprise: A Case Study of Haley Street Adult Services Centre Society that is being conducted by Adam Power.

Adam Power is Assistant Director of Haley Street and a graduate student in the department of social work at the University of Victoria.

Purpose of the Research
The aim of this research project is to examine how Haley Street can improve its businesses. The purpose is to inform Haley Street, similar agencies, and the social business movement with how to proceed in advancing work opportunities for persons with disabilities.

Participants Selection
As executive director of the agency, supervisor, or worker/employee in the agency’s woodshop or thrift store, you are being asked to participate in this study to share your experiences and knowledge.

What is involved?
Your participation will include an audiotaped interview or audiotaped service-user group discussion if you consent to voluntarily participate in the research. You will be asked to participate in a single session that will last about an hour in duration. A transcription of the interview or group discussion will be completed and your contributions will be provided to you to review and approve prior to any research analysis. The sessions will take place at the Haley Street centre at the convenience of participants.

Inconvenience
Participation in this study may cause some inconvenience to you, including speaking with the researcher who is also assistant director of the Haley Street centre. The information shared with the researcher will not negatively affect your employment or service from Haley Street Adult Services Centre.

Risks
There are no known or anticipated risks to you by participating in this research. However, if you become upset or distressed during the interview or focus group session, we can take a break. Additionally, a support worker is available in the adjacent room.

Benefits
The potential benefits of your participation in this research include an opportunity to share your knowledge and experiences related to working in or supporting businesses at Haley Street. This information will provide valuable knowledge about an agency supporting social enterprises. Your contributions to the research may provide Haley Street and similar agencies valuable information to inform decisions about starting and supporting social businesses.

Compensation
As a way to compensate you for any inconvenience related to your participation, you will be given a $10 gift card (Tim Hortons). If you would not participate if the compensation was not offered, then you should decline.
Voluntary Participation
Your participation in this research must be completely voluntary. If you do decide to participate, you may withdraw at any time without any consequences or any explanation. If you do withdraw from the study your data will not be used. In case of withdrawal, you will still be given a $10 gift card.

Researcher’s Relationship with Participants
The researcher may have a relationship to potential participants as supervisor/employee, supervisor/service user, and employee of the executive director. To help prevent this relationship from influencing your decision to participate, it is important to again note that participation is voluntary and the researcher’s role in conducting the research does not affect research participants’ employment or service with Haley Street. The researcher is working under the supervision of a thesis supervisor.

Anonymity
In terms of protecting your privacy, your information will be gathered and transcribed without any personal identifying information for the focus group sessions or staff interviews.

Confidentiality
Your confidentiality and the confidentiality of the data will be protected by restricting access to audio files with identifying information to Adam Power and his research supervisors. Adam will write what was said from the audio files and remove particular identifying participant information (anonymity). Please be advised that if you are participating in a focus group that your confidentiality (privacy) cannot be guaranteed due to the nature of the focus group. As part of the consent process, you are advised to only contribute comments or information that you feel comfortable sharing with the group or saying in front of others. Additionally, Adam Power requests that all participants in the focus groups maintain privacy of information said in the group as well as who participated in the focus group.

Dissemination of Results
The results of this study will be shared with others through the thesis dissertation and directly to participants and groups involved in the research. Adam Power will be providing an executive summary and information session with the participants. The findings and final report from the study will be presented and available to the agency.

Disposal of Data
Data from this study will be held for five years in a locked office cabinet during and after the completion of the research. After five years, the paper transcription and notes will be shredded and audio data will be erased.

Contacts
Individuals that may be contacted regarding this study include:
Adam Power: Researcher, phone 902-578-2455 or email: adampower@ns.sympatico.ca
Dr. Bruce Wallace: Researcher Supervisor, phone 250-721-6275.

In addition, you may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Human Research Ethics Office at the University of Victoria (250-472-4545 or ethics@uvic.ca).

Your signature below indicates that you understand the above conditions of participation in this study, that you have had the opportunity to have your questions answered by the researchers, and that you consent to participate in this research project.

________________________   ________________________   ____________
Name of Participant            Signature               Date

A copy of this consent will be left with you, and a copy will be taken by the researcher.