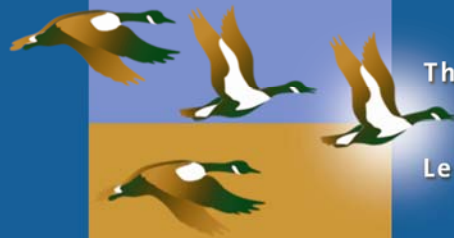




Community Economic Development in Manitoba's Ethno-cultural Communities: Progress & Prospects

May 31, 2006

For
The Province of Manitoba
Department of Labour and Immigration
Multiculturalism Secretariat



The Canadian **CE**D Network

Le Réseau canadien de **DÉ**C

Strengthening Canada's Communities

Des communautés plus fortes au Canada



Acknowledgments

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Executive Summary

This report is the result of a recent consultation and engagement process of twenty-one organisations engaged to varying degrees in the development of specific ethno-cultural communities, immigrant and refugee communities and Community Economic Development (CED) activities in Manitoba. It represents a significant step in getting Manitoba ready for a new, higher level of CED activity particularly utilising cultural assets in supporting the full social and economic inclusion of both immigrants and refugees.

Many communities in Canada are using CED to successfully combat socio-economic decline and to build strong community-based organisations that contribute to citizen participation and the cultural diversity of their communities. CED refers to holistic, community-led approaches to building stronger communities. 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.

Although Canada accepts immigrant and refugees each year, it is not yet able to realise 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. As such, grassroots organisations are turning to alternative development models. Community groups and ethno-cultural organisations contribute not only to the settlement of newcomers, but also provide ongoing social and cultural cohesion that is critical to successful integration. The economic prosperity of newcomers and their participation in civic life are critical to the continuation of vibrant ethno-cultural organisations in Manitoba.

This report is organised into five main components: introduction; a national overview of CED in ethno-cultural, immigrant and refugee communities; followed by an in-depth look at CED in Manitoba's ethno-cultural, immigrant and refugee communities; recommendations to scale up the work; and finally an inventory of case studies.

There are different types of ethno-cultural organisations—some focus on social and cultural cohesion and others focus on economic opportunities through self-help. Older organisations, started in the 1970's, tend to be involved in cultural and recreational activities. Newer organisations, started in the last 5 years, tend to focus on creating economic opportunities and reducing isolation through a self-help model. The established ethno-cultural organisations are within specific ethno-cultural communities that reflect popular source countries of immigration in the 1960's and 1970's such as Italy. As source countries are changing, new ethno-cultural organisations are emerging such as the Somali Canadian Family and Youth Association.

Organisations have the capacity to rally their communities on social and cultural activities. These cultural assets engage residents in shared events thus increasing buy-in and ownership of the ethno-cultural organisation. More established groups have mastered this to the extent that they are able to generate sufficient annual revenues from community memberships to run their organisations.



Ethno-cultural organisations are in need of increased financial sustainability. This can be achieved by increasing their capacity to build relationships with other partners, increasing financial management and exploring new revenue generating sources.

There are many barriers to immigrant and refugee inclusion in Manitoba. Factors affecting inclusion include: professional accreditation, language proficiency, barriers to accessing meaningful employment, affordable housing, racism and discrimination, lack of social supports and networks, domestic violence, parenting challenges, access to childcare, understanding Canadian education systems and cultural loss. CED has potential to simultaneously overcome some of these barriers through holistic approaches.

There are several existing Manitoba initiatives that exemplify CED principles in practice within the immigrant and refugee community. These are EarthShare Agricultural Co-operative, Enviro-Cleaning Worker Co-operative, Canadian Women's Muslim Institute and Knox CED Society. More visibility and supports for these organisations are needed.

This research process raised awareness of CED models and provided information sharing and networking opportunities to participants. In order to scale up CED and enhance organisational sustainability a comprehensive program of education, networking, technical assistance and development is recommended.

The project findings demonstrate that there is limited experience, yet significant interest, in CED amongst Manitoba's ethno-cultural organisations. A significant outcome of the research process is the development of a steering committee that is committed to seeing the recommendations of this report implemented. The committee formulated the recommendations in terms of a strategy with each action area reinforcing the other. The recommendations are based on the existing skills, knowledge and capacity for CED. The recommendations are:

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

The recommendations are discussed in full with goals and strategies in Section 4.



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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 Organisation

An ethno-cultural organisation refers to persons who organise 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.



1 Introduction and Background

Many communities in Canada are using Community Economic Development to successfully combat socio-economic decline and build strong community-based organisations that contribute to citizen participation and cultural diversity of their communities. Community Economic Development (CED) refers to holistic, community-led approaches to building stronger communities. 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. Canada accepts immigrant and refugees each year, but is not able to realise 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. As such, grassroots organisations are turning to alternative development models.

The Province of Manitoba is currently experiencing an increase in the number of immigrants and refugees as a result of the government's Action Strategy for economic growth. The strategy will see an increase of about 10,000 immigrants and refugees into the Province to meet labour market shortages and to spur economic growth. This is creating demands for services from immigrant and refugee service providers, settlement agencies, CED organisations, community groups and ethno-cultural organisations. Community groups and ethno-cultural organisations contribute not only to the settlement of newcomers, but also provide ongoing social and cultural cohesion that is critical to successful integration. The economic prosperity of newcomers and their participation in civic life are critical to the continuation of vibrant ethno-cultural organisations in Manitoba.

1.1 Research Framework

The purpose of the project is to learn about and build the local development knowledge, processes and dynamics among Manitoba's specific ethno-cultural organisations, with a particular focus on how it relates to and can be built upon to enhance the social and economic conditions of immigrants and refugees through CED principles and practices.

This research is of particular interest to:

- Potential investors (government and non-government) wanting to support CED activities in immigrant and refugee communities across Canada.
- Community-based organisations, particularly ethno-cultural, immigrant and refugee serving organisations and CED organisations.
- Immigrant and refugee leaders who are seeking stories of inspiration and concrete methods to enhance social and economic conditions in their own communities.

Research Question

The research was guided by the question "What is the local development knowledge as well as the processes and dynamics among Manitoba's specific ethno-cultural organisations, particularly how it relates to and can be built upon to enhance the social and economic conditions of immigrants and refugees through Community Economic Development principles and practices?"



There were three distinct objectives of the research:

1. To inventory the level of CED activity, and potential for CED activity, within a typology of local organisations working to enhance the socio-economic inclusion of immigrants and refugees;
2. To provide recommendations to enhance CED in Manitoba's ethno-cultural, immigrant and refugee communities; and
3. To build relationships between ethno-cultural, immigrant and refugee organisations and CED organisations.

Methodology

The research employed a participatory action research methodology. Stakeholders were engaged in the development of research questions, identifying additional participants and in the final analysis. Finally, the research process itself sought to create local knowledge and build relationships so that the knowledge would become embedded in local actors. A local steering committee was created to provide input into the research.

To make the research process participatory, adaptation of the research questions was used to ease the awkwardness that often cripples research in multi-cultural contexts, particularly when questions are asked by persons from another culture and when key informants speak English as a second or third language. In addition, cultural awareness was critical on the part of the researchers to conducting meaningful research. Cultural literacy and an awareness of behavioural expectations and religious sensitivity - such as removing shoes in a Hindu temple or allowing Muslim participants to observe prayer times - was integral to earning the respect and co-operation of research participants.

In addition, honorariums were provided to research participants who otherwise would have been excluded from the research due to lost wages or incurring costs such as transportation.

Research Process

The research unfolded in four distinct phases.

Research Process on Manitoba's Ethno-cultural Organisations

1. **National Scan**
Review CED activity in immigrant and refugee communities across Canada
2. **Manitoba Scan**
Key informant interviews to identify level of CED engagement in immigrant and refugee communities in Manitoba
3. **Local Steering Group**
Formed to facilitate, direct and design focus group and assist in the development of recommendations
4. **Focus Group**
To explore CED projects, and identify action steps to implement them



Methods

The research used multiple methods including a literature review, key informant interviews and a focus group.

The focus group was designed with the assistance of the steering committee. The committee emphasised that the process be focussed on **learning, knowledge sharing and action**. The session started by describing to participants the characteristics of community economic development, the definition and working of social enterprises, and the differences between CED and traditional economic development, charity, and community development in general.

The complete set of interview and focus group questions are in section 6.2.

Research Sample

The project aimed to bridge, facilitate and build partnerships between organisations working with ethno-cultural, immigrant and refugee communities. The typology of organisations included is:

1. Specific ethno-cultural organisations
2. Settlement agencies
3. CED organisations with immigrant and refugee programming

Thirteen ethno-cultural organisations, three settlement agencies and five CED organisations participated in the research from Manitoba. Seven profiles of CED within immigrant and refugee communities from across Canada are also included in this research.

Framework for Analysis

The findings are reported as follows:

1. Continuum of ethno-cultural organisations in Manitoba
2. Activities
3. Partnerships
4. Financial sustainability
5. Challenges to immigrant and refugee inclusion
6. Mapping CED assets
7. Gap analysis - "What's missing?"

2 National Scan: Community Economic Development in Ethno-cultural, Immigrant and Refugee Communities

Canada is becoming a diverse, multi-cultural country with new immigrants and refugees arriving from almost every part of the world. The majority of immigrants and refugees settle in Canada's major urban cities, and Statistics Canada's most recent projections on immigration indicate that 19-23% of the population will be visible minorities by the year 2017.

Settlement agencies, ethno-cultural organisations and CED organisations are working hard to provide the necessary supports and services toward building strong and healthy individuals, families, and communities through language development, employment preparation, counselling, childcare and parenting, cultural orientation, community organizing, housing, social enterprise development and much more.



Across the country, various immigrant and refugee communities are coming together to address their common concerns through community driven initiatives. Usually ethno-cultural organisations begin as informal associations where immigrants and refugees dialogue, learn from each other, and plan strategically in order to develop programs to improve their full inclusion in Canadian society.

A national scan of immigrant and refugee serving organisations is necessary as it demonstrates the dynamics of successful initiatives developed to meet the needs of immigrant and refugee communities. The range of immigrant and refugee services is exhaustive including public health, employment creation, co-operative development, educational services, language improvement etc. These 'best practice' case studies seek to document how immigrant and refugee serving organisations partner with government and ethno-cultural organisations in order to strategically address the social and economic needs of immigrants and refugees as they immigrate to Canada.

Learning Enrichment Foundation

The Learning Enrichment Foundation in Toronto uses holistic CED approaches by providing interwoven service for immigrants and refugees living in poverty. Their services include childcare, language training, job placement, industrial skill development in Food Services, Catering, IT Management, and Early Childhood Assistant training among others. The LEF model is comprehensive and can be adapted to ethno-cultural contexts by bringing together key players as resources to implementation.

Edmonton Mennonite Centre for Newcomers

EMCN is a settlement agency for serving refugees. EMCN is inspirational because it exemplifies CED philosophy in action in a settlement agency. EMCN goes beyond creating opportunities for refugees, they also partner with ethno-cultural organisations to develop their own settlement type programs for their communities. EMCN facilitates, trains, mentors and partners with these organisations to ease access to health services, education and counselling for immigrants and refugees. EMCN's participatory approach for service provision made by partnerships with ethno-cultural organisations depicts the importance of organisations working together to make immigrant and refugee integration successful.

Black Business Initiative

Another CED approach is exemplified by the Black Business Initiative in Nova Scotia. BBI uses business development as a tool for addressing poverty and its multiple issues among the black community. BBI leverages capital investments for black entrepreneurs. For BBI, this is the first step in supporting black businesses, which in turn create jobs for community members. This initiative also captures youth by inspiring them to pursue business development as an alternative career path. The mentoring that occurs between black business owners and youth has begun to spur the development of youth business such as 14 year old Jeremy Beal's Snow Removal and Landscaping Company.

Compagnie F – Entrepreneurship for Women

This initiative supports small business development by providing mentoring, coaching, training and resources to Francophone immigrant women living on low income. In addition to the immediate impact of creating new economic activity inclusive of the most disadvantaged, a significant outcome of Compagnie F's work is the creation of strong families with well supported children.



The Malalay: Afghan Women's Sewing and Crafts Co-operative

This co-operative is being incubated by the Immigrant Services Society of BC. There are over 45 members of the co-op — all of whom are women who have recently arrived in Canada. The development process is a good example of how to do CED in a culturally relevant way appropriate to the conditions of the community. Being from a war-affected community, many of the women have lived most of their lives in refugee camps without an opportunity to attend school. Some cannot read or write in any language and many are war widows with large families. The co-operative development process that is used by ISS meets the women where they are at. Meetings are conducted in Dari. Images are used to help create meaning for concepts such as board of directors and marketing versus worker co-operative. In addition, the development process includes funding for childcare, transportation, interpretation and training. While ISS is the main host of the initiative, there are over six organisations working in partnership to support this initiative.

The Multicultural Health Brokers Co-operative

MCHBC is unique in that it has created a new health practice in Canada called multicultural health brokering. They distinguish their work from strict interpretation (where you are ethically bound to translate only what was said) and instead explain that a health broker decidedly does assist both parties (health care provider and recipient) understand each other. The purpose of this is to create equity in access to health care. In addition to creating understanding between health care providers and recipients, MCHBC embeds community animation and development into its work. The MCHBC has spun off diabetes presentation campaigns, collective kitchen initiatives, youth self-help groups and much more. MCHBC has created an increase in the number of families accessing pre- and post-natal services, child immunisations and early childhood development and parenting classes.

MCHBC has over 30 immigrant and refugee workers brokering in 23 different languages. It is worth noting that the practice requires peer learning and reflection; each worker requires autonomy in order to be responsive to unique community needs and communities are empowered to create their own responses. For peer learning and reflection, and responsiveness to community needs, the work environment needs to be non-hierarchical. This unique example of CED in immigrant and refugee communities raises several interesting research questions around the delivery of social services through co-operatives.

Conseil de la Coopération de l'Ontario (CCO)

This initiative shows how a co-operative model can be used to provide immigrants and refugees with alternative entry points into the Canadian labour market and economic streams. CCO has seen an increase in the number of immigrants and refugees participating in co-operatives for employment and business development purposes. A similar immigrant and refugee-led co-operative sector in Manitoba could be encouraged with the participation of ethno-cultural organisations whose members are familiar with the co-operative concept from their countries of origin.

2.1 Key Themes from National Scan

The case studies demonstrate how some organisations are using CED to create economic opportunities and enhance social conditions in immigrant and refugees communities. Several themes emerge from these stories. Some or all of the stated initiatives:

- Create a supportive environment for easing immigrant and refugee settlement by tailoring services to meet specific needs



- Acknowledge the difficulties to war-affected communities such as literacy, single parent households and refugee health issues such as trauma
- Integrate language training with industry-specific training and skill development programs
- Generate creative ideas for overcoming financial barriers of organisations such as setting up businesses within mainstream CED organisations e.g. LEF's catering or childcare services
- Support micro-entrepreneurs and small business development
- Integrate services to increase access to services
- Promote and support the development of co-operatives
- Increase immigrant and refugee access to public services by delivering them in a culturally appropriate manner

In addition to these specific activities, there are also critical success factors that emerged which are common to the organisations. They are:

1. Clear visioning and operational guidelines

Often a unifying goal and framework is created by the organisation as to how services or programs will be provided for immigrant and refugee groups. Guidelines for participation, objectives and outcomes are well articulated by staff.

2. Community participation and engagement

Immigrants and refugees in the ethno-cultural organisation play an integral role in decision-making processes regarding their needs. Ethno-cultural and CED organisations then tailor programs to suit these prioritized needs.

3. Varied programming and direct service provision

Ideally, immigrants and refugees access the resources and information they need without many bureaucratic barriers. For example, the Edmonton Mennonite Center for Newcomers is so diversified and yet immigrants and refugees are able to access the range of services they need at any point of contact with the organisation.

4. Established partnerships

Long-term relationships with all levels of government, private corporations, non-profit development agencies and civic society enhance the types of services organisations can provide and also assist to maintain the existence of ethno-cultural organisations.

5. Trust, accountability and commitment to immigrant and refugee needs

These organisations go beyond simply providing basic settlement services by also addressing the human needs of immigrants and refugees. Where ethno-cultural organisations are involved, they provide the social cohesiveness necessary for immigrant and refugee settlement.

6. Long-term strategic planning

The organisations in the scan develop programs with a long-term plan. These are well articulated with measurable goals that can be evaluated. For example, EMCN's Holistic Integrated Program calls for the measurability of settlement services.



Lessons learned

In the more effective organisations, an important factor was the role of peer learning, networking, mentorship and building partnerships. In the case of the Multicultural Health Brokers Co-op, the strongest success was in the manner in which members organised to create a new health practice in Canada that creates equitable access to health care.

In addition to partnerships, the more that immigrant and refugee serving organisations diversified their services to meet more immigrant and refugee interests, the greater the relevance, appreciation and value to the immigrant and refugee communities accessing their services. As immigration patterns change, innovation is required to create responsive support systems that enable smoother transitioning, resettlement and inclusion of immigrants and refugees in Canada.

Another highlight from the national scan is the importance of supporting small and medium enterprise development (including co-operatives and other forms of social enterprise) in immigrant and refugee communities. This support includes patient capital and technical support provided particularly for small and medium sized businesses. Two case studies, Black Business Initiative and Compagnie F, demonstrate how business development support to immigrants and refugees living on low income creates social and economic inclusion.

Having looked at these best practices, the research set out to conduct an environmental scan of Manitoba's ethno-cultural organisations, settlement agencies and CED organisations in order to assess the range of CED approaches that exist. The following section reports on the key findings.



3 Manitoba Scan: Community Economic Development in Immigrant and Refugee Communities

3.1 Summary

This section describes the results of our scan of Manitoba organisations. It is organized into eight sections. They are:

1. Continuum of ethno-cultural organisations in Manitoba
2. Activities
3. Partnerships
4. Financial sustainability
5. Challenges to immigrant and refugee inclusion
6. Mapping CED assets
7. Gap analysis - "What's missing?"
8. Key themes from Manitoba scan
9. Profile of Central Park International Market

A profile of each organisation that participated in the research can be found in Section 5.

3.2 Continuum of Manitoba Ethno-cultural organisations

The organisations in our research were at varying levels of organisational development and capacity. Generally, organisations that were larger and more stable had been in existence longer. Ethno-cultural organisations were organised according to patterns of immigration. For example, Chilean organisations started to form in the 1970s; while today people migrating from the Sudan are starting to organise. It is important to understand the link between patterns of immigration and the formation of ethno-cultural organisations in order to assess their capacity for CED.

Manitoba's ethno-cultural organisations can be categorized as:

- a) **Emerging groups (small sized):** Where members of an ethno-cultural organisation begin discussing ideas for solving their needs in their communities. Emerging organisations are in the early stages of organising with new programs or services being developed. These groups tend to experiment with CED approaches in response to the need for economic opportunities.
- b) **Emerged groups (medium sized):** These are incorporated and recognized formally as ethno-cultural organisations. They have active programs and services for immigrant and refugee groups and may have one or two staff members running the organisation, sometimes on a voluntary basis.
- c) **Established groups (large):** These older and well established organisations are better experienced in meeting immigrant and refugee needs. The majority have existing physical facilities for educational or cultural programs, and most have multiple revenue streams.



3.3 Activities of Ethno-cultural organisations

We did not find CED in our sample as is traditionally understood in mainstream CED organisations. However, we found a great demand for CED and more importantly human, social and cultural capital that can be supported to contribute greatly to the social economy.

Cultural Economy

The research found that the majority of ethno-cultural organisations in Manitoba are engaged in community and cultural development activities; these activities rarely include a specific purpose to create economic opportunities. Activities are mainly focussed on building community and cultural retention through cultural, social, recreational and educational programming. One example includes organizing cultural celebrations such as Folklorama. Common activities include cooking, art, language and dance classes. Sometimes informal English education is incorporated.

In CCEDNet's report "The Role of the Social Economy in Strengthening New Media" the role of cultural organisations in the development of cultural products and media is highlighted as a main actor in long-term development.

Mike Lewis of the Centre for Community Enterprise suggests that social economy enterprises carry out an essential social task in developing cultural and recreation activities and services. The linkage between cultural development and the social economy as a means of production for cultural products and activities has been most explicitly addressed by le Chantier de l'économie sociale in Quebec. In 2002, the Chantier proposed a new initiative with the Government of Quebec to strengthen social economy enterprises in the culture and new media sector, with an objective of enhancing the democratization of culture and media. Part of the support from federal and provincial governments to le Chantier includes a position responsible for cultivating the social economy amongst cultural organisations.

A 2003 research report of the Caledon Institute on CED and Innovation also provided evidence of the potential for the CED and social economy sector to act as a key source of incubation, clustering and innovation in emerging sectors of the economy, including technology and culture.

Social Inclusion

When new immigrants and refugees join the community, ethno-cultural organisations often play a key role in basic settlement by providing referrals to community and public services.

The diversity of programming for immigrants and refugees depends on the size and location of facilities; commitment and experience of community leaders; immigration patterns and demographics such as large community make-up of youth or seniors.

Industry Specific Training tailored to Immigrants and Refugees

We did not find the depth of experience in applying CED to immigrant integration to a similar extent found in our national scan. For example, we did not find high quality industry specific employment training combined with ESL such as is found in the Edmonton Mennonite Centre for Newcomers or Toronto's Learning Enrichment Foundation.



3.4 Partnerships

A significant outcome of the research process was the formation of relationships and at least two new partnerships. The Philippine Canadian Centre of Manitoba and SEED Winnipeg are working together to make the Filipino community aware of the services offered by SEED Winnipeg. Also, the CED Technical Assistance Service (CEDTAS) is now working with the Central Park International Market to facilitate access to pro-bono technical assistance services.

Partnerships were identified as a critical element of enhancing CED in immigrant and refugee communities. For example, KNOX CED Society and Central Park Tenants Association are lead partners on developing the Central Park International Market; CEDA, Welcome Place, the International Centre, and others are also partnering. CEDM is partnering with L'Amicale in exploring co-operative development in St. Boniface. Partnerships were identified as important in order to provide a full range of services, build organisational sustainability and for mutual sharing of knowledge.

In this context, two particular types of partnerships were identified:

- Partnerships between CED and Ethno-cultural organisations to develop culturally relevant supports and activities that are responsive to current conditions in immigrant and refugee communities
- Partnerships between established and emerging Ethno-cultural organisations for mentoring purposes

3.5 Financial Sustainability

There is limited use of community economic development approaches (for example, social enterprises and asset development) in sustaining Manitoba's ethno-cultural organisations. The most common forms of revenue generation are membership fees, donations and fundraisers. In other words, ethno-cultural organisations rely heavily on their community for revenue. Older, established organisations have a settled community to rely upon for donations. Emerging organisations need to focus on creating wealth in their specific ethno-cultural community in order to build long-term financial sustainability.

Social enterprises are business models that are designed to achieve social goals. They are structured as co-operatives or non-profit enterprises and are usually created to provide jobs and training for those with barriers to employment, generate income for community-based organisations, or providing important goods and services in a community that are otherwise absent.

Only two out of fourteen ethno-cultural organisations had multiple revenue streams. These were the larger organisations. Revenue was generated by business activities including a restaurant/café; rental of real estate; and limited sales of educational services such as cooking and computing. These business activities were not integrated with programming or social objectives.

That said, emerging organisations had explicit plans to generate revenue through sales. This was particularly prevalent with Enviro-Safe Cleaning Co-operative, EarthShare Agricultural Co-operative and the Central Park International



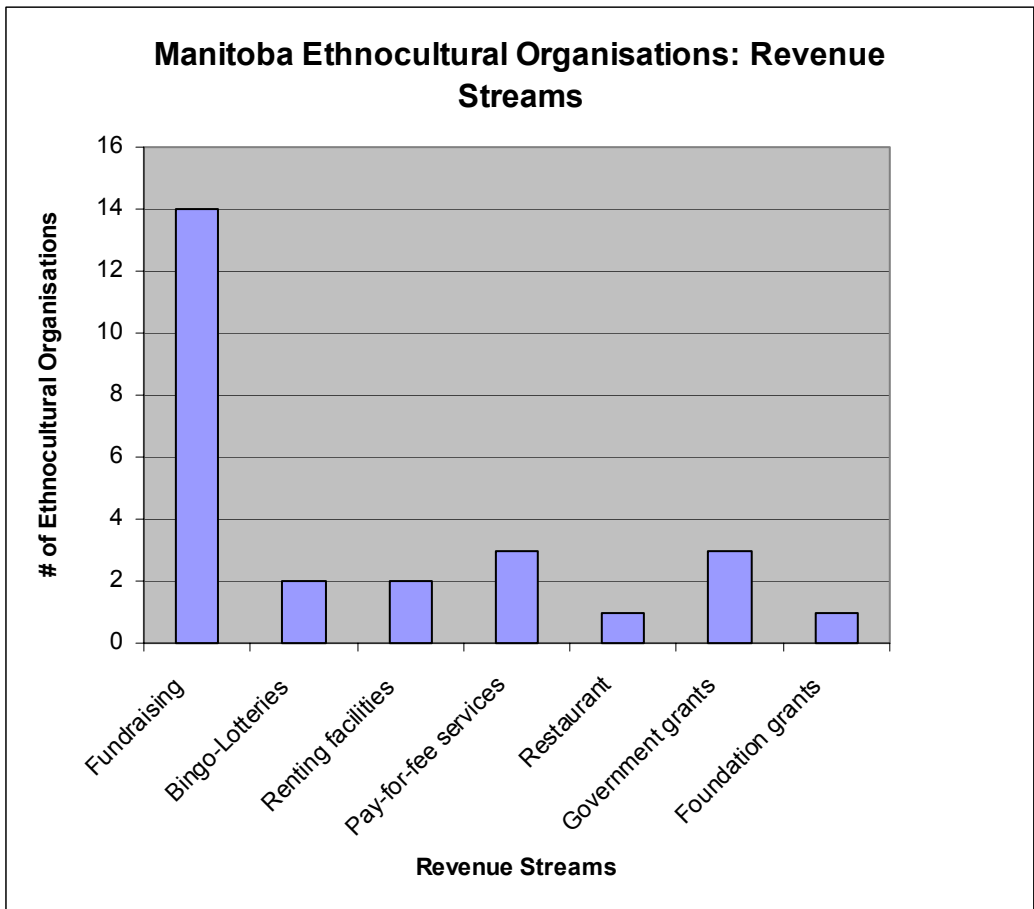
Market. Each organisation has a commitment to social objectives (providing literacy training to workers, for example) and will need additional revenues to offset higher training costs than in market competitors.

In summary, Manitoba ethno-cultural organisations generate revenue from:

- Government grants
- Membership fees from community members
- Annual/bi-annual fundraisers
- Bingo lotteries
- Corporate sponsors on specific projects or fundraisers
- A restaurant/café
- Pay-for-fee services for cooking, computer or language classes
- In larger organisations with facilities, rental of commercial space to business owners from that particular ethno-cultural community

Three organisations indicated that they received government grants. It is worth noting that mid-sized organisations indicated that they would access government grants if they had paid staff that could spend the necessary time required to secure them.

The graph below summarise the how organisations generate revenues.





Smaller and mid-sized ethno-cultural organisations do not have core or project funding and rely on volunteers for programming. Larger ethno-cultural organisations fund core staff from the community contributions (donations, membership fees) and are able to leverage project funding for specific programs. The majority of ethno-cultural organisations have limited funding for the future. Therefore, a strategy to diversify revenues is important.

TOOLS FOR ORGANISATIONAL SUSTAINABILITY

Ethno-cultural organisations, like many other non-profits, are faced with financial barriers that often threaten their existence. Sustainability is a concept based on the idea “that people must meet the needs of the present without compromising their ability to meet future needs” (Connolly, 2002, 7). How can organisations be sustainable following this definition?

In Marilyn Struthers’ study conducted by the Financial Capacity Task Group of the Voluntary Sector Initiative’s Capacity Joint Table, 60 Canadian case studies on organisations that were declining were studied to assess how they were able to turn around to thrive financially (2005, 246).

Financial vibrancy is defined as “...the capacity of an organisation to make the transition from one sustainable moment to the next. It is a set of capacities that create a “lens” or a way of thinking about their work that enables these organisations to manoeuvre through instability in an opportunistic and optimistic way. In a rapidly changing economic environment, the goal may not be to achieve stability, but to build the fluidity to change organisational shape, build alliances, and take up the opportunities of the moment.” (Struthers, 2005, 244).

Organisations were asked to describe their financial capacities and resources that enable them to flourish financially. The following six principles derived from this study summarise the basic capacities that these organisations noted that contributed to their success:

1. **Build relationships** and link with other non-funding organisations. These organisations actively sought out long-term relationships for collaboration. This affects how organisations approach their work and also increases the options for seeking resources and supports.
2. **Financial literacy** or training on financial management and accountability for organisations. Those with sound financial training have the technical capacity to explore in detail alternative revenue streams through business opportunities, real estate development, creative programming, pay-for-fee services etc. Financially vibrant organisations go beyond basic bookkeeping and accounting practices to creating more sophisticated fiscal solutions that generate more revenues.

Examples of How Organisations Build Capacity through Relationships
(Struthers, 2005, 248)

1. *Creating networks between organisations to share knowledge and information*
2. *Linking global communities through micro-enterprises*
3. *Collaborating together to propose projects to prospective funders*
4. *Building alliances with other non-profits or corporate organisations to share capacities thus creating more advanced ventures*
5. *Developing joint projects such as purchasing a building to avoid rental expenses*



3. **Planning and Reflection:** Financially robust organisations not only develop long-term strategic plans but also include joint reflection with key stakeholders about the way they approach their work. This occasional self-checking or introspection allows organisation to know what's working and to learn from mistakes. In addition to this capacity to reflect, organisations often focus on one aspect such as job employment or business development and then develop supporting programs around key areas.
4. **Communication and networking opportunities:** These organisations have the capacity to not only share accomplishments between themselves and the public they serve, but also between other non-funding organisations. This storytelling capacity enables successful organisations to reach a wider audience by increasing visibility of their success, history, organisational culture and projects.
5. **Implement sustainable models** in which there is a strong congruence between mission, governance, culture, and sources of revenue. These organisations go beyond providing for the clients' needs, to thinking strategically about the most important aspects that they must sustain. Therefore, as they explore alternative revenues outside of donations or in-kind gifts, they ensure that new methods are consistent with organisational goals. For example bike-a-thons or bake sales are both revenue generating but also add social and community value.
6. **Encourage increased participation:** Not only are these organisations skilled in recruiting and retaining volunteers, they also reach out to non-traditional volunteers from the wider community. These new relationships are potentially new partners who share the same values as the organisations, thus increasing possibilities of accessing new revenue streams.

3.6 Challenges to immigrant and refugee inclusion

During the research, several crosscutting barriers emerged as being common to many immigrants and refugees that Manitoba's ethno-cultural organisations serve. These are echoed in our national scan. Immigrants and refugees experience multiple barriers including:

- Professional accreditation
- Language proficiency in either English or French
- Barriers to accessing suitable employment based on immigrant's and refugee's training
- Affordable and appropriate housing
- Racism and discrimination in the workplace
- Isolation, lack of social supports and networks
- Domestic violence and abuse
- Parenting challenges, access to childcare, understanding Canadian education systems, and power dynamics with children who are sometimes the interpreter
- Cultural loss in first generation Canadians born to immigrant and refugee parents

These barriers were felt by all immigrant and refugee communities, but to a greater extent in communities that were immigrating to Canada for the first time. Ethno-cultural organisations such as the Italian ethno-cultural organisation have decades of experience in dealing with the above issues. For community groups that have immigrated in the last ten years, such as the Somali community, these issues and barriers were much harder to deal with.



3.7 Mapping CED Assets

This section describes the depth and type of CED assets that exist in Manitoba's ethno-cultural organisations.

The greatest strength displayed by ethno-cultural organisations is their role in developing cultural products that in most cases takes the form of educational services such as cooking, arts, and language and dance classes. This ability to create cultural content could be nurtured to unique new cultural content using new media. The first step in developing a cultural economy is to raise awareness both within the ethno-cultural organisations themselves and potential partners that these activities constitute economic activities. Most of the organisations do not view recreational and cultural activities as contributing to the economy.

The following is an excerpt from "The Role of the Social Economy in Strengthening New Media Development in Canada." (page 16)

"New media has a major potential for generating cultural content unique in its portrayal of individual, group and community-wide creativity. Community economic development and social economy organisations are using new media as both art and a medium of communication by portraying images, sound and interactive content that reflects community realities and visions. This work has already been significant in First Nations and Aboriginal communities, and would not have occurred without the resources and animation work of social economy organisations. The use of new media in portraying and strengthening oral culture is also a unique aspect of non-commercial social economy organisations. Artist-run collectives also play a vital role in nurturing young artists and facilitating the production of new media arts content on-line, and in other forms. This support role generates a whole stream of cultural content on-line by new Canadian artists."

Assessment of CED Engagement

Overall, there is limited engagement in CED in Manitoba's ethno-cultural organisations. As stated in the previous section, there exists significant cultural assets that represent great potential to build CED, but overall there is a very little awareness of CED and its methods. It is worth noting that emergent organisations are more apt to resemble CED examples across the country. The planned International Market at Central Park and EarthShare Co-operative explicitly merge social and economic objectives.

The table on the following page shows the range of CED activities in Manitoba ethno-cultural organisations.



Table: Manitoba Ethno-cultural Activities Chart (adapted from Chaland & Downing, 2003)

Main CED Activity	Specific activity	Manitoba Ethno-cultural Organisation Assessment N=14	
		YES	NO
Community Capacity Building	Education on CED		No
	Community planning	Yes N=11	
	Organisational development		No
	Information Technology		No
Human Capital	Training for employment		No
	Life skills		No
Enterprise development	Small - medium business development	Yes N=1	No
	Social enterprise development	Yes N=1	
	Co-op development*	Yes N=2	
	Resident-run enterprise development		No
Partnerships	Mobilization	Yes N=11	
	Advocacy		No
	Collaboration		No
	Partnerships	Yes N=14	
Access to capital			No
Specific sector development	Tourism development		No
	Affordable housing	Yes N=1	
	Industry development		No
	Agriculture & Agri-food development*	Yes N=1	
	Cultural Economy (dance, language, cooking)	Yes N=14	No
	Childcare	Yes N=2	
	Research		No
Other	Coop development*	Yes N=2	
	Youth program	Yes N=8	
	Procurement strategies		No
	Producing goods		No
	Individual Development Accounts		No

* These co-operatives are not ethno-cultural organisations but have immigrants and refugees as the main developers or key workers.

In addition to the survey of CED activities, we found several specific CED initiatives building on existing assets that have great potential. The following list of projects has been identified by community groups as possible CED ventures. Each initiative has secured some resources and requires additional resources to launch.



1. Grocery and restaurant co-operative on Provoncher development (Francophone community)
2. Community kitchen and catering business run by Somali women
3. Commercial cleaning co-operative by Congolese nationals
4. Full care housing facility for several ethno-cultural organisations' seniors population
5. Year-round market in downtown Winnipeg for sale of organic produce
6. International Market in Central Park that specifically creates social and economic opportunities for immigrant and refugee residents

The following section is an analysis of the specific types of resources that are required to complete the planning, implementation and aftercare of these initiatives.

3.8 Barriers to CED “What’s Missing?”

The research revealed several barriers to utilising CED. Barriers to CED are grouped as follows:

- A continuum of educational opportunities to learn about CED and cultural literacy
- Opportunities for networking, information exchange and partnership development
- Lack of sufficient policy and program support to ensure successful integration of newcomers
- Lack of technical supports to develop strong local CED models in ethno-cultural, immigrant and refugee communities
- Few solid local examples of CED within ethno-cultural, immigrant and refugee communities

A continuum of educational opportunities to learn about CED and cultural literacy

The research process included an opportunity for leaders in ethno-cultural organisations to learn about CED. They had no previous exposure to CED, but expressed a strong interest in learning more. Generally, ethno-cultural organisations are not aware of CED.

At the same time, the research revealed an interest on behalf of CED organisations to gain cultural literacy to learn how to work within various cultural contexts.

Both CED and ethno-cultural organisations see a need for a resourced intermediary who would facilitate information exchange and facilitate partnerships. Research participants also highlighted the need for practical, paid learning opportunities such as placing immigrant and refugee leaders in CED organisations for internships.

There was very little knowledge of social enterprises in theory and practice, and specific concerns were raised about how they could fit in a non-profit environment.

Opportunities for networking, information exchange and partnership development

The research revealed that organisations are working in isolation. Immigrant and refugee leaders were not aware what other organisations do. The research also revealed that there is very little inter-sectoral activity and specifically between ethno-cultural, CED, government and business.

Supportive policy and program environment

There is a lack of support for self-employment including co-operative development that takes into account unique needs of immigrants and refugees.



Health and food policy regulations could be designed to encourage community and farmers markets that are a proven CED model in both Victoria and Charlottetown. Reducing the number of forms, certification and fees required would allow newcomers with limited finances to earn income through markets.

There are limited opportunities to innovate in the delivery of ESL and settlement services. A more supportive framework would fund evaluation research that tracked long-term outcomes and allow service providers to adapt services according to the needs of the community and 'what works.' As such innovative approaches are born outside the established immigrant serving agencies, it is important to fund initiatives such as those that integrate ESL with CED and industry-specific training such as EarthShare Agricultural Co-operative, who provides integrated literacy and ESL with agricultural training.

Technical Supports

Participants were ready to take their existing imitative and CED ideas to the next level, but required technical assistance and training to assess their ideas and select the venture that would provide the most benefits to their communities.

There are opportunities to grow informal, homes-based businesses within immigrant and refugee communities and it was noted that women, in particular, require a peer mentoring network to scale up their business.

Existing small businesses also experienced a lack of marketing skills and opportunities. Flexible marketing networks could be created so that each small business did not have to market individually.

There is a lack of small business development support for immigrants and refugees. Employment counselling within immigrant service providers does not include small business development; business incubators are not available; and a lack of resources for succession planning between retired business owners and potential buyers were all named as barriers to CED.

3.9 Key Themes from Manitoba Scan

Continuum of Manitoba ethno-cultural organisations

There are different types of ethno-cultural organisations — some focus on social and cultural cohesion and others focus on economic opportunities through self-help. Older organisations, started in the 1970's tend to be involved in cultural and recreational activities. Newer organisations, started in the last 5 years, tend to focus on creating economic opportunities and reducing isolation through a self-help model. All ethno-cultural organisations are started by new immigrants. The established ethno-cultural organisations are within specific ethno-cultural communities that reflect popular source countries of immigration in the 1960's and 1970's such as Italy. As source countries are changing, new ethno-cultural organisations are emerging such as the Somali Canadian Family and Youth Association.

Activities

Organisations have the capacity to rally their communities on social and cultural activities. These cultural assets engage residents in shared events thus increasing buy-in and ownership of the



ethno-cultural organisation. More established groups have mastered this to the extent that they are able to generate sufficient annual revenues from community memberships to run their organisations.

Financial sustainability

Ethno-cultural organisations are in need of increased financial sustainability. This can be achieved by increasing their capacity to build relationships with other partners, increasing financial management and exploring new revenue generating sources. This research resulted in at least two new partnerships. Ongoing support for networking, information sharing and knowledge creation would lead to additional partnerships — a key aspect in achieving financial vitality as discussed in section 3.5.

Challenges to immigrant and refugee inclusion

There are many barriers to immigrant and refugee inclusion in Manitoba. Factors affecting inclusion include: professional accreditation, language proficiency, barriers to accessing meaningful employment, affordable housing, racism and discrimination, lack of social supports and networks, domestic violence, parenting challenges, access to childcare, understanding Canadian education systems, and cultural loss. CED has the potential to simultaneously overcome some of these barriers through holistic approaches.

CED assets

There are several existing Manitoba initiatives that exemplify CED principles in practice. These are EarthShare Agricultural Co-operative, Enviro-Cleaning Worker Co-operative, Canadian Women's Muslim Institute and Knox CED Society. More visibility and supports for these organisations are needed.

Gap analysis - "What's missing?"

This research process raised awareness of CED models and provided information sharing and networking opportunities to participants. In order to scale up CED and enhance organisational sustainability a comprehensive program of education, networking, technical assistance and development is recommended.

3.10 Manitoba Profile: Central Park International Market

Central Park is a unique neighbourhood in Winnipeg's downtown area. Bounded by housing developments and attracting immigrants and refugees from African countries, the neighbourhood has great potential for addressing the social and economic needs of its community. The immigrant and refugee community accounts for 50% of the population. These immigrants and refugees tend to stay longer in the neighbourhood with lower transience than in other inner city neighbourhoods.

The Central Park Tenants Association, in partnership with Knox CED Society, recognised the unique needs and opportunities in Central Park for enhancing the quality of life for immigrants and refugees and are currently coordinating plans for an outdoor African market in the Park. Partners for the international market include Sister MacNamara Boys & Girls Club, EarthShare Agricultural Co-op, Knox CED Society, International Center, Welcome Place, and others.



The outdoor market will run for ten weeks beginning July 1st, 2006 to September 3rd, 2006. In order to encourage equal participation, vendors and families that are financially able will pay \$100 for a table for duration of the market. Those facing financial barriers will have the option of paying \$10 for ten weeks.

The objectives for developing a Central Park market are:

- a) Increasing neighbourhood safety by drawing more people and youth to the park. This will combat the negative image of Central park as a violent neighbourhood
- b) Increase opportunities for family activities by encouraging members to work together with others in the community
- c) Increase economic independence for each family through supplemental incomes gained from the sale of traditional crafts, clothes, jewellery and art
- d) Celebrate cultural diversity by encouraging the participation of diverse communities
- e) Empowerment of community members by providing opportunities for newcomers to be visible and interact with others
- f) Combat inequity by selling vendor's tables at a sliding scale (based on income)
- g) Create an atmosphere that provides culturally appropriate services for immigrants and refugees

In addition to the open door market, there are plans to include a restaurant/outdoor café where immigrants and refugees can receive training in the food industry while providing services to the public. The additional revenues generated from this would be used to support immigrants and refugees as well as participating organisations.

Barriers

- More resources are required to support the staff person to coordinate and implement the development of the market
- Negotiations with the city for food handling and safety for the restaurant and outdoor café



4 Conclusions and Recommendations

In general, this project has demonstrated what resources invested in a convening, engagement and networking function can do. People met each other for the first time, ideas for collaboration emerged, project ideas were generated, people found out about resources and supports that they did not know existed, people heard about what other organisations were already doing to support CED in immigrant and refugee communities, common opportunities and challenges were shared and identified, and the steering group collectively began to identify themselves as a “think tank” for CED in immigrant and refugee communities. These achievements were accomplished in only 2 months and in three meetings. More outcomes could emerge given a longer period of time since only a small representation of the immigrant and refugee community was engaged. Many more ethno-cultural organisations need to be invited to this study.

The current wave of new immigrants and refugees puts Manitoba in a position for timely intervention by exploring the strengths of partnerships and CED strategies. As more immigrants and refugees come, many face barriers to full inclusion and participation in our province. They are looking for community-led strategies to creating economic opportunities in a way that simultaneously enhances social and cultural conditions in their communities.

This project has created a momentum that can be built on to create some real structures, learning opportunities, and demonstration projects that create real impacts to real people in their real communities. The steering group has already committed to meeting again in June 2006 with a goal of planning a CED learning, networking, and knowledge sharing event for the immigrant and refugee community in Manitoba.

The recommendations below are a strategic plan based on a continuum of key components as opposed to a shopping list of ideas. They build on each other and components of each one are required to make a full impact of strengthening the immigrant and refugee community. For example, learning is important, but won't lead to action on its own. Projects are critical to creating economic opportunities and enhancing social and cultural conditions, but won't be successful without resources, learning, and technical assistance.

In addition, each recommendation could easily incorporate other strategies to accomplish a common goal. For example, a demonstration project can be designed to include a learning event on CED and social enterprises and also can be linked to technical assistance.



RECOMMENDATIONS

These recommendations aim to strengthen the ethno-cultural, immigrant and refugee communities in Manitoba by building their capacity to engage in community-led development initiatives in partnership with other stakeholders, to create economic opportunities in a way that simultaneously enhances social and cultural conditions in their communities.

1. Build infrastructure for local leadership amongst various ethno-cultural, immigrant and refugee CED leaders

Goal

Encourage and promote CED strategies in Manitoba's ethno-cultural organisations through resource supports, peer learning and knowledge sharing for implementing CED.

Strategies

At the suggestion of the Steering Committee, form an **immigrant and refugee CED working group of the Manitoba CED Network** to oversee activities and ensure that the momentum generated by this project is built on. The group will focus on sector engagement, research needs, learning priorities, knowledge sharing, policy development and advancement, action planning and demonstration projects.

2. CED knowledge and skills

Goal

Enhance CED skills and knowledge for board, staff and volunteers of ethno-cultural organisations and immigrant and refugee serving agencies.

Strategies

- CED & Social Enterprise 101 session(s) specifically tailored to immigrant and refugee groups and their staff, board, and volunteers
- Advanced, culturally relevant, CED and social enterprise workshops for community and organisations leaders and champions
- Work with existing CED training and education resources and make them accessible and relevant to different cultural contexts
- Sponsor enrolment for ten leaders from immigrant and refugee communities in the CED program at Red River Community College
- Internships specifically for immigrant and refugee leaders in CED organisations

3. Networking events and strengthening partnerships

Goal

Make a concerted effort to bring together Manitoba's immigrant and refugee sector to address key immigrant and refugee issues and to make linkages with CED and other service organisations that work with, or could work with, immigrants and refugees.



Strategies

- Regular networking and peer action learning events to support the above educational initiatives
- Regular networking events such as brown bag lunches that specifically bring together the typology of organisations included in the research to learn about available resources and explore partnerships with each other
- Ensure there are networking opportunities for unpaid community leaders as this is where innovation often is found

4. Target technical assistance resources to support CED initiatives within different cultural contexts in immigrant and refugee communities

Goal

Provide information, resources and technical assistance to implement CED projects. Emphasis should be placed on building capacity in immigrant and refugee communities by providing technical assistance with some level of knowledge and skills transference.

Strategies

- Technical assistance should be focused on pre-development activities such as 'how do you begin to identify possible CED ventures?' [i.e. you are committed to doing something, but don't know where to start]
- Create opportunities for immigrant and refugee leaders to become technical assistance providers and consultants
- Technical assistance should explicitly transfer knowledge and skills
- Where CED initiatives are already clearly identified, invite CED Technical Assistance Service (CEDTAS) and CED Technical Assistance Program (CEDTAP) to partner

5. Increase financial resources and supports for the immigrant and refugee sector

Goal

Ensure that ethno-cultural organisations have sufficient funding to provide the critical services that are important to the social, cultural, and economic wellbeing of their communities.

Strategies

- Provide core funding to ensure the organisational stability that is critical for developing comprehensive, long-term community strengthening strategies and initiatives.
- Funding for convening, engagement, research, partnership development, learning events and demonstration projects
- Patient capital for the development of social enterprises
- Develop and deliver curriculum to ethno-cultural, immigrant and refugee, and CED organisations to diversify revenue and enhance financial sustainability

6. Fund demonstration projects



Goal

Demonstrate the effectiveness of CED by supporting several specific projects that exemplify the concept and philosophy of holistic development approaches for improving the socio-economic lives of immigrants and refugees.

Strategies

- Create a self-employment and co-operative development partnership demonstration project that links ethno-cultural organisations, settlement agencies, CED organizations and government services.
 - This could include any interested ethno-cultural and settlement organisations, Manitoba Co-operative Council, Co-operative Development Services (Province of Manitoba), and CED organisations with self-employment development programs such as SEED Winnipeg, Women's Enterprise Centre, Community Futures Development Corporations and CDEM in order to coordinate, enhance, and scale up self-employment supports for immigrant and refugees in Manitoba.
- Identify a suitable co-operative venture (with technical assistance) and provide the necessary financial and non-financial supports and resources required to launch the selected venture.
 - L'Amicale de la Francophone Co-operative: in partnership with CDEM and CCEDNet, provide resources and technical supports for co-operative development and implementation strategies.
- Support the creation of a social enterprise that addresses the issues of women and youth.
 - Somali-Canadian Family and Youth Association: is working in partnership with Wolseley Family Place to develop a social enterprise that will include a homework club, community kitchen and catering business, and ESL language supports. More resources are needed to implement these projects.
- Scale up existing worker co-operatives run by immigrant and refugees from specific ethno-cultural organisations in Manitoba.
 - Enviro-Friendly Cleaning Co-operative: in partnership with SEED Winnipeg has established this worker co-operative with Congolese immigrants and refugees. Additional supports are needed to strengthen the co-operative development and to enhance its existence in the cleaning industry.
- Identify immigrant and refugee-led CED projects that are in the process of implementation. These projects may not be specific to one ethno-cultural organisation, but would have a greater impact and visibility in the wider immigrant and refugee communities as well as mainstream Manitoba society.
 - International Marketplace at Central Park: provide the resources required to launch this project through technical and resource supports to Knox CED Society and the immigrant and refugee-led Central Park Tenants Association.
- Demonstrate how ethno-cultural organisations can go about selecting CED projects.
 - Canadian Muslim Women's Institute: Help the organisation to identify a specific project through a participatory consultation process with the women. Provide



assistance with developing implementation and business plans that would be a direct outcome of such a process.



5 Case-studies: CED Practice in Ethno-cultural Communities

5.1 Best Practices from National Scan

Multicultural Health Brokers Co-op

The Multicultural Health Brokers Co-operative (MCHBC) is the first of its kind in Canada and has changed how the Province of Alberta delivers health care services to its immigrant and refugee community. This initiative began by addressing Edmonton's immigrant and refugee women's access to the health care system. Organised as a workers' co-operative, thirteen immigrant and refugee women acted as health 'brokers' by liaising between immigrant and refugee women and public institutions in health, social services and education sectors. This pilot project was funded by Capital Health and Health Canada. The MCHBC is currently funded by Status of Women on a 3-year grant and receives technical assistance from a co-operative developer.



They assist, train and teach young immigrant and refugee mothers on the Canadian health care system through pre- and post-natal supports, nutrition education, parental guidance and early childhood training, and advocacy to improve health care systems. In order to effectively communicate and provide correct information, the health brokers provide services in their ethno-cultural languages since the majority of the young women have limited English language skills. Overcoming this linguistic barrier has saved the lives of many babies and new mothers and has increased the ethno-cultural communities' access to public healthcare facilities.

To date, the MCHBC has 30 health brokers (17 members) who speak over 22 languages and provide services in 15 communities in Edmonton. The co-operative includes health brokers from Vietnam, India, Saudi Arabia, Chile, Mexico, China, Sudan and many other countries. Since health is a determining factor of successful integration, this initiative has successfully provided pre-and post-natal services to over 1,000 families from 15 ethno-cultural communities; increased immunization rates, increased breastfeeding rates in Indian and Chinese communities, offered prenatal classes in different languages and created many other beneficial community initiatives.

Main Challenges

The CED approach used by the MCHBC is the workers' co-operative model. Their main challenge is the garnering acknowledgement of the co-operative model as a public health delivery tool that is sensitive to the cultural diversity of ethno-cultural organisations in Edmonton. Generating revenue is a resulting challenge. Despite frequent calls to deliver services at no cost, the co-operative advocates for increased payment commensurate with the work they do. As a result, most of the health brokers work part-time. Another challenge is that with increased growth, managing the members' multiple responsibilities has been difficult and time-consuming.



Afghan Women's Sewing and Crafts Co-op, Vancouver, BC

Summary

The Malalay: Afghan Women's and Sewing Crafts Co-operative is comprised of 46 Afghan women, many of whom are immigrants and refugees fleeing political conflict in Afghanistan. The women, skilled in craft making and sewing began meeting informally in 2003 to discuss ways of improving their new life in Canada. They thought of ways to become economically sufficient instead of becoming reliant on government assistance. Through a series of consultations between themselves, the women started sewing and making crafts. These items are sold in trade shows, craft sales and any other public event to increase marketability. Revenues generated from these and other contracted services feed back into the organisation and to the Afghan women.

The organisation's partnerships include Immigrant and refugee Social Services (ISS) of BC, a settlement agency that incubates the women's co-operative as a social enterprise. The ISS coordinates the provision of childcare, transportation, provides rental space, secures additional funding sources and provides technical support for the business.

Main challenges

Although the co-operative continues to market its products, a majority of the women are unable to earn a living from the venture. Therefore, their dependence on income assistance remains. Also the costs of transportation, interpretation, childcare, English language classes and interpersonal difficulties based on refugee circumstances (trauma, depression, alienation, loss of family supports) have impeded the full participation of the women. Efforts are being made to strengthen the organisation through strategic planning, needs assessments, and diversified funding so that the good work continues in the years to come.



Edmonton Mennonite Center for Newcomers, Edmonton, AB

Summary

The Edmonton Mennonite Centre for Newcomers (EMCN) provides settlement services to new refugee families by providing resources in a holistic manner. The organisation has partnerships with Edmonton's immigrant and refugee communities, educational institutions, and government services in order to address immigrant and refugee needs.

The center offers ESL classes, employment services, affordable housing, counselling services, community development and community economic development, advocacy, and education. Their participatory and active listening approach tailors services to meet immigrant and refugee needs. For example, in response to a clearly identified priority from the community, the Center runs a full-year Engineers' and Technologists' Integration Program where immigrants and refugees with engineering background learn, network and orient themselves to engineering opportunities and practices in Canada.

Staff at the Center are trained to be culturally sensitive to immigrant and refugee needs, one of the nine principles outlined in the organisations' Holistic Integrated Program, a philosophical framework for meeting their mandate. Their participatory approach has proved to be effective in delivering services tailored to local needs.

Main Challenges

The Center plans to expand its educational program, refugee housing, and counselling for victims of torture as community needs and priorities continue to be identified. But expanded services are always dependant on accessing increased resources as well, something that is usually a challenge. Another challenge has been the transition to the new holistic approach to their work and organisational culture. All staff are now expected to know about all their resources and services so that any refugee or immigrant gets all the information needed on first contact without being referred to many other departments or locations. This requirement ensures that all EMCN staff members know about each others work and are willing to take the time with each individual they encounter to draw out the full range of supports needed, something that puts a greater responsibility on each of them.



Learning Enrichment Foundation, York, ON

Summary

The Learning Enrichment Foundation (LEF) was created to respond to the high unemployment needs in the former city of York in Toronto. This city had experienced decline during the collapse of the industrial economies that resulted in reduced tax bases, low incomes and depreciation of rental properties. As a result, the city attracted many immigrants and refugees who found inexpensive housing as compared to other residential neighbourhoods in the Greater Toronto Area. There was also a high unemployment rate and a high percentage of persons living under the poverty line. York needed a change.

In 1978, a group of community members formed a charitable organisation called the Learning Enrichment Foundation in order to provide skill training for unemployed adults and multi-cultural education to schools. The program has since grown to include full employment programs such as job search training, childcare, adult literacy, English language programs, specialized industrial skills, job-placement, computer training and catering services.

Main Activities

Since the greatest barrier for immigrants and refugees main is finding employment, LEF developed industry-based courses to ensure that immigrants and refugees received Canadian education and work experience. These courses include: industry/machinery, early childhood assistant training, construction and renovation, culinary/cooking classes, woodworking, budgeting classes, and more. In case a family cannot afford a particular course, LEF provides emergency loan funds to ensure that every client has equal access to the programs provided.





Compagnie F- Entrepreneurship for Women, QC

Summary

Compagnie F – Business for Women is a not-for-profit organisation in Montreal created in 1997 to provide low-income women with an opportunity to develop and manage their own small/medium-sized businesses. The origins of this concept are based in Quebec's economic recession in the 1980s that particularly impacted women. In 1984, the *Center des femmes d'ici et d'ailleurs* began discussions on how women could contribute to the community and create economic opportunities by starting small businesses.

Compagnie F provides full business development support, training, and resources needed to fully develop the entrepreneurial capacity for the women. A range of individualized training and support programs focused on specific needs are also available. A networking café is also provided to facilitate peer support. The organisation reaches out to both Anglophone and Francophone immigrants and refugees. These supports are adapted to meet the needs of immigrant and refugee women. The organisation also builds awareness among partners and decision makers about critical issues regarding immigrant and refugee service provision, cultural literacy, advocacy, and tangible tools that immigrant and refugee women can use to develop businesses.

Main Activities

Compagnie F offers services to immigrant and refugee women who account for about 40% of the francophone women in Montreal. To date, the organisation has helped over 1,000 women to set up new businesses and to be financially independent. Their self-employment training, networking and peer learning supports are available to the majority of immigrant and refugee women, although several programs cannot be accessed by refugee women due to government regulations and policies.

Compagnie F works closely with Chantier d'Afrique and the Montreal Community Loan Association - Association Communautaire d'Emprunt de Montréal that provides micro-credits for business development. The company has partnerships with ethno-cultural organisations such as La Samme-Haitian women, South Asian Women's Center, Moroccan's Women's Center and the Arab Association. Compagnie F is facilitating a networking day for linking women immigrant and refugees with entrepreneurial interests with other organisations that provide practical information and tools. Other partners include the Canadian Women's Foundation, Corporation de Développement Économique Communautaire Centre-Nord (CDEC), Développement Économique du Canada (DEC), La Commission Scolaire Marguerite Bourgeoys (School Board), and the Canadian Executive Service Commission (CESO-SACO) among others.



Conseil de la Co-opération de l'Ontario (CCO), ON

Summary

The Conseil de la Co-opération de l'Ontario (CCO) supports the growth of the co-operative sector as a means to furthering the economic and social empowerment of the Francophone population of Ontario.

The CCO uses co-operation as an integration model for addressing the socio-economic needs of immigrants and refugees. Their goal is to promote co-operative development in immigrant and refugee communities by educating immigrant and refugee groups about the processes for implementing co-operative businesses. Co-operation gives immigrants and refugees the freedom to their own stable jobs, thus addressing their challenges to conventional employment.



supports

create

Main Activities

CCO's integration model attracts many immigrants and refugees in Ontario because of their difficulties in gaining employment. Not only are they able to earn decent wages to support families, but the co-operative model encourages social cohesion by drawing persons from specific ethno-cultural organisations around common projects. As a group, these immigrant and refugee-led co-operatives contribute to the larger provincial economy.

The co-operative model is useful as a CED tool because of its principles of promoting equity and social inclusion. These three principles are:

- Ownership by all members
- Collective economic power
- Participation in outcomes, products and successes

CCO works closely with the Ontario Co-operative Association, which serves co-operatives and co-operative member organisations in the Anglophone credit union and co-operative sector. These provincial co-operative associations contribute to the development of the social economy through co-operative education and promotion, member services, and co-operative development in francophone communities. The CCO partners with other co-operatives in promoting the interests of francophone co-operatives including those that are immigrant and refugee-led.



Black Business Initiative, Nova Scotia

This initiative is included in this scan because it showcases how a community (in this case Nova Scotia's black community) can unite with a common goal of economic independence. BBI's partnerships with all levels of government, the corporate sector and civil society show how organisations can contribute to community economic development through lending models for small and medium-sized business and professional business skill development and training for black entrepreneurs.

Summary

The Black Business Initiative (BBI) is a Province-wide business development initiative committed to fostering the growth of businesses owned by members of the Nova Scotia black community. It educates black business owners on start-up, operations and budgeting, marketing, and lending opportunities. BBI ensures black businesses are represented in industrial, commercial, and cultural sectors of business. BBI's goals for black communities include: economic independence, improved standards of living, career options for youth and community pride. The four components of the BBI are: strategic planning, regional business development, information and resource sharing, and business loan funds.

The Governments of Nova Scotia and Canada set up the BBI to address the unique needs confronting the black community. For the first five years of its existence, BBI was funded under the Co-operation Agreement for Economic Diversification, a joint Agreement between the Federal and Provincial Governments. It is now funded by the Office of Economic Development for the Province of NS and the Atlantic Canada Opportunities Agency for the Federal Government.

Main Activities

BBI supports the development of black businesses in the Nova Scotia community. The initiative promotes small to medium enterprises and start-up companies. These black entrepreneurs are given financial assistance through BBI's loan funds as well as access to other sources of funding. The Initiative also trains, coaches, and provides mentorship support to black business owners through the entire process of business development. Technical assistance in terms of writing business or marketing plans is also available to entrepreneurs. This close relationship between BBI and its clients contributes to the empowerment of the black community through direct linkages to the business sector.

The Black Business Initiative focuses on business development by incorporating both social and economic goals aimed at improving the quality of lives of individuals in the community. The initiative also focuses on youth mentorship by promoting a business culture as an alternative career option. Their aim is to address high unemployment rates in the black youth population through holistic business development and supports.

Main Accomplishments

Over a 10-year period, BBI has created over 500 jobs within the black community. They have lent over 2 million dollars in loans to black entrepreneurs for capital, operational, and start up funds. In addition to the equity built through these loans and other lenders, BBI has leveraged between 3 and 4 million dollars directly into the black business development.



BBI's strategy for promoting youth entrepreneurship has also been successful through partnerships with other youth development agencies that encourage self-employment as a viable career option. BBI's *Business is Jammin'* programs engage youth in business camps, workshops, roundtable discussions, and presentations on specific projects. Black youth are therefore exposed to role models in the business community thus building a positive image of the business sector. For example, BBI has supported a 14 year-old teenager who runs a snow removal business in the winter and landscaping company in the summer (Lucas, 2006, 3).

Thanks to Global Television, BBI has increased awareness of black entrepreneurship to the wider Nova Scotia community by recognising good black business ventures through TV commercials on innovative black businesses. There are approximately 12 top businesses in NS that have collectively surpassed over 30 million dollars in annual sales. There are also two black businesses that have received the Hector Jacques Business Award.



BBI has had a positive impact in the black community by addressing both social and economic goals. They also invest in community organising and building capacity, acknowledging that change occurs when a community rallies together. BBI, in partnership with Services Canada, has hired a CED coordinator to explore potential business projects using CED strategies. Thriving businesses are also giving back to the community by hiring locally thus improving the standards of living of the black community. BBI has to date supported 130 businesses (BBI, 2006, 23).

BBI has also developed a pool of capital funds through its Community Economic Development Infrastructure Funds (CEDIF) under the Nova Scotia Equity Credit Act. These funds are raised by selling shares in community investment funds in various Nova Scotia Communities to encourage investment in local businesses. This provincial program is the provincial government's attempt to retain RRSP dollar contributions by Nova Scotia taxpayers in the province. To date, they have raised about \$300,000, which is re-invested back to companies to assist in their growth. Their goal is to fundraise \$100,000 to \$200,000 per year.

“The rationale for the CEDIF and the logic of retained capital is this: capital leads to business growth, and business growth leads to jobs.”

- Gordon A. Doe, Black Business Initiative



5.2 Profiles of Manitoba's Ethno-Cultural Organisations

Hindu Temple and Dr. Pandey Center

Main Activities

The Hindu Temple and Dr. Pandey Center serves as a central place of religious and cultural integration among Winnipeg's Hindu community. Its members who pay annual membership fees, access programs such as ESL classes, Hindi language classes for children, access to gymnasium and temple activities and festivals. These activities are not specifically geared to immigrants and refugees. However, community members are encouraged to invite new Hindu's coming into Manitoba. Information is shared through a monthly newsletter. A majority of the Centre's members come from India, with good English speaking skills since they are often skilled professionals.

A Board of Directors comprised of members of the community runs the organisation. Through annual general meetings, community members plan programs and give board members directions as to what is needed in the community.

Challenges

Some of the challenges facing the Hindu community include information sharing and outreach to immigrants and refugees. Other problems that exist to a few members include access to housing, employment, childcare and parental supports, orientation to Canadian lifestyle etc.

A second temple located in downtown Winnipeg also has programs, although the organisation has moved most of their activities to the larger Hindu Center. The downtown temple provides religious programs although its target population are for Hindu's living in the downtown area. This smaller center has its own board although they work closely with the larger Hindu facility through shared programming.

CED Potential

Like Winnipeg's established ethno-cultural organisations, the Hindu community has the capacity to incorporate community economic development activities as part of its social, cultural and religious mandates. Having built a new facility, the Board has developed a five-year strategic plan that starts off with increasing cultural awareness and diversity with other ethno-cultural organisations. Developing a CED strategy is an area they hope to expand to.

The Center aspires to expand its programming to more development-oriented activities such as improving English language skills among seniors, addressing women's issues, educational supports for school-age children, employment skills and preparation, social supports for childcare etc.



Jewish Federation of Winnipeg

Main Activities

The Federation acts and serves as an umbrella organisation for the Jewish community in Winnipeg. The federation funds several agencies whose programs target both immigrants and refugees and more settled Jews in the community. These organisations are able to access funding from the Jewish Federation, but they also secure grants from other funders such as United Way, the Province and Winnipeg Foundation. These include: Jewish K-12 Schools, Daycares, Senior Centers Jewish Child & Family Services, Community Camps, Shalom Housing (co-op), Community and Recreation Center and Synagogues.

The JFW, through the Jewish Social Services, acts as an immigration and resettlement agency with funding from the Province. The majority of their immigrants and refugees are from South America, Eastern Europe and Israel, although they continue to receive applications from other source countries. They promote the program in different countries through family visits to Winnipeg, visa application assistance, host family and housing arrangements, school and daycare registration and basic Canadian orientation among other resettlement services.

The Federation has a Board of Directors comprised of members of the Jewish Community. The board decides how to allocate funding to the various agencies. Beneficiary organisations decide what their priorities are and then confer recommendations for projects to the Federation Board.

JFW has many partnerships due to the wide range of programs they provide. Their good relationships built over time have contributed to the success of the Federation. When the Federation is unable to provide a service to a new immigrant and refugee, referrals are made to other Winnipeg organisations with expertise in the area needed.

Main Challenges

Winnipeg has received over 1,500 Jewish immigrants and refugees in the last five years. The primary applicants are usually able to find work in their fields, but the spouses may not necessarily find employment as easily. For these, the Federation provides employment networking, ESL language services, etc. The most recent statistics show that 14% of the Jewish community in Winnipeg live under the poverty line. There is also an increasing majority of families in the middle-income range that struggle financially. As the Federation is committed to serving all its members, funding is provided to bridge low-income families during financial strains and JFW programs have tiered fee structures to accommodate these varying capacities. Examples of this include the subvention of tuition fees for school-age children, reduced fees for daycares, childcare, and for seniors etc.

CED Potential

The Jewish Federation of Winnipeg has the capacity to demonstrate CED principles through existing projects as well as through new initiatives that meet the needs of immigrants and refugees in their community. Being one of the more established ethno-cultural organisations, the JFW also has the experience and capacity to mentor and partner with smaller, emerging groups on community organising and fundraising strategies, or to use their facilities to incubate businesses developed by members of their community. They can also provide technical assistance to mid-sized ethno-cultural organisations wanting to purchase or build facilities e.g. the African Communities of Manitoba Inc. have already had discussions with JFW for advice as they plan for the African Center.



Philippine Canadian Centre of Manitoba

The Philippine Canadian Centre of Manitoba (PCCM) serves as the central hub for cultural, social and educational activities for the Filipino community. This umbrella organisation has over 50 independent Filipino agencies and businesses existing under it. The Filipino community is the second fastest growing ethno-cultural community in Winnipeg of over 50,000 people. Early immigrants and refugees began settling in Winnipeg from 1959 and have continued to increase through the Province Nominee Program. A majority of the early immigrant and refugees were professional doctors, nurses and nurses.



Main Activities

The Filipino ethno-cultural organisation is characterised by extensive programming for immigrants and refugees including monthly welcoming meetings for new Filipinos, candle lighting ceremonies, orientation, information & citizenship lessons, ESL classes, dancing classes, martial arts classes and indigenous languages. When new Filipinos arrive in Winnipeg, the PCCM arranges for networking sessions where speakers from immigrant serving providers inform them of their services and resources. Examples of these organisations include Success Skills Centre, Employment Projects of Winnipeg, Canada Revenue Agency, International Center, Workers Compensation Board, Mount Carmel Clinic etc.

The Filipino community is actively engaged in electing board members and setting organisational direction through open dialogues during their annual general meetings. The community advises and recommends programming activities to the board, which then reports back to the community on accomplishments achieved over the year. The community is also politically active with elected officials in all levels of government.

PCCM generates revenue from membership fees, fundraising events, rentals of the multipurpose center, rental incomes from commercial businesses at the center, project grants from Winnipeg Foundation, Manitoba Liquor and Lotteries, Provincial Community Pledges Program and Federal Culture & Heritage among others.

Main Challenges

Like other immigrant and refugee communities, the recognition of foreign credentials continues to be the biggest problem facing new Filipinos. A second issue involves violations of labour standards experienced by domestic workers under the live-in-caregivers program. To respond to the plight of workers, the Filipino Domestic Workers Association was created to connect workers, mostly women, with others in the trade by training them on their rights as workers in Canada. In addition, women experiencing domestic violence and family disintegration have formed the Coalition of Filipino-Canadian on Violence Prevention to empower and educate women on these issues. This venture is in partnership with the Victims Services Unit of the Winnipeg Police.

CED Potential



The center is interested in expanding its facilities to include classrooms for adult and heritage classes, a housing project for seniors and an international library for ethno-cultural organisations in Manitoba. The Filipino community has a unique strength in terms of unity and community engagement. CED approaches that harness this cohesiveness can be implemented to further promote solidarity in the community. As one of Manitoba's established ethno-cultural organisation, this organisation has the resources and networks to develop specific programs such as reviving their seniors' housing project. Other potential projects include youth engagement and capacity building, self-employment supports, and youth employment initiatives.

Ethiopian Society of Winnipeg

The Ethiopian Society was formed in 1984 and its objective was to welcome new Ethiopian immigrants and refugees, to assist them in finding jobs and to provide social and cultural activities. They have a quarterly newsletter to keep members informed about community achievements and activities. The Ethiopian Society unites the Ethiopian community, liaises with the three levels of government on various projects, trains and educates communities on Ethiopian culture and values, and participates in multicultural activities in the Province.

Main Activities

The Society does advocacy work for the community in Winnipeg as well as on issues affecting the country of Ethiopia such as famine, government, security etc. The Society collaborates with Welcome Place to sponsor immediate family class refugees, to participate in the language banks and for referral services. They also participate with other ethno-cultural organisations such as African Communities of Manitoba Inc., Folklorama, Ghanaian Association, Black History Month committee etc. The Society celebrates social-cultural events in their facilities. Over the years, the Society has also taught heritage languages to their children in several schools.

The Society has an executive that runs the organisation and deliberates on the events and programs each year. They raise money from membership fees, socials, dinner events, working bingo for Manitoba Lotteries and a few government grants.

Main Challenges

The Ethiopian Society's most dedicated volunteers are moving to other provinces in search of better employment opportunities. These skilled workers find that they are unable to find stable employment in Manitoba. Those remaining are often laden with family and employment responsibilities and therefore have limited time committed to community building. The Society finds it difficult to designate certain members with the responsibility of applying for funding because these individuals have other commitments, and limited time to write proposals and be available for scheduled follow-ups necessary for successful funding processes.

CED Potential

There is an appetite for exploring CED projects such as supporting self-employment, social enterprises and employment creation as well as to explore diversifying their revenue streams. However, they require a staffed coordinator to apply for funding, to coordinate volunteers, to pursue social enterprises, to identify additional sources of revenue and support, and to see the projects to fruition.



Italian Canadian Centre of Manitoba

Main Activities

The Italian community has a longstanding history of immigration to Winnipeg since the turn of the 19th century. To date, the community has over 25,000 people, the majority of who are professionals and business owners. The Centro Caboto Centre, which opened in 1998, is the main facility for hosting social, cultural, educational and recreational activities for the Italian community. The Center has language classes, professional development courses, culinary demonstrations, a resource centre and recreational programs for soccer, bocce etc.

An independent Board of Directors manages the affairs of the organisation under the direction of the Italian Canadian League of Manitoba. The Italian Center also has partnerships with other ethno-cultural organisations' through cultural exchange programs.

The Italian Canadian Center generates revenue through office space leasing, meeting room rentals, membership fees, annual fundraising auctions, and a restaurant/café and catering services. Approximately half of its annual operating budget is collected from these activities, while the other half is matched through grants from foundations, government sources and private donors.

Main Challenges

Finding new partners is a constant priority in order to sustain the organisation, its programs and facilities. In order to make programs affordable, the organisation often looks for alternative ways to offset costs although they avoid over-burdening wealthier community members for support. In general, the community has a strong sense and commitment of supporting the needy amidst them.

Another challenge is meeting the needs of an increasing senior population. Since the last wave of Italian immigrant and refugee's in the late 1960's, the community has not had a large influx of new immigrant and refugees. A potential concern and next step would be attracting younger Italian immigrants and refugees to ensure continuity and stability of the organisation and community. However, the concomitant pressures of settlement such as finding quality jobs, improving language, home ownership, professional accreditation etc., are also experienced by new Italian immigrants and refugees coming to Manitoba.

CED Potential

With this increasing senior population, CED approaches focussed on the needs of seniors such as affordable housing (perhaps co-operatives) and language improvement skills might be useful. Also, their existing social enterprise could be used to explicitly provide jobs and training opportunities for people with barriers to employment. As well, given their capacity, exploring the creation of additional social enterprises with a similar mandate might also be possible.

The organisation can also develop mutual programs or services in support of emerging organisations. They currently act as an incubator for the Argentinean Manitoba Association by providing the young organisation with office space in the Italian Center.



Canadian Polish Congress Manitoba

Main Activities

The Canadian Polish Congress Manitoba Branch is an umbrella organisation for Manitoba's Polish community. It is a branch of the Canadian Polish Congress that unifies all Poles across the country. The Congress coordinates activities with its affiliate organisations and provides resources to members by promoting Polish culture, language and tradition to both Polish and Canadian society. The Congress is active in addressing its concerns on important public policies.

The major wave of Polish immigration to Winnipeg occurred at the turn of the 19th century. These immigrants and refugees quickly organised themselves through various social clubs and organisations such as churches, schools, fraternities etc. Their main activities revolved around providing social, economic and cultural supports to Polish families. Recently however, the community has not experienced many immigrants and refugees although they do act as liaisons between them and government or social institutions. The organisation generates revenues from membership dues and annual fundraisers such as commemorative dinners.

Main Challenges

The Canadian Polish Congress faces limited growth with few new Polish immigrants and refugees. One of the reasons contributing to this includes tightened immigration policies abroad that have restricted Polish immigrants and refugees from international travel - many are denied travel visas. This has discouraged prospective Polish immigrants from applying, subsequently narrowing the hope for a new wave of Poles coming to Manitoba.

Funding is a critical issue to sustaining the organisation. Although there is strong community support, the organisation continues to be predominantly volunteer-led with no paid staff to carry out the day-to-day running of the organisation.

CED Potential

Being an established organisation, the Polish Congress could incubate and/or partner with emerging ethno-cultural organisations to implement CED activities. They could also partner with the older organisations to lobby for immigration policies that impact the employability of immigrants and refugees or collaborate on joint senior housing projects.



DiNamba Inter-cultural Association of Manitoba

Main Activities

The DiNamba Intercultural Association of Manitoba is comprised of members from several ethno-cultural communities such as Africans, West Indian and Francophone communities. They work closely with other organisations on common issues on community development.

DiNamba has three main activities: cultural heritage preservation, family support and youth programming. The cultural heritage programs focus on conservation through oral education, annual plays during Thanksgiving called *New Yam* festival, dance etc. The family support stream of DiNamba provides immigrant and refugee families with ongoing support such as settlement assistance, birth celebrations, bereavement support, interfamily conflict resolutions, baby sitting etc. This family support is unique in that DiNamba attempts to re-enact the kind of family support one would expect from their source countries i.e. social networks from extended family & friends.

Their youth program is given high priority in the organisation. Youth born to immigrant and refugee families are awarded bursaries and honorariums for scholastic achievements in order to encourage them to stay in school and pursue higher education. The youth have their own executive in the association to address their issues and programs.

DiNamba Intercultural Association works in partnership with the Province by advocating on immigration or employment equity programs. They have a positive strategy to working with government to address immigrant and refugee experiences on employment issues. They also work closely with the Congress of Black Women of Canada (Manitoba Chapter) on women issues, Black History Month Committee, Manitoba Association of Rights and Liberties etc. They currently receive funding from the Province and through memberships.

Main Challenges

Engaging youth and motivating them in the running of the association is a constant challenge. They would like to engage in activities that draw more youth participation. Another challenge is in how the organisation is formed. Although its inter-cultural nature is unique among the Manitoba ethno-cultural organisations, it is also their struggle. They would like to continue retaining this aspect without entertaining internal conflicts that lead to divisions that break up groups into different specific ethno-cultural communities.

CED Potential

The association is open to learning more about CED and social enterprise development, particularly how they play a role in the non-profit sector. Their existing program could adopt a CED approach in their goal of building stronger individuals, families, and communities for immigrants and refugees.



African Communities of Manitoba Inc.

Main Activities

The African Communities of Manitoba Inc. is the umbrella organisation for the African community in Manitoba. Manitoba has great diversity in the African community, with an estimated population of about 15,000 people, mostly economic immigrants, refugees, students and Canadian born Africans. ACOMI connects, coordinates and facilitates activities with affiliated African ethno-cultural communities under it.

ACOMI has a national assembly, a steering council and an executive committee who oversee standing committees addressing specific areas in the African community. The four main activities of ACOMI are Youth congress, AfricaFest, the construction of the African Center and the African Pavilion for Folklorama.

In response to increasing involvement of African youth in crime and violence, ACOMI in partnership with one ethno-cultural community have promoted dialogue to address the issues. A forum which brought together stakeholders from Winnipeg Police, African ethno-cultural associations, community members etc., deliberated on what could be done to address youth and crime. A second venture is the construction of the African Center. In partnership with the Province, ACOMI is spearheading the process of making the center a reality. The organisation has been in consultations with other established ethno-cultural organisations for advisory or peer learning regarding setting up of facilities.

Funding for ACOMI is generated from community members, and receives project grants and in-kind donations for its activities.

Main Challenges

The main challenges of ACOMI involve organisational structuring, staffing and creating more linkages with other funders and partners in the ethno-cultural communities. They would like to have a dedicated staffed position to conduct ACOMI's business, to write proposals and to conduct needs assessments within the communities.

The group also plays a critical role in coordinating individual African ethno-cultural organisations that are a part of them. Communication systems, regular assemblies and feedback mechanisms are needed to ensure good communication between organisations.

CED Potential

ACOMI could potentially incorporate CED approaches in its activities since it has varied programming. For example, a capacity building & mentorship program for youth, developing CED and social enterprises in several African ethno-cultural organisations or developing a business incubator model in the building and planning of the African Center.



Franco - Manitoban Cultural Center – Centre Culturel Franco-Manitobain

Main Activities

The Franco-Manitoban Cultural Center (CCFM) runs cultural programs for the Francophone community in Manitoba including Francophone immigrant and refugee communities. Community integration of Francophones is a key component of the organisation's strategic plan and mission. In recent years the face of French Manitoba has quickly changed from an aging population to a predominantly youthful immigrant and refugee one. Although CCFM's long-term strategic plans do not implicitly address Francophone immigrant and refugee issues, the staff and managers are beginning to acknowledge the need to adapt to these demographic changes. The organisation is willing to start dialoguing with these communities in order to work more collaboratively with them on specific projects.

Main Challenges

One of the greatest barriers to engaging immigrant and refugee Francophones is in the means and forms of written and verbal communication. Many organisations tend to overlook the fact that communication is culturally biased and has to be adjusted accordingly. For example, North American workplace culture tends to use telephone and email widely whereas immigrants and refugees prefer direct verbal communication. CCFM is learning how to adjust and deal with such differences in its own organisation.

The recruitment and retention of volunteers is also another challenge for CCFM. Immigrant youth in the community could take on more volunteer opportunities to support CCFM's programs. The organisation is funded by the federal and provincial governments. In addition, CCFM rents rooms at the Centre for different cultural or social activities to both the francophone community and general public.

CED Potential

CCFM's potential project would be to conduct a needs analysis of what Francophone immigrant and refugee communities require as priority issues. Once this is done, CCFM could go through a second phase whereby they look at how they can use a holistic approach that goes beyond cultural support to more economic opportunities for their growing Francophone immigrant and refugee communities.



Manitoba Chilean Association Cultural Center

Main Activities

The wave of Chilean immigrant and refugees into Winnipeg occurred in the 1970's following the political instability of Marxist Dr. Salvador Allende and subsequent coup of Augusto Pinochet. These immigrants and refugees came as political refugees who quickly began to settle into Canadian society. After a few years, they began a formal organisation to unify them and to provide social support. The initial organisation had a strong community development angle that advocated for housing, employment and English language skill development. The Chilean community is now well established with members working in various professional positions in Manitoba and as a group is experiencing low levels of new Chilean immigrant and refugees.

The community elects a board of directors from their community. The association focuses on culture, language and dancing programs. They have set programs but do not have a long-term strategic plan. Programs include Spanish lessons, dances and recreational activities.

Main Challenges

The Manitoba Chilean Association Cultural Center does not have access to information regarding new Chilean immigrants and refugees arriving into Manitoba. Although they would like to assist immigrants and refugees in settlement, privacy laws are cited as reasons for not notifying ethno-cultural organisations regarding immigrants and refugees.

The Chilean community is now aging and the association is working hard to retain its cultural heritage with the youth. They have many youth in the community who are actively involved in the Association's programs. Also, since most community members are employed, the association is run on a volunteer basis. Therefore, having a fulltime paid staff person would ensure the organisation is run efficiently.

CED Potential

Youth are actively engaged in this community therefore CED activities focussed on community engagement, peer-mentorship programs and social enterprise could be developed as a means of generating additional revenues.

The Chilean community could increase linkages between new immigrants and refugees and the established Chilean community and explore the creation of (or partnerships toward) employment supports, affordable housing, English language training, social enterprise development for those with barriers to employment and revenue generation among other business ideas. Connecting the Association with other CED organisations could be a first step in pursuing one or several of those potential projects.



Brandon Immigrant and Refugee Experiences

The City of Brandon has experienced an influx of ethno-cultural communities particularly from Central America, Europe and Africa. The majority of the new immigrants and refugees arrive in Brandon to work for the Maple Leaf Pork Plant, one of three major employers in the city. The plant aims at hiring 500 immigrant and refugee workers as part of a 3-year immigration strategy.

A United Way funded project is currently looking at gaps in immigrant and refugee service provision in the city of Brandon. Some of the critical issues include affordable and appropriate housing, education, child-care, employment, ESL language and access to health care systems.

Main Challenges

Brandon's new immigrants and refugees have few formal established ethno-cultural organisations. A few, such as the Salvadorian community, have begun organising themselves with a socio-cultural focus. There are possibly more informal groups within immigrant and refugee communities that meet regularly. However, these groups may not have linkages needed to access services from the various immigrant serving providers.

As temporary workers immigrate, the city is expecting an exponential increase in its population as more families reunite with these workers over the next years. This has direct implications on education systems, childcare and health services. These sectors are now being forced to adapt to the demographic changes, particularly in how services are delivered to diverse populations.

Other challenges involve policies that hinder immigrants and refugees from taking English language classes while working as temporary employees. A few informal ESL classes exist in religious groups and some agencies are softening participation rules once these immigrant and refugees are in the process of receiving permanent resident status.

CED Potential

The City of Brandon has a unique opportunity to support new immigrants and refugees by not only funding immigrant and refugee serving organisations, but also promoting community economic development approaches among ethno-cultural organisations. There is a need to provide funding for the convening of the immigrant and refugee support organisations and these communities in order to build partnerships with key stakeholders, community members and civil servants to address gaps identified through existing research projects and community consultation processes.

Also, providing services in Spanish through immigrant and refugee liaisons may better link immigrant and refugee communities to services provided by the city's institutions. *How* services are delivered is more important than just delivering the services.



Argentinean Manitoban Association

Main Activities

The Argentinean Manitoban Association (AMA) was formed in 2002. It is a relatively new organisation that formed as a result of the increasingly steady growth of immigrants and refugees leaving the political situation in Argentina. The organisation creates a supportive environment for new Argentinean immigrants living in Manitoba. They also promote and sustain Argentinean culture through traditional celebrations, culture and Spanish language classes. The association also provides resources and supports to assist prospective Argentinean immigrants through the Province of Manitoba Provincial Nominee Program.

The community elects a Board of Directors annually. The Board runs the organisation and, with the participation of community members, designs programs and activities for the Argentinean community. The Argentinean Manitoban Association has several committees that address specific areas of interest for the community including Administration and Management, Immigration, Communication, Family and Education, Sports and Social Events, and Folklorama among others.

The organisation generates revenues through community memberships and annual fundraising events. The largest revenues however, are generated from cultural activities during Folklorama through the sale of Argentinean cuisine, crafts etc. For such a new organisation, AMA's participation in Folklorama in 2002 has been its biggest achievement so far.

Main Challenges

The Argentinean Manitoban Association would like to increase its capacity to support the community through more programs. They are currently partnering with the Italian Cultural Center of Manitoba that has provided them an office space in their facility.

The organisation would like to increase its capacity to be able to purchase its own buildings for community activities, celebrations and welcoming new immigrants and refugees. For example, because the organisation is still growing, the members receive new Argentinean immigrants in member's homes. They circulate from one home to another so that newcomers feel welcome to Manitoba.

CED Potential

Like the other emerging ethno-cultural organisations in Manitoba, the Argentinean Manitoban Association could begin training sessions for CED learning and social enterprises. They could also explore partnerships with other ethno-cultural organisations on specific programs such as language or cooking classes set up as pay-for-fee services, or explore the development of transitional housing or housing co-operatives for Argentinean immigrants and refugees.



Sierra Leone National Association of Manitoba Inc.

Main Activities

The Sierra Leone National Association of Manitoba Inc. (SALNAM) was formed to build social cohesion amidst the Sierra Leone community in Manitoba, 95% of whom are refugees. These residents were finding themselves displaced and disconnected not only from the Canadian society, but also with other immigrant and refugee communities. The association therefore provides socio-cultural services and activities as a short-term plan for community organizing and building solidarity.

SALNAM has an executive committee that is elected once every two years. Together with community members, the executive decides on programs and activities for the community. Their main focus is developing social cohesion and community engagement since this is the first main outlet immigrants and refugees have outside their normal lifestyles - work, family and employment responsibilities. The association has yet to develop a strategic plan to address the critical issues facing their community.

SALNAM works closely with settlement agencies, churches and community groups to work with new refugees to make sure they find housing, employment and schools for children. The association generates revenues from memberships and by running Bingo lotteries. In the past, the association received funding from the Province, but feels more is needed in terms of capital and core-funding resources. They would also like to have access to information on funding sources.

SALNAM organized a Youth Forum in January 2006 in partnership with the African Communities of Manitoba Inc. to address media portrayal of the African community resulting from actions of a few Sierra Leone youth involved in drug trafficking and gang violence. The Forum was held to address the wider Manitoba community by letting them know that the majority of Africans were law-abiding, productive citizens who pay their taxes and obey the Canadian law. The Forum was a starting point to addressing issues facing their youth and to facilitate dialogue between service providers and affected refugee families. The outcomes of the Forum will identify programs, activities and services needed to address the issues raised at the forum.

Main Challenges

One of the issues facing the community is that most residents tend to avoid CED activities since it takes time, energy and skilled people to research and write proposals. In general, there is a feeling that Manitoba's ethno-cultural organisations focus on 'song and dance' because it is easy to organize. However, many people shy away from discussions on serious issues because the organisations are not structured to address the critical issues affecting immigrant and refugee communities. A few members were involved in the development of the Harambee Housing Co-operative in the 1980's and have been talking about developing a food co-operative for the wider African community. These champions are few and would need additional resources and youth involvement to pursue this idea further.

SALNAM need to find ways of getting refugees involved by convincing them that their organisation can use CED to address the challenges facing them. These include finding jobs, children's education, literacy issues, English language etc. SALNAM, for instance, would like to assist refugee parents in dealing with the education issues of their children since many families are illiterate with little English language and consequently cannot assist their children to do their homework. Many refugee parents are unfamiliar with Canadian education system.



CED Potential

The association believes they could pursue more CED activities. For example, many Sierra Leone refugees are retired, but cannot participate in the labour force because they are unemployed and illiterate, despite the fact that they have transferable skills. SALNAM would therefore like to pursue the possibilities of home-based businesses in the senior's population for those who have certain specific skills such as sewing, trading, hawking etc.

Promoting small-scale businesses may have a big impact in promoting both social inclusion and economic independence for the refugee population. Although the community has a few professionals, these individuals are not able to create employment or to help the rest of the community that is in poverty. More resources have to be provided for the refugee communities like SALNAM that are struggling.

As well, given that a housing cooperative already exists, creating another one or providing technical assistance to other ethnocultural organisations creating housing co-operatives could be considered. Other social enterprises could also be considered as an employment and training strategy for SALNAM youth.

The organisation feels that a community needs assessment is necessary to find out where to start in terms of identifying the key issues and ideas for specific projects.



Somali Canadian Youth and Family Association

Main Activities

The Somali Canadian Youth and Family Association is an organisation formed by single mothers from the Somali immigrant and refugee community in Winnipeg. The association started when women gathered together to provide social supports for families, the majority of whom were single parents with an average of three to four children. Although they were part of a larger Somali community, the women identified that their issues were not being adequately addressed. Therefore, this association has given them a voice to address women and children's issues in their community.

Currently, the association operates out of the Wolseley Family Place, which incubates the association by providing meeting space, child-care and a community kitchen. This partnership has very been beneficial to the women since they have been given an opportunity to begin addressing their issues with technical and resource assistance from Wolseley Family Place. The main partner facilitates and assists in exploring solutions to common problems such as housing, literacy, and employment. The women's group runs a community kitchen, ESL programs in partnership with Knox United, a practicing opportunity and an after-school homework club located at Sister MacNamara School.

Main Challenges

The association has had tremendous discussions on processes of successful community engagement. They know what works and what doesn't work as far as meeting the needs of the women. For example, they have found that the participation of women increased at the after-school homework/tutoring as a result of the schools' proximity to the majority of Somali women. The women lived near the school and knew how to get there. Transportation issues arise when services are scattered across the city. They have also received funding to produce a video describing the experiences of Somali immigrant and refugee women.

CED Potential

The women also have a good sense as to what their needs are. They have already began thinking about using CED approaches such as scaling up the use of the community kitchen for a catering business, as well as building capacity in their community's youth by expanding the after-school homework club and enhancing ESL learning. They have made partnerships with the Women's Enterprise Center to learn how to write business plans for the catering project. Other ideas include pursuing careers for immigrant and refugee women in the trade's industries, which are currently well paying in Manitoba. The Somali women expressed that these types of businesses are better for raising their standards of living than are entry-level factory positions.

Most of the Somali women's group are on social assistance and a few having low paying jobs where they are still not able to support their families. These women believe that CED could only be viable if they are provided with the skills and resources to access high paying wages through good jobs or enterprising ventures.



Settlement organisations with Immigrant and refugee programming

L'Accueil Francophone Settlement Agency

Main Activities

This Francophone settlement agency provides settlement services for Francophone immigrants and refugees. The agency assists in providing for immediate needs and programs including orientation to Canada, learning banking systems etc. The agency has a unique relationship with Francophone families through one-on-one supports. The agency partners and make referrals with other employment, housing and educational institutions that also serve Francophone immigrants and refugees. They also assist in finding housing for immigrants and refugees although they would like to buy a house (in partnership with other organisations) so that they provide temporary affordable housing for immigrants and refugees before transitioning them on to other housing options. They also make partnerships with other immigrant and refugee employment and youth programs to which they refer their clients.

Main Challenges

The Francophone immigrant and refugee communities perceive themselves 'as a minority within minorities'. This factor has therefore placed the agency with more responsibility for outreach and follow-up with Francophone immigrant and refugee families. The agency now provides more than settlement services, but is taking on a liaison role between new Francophone immigrants and refugees and Canadian institutions. Since the organisation has only one full time settlement worker, there is high demand to provide services in a timely and efficient manner to the increasing number of Francophone immigrants and refugees. The agency requires additional funding in order to meet demand at their highest capacity. More staff members are needed in the agency since more and more Francophone immigrant and refugees are targeted to immigrate to Manitoba.

CED Potential

The agency would like to increase follow-up with other agencies. They would like to provide more opportunities for business development since many Francophone immigrant and refugees have exceptional skills. If these skills were developed, they would create more economic opportunities for improving their quality of life.

The settlement agency is looking at increasing partnerships with other Francophone immigrant and refugee as well as ethno-cultural organisations. However, the community is still in its early stages of community organizing and engagement as a prerequisite to developing CED strategies with their work with Francophone immigrant and refugees. Perhaps some sort of transitional housing initiative could be developed to assist with new Francophone immigrants and refugees.

Another priority is to educate the wider Francophone community on the importance of attracting and receiving new immigrant and refugees since the majority of them do not understand why immigration is important to a community. This fundamental knowledge is important in creating supportive communities and environments for Francophone immigrants and refugees. Continuation of cultural awareness and immigration is therefore a top priority.



Welcome Place- Manitoba Interfaith Immigration Council Inc.

Main Activities

The Manitoba Interfaith Immigration Council Inc. is a non-profit settlement agency comprised of faith communities in Manitoba who exist to welcome and extend hospitality to immigrants and refugees. The agency receives funding from the Federal and Provincial Governments, foundations, private donors and faith groups.

They provide paralegal services to refugee claimants, family sponsorships, provide information and advice for refugees still overseas as well as settlement services to government and/or privately sponsored refugees.

The settlement agency works with ethno-cultural organisations, who recommend family refugees that can be sponsored into Canada. The agency's staff are former immigrants and refugees themselves, therefore providing personable services to immigrants and refugees. These staff members are also fluent in many languages. Therefore, services are delivered to refugees in both English and French as well as other world languages.

CED Potential

This settlement agency is keen on providing settlement and referral services. Their main strengths are in creating supportive networks with CED agencies and organisations that are able to support ethno-cultural organisations.

One difficulty the agency raised about partnering with specific ethno-cultural organisations for demonstration projects is that it tends to spur interest among other ethno-cultural organisations seeking programs or services. Due to their limited capacity, the settlement agency does not pursue CED type projects with ethno-cultural organisations because they do not have the supports, resources or staff to be able to do them on a wider scale.

Potential learning opportunities about other successful projects supported by both settlement agencies and ethno-cultural organisation would be useful to disseminate information on wider positive economic impacts on immigrant and refugee communities



Westman Immigrant and Refugee Services

Main Activities

This settlement agency (formally Westman ESL and Settlement Services) provides settlement services with volunteer supports, EAL/ESL classes and employment facilitation for new immigrants and refugees in the City of Brandon. Settlement workers conduct needs assessments for new immigrants and refugees and then, depending on their educational, work experiences or credentials refer them to employment facilitators to explore options for entering Canadian employment.

In order to ease integration, the agency links up new immigrants and refugees with a volunteer settlement partner who meets them once a week to assist in language or settlement. These local volunteers take the time to welcome and provide social supports to the immigrants and refugees.

Main challenges

The agency began by providing ESL supports but has grown over time to provide settlement services. The majority of the mostly Latin American immigrants and refugees found themselves asking their English teacher about employment, housing, parenting, nutrition questions etc. The greatest challenge has been how immigrant and refugee service providers are addressing the language and communication barriers with immigrants and refugees. These groups have to rethink service delivery in a culturally appropriate manner so that they remain relevant and accessible to immigrant and refugee communities.

Most of the people in Brandon are not aware of the different groups and classes of immigrants and refugees (temporary workers, permanent residents) and the varying regulations that hinder participation in various programs. Therefore, opportunities for educating residents to clear misunderstandings would go a long way in addressing gaps in services that immigrants and refugees can access.

CED Potential

The settlement agency is not yet working with formal ethno-cultural organisations because these populations are relatively new and are not yet organised. The agency would like to pursue CED linkages to their work, but their immediate goal is to facilitate immigrant and refugee settlement in Brandon. There is a sense that they are at an early stage of assisting immigrant and refugee integration and that pursuing CED approaches or strategies would only happen in the longer term. One place to begin would be to support the community engagement and organizing process that precedes the creation of formal ethno-cultural organisations, and to facilitate the development of a comprehensive community-designed visioning or strategic plan toward building a stronger immigrant and refugee community in Brandon.

Perhaps board development and training on CED would have an impact on how the agency sees itself growing into more developmental types of activities for immigrants and refugees in Brandon. There are a few immigrants and refugees who have started businesses including restaurants, food stores and hotels/motels. However, in general, language barriers continue to hinder their full participation.



CED organisations with Immigrant and refugee programming

Spence Neighbourhood Association - Newcomer Youth Program

Following the violent shooting death of an immigrant and refugee youth in the neighbourhood, community members in the Spence Neighbourhood Association began a Newcomer Youth Program in April 2005. The death of the teenager revealed the gaps for meeting needs of the immigrant and refugee teens in the neighbourhood.

Main Activities

The youth program's priority is to provide a safe haven for immigrant and refugee youth, mainly involving youth from Africa and the Middle East. Building trust is crucial in building relationships between program leaders and the youth. The program provides meals and healthy snacks, computer access, teen chat for discussion on cross-cultural communication and racism, t-shirt making workshops, cooking classes, and mentorship programs. The main gap is that there are no resources targeted for immigrant and refugee youth from 12-17 years. The program therefore provides social support, resources, informal mentorship and encouragement for these youth.

Decisions are made collectively under the SNA with input from the youth regarding the programs they would like.

Main Challenges

This relatively new program is in need of secure funding to support structured programming. They currently get funding from donors, community members, academic institutions etc. The program leaders have to continually relate to the youth through availability, honesty and open communication. Having a culturally sensitized program led by persons from immigrant and refugee communities has proven to be successful in attracting immigrant and refugee youth to the program.

CED Potential

Given the need for organisational revenue and employment and training opportunities for the youth, the development of a social enterprise would seem to address many of the community gaps. However, this is a significant undertaking and would require technical assistance and resourced community engagement and strategic planning in order to assess the organisational capacity to develop a social enterprise and select the appropriate venture. In the meanwhile, skill development and employment support and opportunities can be generated through the SNA and through partnerships with other CED organisations such as First Jobs for Youth and House of Opportunities.

One major gap in immigrant and refugee services is the provision of specifically tailored services for war-affected youth. Therefore, partnerships with existing psycho-social services such as Mt. Carmel Clinic, Multicultural Wellness Center and others could be tailored to address the unique needs of war-affected teenagers.



Economic Development Council for Manitoba Bilingual Municipalities - CDEM

Main Activities

CDEM is the umbrella organisation for promoting business development in Manitoba's francophone community. In the recent years, CDEM has noted an increased demand from French-speaking immigrants and refugees to develop small and medium sized enterprises. However, these individual aspirations to self-employment sometimes face barriers of individual capacity in terms of expertise, capital, and entrepreneurial capacity. However, by collaborating with other immigrant and refugee entrepreneurs in a co-operative or some other collective model, this group could pursue the development of a social enterprise to meet their collective economic and social goals.

This CED lens is a new way of thinking for CDEM managers. Currently, there are ongoing consultations with some community leaders on how to develop such a project. CDEM has identified key participants to evaluate their specific ideas by conducting feasibility studies. Partner organisations include Fédération des Caisses Populaires, a Credit Union and Western Diversification as the main project funders. Together, these three organisations have decided to work in Saint-Boniface area where majority of francophone community live.

Main Challenges

CDEM has a commercial immigration stream that is facing difficulties with immigrant and refugee follow-up as a result of cultural differences, communication barriers and adaptation supports among others. CDEM is committed to increasing staff capacity and resources to meet this demand for recruitment and pre-and post settlement services.

In future, CDEM hopes to develop a team of employees working on different aspects of CED in order to help the French-speaking immigrants and refugees from the African community in particular. CDEM is considering the creation of a "Bureau de L'immigration Francophone" (Office of Francophone Immigration) in order to group all programs that serve both the commercial immigration sector and the wider Francophone immigrant and refugee community.

CED Potential

CDEM already provides self-employment supports for Francophone immigrants and refugees, although not necessarily with a particular eye to accessibility for those who face particular barriers to accessing traditional streams of federally sponsored business development services. In order to do this, CDEM could partner with other existing ethno-cultural, settlement, and CED organisations to deliver services with even this segment of the immigrant and refugee community.

Given that potential funders and the African community have not yet identified the parameters or the particulars of the collective enterprise concept yet, CDEM's next step would be to support the initiative by facilitating and supporting the writing of an action and strategic plan for the project with the French-speaking immigrants and refugees from African community.



Mt. Carmel Clinic

Main Activities

Mt. Carmel Clinic, located in Winnipeg's North End, provides psycho-social supports to new immigrants and refugees in Manitoba. The Clinic gives immigrants and refugees access to primary health care and dental services as well as psycho-social counselling. Through the Multicultural Wellness program, the Clinic provides counselling for immigrants and refugees specifically from war-torn countries. The program is currently rooted in community development principles, but wants to evolve to a CED approach by working with communities to finding solutions on adaptation, intergenerational communication and domestic abuse. They plan to incorporate this vision into their counselling and outreach services to immigrant and refugee communities.

The Multicultural Wellness program recently partnered with five organisations in the *“Strengthening Families in Canada: Violence Prevention, Education and Outreach Project in Immigrant and refugee Communities Project.”* The clinic partnered with SERC (Sexuality Education Resource Centre), Klinik/TeenTalk and Nor-West Co-operative Community Health Centre/Immigrant and refugee Women's Counselling Service. This project focussed on raising awareness about family violence, sexual education and resources for immigrant and refugee families. They had streams for women, men and youth where agencies were able to target or direct resources to each demographic group.

Main challenges

Fragmented services for immigrant and refugee communities were identified as a great challenge for immigrants and refugees. The Province and CCEDNet were noted as being well positioned to bringing together immigrant and refugee service providers and ethno-cultural communities. The Clinic also noted that differing organisational cultures sometimes create barriers when partners come together to address a common need.

CED Potential

Being a health provider, the Multicultural Wellness program could potentially explore the possibilities of including health 'brokers' in their programs. They are already in discussions about language barriers to health services in immigrant and refugee communities. This work is being done by the Winnipeg Regional Health Authority.



EarthShare Agricultural Co-operative

Main Activities

The EarthShare Agricultural Co-operative was founded in 1994 by the Manitoba Interfaith Immigration Council, a settlement agency in Winnipeg. The concept of an agricultural shared farm was not new to immigrants and refugees coming to Winnipeg at the time. Therefore, with their previous agricultural skills, three immigrants and refugees (one man and two women) began the co-operative. To date, the consumer co-operative has 250-300 active members with 6 full-time and 2 part-time workers from South America and Africa.

Immigrants and refugees working in the greenhouse plant organic seedlings that are planted in the co-operative acreage at the Fort Whyte Centre. Excess seedlings are sold in order to raise funds for the co-op's programs. Organic fruits and vegetables are delivered for 12 weeks in the summer to consumer members at various pickup centers in the city. The co-operative runs a 10-week training program for refugees on Canadian horticulture, ESL language classes tailored to suit the agricultural industry, financial management and a cooking and nutrition program. EarthShare has multi-year funding and partnerships from the Province, Winnipeg Foundation, Fort Whyte Center and Heifer International.

Main Challenges

Shared farms are labour intensive and not necessarily financially lucrative. Therefore, supporting workers through well-paid wages is one challenge. The unpredictable harsh weather in the Prairies is a second challenge that the co-operative has to face every growing season, as annual income is out of their control to some extent. There is also an unfair competitive market in the food industry, especially in organic farming. People often purchase cheap goods without being aware of the true costs for producing quality foods. With only three shared farms left in Manitoba, the existence of this co-operative seems potentially threatened as well. If organic foods could be sold at "true-cost" prices, the co-operative could make a greater profit margin and thus hire more immigrants and refugees. The farm has the potential to grow \$250,000 worth of fruits and vegetables on the 25-acre piece of land at the Fort Whyte Center.

The certification of immigrant and refugee agrologists is also a main challenge. EarthShare works with the Institute of Manitoba Agrologists to assist in certifying immigrant and refugee refugees who've had agrological training in their countries.

CED Potential

The co-operative is working with SEED Winnipeg to develop a business plan with the intentions of evolving into a worker co-op. In support of the co-operative and other organic farmers in Manitoba, they would also like to explore the establishment of a year-round farmers' market in Winnipeg's downtown area for produce vendors and consumers.



Knox CED Society

Main Activities

The Knox Center oversees a range of services including training, light industry and retail development. The Center runs a weekly cultural film night attracting neighbours and residents of Central Park in downtown Winnipeg.

The Knox CED Society, in partnership with Central Park Residents Association, is currently planning for the development of an African market. The population in Central park is 50% Africans from Sudan, Somali, and Sierra Leone among others. This population is less transient than other inner city neighbourhoods in Winnipeg's inner city, meaning that the stability creates an opportunity to build community over the long-term. The plans include an outdoor restaurant and café, a catering project and an open door African market.

Partnerships include Sister MacNamara School, Boys and Girls Club, EarthShare Agricultural Co-op, an informal group of Somali women, Welcome Place, and the International Center among others.

Main Challenges

Knox CED Society is in the early stages of developing the African market idea. Their main barrier is knowledge and technical expertise around project implementation. This requires a specific skill set that includes the ongoing ability to coordinate the various groups and organisations already participating.

CED Potential

The immediate need required for this project is funding for a skilled staff person to coordinate the central park market and to implement its plans. Since partnerships have already been formed, the next step would also be to document the outcomes of the project through an evaluative process. This knowledge would contribute to the larger peer learning and would demonstrate how CED approaches are effective when developed with immigrant and refugee communities.

In addition to safety, housing continues to be a major issue among immigrants and refugees in Central Park. They would therefore like to explore the possibilities of developing a housing co-operative by renovating three derelict units in close proximity to Central Park. If resources were available, Knox CED Society would pursue a housing project.



5.3 Bibliography and Additional Resources

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Edmonton Center Mennonite Centre for Newcomers. Published by Canadian CED Network, 2006.

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The Learning Enrichment Foundation (LEF). Published by Canadian CED Network, 2005.



6 Appendices

6.1 Research Participant List

ETHNO-CULTURAL ORGANISATIONS

1. Hindu Temple & Dr. Pandey Centre
2. Jewish Federation of Winnipeg
3. Philippine Canadian Centre of Manitoba
4. Ethiopian Society of Winnipeg
5. Italian Canadian Centre of Manitoba
6. Sierra Leone National Association of Manitoba
7. Manitoba Chilean Association Cultural Center
8. Franco-Manitoban Cultural Center
9. Canadian Polish Congress Manitoba
10. Argentinean Manitoban Association
11. Dinamba Intercultural Association of Manitoba
12. Somali Canadian Youth and Family Association
13. African Communities of Manitoba Inc.
14. Brandon Immigrant and refugees (various sources)

SETTLEMENT ORGANISATIONS

15. Welcome Place – Manitoba Interfaith Immigration Council Inc.
16. Westman ESL & Settlement Services
17. L'Accueil Francophone Settlement Agency

CED ORGANISATIONS

18. Spence Neighbourhood Association, Newcomer Youth Program
19. Mt. Carmel Clinic, Multicultural Wellness Program
20. EarthShare Agricultural Co-operative
21. Knox CED Society
22. SEED Winnipeg & CEDTAS (steering group)
23. CDEM Francophone
24. Enviro-Safe Worker Co-operative

NATIONAL SCAN CASE STUDIES

25. Multicultural Health Brokers Co-operative, Edmonton, AB
26. Afghan Women's and Sewing Co-operative, Vancouver, BC
27. Black Business Initiative, Halifax, NS,
28. Compagnie F - Entrepreneurship for Women, Montreal, QC
29. Conseil de la Co-opération de l'Ontario, Ottawa, ON

FOCUS GROUP-IMMIGRANT AND REFUGEE SERVICE PROVIDERS

30. Women's Enterprise Center
31. Winnipeg Adult Education Centre - Adult EAL Program
32. Success Skills of Manitoba
33. Employment Projects of Winnipeg
34. Immigrant and refugee Women's Association of Manitoba Inc.



6.2 Consultation Materials

Key Informant Interview Questions

On profiling the work of specific Manitoba organisations: What are they doing and how?

1. What kind of CED activities is your organisation doing to address immigrant and refugees' social and economic needs? And how do you carry them out?
What does your organisation do for/with immigrant and refugee communities?
 - a. *Who decides what your organisation does?*
 - b. *Does your organisation respond to needs (reactionary) or do you have a long-term strategic plan?*
 - c. *Are there any CED connections between activities?*

On building partnerships with organisations serving immigrant and refugee groups

2. What types of partnerships has your organisation developed in order to meet immigrant and refugee group needs? *Who else do you work with?*
 - a. *Why did you develop partnerships?*
 - b. *Who did you partner with?*
 - c. *What challenges are there to making partnerships?*
 - d. *What benefits are there to making partnerships?*

On strengthening organisational capacity

3. What is your organisation doing to ensure you will continue to serve your community in the next 5 years? *What are your plans for making your organisation stronger?*
 - a. *Where do you get funding sources? If from community, how does the organisation build loyalty and give people a sense of ownership so that they continue to give to the organisation?*
 - b. *How does the organisation generate revenue? Have they considered starting up a business? Social enterprise...*

On searching focus group topics for the next step

4. What are the main challenges facing your organisation in serving the immigrant and refugee community in your area? *What are some of the problems you're facing?*
 - a. *Which policies have been useful and helpful to your organisation?*
 - b. *Which policies have been challenging to the work that you do?*

On identifying the continuum of CED organisations in Manitoba working with immigrant and refugee communities:

5. Which organisations do you know that engage immigrant and refugees through a CED approach?
(CED organisations, settlement agencies, ethno-cultural organisations)
Which other organisations do you know that work with immigrant and refugees?
6. Do you have any additional comments or questions about the research?



Steering Group & Advisory Meeting 1

April 24th, 2006

Time: 10.00am-12.30pm

Location: 309-323 Portage Ave.

Advisory team

1. Virginia Guiang - Philippine-Canadian Centre of Manitoba Inc.
2. Carlos Campos - Brandon immigrant and refugee experiences
3. Anna Dell'Acqua - Italian Canadian Centre of Manitoba
4. Ivy Lopez - SEED Winnipeg
5. Mamadou Ka - Amicale de la Francophonie du Manitoba
6. Julio Rivas - CEDTAS
7. Nadia Kidwai - Canadian Muslim Women's Institute
8. Emina Cingel - Spence Neighbourhood Association, Immigrant and refugee Youth

Purpose

The overarching purpose of this short-term committee is to ensure that the research and findings generated through the '*Community Economic Development in Manitoba's Ethno-cultural Communities: Progress and Prospects*' project are relevant to people and organisations who currently use or want to use CED approaches with immigrants and refugees.

Activities

- 1) Dialogue and interact with each other about your work with immigrant and refugee communities and/or organisations
- 2) Explore the possibilities of using CED approach in ethno-cultural organisations
- 3) Assist in designing focus group including identifying priorities and possible participants
- 4) Review the research project '*Community Economic Development in Manitoba's Ethno-cultural Communities: Progress and Prospects*' and make recommendations that will be submitted to the Province of Manitoba

Agenda for First Advisory Meeting

1. Welcome and Introductions
2. Ice Breaker - Naming game (c/o Storytellers Foundation) – Njeri
3. Manitoba CED & Immigrant and refugee Research/Early Findings - Njeri
4. What is CED? - Brendan & Babatounde
5. Dialogue/Questions/Answers - How does CED fit with your organisation?
6. Designing Focus Group sessions (priorities, possible participants and questions)

The project underlying questions are:

- How could CED strategies strengthen immigrant and refugee & ethno-cultural communities?
- How could CED strategies be used to strengthen the sustainability of immigrant and refugee & ethno-cultural organisations?

At the focus group, what should we ask to solicit feedback on these two questions?

And,

Who do you think should be invited to the focus group discussions?

7. Networking Lunch at 12.30 pm



Focus Group Discussions

May 2nd, 2006

Time: 9.00 am-12.30pm

Location: Room UofW, Rm 2C15

Participant list

1. Spence Neighbourhood Association, Newcomer Youth Program
2. Italian Canadian Centre of Manitoba
3. Amicale de la Francophonie du Manitoba
4. Brandon immigrant and refugee experiences
5. Canadian Muslim Women's Institute
6. Columbian immigrant and refugee experiences
7. Franco-Manitoba Cultural Center (CCFM)
8. Central Park Market with Knox CED Society
9. CDEM
10. CEDTAS
11. Women's Enterprise Center - Business development for immigrant and refugee women
12. Winnipeg Adult Education Centre - Adult EAL Program
13. Success Skills of Manitoba
14. Employment Projects - Immigrant and refugee Employment Services
15. Immigrant and refugee Women's Association of Manitoba Inc.
16. EarthShare Agricultural Co-operative
17. Enviro-Safe Cleaning Worker Co-operative (members from Congo, DRC)

Regrets

18. Dinamba Intercultural Association of Manitoba
19. Somali Canadian Youth and Family Association
20. Argentinean Association
21. Philippine Canadian Center of Manitoba
22. Manitoba Chilean Association
23. Ethiopian Society of Manitoba
24. Jewish Federation of Winnipeg
25. Hindu Temple and Dr. Pandey Center



Focus Group Agenda

May 9th, 2006

Time: 9.00 am-12.30pm

Location: UofW Room 2C15 (2nd floor)

1. Welcome and Introductions - 9.00 - 9.20am
 - a. What is Community Economic Development? –9.20-9.45am
What are specific examples? One from Manitoba (Knox CED) and one story from Canada
2. Context: Manitoba CED & Immigrant and refugee Research - 9.45am-10.00am
3. Refreshments & Coffee Break - 10.00-10.15am
4. Roundtable discussions - Five groups - 10.15-11.15am
 - a. There are several strategies that ethno-cultural organisations can adopt to diversify revenues: owning assets, operating social enterprises and membership, and fundraising/events.
 - i. Which of these strategies are you engaged in? And are there any others that you are doing?
 - b. Now that you know what CED is, what can your organisation do?
 - i. What specific opportunities can you identify (or are you already working on) in CED for creating economic opportunities and strengthening social conditions for immigrant and refugee communities?
 - c. What would it take to make this happen in your organisations?
 - i. Who are the potential partners that could work together to make this possible?
 - ii. What resources, supports, learning's, capacity or policy changes would be required in order for this to materialize?
5. Next Steps - 11.15am-11.45am
 - a. Report back on the three questions, then prioritise around question 5(c)
 - b. How can the CED sector & Immigrant and refugee groups work together to create economic opportunities and enhance social condition for building stronger immigrant and refugee communities in Manitoba.
6. Wrap-up & Thank you - 11.45am-12.30pm



Steering Group & Advisory Meeting 2

May 18th, 2006

Time: 12noon-1.30pm

Location: 309-323 Portage Ave.

Advisory team

1. Carlos Campos - Brandon immigrant and refugee experiences
2. Julio Rivas - CEDTAS
3. Nadia Kidwai - Canadian Muslim Women's Institute
4. Emina Cingel - Spence Neighbourhood Association, Immigrant and refugee Youth

Regrets

5. Virginia Guiang - Philippine-Canadian Centre of Manitoba Inc.
6. Anna Dell'Acqua - Italian Canadian Centre of Manitoba
7. Ivy Lopez - SEED Winnipeg
8. Mamadou Ka - Amicale de la Francophonie du Manitoba

A day or two AFTER focus group sessions, the Advisory team were asked to reflect and report on the following questions:

1. What did you hear?
2. What strategy could we use as a next step for this project?