



Ethno Cultural Social Enterprise: Making It Happen

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The Canadian **CE**D Network

Le Réseau canadien de **DÉ**C

Strengthening Canada's Communities

Des communautés plus fortes au Canada



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Executive Summary

This report outlines the results of an education and engagement process that included a series of workshops and consultations with members of ethnocultural organizations and the greater immigrant and refugee community in Manitoba on the topic of social enterprise creation as part of a Community Economic Development (CED) strategy. The workshops build on a process, which has been occurring over a number of years in conjunction with a research project the Canadian CED Network (CCEDNet) undertook looking at the existence of, and potential for, CED activities in ethnocultural organizations in Manitoba and how CED and social enterprise can create more sustainable community groups, provide employment and to create greater cohesion in ethnocultural organizations. It represents a significant step in the creation of various social enterprises amongst various ethnocultural organizations and a general scaling-up of CED and social enterprise activities in the ethnocultural community in general.

Although Canada accepts immigrant and refugees each year and is becoming increasingly ethnoculturally diverse, it is not yet able to realize the dream of a thriving multicultural society. Instead, barriers to social and economic participation such as underemployment and social isolation are now understood to be a widespread experience for many newcomers to Canada. Ethnocultural organizations are often formed in an attempt to provide opportunities for cultural retention, build social capital and solidarity, alleviate isolation, and provide a resource service for members of its community. However, in response to the much greater needs of many in their communities, the ethnocultural organizations often look to do many more activities related to settlement such as providing social services, housing, employment development, youth engagement, and more.

These groups are increasingly looking for holistic, integrated and community-empowering approaches to creating economic opportunities while enhancing social conditions in their community and are using Community Economic Development (CED) models to achieve these ends. Why does CED work? Because it particularly focused on the goals of social inclusion, poverty elimination, and facilitating full participation in society, particularly for those facing the greatest barriers to achieving these goals. CED specifically merges social and economic objectives and builds the capacity of individuals and communities to create their own solutions to their own challenges. And one of the means to do so is through the social enterprises, including co-operatives.

Social enterprises are powerful tools to address issues of poverty by creating social, human, and financial capital; they build and strengthen social networks and generate economic benefits. They are bottom-up, grassroots endeavors designed specifically to build on the unique needs and strengths of a community. While social enterprises look different in each community, they do all share the following characteristics: They generate sales revenue and they reinvest it to meet the social purpose of the business. They operate independently of government and are democratically governed by the groups that run them. They operate explicitly for the common good and in the public interest and as such are able to build a sense of community and social networks that traditional businesses cannot. Lastly, they are a cost effective way of delivering services and fostering social innovation.

The workshops series was delivered in four parts; each session was designed to be participatory and to focus on peer learning, and thus was shaped and led by the community evaluation and feedback throughout the process. According to participant feedback the project was successful in reaching its goals and was able to increase their understanding of CED and social enterprise. The workshops helped groups identify social enterprise ideas and evaluate them for business feasibility. Lastly, the proceedings of each workshop were carefully documented and one of the biggest successes of the series will be the ability for the Canadian CED Network to replicate the workshops process in communities across Canada with other ethnocultural organizations and immigrant and refugee groups.

There are valuable social enterprise ideas needing support from funding agencies. These projects are a viable solution to the employment barriers faced by the refugee and immigrant communities, especially the former, due to their various barriers to employment. Development and implementation of the projects should be paired with skills development and mentoring, especially because most immigrant and refugee organizations are run by volunteers with limited training in CED and business development. An ongoing support to these groups is critical in ensuring the development of these enterprises and in keeping other ethnocultural communities engaged in the exploration of social enterprises for potential future development. And access to capital is always a barrier to even the most developed social enterprise plans.

The ICAN Manitoba leadership team and the participants of the focus group affirm the recommendations made in Phase I and recommend that the Province:

- 1. Create a coordinator, facilitator, and social enterprise counsellor position.**
- 2. Create a social enterprise curriculum.**
- 3. Create a social enterprise fund.**
- 4. Create more learning opportunities.**
- 5. Research success factors.**

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Definition of Terms

Immigrant and Refugee

In this report, we use the term ‘immigrant and refugee,’ which acknowledges that immigrants and refugees have different experiences. We do not use the term ‘New Canadian’ as this term is not inclusive of those who are attempting to become Canadian citizens. In our national scan we found that there is no good term to respectfully describe the myriad of experiences of newcomers (permanent residents, provincial nominees, temporary residents such as foreign workers, foreign students and live-in caregivers), new Canadians (e.g. permanent residents who have acquired citizenship, established Canadian citizens who were not born in Canada but who have lived many years), all refugee classes (convention, government-sponsored and privately sponsored) and accompanying family members (spouses, children and relatives) living in Canada.

Ethno-cultural Organization

An ethno-cultural organization refers to persons who organize themselves in formal or informal associations in their own specific ethno-cultural community. It is used in place of the term ‘ethnic’ group, which is ideologically discriminative since every person has a specific ethno-cultural background and history.

Community Development

Community development activities refer to social, cultural and community-planning initiatives aimed at sustaining communities. However, not every community development initiative has a direct economic impact on the lives of community members.

Community Economic Development

CED can be defined as action by people locally to create economic opportunities and enhance social conditions in their communities on a sustainable and inclusive basis, particularly with those who are most disadvantaged.

CED is a community-based and community-directed process that explicitly combines social and economic development and fosters the economic, social, ecological and cultural well-being of communities.

CED has emerged as an alternative to conventional approaches to economic development. It is founded on the belief that problems facing communities – unemployment, poverty, job loss, environmental degradation and loss of community control – need to be addressed in a holistic and participatory way.

Social Enterprise

A social enterprise is a business with primarily social objectives whose surpluses are reinvested for that purpose in the business or in the community, rather than being driven by the need to deliver profit to shareholders and owners.

Social enterprises tackle a wide range of social and environmental issues and operate in all parts of the economy. By using business solutions to achieve public good, social enterprises have a distinct and valuable role to play in helping create a strong, sustainable and socially inclusive economy. Social enterprises are diverse. They include local community enterprises, social firms, mutual organizations such as co-operatives and large scale organizations operating nationally or internationally. There is no single legal model for social enterprise. Some organizations are unincorporated and others are registered charities.

1. Introduction and Background

This report provides information on a series of capacity building and training sessions conducted with ethno-cultural communities looking at the use of Community Economic Development (CED) and social enterprises as strategies and tools to support the work of building stronger ethno-cultural communities and organizations in Winnipeg. The training program, which involved four sessions ending in March 2007, led to the identification of several potential social enterprises that were studied to test their feasibility. A desired outcome in the long term would include one or more established social enterprises that create economic opportunities and enhance social conditions in ethno-cultural communities.

This project builds on the previous outreach, engagement, and research conducted over the years with Immigrant and Refugee communities by the Canadian CED Network nationally as well as within Manitoba in 2006, and was overseen by the Immigrant & Refugee Community Action Network of Manitoba (ICAN – Manitoba), a branch of the national ICAN network supported by the Canadian CED Network.

The Immigrant & Refugee Experience

Although Canada accepts immigrant and refugees each year and is becoming increasingly ethnoculturally diverse, it is not yet able to realize the dream of a thriving multicultural society. Instead, barriers to social and economic participation such as underemployment and social isolation are now understood to be a widespread experience for many newcomers to Canada. In Manitoba, the provincial government attracts about 10,000 immigrants and refugees annually in an attempt to meet labour market shortages and spur economic growth.

In addition, compared with Canadians born with similar backgrounds:

- They may have lower rates of employment
- Their earnings will usually be lower
- They are more likely to be in part time or temporary jobs
- Immigrant and refugee women are particularly disadvantaged
- Unlike past immigrants and refugees, they may not catch up over time.

The reasons for this underutilization of their skills and knowledge include:

- Lack of proficiency in English or French
- Lack of recognition of professional and educational accreditations
- Discounting of skills resulting from inability of employers to evaluate foreign credentials and experience
- Discrimination in the marketplace.

Ethnocultural organizations are often formed in an attempt to provide opportunities for cultural retention, build social capital and solidarity, alleviate isolation, and provide a resource service for members of its community. However, in response to the much greater needs of many in their communities, the ethnocultural organizations often look to do much more including activities related to settlement, social services, housing, employment development, youth engagement, and

more. And in trying to provide this wide range of services, the need for generating revenue through various means becomes imperative and often dictates the extent to which these organizations are able to provide the services for its community.

CED & Social Enterprises

This kind of holistic, integrated and community-empowering approach to creating economic opportunities while enhancing social conditions is commonly referred to as Community Economic Development (CED). It is particularly focused on the goals of social inclusion, poverty elimination, and facilitating full participation in society, particularly for those facing the greatest barriers to achieving these goals. CED specifically merges social and economic objectives and builds the capacity of individuals and communities to create their own solutions to their own challenges. This approach is premised on the belief that there is a wealth of hidden and underutilized capacities of immigrants and refugees can and must be utilized. And one of the means to do so is through developing social enterprises, including co-operatives.

Social enterprises are powerful tools to address issues of poverty by creating social, human, and financial capital; they build and strengthen social networks and generate economic benefits. They are bottom-up, grassroots endeavours designed specifically to build on the unique needs and strengths of a community. For that reason they look different in each community. Also, for that reason they foster social innovation, and have the potential to respond to cultural and language diversity. Put simply, they can deliver services in different cultures and languages. While they look different in each community, they do all share the following characteristics:

- They generate sales revenue and they reinvest it to meet the social purpose of the business.
- They operate independently of government.
- They are democratically governed.
- They operate explicitly for the common good and in the public interest.
- They build a sense of community and social networks.
- They are a cost effective way of delivering services.
- They foster social innovation.

Communities and organizations establish social enterprises for a variety of reasons. These reasons include:

- To create a revenue flow for one or more non-profit organizations.
- To provide a commercial service that is needed in the community.
- To create meaningful employment to assist people in making the transition to mainstream employment opportunities.
- To revitalize the economy in economically depressed regions.
- To provide a good or service in an environmentally sustainable way.

By providing a structure whereby immigrants and refugees can create practical solutions to their common economic problems, social enterprises help to:

- strengthen community social infrastructure.
- alleviate the effects of poverty and marginalization.

- provide culturally appropriate services (health, social) that can complement “mainstream” ones.
- increase community cohesion and stability by promoting trust, conflict resolution, collectivity.
- reduce real and perceived isolation and feelings of exclusion.
- offer opportunities for access to resources (e.g., education and credit).
- increase community wealth by recirculating wealth in the local economy.
- directly reduce poverty through creation of employment, personal savings and generation of income.

The Canadian CED Network

The Canadian Community Economic Development Network (CCEDNet) is a national member-based, democratic and a registered charitable non-profit organization with a mission to promote and support community economic development for the social, economic and environmental betterment of communities within Canada.

The membership of CCEDNet is made up of CED community-based organizations and practitioners from every region of Canada. CCEDNet’s more than 750 members (representing more than 10,000 practitioners and organizations) bring urban, rural and northern experience and a diverse range of community economic development expertise to the work of CCEDNet.

In 2004, CCEDNet embarked on a program of outreach and engagement with immigrant and refugee community development leaders in Canada and has achieved remarkable outcomes. The Canadian CED Network played a strategic role in the start-up and development of the Malalay: Afghan Women’s Sewing and Crafts Co-operative in Vancouver BC and also worked with our partners, the Multicultural Health Brokers Co-operative in Edmonton to design, implement and evaluate the first multi-sectoral forum in the topic of co-operatives and immigrants and refugees in Canada. This forum brought together 75 leaders in Alberta to learn about how the co-op model can be applied to achieve settlement objectives. One of the results of the evaluation of the forum was that immigrant and refugee practitioners expressed a strong demand for learning the practicalities of developing co-operatives and other forms of social enterprise. The peer learning approach to fostering new knowledge has generated two publications which have been used widely to both promote the co-op model for immigrant integration and also to better understand how the co-op model can foster integration.

Phase I (2006)

In the spring of 2006, CCEDNet – Manitoba was asked by Manitoba Labour & Immigration – Multiculturalism Secretariat to conduct a research project looking at the existence of, and potential for, CED activities in ethnocultural organizations in Manitoba as well as provide a sample profiling of CED activity within immigrant and refugee communities across Canada. The report resulted from a consultation and engagement process with twenty-one organizations engaged to varying degrees in the development of specific ethno-cultural organizations, immigrant and refugee communities, and CED activities in Manitoba.

This research process raised awareness of CED and social enterprise models and provided information sharing and networking opportunities to participants. The project findings demonstrated that there is limited experience, yet significant interest, in CED and social

enterprise amongst Manitoba's ethno-cultural organizations. A significant outcome of the research process was the development of a steering committee of immigrant and refugee practitioners. The committee formulated the recommendations in terms of a strategy with each action area reinforcing the other in a comprehensive program of education, networking, technical assistance and development. The recommendations were:

- 1. Build the capacity of immigrant and refugee leadership in the CED sector in Manitoba.**
- 2. Enhance CED knowledge in ethno-cultural organizations.**
- 3. Strengthen partnerships and networking.**
- 4. Support ethno-cultural initiatives with technical assistance.**
- 5. Increase financial resources and supports to immigrant and refugee communities.**
- 6. Resource and scale up existing demonstration projects that have highly visible benefits and impacts to ethno-cultural, immigrant and refugee communities.**

2. Phase II Methodology

An important component of the project was a participatory, flexible, and reflective methodological design process. A summary of the process is articulated here in order to reflect on the methodology that emerged, as well as to provide a detailed understanding of the process for those in other locations who wish to replicate this project in their own communities.

Project Development

One important dynamic was the continued work of the leadership/steering committee from Phase I in 2006. This group continued to meet throughout the year to discuss the ongoing work of the committee, follow-up on the recommendations of Phase I, preparation for Phase II, and most importantly the creation of two learning events. The first was a peer learning event for immigrants and refugees on CED and social enterprises held at Knox Centre in Central Park. The second event was a workshop on CED in the immigrant and refugee community held at the annual CED Gathering in the fall of 2006. Both of these events were planned and delivered collectively by the group.

In connecting with other similar groups and activities in Canada through the Immigrant & Refugee Community Action Network (ICAN), which is supported by CCEDNet, the steering committee has decided to work under the name of ICAN Manitoba. Representatives of ICAN Manitoba participate in monthly ICAN teleconference calls.

ICAN Manitoba collectively designed and delivered the workshops and the goals that they set included enhancing CED and social enterprise knowledge, building partnerships and networks, and offering technical assistance to participating immigrant and refugee ethno cultural organizations in Manitoba, especially those located in Winnipeg. The four sessions were planned to meet the following goals:

1. Ensure participants understood the concepts of CED and social enterprise
2. Identify or create social enterprise ideas and criteria with the organizations
3. Evaluate ideas against the organizational criteria to determine the project's feasibility
4. Further develop the ideas that were feasible and prepare for implementation

The involvement of ICAN Manitoba was particularly important to bring forward the specific needs of the immigrant and refugee communities and tailor a project that met those needs, as well as for promoting the workshops to their own communities, networks, and organizations. Their roles in the design and delivery also build their own capacity and understanding in the process, and continued to build a collective sense of ownership over the process – both for this project in particular, but also in the role of supporting CED work in the immigrant and refugee communities in Manitoba. Many members of ICAN Manitoba were able to participate as part of their jobs, and honoraria were provided to those who participated on their own time in recognition of their important contribution.

An important partnership in this project was the inclusion of SEED Winnipeg in ICAN Manitoba. SEED Winnipeg is a non-profit agency that works to combat poverty and assists in the renewal of Winnipeg's inner city. They do this by helping individuals and groups start small

businesses and social enterprises. They also offer business management training and individual consulting, access to micro-enterprise loans, asset building programs, and more. A significant component of this project was SEED Winnipeg's commitment to provide mentoring and support services for social enterprises beyond the life of the project (for up to 24 months, up to a \$16,000 value) as well as the leveraged services and resources from other CED organizations. SEED Winnipeg also delivered many of the technical components of the workshops, and did pre-feasibility research on the various generated social enterprise concepts.

In addition, resourced staff support for this project was critical; the project could not have happened without this. CCEDNet's regional coordinator oversaw the project and ensured that it was rooted in the concepts of community economic development and his participation in the workshop sessions provided the group with stories of successful social enterprises from Manitoba, as well as from other provinces and created a beneficial peer learning environment.

The project manager's role was to promote the workshops, manage all logistics, document the process, liaise with stakeholders and ensure that goals were met and processes documented. Through this role, it was possible to level expectations, anticipate risks and design strategies to successfully overcome them. Some of the processes used, such as the Project Charter (Appendix V), allowed the establishment of clear goals and deliverables, and reinforced the importance of using project management best practices. This ongoing communication and engagement function proved invaluable for encouraging and maintaining participation in the workshops as well as providing follow-up communication with participants.

Promotion and Engagement

Recognizing that most participants would have a limited understanding of CED and social enterprise, promotion of the workshops had to be done through a plain and clear message. The agreed text was:

- Ethno cultural social enterprise – how to make it happen?
- Free workshops on how to:
 - Provide services to their communities
 - Generate revenue
 - Create jobs
 - Develop a social enterprise

ICAN Manitoba also decided that it would be important to provide food at the workshops and to hold them between 5:00 pm and 7:00 pm every two weeks to ensure consistent scheduling for clarity, a time that would not take up an entire evening yet not interfere with daytime work schedules, and should be held at some central location that was not too formal and would be considered neutral territory by participants.

The gap of time between Phase I and Phase II seemed to have diluted the understanding of CED among the ethno cultural organizations participating in Phase I and it took extensive personal outreach and engagement to solicit their participation. This challenge points to the importance of having a resourced staff position to carry out this function, as well as the importance of funding for year-round continuous engagement and networking, allowing for the continuity of the learning process. Funding related gaps represent great loss for both participants and sponsoring agencies, but most of all, to the immigrant and refugee communities.

The role of the Multiculturalism Secretariat was also very important as they contributed immensely by providing a list of all the individuals and organizations that had, at one time or another, sought financial support for their ethno cultural projects. Their role in promoting the workshops was also very helpful given their existing relationships with the organizations being focused on. Most of the organizations were accessible through email, allowing for the quick distribution of information. For those who were not accessible by email, and even for many that were, phone contact was important and, although quite time intensive, it worked as a powerful tool to connect with participants and to answer the many questions they had over the benefits and outcomes of the workshops.

This strategy resulted in a total of 34 participants, representing 17 organizations attending the first session, and 33 participants, representing 19 organizations attending the second session, surpassing the initial registration goal by approximately 33%.

Implementation

Session 1

The collective participation of ICAN Manitoba members in all sessions created a dynamic and welcoming environment. It also promoted a sense of shared responsibility and ownership among the partners, which proved to be an important asset in the construction and improvement of the sessions.

In the first workshop the 34 participants (representing 17 immigrant and refugee communities) established a set of ground rules to create a safe environment to share information and to exchange ideas. See Appendix I for a complete list of organizations registered for at least one session. Some of the rules established that they would share their own stories and experiences and would hear and explore divergent perspectives.

The focus of the workshop was telling stories about CED and social enterprise examples in immigrant and refugee communities across Canada in order to introduce and explore the concepts. Participants were invited to share their own experiences, ask questions, and provide thoughts in an interactive and informal format. Participants agreed that solutions to the issues faced by the immigrant and refugee communities needed to be addressed from within, and that the traditional approach to economic development and social service was not enough to change the increasing struggles of newcomers. They were interested in how CED and social enterprise could bring together social and economic development.

Before the workshops, only 10% of the participants indicated some understanding of Community Economic Development. Although many participants were already somewhat familiar with social enterprises, only 5% actually knew the term. When consulted, many said the workshops were the first time they had been exposed to CED, and that it had a most positive impact on their work because of the new possibilities and ideas they could incorporate in their organizations. 59% of the participants considered the first session excellent in its ability to transmit the concepts of social enterprise.

Session 2

The goal for the second workshop was to help participants to identify and create project ideas and project criteria with their organizations. It was explained that the organizations were not under the obligation of deciding on a project idea at this point. Instead, they had to focus on learning

the process used to generate ideas, establish their organizational criteria, and evaluate ideas against established criteria.

After a brief explanation on the types of criteria (skill development, funding requirements, job creation, start-up costs, location, etc) that had to be clarified for each organization in order to determine what kinds of projects they would consider and prioritize. Participants then broke into six smaller teams and a facilitator was designated to work with each one. Members from the same organization were asked to participate in separate teams and exchange as much information as possible. This interactive building of relationships enabled participants and organizations to work together better in later sessions and even to explore mutual aid and asset sharing/exchange for each other's projects.

Participants then, as a whole group, began to brainstorm about potential social enterprises that they create in order to meet the needs of their communities and organizations. Some of the first ideas included a senior residence, daycare services, a restaurant, laundry services, and home buying and renovation. As the group grasped the concept of social enterprise, the list continued to grow to over 30 possible enterprises.

Although the brainstorming session was efficient in helping the group to identify possible project ideas, and participants reported learning a lot from the dialogues that emerged from this process, they also stated that this group process did not allow for enough analysis of the specific needs and assets of their own organizations. As well, given that this was a brainstorming session focusing on potential projects, the project ideas that were already being pursued by participants did not stand out in the list, preventing the workshop leader from acknowledging and prioritizing them in the feasibility analysis. However, we heard from participants that the brainstorming sessions as well as the group discussion dynamics resulted in a strong peer learning process. It was important to keep the groups focused on the different tasks they had to achieve, but ensuring there was enough time for a shared discussion over each other's experiences.

Session 3

In preparation for workshop three, SEED Winnipeg developed feasibility studies for the project ideas based on the general criteria proposed by the group. The process was efficient as a learning tool, but as already mentioned, it failed to consider that the general criteria did not necessarily fit the needs of the individual organizations. As an example, for many participants in their initial development stages, office space was an important need, while the more mature organizations already had well established headquarters.

At this point, half way through the workshops, the number of participants dropped from 33 to 20, and the number of organizations from 17 to 9. This was partially due to poor weather on the day of this session, but mostly due to that fact that some organizations came to realize that they were either not interested or capable of creating a social enterprise at this time.

With the smaller group, it was easier to focus on their specific needs and to work with the organizations individually in the development of their projects. To facilitate the planning process, the organizations were walked through all the steps of a feasibility study and learned how each criterion was assessed. As the group became more knowledgeable of how to develop a feasibility study, they were asked to consider all the key elements that make up an initial business plan, exploring specific assets, start-up cost, space, skills, etc.

Interestingly, while many of the participants joined the workshops with a focus on revenue generation as an outcome for their organizations, there seems to be an aversion to the idea that social enterprises should focus on generating a profit, particularly when that social enterprise was providing a service or product to their immigrant and refugee communities. Facilitators clarified that a social enterprise should not give up on profit or charge lower than market rates. On the contrary, it should charge accordingly to what the market could absorb and aggressively seek to generate revenues, as the profit would go back to the social purpose of the organization.

Session 4

In the final session, participants worked on their own organizational plans to further develop their projects. They were asked to consider who their clients would be, the cost of operation, their marketing strategy, etc. CCEDNet and SEED Winnipeg spent time with each group either linking them to other community resources or helping them translate their ideas into words.

See Appendix II for a brief description of the most developed social enterprise ideas and Appendix IV for a detailed follow-up plan for each generated social enterprise concept.

The group learned about various organizations and services available to them in developing social enterprises including CED Technical Assistance Service, CDEM, Women's Enterprise Centre, LITE, Cooperative Development Services from the Provincial government, and the Canada/Manitoba Business Service Centre. Each of these agencies offers support that ranges from funding, capacity building, training and mentoring.

Participants were also provided with several publications for self development. Some of the titles included *The Canadian Social Enterprise Guide*, *Building Community Health* and *The Community Development Handbook*. 83% of the participants considered the books and hand outs excellent and 17% good.

All individuals and organizations that participated in all four sessions were provided with a certificate recognizing their completion of this series of workshops.

Follow-up

The 20 organizations attending this project represent an important asset to current and future immigrants and refugees settling in Manitoba. To preserve the momentum and support the ethnocultural organizations in creating economic opportunities while pursuing their social goals, CEDNet incorporated a follow up strategy that includes continuous networking, skills development, monitoring and technical support.

SEED Winnipeg has committed two years of mentoring and technical support to the development and implementation of at least two of the social enterprises projects. Although significant, this support is insufficient due to the success of this overall project which exceeded expectations and resulted in ten feasible ideas for social enterprises.

The remaining projects will be referred to support organizations involved in community economic development activities and educational services, as well as those providing social enterprise support services, technical assistance, and funding.

The networking piece will be done through follow up meetings scheduled for spring and summer 2007. Participants will report on the development of their projects, will meet with funders and will learn from the experience of successful social enterprises across the country. There is

currently no funding available to carry on these meetings, especially the meetings which involve traveling costs, and a presenter's honorarium. This funding gap might compromise the continuity of the project.

One great addition to this project was the opportunity for a significant number of workshop participants to attend the National CED Conference in St. John's, Newfoundland. They had the opportunity to meet peers pursuing similar goals and projects from across Canada, as well as attend various workshops geared toward learning more about CED and social enterprises. For a more complete report on this learning event, see Appendix VI.

Any emergent social enterprises that include a job creation component will also be placed on Winnipeg's Social Purchasing Portal, a web based tool that encourages and facilitates progressive procurement practices for government and the private sector, as well as for community organizations and other public institutions. This portal provides a mechanism for Winnipeg institutions to support these important enterprises through strategic purchasing.

3. Outcomes & Lessons Learned

The project successfully reached its quantitative and qualitative goals and:

- Delivered 4 learning sessions on community economic development and social enterprise;
- Increased the understanding of CED and social enterprise of at least 20 members of the immigrant and refugee community;
- Supported ethno cultural organizations in identifying at least 3 social enterprise ideas for a feasibility study;
- Evaluated the learning sessions and the methodology;
- Documented the utilized processes for future replication

In order to properly evaluate the sessions, and the project as a whole, evaluations were done with participants after each session and a focus group of 14 participants met after the last session to evaluate the workshop series and to discuss outcomes. Out of this analysis, several outcomes were identified and lessons learned were articulated. For the complete evaluation results, please refer to Appendix III.

Logistics Matter

Having the sessions from 5:00 pm to 7:00 pm meant that more participants were able and willing to participate as they could attend after work hours and yet not take up their whole evening. Providing dinner for them was also important so that they did not have to work that into their schedules around the session times. Scheduled bi-weekly sessions held at the same place and same time provided predictability and schedule consistency that made planning to attend all sessions more possible and more likely. The facility was in a central location that was politically and culturally neutral, something that was mentioned as a benefit. The circle set-up of the seating arrangements also contributed to a less formal, more collective atmosphere.

Leadership & Partnership

Leadership and partnerships continue to play a key role in the development and success of these projects. The leadership team now goes under the name of the Immigrant & Refugee Community Action Network – Manitoba, and acts as a chapter of the national ICAN group. The peer learning and support that occurs through the interplay of local and national leadership of both ICAN and CCEDNet provides a greater context and richness to the local work that is important. The partnerships with SEED Winnipeg brought in precisely the necessary expertise in social enterprise development that was critical to the learning and development objectives of these sessions and of the groups themselves. Building the capacity and leadership of the participants is important in the long term development of skills, knowledge, and supportive capacity of this community to development CED and social enterprise initiatives. Having the participation of representatives from support organizations such as CDEM and LITE also meant that participants could explore those supports throughout the session series. As well, the support of the Multiculturalism Secretariat provided very useful contextual input into the development process as well as important connections into the community to promote the sessions and encourage participation.

An Appetite for Learning

Participants demonstrated a great thirst for knowledge of how to create economic opportunities while enhancing social conditions in their communities, although the language of CED and social enterprise was new to almost all participants, the values and results resonated with many of them. Participants were very excited to learn about what social enterprises can do and, therefore, how to create them.

Through education on Community Economic Development, the group felt empowered and capable to explore ideas that otherwise would not have been possible. When asked to evaluate their improved ability to identify priority outcomes and projects to pursue, 59% of the participants rated it as good/excellent after the first workshop. By the end of the fourth session that percentage increased to 100%.

We did not measure the participants understanding of social enterprises prior to the project, but 31% of the participants evaluated their understanding of social enterprises as good/excellent after the first session. That number increased to 100% after the last session.

Engagement

A critical component to the whole process was the focus on engagement as part of the methodology. This included personal invitations to participate in the sessions, providing an opportunity to more fully explain the sessions and to build the personal relationships and connections with potential participants. As well, the continued communication in between sessions continued to build the relationships and welcoming dynamic. Participants also noted that the informal and personal, engaging style of the presenters and the presentations made them feel much more comfortable and involved than traditional presentations and workshops did. However, it was noted that when there were to be peer facilitators for small group discussions, they need to be well prepared for their role and for the task so as to more effectively lead the group through the task in question. One manifestation of this engaging methodology was the flexibility and individualized sessions. For example, when participants noted some lack of clarity in regards to the process and their projects after session 2, the third session was quickly adapted in order to address these concerns; something that participants appreciated. As well, the later workshops made sure to provide time for each organization to work on their own individual project, while getting the opportunity to interact with advisors each time. In fact, while the group discussions and learning were valuable, groups wished that they would have had even more time to focus on their own projects in the workshops.

Strengthen Curriculum

Although evaluation of the learning that occurred was very favourable, participants did note that some strengthening of the curriculum would enhance the process. This included a more clear articulation of process goals and intended results in order to more clearly set the direction in the minds of participants. Some also felt that assigning “homework” for participants to complete in between sessions would create a greater sense of continuous learning, build a greater sense of responsibility on the individuals to work at their ideas, enhance the ability of the series to go deeper and farther with each project (as they would progress in detail between workshops rather than just in them), and would create a greater sense of having “earned” the certificate of completion. As well, having all materials and worksheets with their explanations in one booklet would have increased the clarity of the tasks and the progression plan as well as providing participants with a tool to use and refer to in the future. The guidebooks that were handed out were very much appreciated.

Building Dreams

One great outcome of this project was that out of the learning and networking, visions of what was possible began to emerge for each group. Learning about what others had done across Canada through a storytelling approach served to inspire participants to think of their own potential here in Winnipeg. In particular, hearing about the individual steps to take toward those dreams made it seem more possible than it would have before, giving participants increased confidence in pursuing and further developing their ideas. For some, it was simply learning something today as a way of planting seeds for future growth as they were not ready to embark on a project of their own. For others, they were already at a place of wanting to create something for their communities and this gave them the clarity they needed. And for some, they already had specific ideas in their minds and these sessions allowed them to turn their dreams into real projects. For all of them, to hear about all the existing supports, resources, and potential funding for their projects greatly enhanced their belief that perhaps the pieces of the puzzle were indeed there for the realization of their dreams. For a brief description of the more developed ideas that emerged from the series, see Appendix II.

Staffing Capacity

It may seem obvious, but it must be stated, that this project would not have been possible without the staffing capacity required to make it work, particularly in the tight timeline that was in place. Primarily, the Project Manager played the most critical role in organizing the logistics and engagement/promotion. This personal and organized approach was one of the most critical reasons why so many people participated in the series. The leadership of the CCEDNet staff and the expertise of the SEED Winnipeg staff were also critical to the success of the project.

Continuity

Now that this series is completed and the social enterprise ideas have been generated, the question remains as to what will happen now. Resourced follow-up and mentoring is critical. Without it most, or all, projects are not likely to emerge. And beyond the specific enterprises, in order to continue the peer learning and capacity building for these organizations and the immigrant and refugee community, there needs to be an organizing and resource function throughout the year - working at creating learning opportunities and providing mentoring and support beyond the 2 month blocks annually.

4. Conclusions and Recommendations

There are valuable social enterprise ideas needing support from funding agencies. These projects are a viable solution to the employment barriers faced by the refugee and immigrant communities, especially the former, due to its lower level of skills and language fluency. Development and implementation of the projects should be paired with skills development and mentoring, especially because most immigrant and refugee organizations are run by volunteers with limited training in CED and business development. An ongoing support to these groups is critical in ensuring the development of these enterprises and in keeping other ethnocultural communities engaged in the exploration of social enterprises for potential future development. The ICAN Manitoba leadership team and the participants of the focus group affirm the recommendations made in Phase I and recommend that the Province:

1. Create a coordinator, facilitator, and social enterprise counsellor position:

Three year funding for a full time ICAN Manitoba coordinator/social enterprise coach position would ensure continuity of engagement for the individuals, groups, and organizations that have been involved in the first two Phases, would provide the ongoing technical business coaching that is critical to the successful development of social enterprises, would continue to connect groups and social enterprise to other organizations with technical supports, would continue the outreach to groups not yet involved, would create 16 spots for individuals to attend 30 sessions of intensive social enterprise training, and would provide the capacity to create additional learning events. The Ethnocultural social enterprises are not yet ready to launch, and may not get to the point of initiation, if this position is not created. The cost for implementation of this recommendation would be approximately \$180,000 over three years.

2. Create a social enterprise curriculum:

Build on SEED Winnipeg's existing tools to create both a "Social Enterprise Business Plan Workbook" and a "Social Enterprise Business Training Manual." These would provide a very useful tool for anyone developing a social enterprise and would specifically provide the workshop participant resource requested by the focus group. 100 copies of the 30 chapter workbooks would be created. The cost for implementation of this recommendation would be approximately \$15,000.

3. Create a social enterprise fund:

With the first recommendation in place, as well as more intensive training, one of the greatest barriers to social enterprise development remains resources for startup capital, marketing, and training costs. Providing social enterprises with these required resources would greatly enhance their ability to create these enterprises. However, at this point there are no social enterprises emerging out of Ethnocultural organizations that are ready for this kind of direct investment, although with the implementation of recommendations 1 and 2 several social enterprises are likely to emerge. See Appendix XXX for the status of various social enterprises and, again, if funding is provided for social enterprises emerging out of immigrant and refugee communities but not necessarily from Ethnocultural organizations, the potential number of social enterprises grows as does the potential for more immediate investment. What is recommended is the creation of a Social Enterprise Fund for Immigrant and Refugees & Ethnocultural Organizations to fund 5 social enterprises within the next three years. The cost for implementation of this recommendation would be approximately \$250,000.

4. Create more learning opportunities:

Provide a version of these workshops in Brandon and Thompson in the winter/spring of 2008, and then repeat this 4 session series in the winter of 2009, this time spreading them out over a longer period of time so as to allow more work to be carried out in between workshops. The cost for implementation of this recommendation would be approximately \$45,000 over two years, assuming that the first recommendation is already met.

5. Research success factors:

Conducting case study research on three social enterprises in the immigrant and refugee/Ethnocultural community in Manitoba (one successful, one unsuccessful, and one newly emerging) would identify critical components of successful social enterprise development in these communities. The cost for implementation of this recommendation would be approximately \$20,000 in year one, with follow-up research in year three to conduct an update of lessons learned and critical components of success requiring an additional \$10,000.

ORGANIZATIONS' REGISTRATION LIST

1. Enviro-Safe Cleaning Worker Co-op Ltd
2. Canadian Muslim Women's Institute
3. Kerala Association (South India)
4. Islamic Social Service Association – ISSA
5. Eritrean Community in Winnipeg Inc
6. Spence Street Neighborhood Association
7. Association of United Ukrainian Canadians
8. Salvadorian Canadian Cultural Association
9. Polish Combatant's Association
10. Canadian Slovenian Cultural Society
11. Canadian Polish Congress
12. Manitoba Academy of Chinese Studies
13. Brazil's Viva Capoeira
14. Sweet Chariot Singers
15. Kerala Association (South India)
16. Amicale de la Francophonie Multicrelle MB
17. Islamic Social Service Association – ISSA
18. Eritrean Community in Winnipeg Inc
19. Afro-Caribbean Association of Manitoba
20. Association of United Ukrainian Canadians
21. Central Park Association
22. ANAK - Aksyon Ng Ating Kabataan-Filipino Youth in Action
23. Unpac-Pcwm-Gwm
24. Lao Association of Manitoba
25. Ghanaian Union of Manitoba
26. West Broadway Horticultural Society
27. Sri Lankan Association of Manitoba

Social Enterprise Potential in Ethnocultural Communities

Most Developed

The **Canadian Muslim Women's Institute** is preparing to launch a social enterprise involving sewing that will create economic opportunities and enhance social conditions for isolated Muslim women living in Winnipeg. They already have a strong board of directors in place, staffing, business and retail experience, and have been exploring business planning with SEED Winnipeg and others already. Without an actual and detailed investment proposal, it is estimated that \$35,000 would secure marketing and sewing training from sector experts, as well as provide the social enterprise with start-up capital and raw materials.

Developing

The **Sweet Chariots** are interested in developing a social enterprise around services for seniors including transportation, personal care, social services, and more. The group has several committed individuals pursuing this idea, but would require some further clarification around services offered, analysis of market conditions and revenue generation potential, as well as resulting clarification regarding requirements for start-up and ongoing resources to launch and sustain the social enterprise initially.

Islamic Social Services is developing a social enterprise aimed at creating employment opportunities for youth. It is not yet clear what structure this will take or what kinds of employment will be created, or whether it will act more as a coordinating body for various kinds/contracts of work, perhaps not unlike a temp service combined with a labour cooperative, or a combination of a set enterprise (a moving company for example) with a flexible component that pursued employment opportunities and contracts as they became available. As with the Sweet Chariots, this idea continues to develop and requires more clarification around structure, nature of work, and requirements for start-up and ongoing support in order to launch this particular social enterprise.

Eligibility Criteria Needs Clarification

There are two social enterprise ideas being pursued by groups of people who are immigrants and refugees, but they are not explicitly tied to a formal ethnocultural organization as defined by the Multiculturalism Secretariat. It remains unclear whether this disqualifies them from receiving support from the department funding this research, but there are ways to find support for these social enterprises regardless, this simply requires clarification from the Multiculturalism Secretariat.

A group of individuals from **Chad**, one of whom attended all social enterprise sessions, is interested in creating a social enterprise in order to generate revenue for individuals from their community through urban gardening. They have agricultural degrees, training and experience with an agricultural cooperative in Manitoba, and are in the process of locating and securing access to land for their social enterprise. This social enterprise, like the two above, requires more clarification and research in order to establish costs and market potential.

An existing worker cooperative consisting of individuals from the **Congo** (EnviroSafe Cleaning Workers Cooperative) is looking to create a landscaping social enterprise in order to expand the economic opportunities for individuals from their community. They are also open to the idea of expanding the opportunities to other immigrants and refugees from other countries as well. This

group has great potential as they currently receive significant technical assistance from SEED Winnipeg and already have the experience of creating a social enterprise in Winnipeg.

More Engagement Required

The Brazilian group (Viva Capoeira) is doing some very innovative, effective, and productive work around CED and social enterprises and they are interested in doing more. They have already created a construction crew to do contract work for home developers and have arranged for quality rates of pay. They are interested in expanding this work to include more work crews and/or potentially other sectors of activity. Again, the moving company idea could be put into action here. This group is already also active in securing a facility for its existing work around martial arts and cultural activities which generate income, as well as pursuing the idea of a café to provide employment for mental health consumers. However, communication with this group has not been sufficient to clearly understand the capacity of the organization to pursue and implement these ideas, and this would be essential precondition to even accurately describing the social enterprise potential for this group

5. Appendices

SOCIAL ENTERPRISE WORKSHOPS - FEB 1, 2007

EVALUATION

Please rate (tick) each item from 5 (excellent) to 1 (inappropriate):

Workshop content	5	4	3	2	1	TOTAL	5	4	3	2	1
The workshop's ability to transmit the concepts of a Social Enterprise	13	7	1	1		22	59%	32%	5%	5%	0%
The applicability of those concepts to your organization	7	5	5	2	1	20	35%	25%	25%	10%	5%
The workshop improved your ability to identify priority outcomes	6	7	8	1		22	27%	32%	36%	5%	0%
The workshop helped you to identify the ideas and projects to pursue	6	7	7	1	1	22	27%	32%	32%	5%	5%
The workshop helped you with ideas for a Social Enterprise	9	8	3		1	21	43%	38%	14%	0%	5%
The quality of examples of initiatives from other organizations	10	8	4			22	45%	36%	18%	0%	0%
The quality of the hand outs (quantity, relevance, etc)	10	11	1			22	45%	50%	5%	0%	0%
Overall quality of the workshop	6	11	2			19	32%	58%	11%	0%	0%
Workshop planning	5	4	3	2	1	TOTAL	5	4	3	2	1
The quality of the presentation (resources, clarity, style, etc)	10	10	2			22	45%	45%	9%	0%	0%
The location and the room	13	8	1			22	59%	36%	5%	0%	0%
The time (5-7pm)	10	5	7			22	45%	23%	32%	0%	0%
The refreshments	13	5	3			21	62%	24%	14%	0%	0%

Please let us know how we can improve the next workshops (suggestions, new topics...)

Close parking would enhance the location, Add coffee, Workshops within each organization to sell the concept of social enterprise, Could use more hand outs, Workshops could start at 5:30, Difficult to hear all comments - suggests a smaller circle, Presenters were very clear and could think well on their feet, Thank you for the refreshments, The immigrant communities have access to a lot of opportunities, but are missing the information such as this. It's very helpful to continue with these workshops. Congratulations, Break at the end of the 1st hour, More chances to participate, More opportunities to participate

SOCIAL ENTERPRISE WORKSHOPS - FEB 15, 2007

EVALUATION

Please rate (tick) each item from 5 (excellent) to 1 (inappropriate):

Workshop content	5	4	3	2	1	TOTAL	5	4	3	2	1
The workshop improved your ability to identify priority outcomes	4	5	5	1	1	16	25%	31%	31%	6%	6%
The workshop helped you to identify the ideas and projects to pursue	5	5	2	3	1	16	31%	31%	13%	19%	6%
The workshop helped you to evaluate your ideas based on the desired outcomes	5	5	4	2	1	17	29%	29%	24%	12%	6%
The workshop helped you with ideas for a Social Enterprise	6	5	3	2	1	17	35%	29%	18%	12%	6%
The opportunity to participate actively in the processes	4	5	5	2		16	25%	31%	31%	13%	0%
The quality of the hand outs (quantity, relevance, etc)	5	7	5			17	29%	41%	29%	0%	0%
Overall quality of the workshop	6	7	4	2		19	32%	37%	21%	11%	0%
Workshop planning	5	4	3	2	1	TOTAL	5	4	3	2	1
The quality of the presentation (resources, clarity, style, etc)	5	7	2	1	2	17	29%	41%	12%	6%	12%
The quality of the information sent to you	6	6	1		1	14	43%	43%	7%	0%	7%
The refreshments	10	3	3			16	63%	19%	19%	0%	0%

Please let us know how we can improve the next workshops (suggestions, new topics...)

Good work by the team, Confusion when we were put into groups, facilitators did not have a strong command of what was going on, Specific needs of individual groups were not met, Organizations were broad in scope, lack of focus (i.e. Youth, seniors, community, dance), Organization (time management, clarity, etc), No suggestion, so far so interesting; Very enjoyable; Keep up the good work

SOCIAL ENTERPRISE WORKSHOPS – MAR 01, 2007

EVALUATION

Please rate (tick) each item from 5 (excellent) to 1 (inappropriate):

Workshop content	5	4	3	2	1	TOTAL	5	4	3	2	1
The workshop improved your ability to identify priority outcomes	5	6				11	45%	55%	0%	0%	0%
The workshop helped you to identify the ideas and projects to pursue	6	4				10	60%	40%	0%	0%	0%
The workshop helped you to evaluate your ideas based on the desired outcomes	4	7				11	36%	64%	0%	0%	0%
The workshop helped you with ideas for a Social Enterprise	5	3	2			10	50%	30%	20%	0%	0%
The opportunity to participate actively in the processes	6	3	2			11	55%	27%	18%	0%	0%
The specific needs of your organizations were considered	2	5	3			10	20%	50%	30%	0%	0%
Overall quality of the workshop	5	6				11	45%	55%	0%	0%	0%
Workshop planning	5	4	3	2	1	TOTAL	5	4	3	2	1
The quality of the presentation (resources, clarity, style, etc)	7	4				11	64%	36%	0%	0%	0%

The quality of the information sent to you	3	6				9	33%	67%	0%	0%	0%
The infrastructure (room, refreshments, toilets, ect)	6	5				11	55%	45%	0%	0%	0%

Please suggest topics for future workshops that will help your organization to implement it's Social Enterprise

Organization Structure; Marketing; What to do after deciding on a SE (business plan, where and how to access resources to write one); How to access government funding directory; Import of tropical products (fruits, etc) from Africa; What steps need to be taken to ensure success beyond start up date; What are the common practices of successful companies; Thank you a lot for the opportunity you are offering us; As usual, presentations were excellent. This has been one of the best workshops I've attended, and I've attended many!

Please let us know how we can improve the next workshops (suggestions, new topics...)

New topics - specific to setting up a business (accounting/bookeeping); Get pamphlets from the Women's Enterprise Centre for possible grants; Sometimes people overexplained things, could had been more efficient without that; Leaders were well prepared, relaxed, helpful

SOCIAL ENTERPRISE WORKSHOPS - MAR 15, 2007

EVALUATION

Please rate (tick) each item from 5 (excellent) to 1 (inappropriate):

Workshop content	5	4	3	2	1	TOTAL	5	4	3	2	1
The opportunity to participate actively in the processes	11	1				12	92%	8%	0%	0%	0%
The specific needs of your organization were considered	8	3			1	12	67%	25%	0%	0%	8%
The 4 workshops improved your ability to identify priority outcomes	10	2				12	83%	17%	0%	0%	0%
The 4 workshops helped you with ideas for a Social Enterprise	9	2			1	12	75%	17%	0%	0%	8%
The 4 workshops helped you to evaluate the feasibility of your ideas	9	2			1	12	75%	17%	0%	0%	8%
Overall quality of the 4 workshops	8	4				12	67%	33%	0%	0%	0%
Your understanding of social enterprise BEFORE the 4 workshops	3	1	3	1	5	13	23%	8%	23%	8%	38%

Your understanding of social enterprise AFTER the 4 workshops	5	5					10	50%	50%	0%	0%	0%
Workshop planning	5	4	3	2	1	TOTAL		5	4	3	2	1
The quality of the presentations (resources, clarity, style, etc)	8	4					12	67%	33%	0%	0%	0%
The quality of the information handed out to you	10	2					12	83%	17%	0%	0%	0%

Please let us know if you would like the opportunity to meet and continue to explore your idea?

It would be a good idea; Yes (6xs); Networking was a surprising benefit to this workshop; Learning of other group's experience was valuable; I really liked it. It would be an ideal opportunity for sharing ideas, enhancing them, sharing info. That could help us escape the barriers we face.

Is there any particular information you would like to receive on CED / social enterprises?

Information on financial support to study CED at Red River College; Not yet; Loans, grants, start-up funding; How to acquire funding for a one time project; Help on following up our project and sending us any information which can help us implement our project; Keep in touch; How to effectively and efficiently run a social enterprise.

Ethnocultural top 10 List

#	Recommended Organization	Enterprise Idea	Next step
1	Cdn Muslim Women's Institute	Sewing design/manufacturing	SEED Biz training & consulting
2	Multi-Cultural Group	A) Senior services/health care B) Daycare / Kinder transport C) Laundry Service	SEED Biz training & consulting
3	Islamic Social Services Assoc.	Youth Labour & Car Coop	Meet W/SEED & CCEDNet to discuss: Research potential structures Focus on viable services Research existing car coops
4	MB Newcomers Mutual	Urban Farming, compost & daycare	Meet W/SEED & CCEDNet to discuss: A) Coop idea further & focus

5	Enviro-Safe Worker coop	Enviro-Landscaping	B) Set up action plan Meet W/SEED & CCEDNet to discuss: A) Coop idea further & focus B) Set up action plan
6	Viva Capoeira	A) Fitness Centre B) Labour coop re: Qualico Homes	Meet W/SEED & CCEDNet to discuss: A) Enterprise idea further & focus B) Set up action plan
7	Spence Neighbourhood Assoc.	Hauling, moving and rubble co.	Meet W/SEED & CCEDNet to discuss: A) Enterprise idea further & focus B) Set up action plan
8	Salvadorian Cdn Cultural Assoc.	A) Legal & tax services / Language/soccer school B) Cultural workshops (music, self-defense, ethnic cuisine, dance)	Meet W/SEED & CCEDNet to discuss: A) Enterprise idea further & focus B) Set up action plan
9	Assoc. of Ukraine Cdn's	A) Catering services B) Banquet rentals & funeral services	Meet W/SEED & CCEDNet to discuss: A) Enterprise idea further & focus B) Set up action plan
10	SEED Winnipeg Directed	Multi-cultural Restaurant	Continuous updates from SEED

TABLED ENTERPRISE IDEAS

- 1 Pet store
- 2 Security Service
- 3 Floral shop
- 4 Grocery store coop
- 5 Handi transit
- 6 Remittance service (\$ transfer)
- 7 Cultural resource centre

- 8 Transitional schooling
- 9 Language training
- 10 Financial support, Community lending program
- 11 Recycling
- 12 Thrift shop
- 13 Home buying & renovation coop

1. Date:
Jan / 18 / 2007

2. Project's Name:
CED - Social Enterprise Workshops

3. Scope Statement:
Organize and Report on four workshops to enhance CED knowledge and skills within ethno-cultural organizations

4. Outcomes:			
		Expected Outcomes	
Goal	Actions	Quantitative	Qualitative
Promote workshops to enhance CED knowledge and skills within ethno-cultural organizations	Organize CED and Social Enterprise workshops	<ul style="list-style-type: none"> - Deliver 4 workshops - Complete 25-30 registrations - 20 participants complete the course 	<ul style="list-style-type: none"> - 3 projects considered for feasibility* - Positive evaluation* - Understanding CED* - Identify project outcomes - Implementation plan* - Create opportunities for learning, networking and to create CED/Social Enterprise opportunities for the immigrant community* - Understanding social enterprise*
	Project Evaluation	4 evaluations (1/wkp)	<ul style="list-style-type: none"> - Understand how to improve workshops - Identify areas of interest - Identify learning gaps
	Project Report	1	<ul style="list-style-type: none"> - Indicates how and why the projects evolve - Documents the process - Can be used for future funding applications - Can be used by communities to develop their own learning, engagement, and CED/Social Development Projects

*Shared responsibility

5. Requisites and Specifications:

- Although rooted on CED, the focus of the workshops will be on social enterprises (to create jobs, services or revenue for the participating organizations)
- Workshops are free
- 5 minutes at opening and 5 minutes after for evaluation purposes
- Workshop leaders will inform class equipment and material by Jan, 21, 2007

6A. Premises:

- Ethno-cultural organizations identified in Phase I will participate
- Immigration and Labor Manitoba will identify organizations to contact with invitations to participate
- Drop out rates will not reduce group to less than 20 people
- Groups will be presented with at least 2 feasible projects
- Workshop leaders will plan and deliver classes
- The Immigrant and Refugee CED Steering Group will plan and evaluate all the workshops and will make recommendations for the improvement of the workshops

6B. Restrictions:

- The Final Report must be handed in by March, 31 2207
- New registrations will not be encouraged after the second workshop. Brendan will meet with missing participants

7. Risks:

- Less than 20 people register or remain after dropouts
- Less than 3 feasible projects by the end of the fourth workshop*
- Venue is no longer available through workshops

8. Project Coordinator:

Magno Barros

9. Responsibilities and Authority:	
<ul style="list-style-type: none"> - Contact participants, organizations and government - Authorize expenditures within given budget (attached) - Ensure space and food are available for workshops - Ensure participants receive and return evaluation forms - Write final project report and hand it in by March 31 - Advertise the workshops among given ethno-cultural organizations - Document the process - Participate in the Steering Committee meetings - Design evaluation tools - Announce meeting information to steering committee - Contract venue 	

10. Team		
Name	Title	Responsibilities
Brendan Reimer	Project Workshop leader	Signing Authority Overlook project development Deliver workshop 1 Prepare workshop material
Brad Franck – Seed Wpg	Workshop leader	Deliver workshops 2,3 & 4
Magno Barros	Project Manager	Project Management
Mary Anne – Seed Wpg	Workshop leader	Deliver workshops 2,3 & 4
Julio Rivas		Steering Committee presenter
Carlos Campos		Proposal writing
Reimi Osseni		Steering Committee member
Nadia Kidwai		Steering Committee member
Kwabena Osei Bonsu		Steering Committee member
Ivy Lopez		Steering Committee member
Emina Cingel		Steering Committee member
Ally Wai		Steering Committee member
Patrick Mutumbi		Steering Committee member
Sara Stephens		Steering Committee member
		Steering Committee has the responsibility to design and evaluate the workshops and overall project, including the report, to invite organizations to attend, and to develop recommendations for the report, including next steps.

11. Management Approval	
Date: Jan / 18 / 2007	Signature:

Report on National CED Conference

As part of this project, 5 participants of the CED & Social Enterprise workshop series were sponsored to attend the National CED Conference in St. Johns Newfoundland including representatives from the Canadian Muslim Women's Institute, Islamic Social Services, Salvadorian Canadian Cultural Services, Sweet Chariot Singers, and EnviroSafe Cleaning Worker Cooperative (Congo). The goal was to provide an additional learning event for this group in a way that would continue to build their knowledge, capacity, and network of peer and technical supports. Important to the success of this initiative was the full coverage of conference and travel costs for the participants, as well as the logistical support provided by CCEDNet staff.

A change in the itinerary occurred when most of this group became stranded in Halifax due to inclement weather in St. Johns that was preventing any air travel over a two-day period. However, as there were other conference participants also stranded in Halifax, CCEDNet staff were able to organize an impromptu learning event in order to satisfy the goals of the trip regardless of location. Rounding out the group that met were representatives of the Atlantic Canada CED Network, CCEDNet's National Policy Council, CCEDNet's Board of Directors, the Immigrant and Refugee Community Action Network, as well as experienced social enterprise and cooperative developers.

What developed was an interactive session introducing all first time participants to the Canadian CED Network (origins, structure, priority areas, various committees and activities, etc), a good dialogue on social enterprise development in immigrant and refugee communities, as well as some good interaction around the broader concepts and goals of CED. As well, tours were arranged for participants to visit several social enterprises in Halifax. Not only did these serve to provide a real working example of social enterprises to participants, but the informal question and answer periods with the founders provided participants with very insightful, concrete ideas for their own enterprises.

When the group finally did arrive in St. Johns on the Friday, the group participated in both the morning and afternoon workshops which varied in topic from social enterprise, CED policy, youth engagement, and much more. The network and socializing function in the evening provided a useful opportunity for participants to network with other practitioners from Manitoba as well as all other parts of the country. Participants also joined in on the Saturday morning Action Planning Session with fellow Manitobans, planning what kinds of activities would be useful to carry on the CED and social enterprise focus at home. Interesting, one of the group's youth participants volunteered to represent Manitoba in the plenary reporting session.

In conversing with participants, the greatest benefits of attending the national conference included: seeing how big this sector is across Canada, being able to ask

technical questions of social enterprise developers, connecting with fellow practitioners from both Manitoba and across the country (immigrant & refugee practitioners in particular), as well as the learning gained individually in the various workshops