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Strengthening Canada's Communities*

Experiences of Immigrant and Refugee Social Enterprise in Canada

Report on the first phase research findings of the
Immigrant Settlement and Integration through Social Enterprise
Initiative (ISISE)

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The opinions and interpretations in this publication are those of the authors and
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Paul Chamberlain, Director of Programs
Nicole Rosenow-Redhead, Project Researcher

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Executive Summary

The Canadian Community Economic Development Network (Canadian CED Network) created the Immigrant Settlement and Integration through Social Enterprise initiative (ISISE) to help make the case that social enterprise development is an effective tool for immigrant settlement and integration.

This initiative grew out of previous work undertaken by the Canadian CED Network led by its Immigrant and Refugee Community Action Network (ICAN), and builds on recent work done by the co-operative movement on immigrant worker co-operatives. The Canadian Worker Co-op research highlighted the advantages of social cohesion, networks of support, training and education, and professional development provided by immigrant worker co-ops as well as the challenges these co-operatives face.

Social enterprises are businesses that have both social and business goals. They integrate an earned-income business framework with a social purpose. They can be organized as co-operatives, training businesses, or social purpose enterprises. Training businesses are usually run as programs of non-profit organizations, whereas social purpose enterprises are usually started by non-profit organizations, often with the goal of having them become independent businesses when they are ready.

Examples vary widely and include everything from the Salvation Army's well-known Thrift Stores to Haween, a sewing enterprise that facilitates workplace entry for women who are marginalized by poor language skills and cultural disorientation. Many social enterprises operate in the open marketplace, using their social mission as part of their marketing and branding strategy.

The immigrant social enterprises discussed in this report share the common goal of easing the settlement and integration process for newcomers. Their main aim is to provide employment or training for immigrants and help them with practical settlement supports

This report provides the context for the ISISE initiative, highlighting the continued rise in the number of people immigrating to Canada that is forecast. It describes that many newcomers, who bring a wealth of knowledge and experience, face difficult and lengthy settlement and integration experiences, the result of being left to find employment that falls below their qualifications, thereby creating a wasted resource. It also describes the growing disparity in earnings between recent immigrants and Canadian-born workers.

The social enterprise model offers a framework for mobilizing and enhancing newcomers' skills. Employees generate income as well as discover confidence, self-reliance and community support for their integration. As an immigrant social enterprise expands, it smoothes the path for increasing numbers of newcomers, providing employment, Canadian references, and a network of people to help navigate services that support the settlement process.

The ISISE initiative which started in 2009 involves the following activities:

- Identifying immigrant social enterprises across Canada;
- Creating a profile of immigrant social enterprise in Canada, based on surveys of social enterprises and organizations that support their development
- Researching the conditions for success and effective practices of social enterprises;

- Supporting six social enterprises to create business plans that will ready them scale up their enterprises to provide settlement support to an increased numbers of newcomers;
- Describing the next steps required to take this work forward.

In 2009, the ISISE initiative conducted a survey with immigrant social enterprises across Canada aimed at learning more about the conditions that make them successful, the settlement supports that they provide, and the approaches and challenges they encounter. Twenty-one immigrant social enterprises responded to the survey.

A survey was also conducted with organizations that support immigrant social enterprise with business development and immigrant settlement. The ISISE survey sought feedback on the range and extent of supports provided by these organizations. Thirty-seven organizations reported on their activities and shared their expertise and feedback from the survey has been incorporated into this report.

Based on the two surveys, a profile of the immigrant social enterprise movement emerges. About 75% of the social enterprises surveyed were established and run by immigrants. On average, they originated 5 years ago and they work with anywhere from 5 to 200 immigrants annually. Their products or services include crafts, catering, cleaning, and translation to name a few, and most enterprises have increased their business income since their first year of operation. The majority are situated in urban areas.

All of the social enterprises reported a range of settlement supports they provide, either formally or informally. All provide Canadian work experience and most provide Canadian cultural and life skills, language training, education, and training in business management. Most enterprises also help with networking skills, access to local resources, and social supports as well as job-specific skill training. A few provide housing supports.

The enterprises identified conditions for success. The most important condition for success was direct support from settlement organizations and business development organizations helping with business plan development, management skills, and marketing. They also described other community organizations and individuals providing important supports, from funding to volunteer labour, and mentoring. Partnerships and networking were also cited as a key factor in overcoming the many challenges they face, and these partnerships need to be facilitated, supported, and nurtured.

Other conditions for success often cited included effective marketing with constant engagement of target customers, enhancing knowledge of CED, and building the capacity of immigrant leadership. The ability to maintain the balance between fulfilling their social goals - usually settlement and training- while striving for economic self-sufficiency, was another condition for success often reported by the social enterprise support organizations.

The process of identifying immigrant social enterprises for this report provided the basis for the first national catalogue of immigrant social enterprises, included as Appendix F of this report. The Canadian Co-operative Association (CCA) is currently cataloging immigrant worker co-operatives. Their co-operation and collaboration made a substantial contribution to this Catalogue.

The second phase of the ISISE initiative is providing funding and support for six immigrant social enterprises to develop business plans that will guide them in scaling up their businesses to increase the number of newcomers they work with and the settlement supports they provide. These business plans

are being reviewed by an independent assessor. The results of this phase will form the basis of our next report.

This project is now proposing some next steps to conclude this work: the implementation of the business plans developed by the six enterprises; the documentation of the specific settlement supports of these same enterprises; an information and education plan to reach settlement organizations, social enterprise and co-operative developers, and business organizations about immigrant social enterprise; and the creation of a coordinated national blueprint to support the development of more immigrant social enterprises.

1. Introduction

The Canadian Community Economic Development Network (Canadian CED Network) created the Immigrant Settlement and Integration through Social Enterprise initiative (ISISE) to fill gaps in existing research and to help make the case that social enterprise development is an effective tool for immigrant settlement and integration.

This report covers the results of Phase One, the research phase of the project, which included developing a catalogue of Canadian immigrant social enterprises and conducting focus groups and two surveys to identify conditions for successful development of immigrant social enterprises. The first survey solicited this information directly from immigrant social enterprises themselves and the second survey obtained feedback from organizations with proven track records of supporting the development of immigrant social enterprises. This Phase One research provides a profile of immigrant social enterprise in Canada and sets the context for the second stage through which several demonstration projects prepare plans to scale up their enterprises in order to increase the work experience, language training, and networking opportunities they provide and to increase the number of immigrants that they work with. Although ISISE originally planned to work with only three demonstration projects, the initial evaluation processes coupled with input from the Advisory Committee led to a decision to double the number of organizations involved. Phase II of the ISISE project is therefore assisting a pool of six – rather than three – social enterprises. A separate report will describe the business planning component with these six immigrant social enterprises.

This report is intended to report on our progress and findings to Citizenship and Immigration Canada (CIC), our project funder. It may also be useful for other audiences, encouraging and furthering discussion about immigrant social enterprise.

ISISE runs from January 2009 to March 2010. A project Advisory Committee was developed through ICAN to provide guidance and support throughout the initiative. Their contribution to the work of the project as well as to this report is gratefully acknowledged. A list of Advisory Committee members is included as Appendix A.

2. Background and Context

Immigrants and refugees are coming to Canada in significantly increasing numbers. In 2006, they accounted for nearly one in five of the total population.¹ Cultural diversity and ethnic diasporas are increasing rapidly in Canada; the 2006 census reports over two hundred different ethnic origins were claimed that year,² a significant climb over the previous decade. It forecast that the numbers of people immigrating to Canada will continue to rise.

Under contemporary conditions, the world is becoming increasingly interconnected as a result of low cost communications, broader international relations, more globalized trade, and more widespread transportation networks. The literature reveals that a severe “brain drain” trend is taking place in many

¹ Statistics Canada Site: <http://www.statcan.gc.ca/daily-quotidien/071204/dq071204a-eng.htm>

² http://www41.statcan.gc.ca/2008/30000/ceb30000_000-eng.htm

“sending” nations, whereby a great many highly skilled people are immigrating to “receiving” countries which can offer more opportunities and benefits than the migrant’s nation of origin.

However, while many of these newcomers are highly qualified and bring a wealth of knowledge and experience, they encounter hardships in securing timely recognition of their credentials and so are left needing to find employment that falls far below their qualifications and capabilities. This results in reduced circumstances, poor health, low self-esteem, and an unnecessarily difficult and lengthy settlement and integration experience.

Immigrant and refugee communities encounter significant disparities in many areas of daily life in Canada. There are a multitude of challenges with which newcomers must contend; challenges such as access to affordable housing, acquiring appropriate employment, no Canadian work experience or employment references, lack of recognition for their professional credentials and experience, along with intolerance and discrimination. Other issues that are barriers to the immigrant settlement process include lack of proficiency in Canada’s official languages, unfamiliarity with accessing health services along with other essential resources and services, and a general unfamiliarity with (and lack of orientation to) mainstream culture. Together, these problems can result in a higher incidence of health challenges and can negatively impact familial unity. These two issues combine to create an environment in which it can be very difficult to integrate into life in Canada. This often makes the settlement process a slow and frustrating experience, and extended periods of poverty and social isolation can result.

It is clear that even when newcomers are able to gain employment that is suited to their qualifications, their earnings tend to be lower than those of Canadian-born employees. Income disparity between native-born Canadians and immigrants to Canada is large, and on the increase. The 2006 Census data released on May 2, 2008 revealed that earnings for recent immigrants (about 80% of whom are racialized) show a grim economic reality. According to a *Globe and Mail* story, in 1980 the median earnings for immigrants and Canadians with a university degree were \$48,541 and \$63,040, respectively. In 2005, immigrant men with a university degree earned an average of \$30,332, while their Canadian-born counterparts had a median income of \$62,556. In 2005, Canadian-born men without a university degree had a median income of \$40,235.³

The Census reveals that the economic situation for immigrants has been steadily worsening. The same analysis states: “During this 25-year period, recent immigrants lost ground relative to their Canadian-born counterparts. In 1980, recent immigrant men who had some employment income earned 85 cents for each dollar received by Canadian-born men. By 2005, the ratio had dropped to 63 cents. The corresponding numbers for recent immigrant women were 85 cents and 56 cents, respectively. Earnings disparities between recent immigrants and Canadian-born workers increased not only during the two previous decades, but also between 2000 and 2005.”⁴

The Multicultural Health Brokers Co-op (MCHB) expanded on the 2001 census research and concluded that the statistical evidence demonstrates a new pattern of what is essentially non-settlement of newcomers in Canada. In other words, newcomers are not settling as they used to.⁵ Traditionally, most immigrants have a transitional period of low income but then over time outperform the Canadian-born.

³ *Globe and Mail*, May 2, 2008, p. A18.

⁴ Statistics Canada: 2006 Census Analysis: www.statcan.ca/Daily/English/080501/d080501a.htm

⁵ *Upholding the Canadian Promise Recommendations for a CED approach to settlement challenges*. CCEdNet, 2007, p. 8.

However there is growing evidence that more recent groups of arrivals have not fared as well as past groups.⁶

In addition to the personal economic barriers and frustrations these lengthy transitions cause newcomers to Canada, there is also a significant economic loss to the country that results. The following quote from University of Toronto's Jeffrey Reitz, which incorporates information from the Conference Board of Canada, describes the situation well:

National and other provincial research has confirmed that the skills and education of skilled immigrants are under-utilized in the Canadian economy. The labour market performance of skilled immigrants declined between 1986 and 1996.⁷ Even though immigrants are more educated and have better English skills than previously, they have achieved lower levels of employment and are having more difficulty integrating into the labour market.

The Conference Board of Canada estimates that Canada would gain approximately \$3.5 billion annually by improving the system of learning recognition for skilled immigrants and other Canadians.⁸ There is a growing consensus on the economic and social importance of improving the integration of immigrants into the labour market and broader society.

Integrating Skilled Immigrants into the Alberta Economy, September 2004.

The need among immigrant communities for economic and socio-economic improvement is great and the potential of social enterprises to meet these needs significant. As is echoed by a multitude of CED practitioners and newcomers alike, research, collaborative strategies, and support programs are required if we are to discover effective approaches to build on newcomers' capacities and ambitions.

The social enterprise and co-operative business models have been identified as compelling frameworks for mobilizing and enhancing newcomers' skills. By meeting immigrants and refugees "where they are at", by sharing knowledge, tools, and resources, and by providing support to build upon their business ideas, it has been shown that they can generate income while discovering confidence, self-reliance, and community support. Being involved in the development of a social enterprise also helps ease and accelerate the settlement process. As an immigrant social enterprise expands, it smoothes the path for future newcomers by providing them with employment, Canadian work references, help in navigating services that support the settlement process, and a network of people like themselves who are ready to share resources.

⁶ *Creating the Context: Researching the Role of Co-operatives in the Canadian Immigrant Experience* 2004, Multicultural Health Brokers Co-op.

⁷ A Statistics Canada report: *The changing profile of Canada's labour force* states that, "The labour market outcomes of immigrants are poor and worsening. New immigrants had a jobless rate double the national average, an employment rate 16 percentage points below Canadian-born citizens and almost half were in low skill jobs." (February 2003, pages 12-13).

⁸ *Brain Drain/Brain Gain*, Conference Board of Canada. The \$3.5 billion is an estimate of the earnings foregone by skilled immigrants due to non-recognition of prior learning and experience. This study also reported that between 34,000 and 83,000 post-secondary degree holders would be added to Canada if it addressed some of the key barriers to learning recognition faced by immigrants. Another study by J. Reitz (2001, University of Toronto) estimates that Canadian immigrants' earnings are \$11 billion under what they would be if their skills were fully utilized.

Past Research

The ISISE initiative grew out of the Canadian CED Network's Immigrant and Refugee Community Action Network (ICAN), a national network of newcomer CED practitioners and their supporters, that strives to create opportunities for new immigrants and refugees to participate in the leadership of the CED and co-operative movements in Canada. Funding from the Innovation and Research program of the Co-operative Development Initiative (CDI), a partnership program between the Co-operative Secretariat and the two national co-operative organizations, resulted in new research published by the Canadian CED Network: *'Creating Opportunities - Optimizing Possibilities: Immigrant and Refugee Co-operatives in Canada', 2004*. It describes how the co-operative sector can assist immigrants and refugees in Canada and how immigrant and refugee communities can use the co-operative model both to support their own settlement and to revitalize Canadian communities.⁹ The report *Upholding the Canadian Promise Recommendations for a CED approach to settlement challenges* (2007) by the Canadian CED Network details community responses to unmet settlement needs of immigrants and refugees in the Canadian context, calls for changes in how these settlement services are delivered, and provides policy recommendations for meeting the social and economic needs of newcomers to Canada.¹⁰

Another report on immigrant co-operatives and immigrant-led community economic development by the Canadian CED Network has 11 case studies. *Storytelling Newcomers' Experience with CED in Canada*, (2006),¹¹ constitutes the first published stories of how CED and co-operatives are working to foster social and economic inclusion with newcomers to Canada.

Research conducted by the Canadian Worker Co-operative Federation is summarized in *Strategies for Developing Immigrant Worker Co-ops* and *Creating the Context*, which provide case studies and primarily focus on policy and sector recommendations that would make it easier for immigrants and refugees to start and run co-operatives. The ISISE initiative builds on this work and broadens the approach by including other forms of social enterprise.

Immigrant Worker Co-operative research

Previous studies found that in most cases, the co-operative model was chosen by immigrants over other organizational structures and governance models, either because the members were familiar with it, or, once they understood it, they felt it was an appropriate means by which to address an identified need within the community. Many saw the cooperative model as a reflection of their ideals of mutual self-help and as a means to create a particular kind of society based on positive, co-operative, and supportive values.

Co-operative members and developers pointed to the importance of co-operatives in developing individual and community capacity, empowerment, pride, and sustainable social and economic development. The literature review conducted as part of *Strategies for Developing Immigrant Worker*

⁹ http://www.ccednet-rcdec.ca/files/ccednet/COOP_20Eng.pdf

¹⁰ *Upholding the Canadian Promise: Recommendations for a CED approach to settlement challenge*, (CCEDNet – ICAN, 2007)

¹¹ *Storytelling Newcomers' Experience with CED in Canada*, CCEDNet, June 2006, http://ccednet-rcdec.ca/files/Storytelling%20Newcomers'_CCEDNet_2006.pdf, *'Creating the Context: Researching the Role of Co-operatives in the Canadian Immigrant Experience,' 2004* (Multicultural Health Brokers Co-op), and *Strategies for Developing Immigrant Worker Co-ops 2009* (Canadian Worker Co-operative Federation).

Co-ops identifies a number of advantages for immigrant co-operatives. These advantages are also true for other forms of social enterprises, with some qualifications, which are included below.

The **advantages** are:

- **Social Cohesion:** The democratic governance model in worker co-operatives brings together people who are in varying stages of cultural integration and provides an opportunity for them to develop interpersonal and organizational skills within the Canadian context. Although social enterprises using structures other than the worker co-operative do not have the advantages of democratic decision provided by that structure, social cohesion is usually achieved in other forms of immigrant social enterprise. For example, program-based enterprises usually provide inclusive guidelines for participant interaction and involvement in decision making.
- **Networks of Support:** Co-operatives and social enterprise are typically developed with the support of a number of partners drawn from different sectors. This multi-sectoral support extends the networks of the members and increases the variety of resources available to members, including training and fiscal support. Given the types of industries often open to immigrants, there is a greater likelihood of having a quality job in a worker co-operative or social enterprise with better and safer workplace conditions, and greater flexibility for the workers.
- **Training and Education:** The opportunity for training and continuing education on topics such as governance, roles of board, member, staff and committees, and business development are a key advantage of the co-operative model. Co-operatives develop skills which can be transferred to other employment or businesses. The co-operative is a springboard for them to learn on-the-job business skills, e.g. reading financial statements. Many of the workers are in low-wage industries and can help to raise the standards in those industries, as well as their own situations. Program-related social enterprises have usually grown out of training programs and usually continue to incorporate training into their business model. The people who benefit from micro-enterprise training programs typically have higher levels of English and business skills than those who can be involved in worker co-operative business ownership. The worker co-operative model allows immigrants with lower skill levels to develop entrepreneurial skills and to learn about business ownership in a way that would be impossible for them through traditional micro-enterprise programs. Program-related social enterprises usually build job-specific skills but do not as often focus on business management skills.
- **Professional Development:** Co-operatives and social enterprises can provide important avenues for immigrants to creatively use their professional skills to the direct benefit of their communities. It is also easier for worker-owners in a worker co-operative to have more control over and flexibility in their schedules, allowing them to return to school and upgrade their skills. This kind of flexibility is usually built into program-based social enterprises as well.

There are also challenges and barriers to the development of social enterprises and co-operatives that are shared across all demographics. However, immigrant social enterprises and co-operatives face a unique set of challenges and barriers. The following list is adapted from *Strategies for Developing Immigrant Worker Co-ops* but reflects the challenges that enterprises described in the survey as well.

The **challenges** are:

- **Lack of Awareness:** Immigrants, as well as the general population, are largely unaware of social enterprise or worker self-management as a path to entrepreneurship or employment generation.
- **Dearth of immigrant and racialized social enterprise and worker co-operative educators, developers, and managers:** The social enterprise and co-operative sector needs to train and develop racialized and/or immigrant enterprise educators, developers, and managers.
- **Lack of support from other agencies / organizations:** Most government and NGO entrepreneurship agencies and programs do not talk about social enterprise or co-operatives as a way of incorporation.
- **Limited financial means:** Many immigrants have very limited or no working capital. In addition, low income keeps many people in the survival cycle; in some cases working two to three jobs. Lack of flexibility in government income support programs, child care, etc. exacerbates this situation.
- **Lack of time:** Living in survival mode means that it is often difficult for groups to find time to meet, significantly extending timing for business start-up.
- **Challenges with language, culture, other:** Language is a major barrier to communication for some immigrants, as are cultural differences, lack of business experience, and a lack of understanding of the Canadian business context.
- **Academic Education:** Some, especially groups of refugees, have often not attended any school, so basic math and English literacy issues require additional time and documents translated into plain English.
- **Differing Cultural Definitions of “Co-operative”:** Not all countries and cultures define co-operatives from the same perspective so the Canadian context can be a challenge.
- **Isolation:** Many immigrant social enterprises and co-operatives are isolated from each other, the settlement agencies, relevant mainstream networks, and other forms of support.
- **Image:** Immigrant social enterprise and worker co-operatives need to be seen as substantive, quality businesses able to take on major contracts.
- **Funds and Financing:** A key barrier for most social enterprises is lack of support from lending institutions. This is multiplied for immigrants. Also, the usual funders for employment and job training are often unwilling to contribute to the extended community development activities required for social enterprise development.
- **Need for Risk Management:** Social enterprises and co-operatives in development go through many challenges, so a risk management strategy is helpful.

Two other relevant key points outlined in the *Strategies for Developing Immigrant Worker Co-ops* document are the fact that there are many different strategies for developing immigrant co-operatives (as there are for developing other social enterprises) and that while some are more flexible than others, there are times when each is the most appropriate choice and this needs to be recognized and supported. The following list of strategies has been slightly amended to incorporate other forms of social enterprise.

Whether a social enterprise is focused on maximizing income for its workers, or on blending wage gains with social gains, there are eight major ways in which immigrant social enterprises generally form:

1. Co-operative development with support by organizations such as SEED Winnipeg or the Center for Family Life.
2. Partnership approach, with an immigrant-serving agency and developer(s).
3. Program approach developed by an immigrant-serving agency or community organization.
4. A one-off approach – opportunistic, led by a self-identifying group and independent developer, and independent of any community organization.
5. Replication of an existing social enterprise.
6. Expansion of an existing social enterprise that may eventually lead to a new but related enterprise.
7. Conversion of an existing business.
8. A comprehensive, single-industry strategy for a specific demographic group. For example, WAGES (Women's Action to Gain Economic Security) is a non-profit organization in the San Francisco Bay Area which started in 1994 and has developed a business model for "least toxic" house-cleaning co-operatives for low income, Latina immigrant women.

The second key point is the importance of identifying the primary goal of any given group in forming a co-operative or social enterprise. The primary goal may be:

- (1) to create living-wage jobs for the members,
- (2) to meet internal social or socio-economic needs, such as settlement and integration,
- (3) to meet external social or socio-economic needs.

Clearly, any given social enterprise will have a mix of goals, but it is important to ascertain the main goal of the group. A major issue for social enterprises is not losing sight of their mission while striving for economic self-sufficiency. This balance between meeting business goals and meeting the social goals of providing training and skill development to workers is an issue faced by all social enterprises.

Sometimes the social settlement goals are clearly more important than the business goal of earning income. An example is found in the Malalay Afghan Sewing Co-op in Burnaby, B.C. Although the women involved are only marginally increasing their incomes, there are many other benefits to the members which they provide each other through the co-operative. "I came here four years ago. I was so sad, because I didn't know anyone. I had no connections and the co-op introduced me to Afghan women here. Now I am so happy for the future because I have hope that I will have something to do...Every time we go out in the community, Afghan women approach us and ask to join our co-op." ¹² Rebecca Deng, a "Lost Girl of Sudan", now a member of the Nyam Nyam Catering Co-op in Winnipeg, explains: "Co-ops are really, really important to newcomers...Our co-ops accept everyone, even if you don't know the language. Co-ops help. They provide opportunities for newcomers. They're accommodating. Our

¹² *Storytelling Newcomers' Experience*, p. 7.

number one priority is not money. We commit to giving our time to help others.”¹³

Another type of social goal is to meet larger needs, either in the immigrant community, or the broader community. These needs may include: improved educational outcomes in the immigrant/refugee population in their locale; providing a cultural space; or giving support to local refugee children through provision of theatre and art classes, etc. This type of broader social goal can generally only be adequately met if outside funders are committed in a significant way to the project. An example of a successful worker co-operative of this type is the Multicultural Health Brokers Co-op, which contracts with the local Health Region and other government agencies. This diverse group of established immigrants supports newcomers as cultural and linguistic interpreters within the health system.

Given the significantly lower economic standing of immigrants compared to native-born Canadians, as well as the isolation and other social challenges that face some immigrants, it is important to know how immigrants can most effectively use a social enterprise to improve their incomes and social capital.¹⁴ As we have seen, there are clear advantages to doing so, but as we have also seen, there are unique challenges.

Although these challenges are undeniable, the benefits of the social enterprise and worker co-operative models for immigrants and refugees are substantial. As stated by Gulalai Habib of the Malalay Afghan Sewing Co-op, “Refugees can include people who were in camps for decades and who have high stress, very low education, and poor health. Worker co-ops are one of the friendliest models we can use to integrate these refugees and other immigrants into their new communities, and to begin to establish healthy and secure employment.”

New Research

Concurrent research that will provide important data to go along side this research includes a literature review on immigrant social enterprise being conducted by the Canadian Social Economy Hub, funded by Social Sciences and Research Council of Canada, and an inventory of immigrant co-operatives being compiled by the Canadian Co-operative Association.

3. Research Findings

In 2009, the ISISE initiative conducted a survey with immigrant social enterprises across Canada aimed at learning more about the conditions that make them successful. The survey also examined the settlement supports that social enterprises provide, together with approaches and challenges that can crop up along the way. Discovering effective practices shared by immigrant social enterprises operating across the country has provided a point of reference with which we can compare and contrast experiences in differing environments. Twenty-one immigrant social enterprises, representing nearly all regions in Canada, responded to the survey and generously shared their experiences. See Appendix B for the complete list.

¹³ SEED Annual Report, 2007-2008, p. 14.

¹⁴ Social capital encompasses the institutions, relationships, attitudes, and values that govern interactions among people and that contribute to economic and social development. Quote from *Creating Opportunities, Optimizing Possibilities: Immigrant and Refugee Co-ops in Canada*, p. 5.

A survey was also conducted with a range of organizations that support immigrant social enterprise through business development training and immigrant settlement. The ISISE survey sought to discover the range and extent of supports provided. Thirty-four such organizations across Canada reported their activities and shared their experience and expertise. See Appendix C for the complete list.

Results from both surveys were combined to create a multi-dimensional profile of immigrant social enterprise in Canada.

Methodology

For the purposes of this research, both primary and secondary sources of data were used. Surveys and follow-up interviews were employed in the gathering of primary data. A list of key informants was developed. These included immigrant-related social enterprises and social enterprise development organizations that could contribute knowledge. The Canadian CED Network national committee structure and its network of regional coordinators assisted in this effort. Through spreading the word about the ISISE project electronically and in person, we grew the contact database of both organizational and individual practitioner informants. This contact database served as the basis for the initial web-based survey on conditions for success and effective practices.

Invitations to participate in the survey were widely distributed through e-mail, newsletters, and bulletins, as well as by links posted to the websites of the Canadian CED Network and other immigrant-friendly and immigrant-led organizations. Media announcements and articles (e.g. *Making Waves*) were also used to invite participation. The project also had a toll-free number that could be used to contact the ISISE Researcher.

A Facebook site was established to take advantage of the interest in social networking sites and technologies. This allowed for multiple knowledge transfer pathways as well as for increased interactivity between the ISISE staff team and their informants and allies. Follow-up telephone calls were made to the key informants in order to elicit supplementary information.

Secondary data from reports, articles, websites, and case studies provided important data on issues related to social enterprise development that helped shape the survey, as well as provide the background context. By combining both primary and secondary sources, a multi-dimensional profile of immigrant social enterprise in Canada emerged. This profile is described below. The research also provided the opportunity to develop a comprehensive list of enterprises creating the first national catalogue of immigrant social enterprises in Canada. See Appendix F for the complete catalogue.

Through analysis of the survey information from both the social enterprise organizations and the support organizations with proven track records of supporting immigrant social enterprise development, we were able to determine the most effective practices and conditions for successful development of immigrant social enterprises.

Factors Influencing Survey Participation

It was more difficult than expected to obtain participation from social enterprises to complete the survey. After discussions with newcomer organizations, two probable causes emerged. Although the

survey's introduction emphasized the potential for future funding assistance, as well as the possibility of their being featured in the survey report as an opportunity for both marketing and networking, it appears that many enterprises did not see the benefit of this marketing. The second possible reason is that enterprises did not want information about their business collected by an organization that was, perhaps, seen as being connected with the government of Canada. This form of data collection is not a routine activity in many home nations where there is often a level of distrust of the government. Such activities "back home" could result in repercussions such as higher taxation and increased surveillance.

This kind of uncertainty can affect other areas as well. Some enterprises (and individuals) might not seek to benefit from government programs and funding that might otherwise be available to them. Accordingly, this issue of trust should be highlighted for newcomers so that understanding about the role and responsibility of the various levels of government and the benefit of government-funded programs can be imparted. In addition, there is the need to educate newcomers both about the benefits of having comparable data and information and about how this is normally collected. It is also important to underline the need to market their businesses to the widest possible audience and to emphasize the advantages of networking and resource-sharing.

Two of the respondents may not be considered "immigrant social enterprises" since at the time of the survey they only had one or two immigrants employed. We therefore had responses from 19 of a potential 54 respondents,¹⁵ a 35% response rate. In addition, two of the enterprises that completed the survey are still in the conceptual stage and consequently their data was incomplete. The data analysis was therefore based on 17 respondents, although all respondents are shown in the Appendix B list of respondents.

A Snapshot of Immigrant Social Enterprises

The analysis of the data collected from the survey participants creates a clear view of the landscape of immigrant social enterprise. The profile that emerges displays both its depth and its breadth.

Social Goals for the Enterprises

The central social issues identified and focused on by the respondent social enterprises varied widely, though most concentrated principally on providing employment in some capacity for newcomers. Providing Canadian work experience was seen as an important accomplishment and an important way of overcoming a major barrier to employment faced by newcomers. Education programs for newcomers were also a focus, as were training programs in a variety of trades and skills. Social enterprises run as programs of non-profit organizations are often run as "training businesses". The workers are trainees learning job-specific skills for a defined period of time. Because it is a revenue generating business, they earn a wage while they train, but at the end of the training they will be supported in finding related employment elsewhere and a new group of trainees will come into the business. EthniCity Catering is good example of an immigrant social enterprise run as a training business.

Other settlement goals typically incorporated into the social goals of these enterprises are discussed in more detail below.

Products and Services

¹⁵ Although the catalogue shows a total of 62 social enterprises, 8 are affordable housing co-operatives which were not included in our survey outreach.

The products and services delivered by immigrant social enterprises are diverse and vary from crafts to catering and from translation to cleaning. However, although diverse, there are a number of enterprises with similar products and services. It is perhaps not surprising that, within this group of enterprises, four are involved with catering, three with cleaning, and two with sewing. While these are often the traditional occupations where immigrant workers become employed and exploited, by working in their own enterprises, they can ensure that they do it on their own terms and avoid exploitation. EnviroSafe, for example, developed their cleaning business with environmentally friendly cleaning products, partly because it represents a new niche market, but also because it protects the health of their own co-operative members. There are also two carpentry enterprises. Within white collar occupations, there were two respondent enterprises that work in the area of translator and interpreter services. This is an obvious area for immigrant enterprise development that capitalizes on the language skills that immigrants come with. Products and services are included in Appendix B as part of the complete list of enterprise respondents.

Business Ownership and Structure

About 75% of enterprises surveyed were established and primarily run by immigrants. The other 25% were primarily started by mainstream non-profit organizations as training programs for immigrants or as social purpose enterprises to employ immigrants, often with the expectation that they will eventually become independent immigrant-owned businesses. As examples, a worker co-operative would be Winnipeg’s Enviro-Safe Cleaning Worker Cooperative, Calgary’s EthniCity Catering is a training business, and Toronto’s BSCC Interpreter Services is a social purpose enterprise.

| Worker Co-op | Training Business | Social Purpose Enterprise |
|--------------|-------------------|---------------------------|
| 35% | 18% | 47% |

Languages of Workers

Based on the languages spoken by their workers, immigrant social enterprises surveyed provide services in over twenty-five languages, with the most predominant, in addition to English or French, being Swahili and then Arabic, Spanish, Farsi, and Urdu. Many enterprises operate in several languages, the average excluding English or French, average four.

| Swahili | Spanish | Arabic | Farsi | Urdu |
|---------|---------|--------|-------|------|
| 29% | 24% | 24% | 24% | 24% |

Country of Origin

Many immigrant social enterprises have a multi-ethnic approach and their workers come from multiple countries. When enterprises had workers who were immigrants and refugees from specific areas those areas were most frequently the Caribbean, Africa, and South Asia.

Specific Group Focus

Within the general landscape of social enterprises there is often a focus on a specific group – youth, homeless men, women, those with disabilities, etc. Within immigrant social enterprises, beyond a focus on a specific area of origin, there is sometimes a focus on a particular sub-group such as women, or on a particular ethnic or religious group. For example, as its name suggests, workers in the Immigrant Women’s Catering Co-operative are all women and SewFair, a Winnipeg sewing training business, works

with Muslim women, largely from the aforementioned three areas in addition to those from the Middle East.

Number of employees in a given year

The individual enterprises employ between two and two hundred immigrants. The median is 10 and the average is 25, although that number is greatly increased by BSCC Interpreter Services, the enterprise that employs 200 people. These 200 people represent a roster of translators and interpreters registered with them who each work on a part-time basis. Excluding BSCC the average comes down to 13. In fact, in most cases where there are more than 10 workers, this is part-time work and the average full-time equivalent (FTE) is 3.5 workers. This does not include those working in training businesses where the worker/participants are earning some revenue while they are learning.

Length of time in business

Enterprises had been established for varying periods, from brand new businesses to one that started fourteen years ago. The average was five years.

Revenue

Most enterprises reported that they increased their business income since their first year of operation or have at least maintained it. Operating revenue are usually well above business generated income since 68% of enterprises reported receiving some income through government or foundation grants. Training businesses usually receive government income to pay for training costs and many other enterprises are receiving grants for technical assistance or start-up.

Business Income

| \$10,000-\$50,000 | \$50,000-\$100,000 | \$100,000-\$250,000 | \$250,000 + |
|-------------------|--------------------|---------------------|-------------|
| 64% | 21% | 14% | 0% |

Operating Revenue

| \$10,000-\$50,000 | \$50,000-\$100,000 | \$100,000-\$250,000 | \$250,000 + |
|-------------------|--------------------|---------------------|-------------|
| 58% | 17% | 17% | 8% |

Geographical location

| Province | Survey respondents | Immigrant SE catalogue |
|------------------|--------------------|------------------------|
| British Columbia | 12% | 15% |
| Alberta | 12% | 4% |
| Manitoba | 24% | 10% |
| Ontario | 40% | 42% |
| Quebec | 6% | 24% |
| New Brunswick | 6% | 3% |
| Nova Scotia | 0% | 1% |

Survey respondents were generally well distributed across the country. When compared with the National catalogue of social enterprises, Quebec was dramatically underrepresented despite the outreach documents and the survey being available in both French and English. British Columbia, Ontario, and Nova Scotia responses reflect the overall immigrant social enterprise numbers while Alberta, Manitoba, and New Brunswick were overrepresented. Saskatchewan and PEI are not present on either list.

Geographic Focus

The majority of the enterprises that responded was situated in urban areas and saw the scope of their operations as within their home city. Others considered themselves provincial, national, or even international in scope. The 20% that saw their scope as international included the translators and interpreters (BSCC Interpreter Services and Northwood's Translation Bureau) and the Filipino book store (ANAK). 25% were serving rural regions, while some serve a mixed urban and rural region. A good example here is Community Economic Development for Immigrant Women, a social enterprise offering a range of programs along with an ethnic catering enterprise, located in Durham in the Greater Toronto Area.

| City | Rural | Provincial | National | International |
|------|-------|------------|----------|---------------|
| 85% | 25% | 20% | 10% | 20% |

Settlement Supports

A range of settlement supports were provided by all immigrant social enterprises. Some provided them through structured programs or linked up with agencies that provided them, while others provided these supports informally as part of doing business or through co-workers simply helping each other. Settlement supports provided include work experience, language training, housing, accessing local resources and social supports, Canadian cultural and life skills, job specific skill training, and training in business management and networking skills.

Almost all enterprises taught Canadian cultural and life skills (90% informal, 50% structured) and most helped their newcomer workers access resources (80% informal, 50% structured). 75% of social enterprises reported providing education and training in business and networking skills through structured programs and 80% did so informally. 70% of the enterprises offer language training informally and 20% offered or were connected to structured language programs. 75% offered other education and training supports, usually job specific skills but also general academic upgrading.

Only 10% of the respondents reported offering housing support, either structured or informal. However, one follow-up conversation yielded the comments, "well we don't have a housing registry or anything, but we always help each other with everything – finding an apartment or a doctor or even the best place to buy things cheap." This kind of mutual support and informal networking is typical of most of the social enterprises surveyed.

Percentage of Survey Respondents Providing Settlement Supports in a Formal Capacity

| Language Training | Housing | Education/ Training | Canadian Cultural & Life Skills | Accessing Resources | Business/ Networking Skills |
|-------------------|---------|---------------------|---------------------------------|---------------------|-----------------------------|
| 20% | 10% | 75% | 50% | 50% | 75% |

Percentage of Survey Respondents Providing Settlement Supports in an Informal Capacity

| Language Training | Housing | Education/ Training | Canadian Cultural & Life Skills | Accessing Resources | Business/ Networking Skills |
|-------------------|---------|---------------------|---------------------------------|---------------------|-----------------------------|
| 70% | 10% | 75% | 90% | 80% | 80% |

Conditions for Success

The survey asked respondents to identify the conditions that made their social enterprise successful. To create a true picture of the conditions required for the successful development of immigrant social enterprises, respondents were also asked to identify challenges they faced to become established and the challenges they face as they grow. In documenting these challenges, along with the approaches, policies, and programs that helped to overcome them, a broader picture of the conditions for success emerges.

One major challenge identified is not having appropriate facilities to carry out programming, such as reliable use of an equipped commercial kitchen, or having a space that is too small and does not allow for sufficient inventory. Other issues mentioned include the need and expectation for people to work without pay during the start-up phase, difficulty recruiting and maintaining competent staff, and the time and resources needed to build the capabilities and business acumen of their staff.

The conditions for success identified by most enterprises, not surprisingly, directly related to the effective practices they developed to address their primary challenges. The following four conditions emerged:

1. Partnerships and Networking

Developing effective partnerships was one of the primary conditions for success and was usually key to overcoming cited challenges. The majority of respondents from the social enterprises survey reported receiving valuable supports from settlement organizations that support settlement issues and/or from social enterprise development organizations.

Social enterprise development organizations assisted almost three quarters of social enterprises (73%) in areas such as business plan development, technical advice, management skills training, and marketing. SEED Winnipeg, which runs a program specifically geared to support the development of immigrant social enterprises, was seen as one of the premier examples of an organization providing these supports in Canada. Co-op developers and some credit unions were also an important source of such support.

Almost as many enterprises (70%) reported receiving at least informal supports from immigrant settlement organizations and just under half (45%) have formal arrangements with settlement organizations to provide settlement supports. The kinds of supports they received from settlement organizations reflected the supports they provided their workers as described above. Integrating both the formal and informal arrangements, Canadian cultural and life skills were the supports most

frequently cited while language training, support accessing resources, education and training, and business and networking skills were all at similar levels (approximately 50%). Housing supports continued to be those least frequently provided.

Because EthniCity Catering is a “program” of the Centre for Newcomers, it has the most integrated partnership with a settlement organization of any that responded to the survey. Their training facilitator is an accredited settlement practitioner who is knowledgeable and skilled in dealing with settlement issues that arise throughout the stages of employees' varied settlement processes. In addition, their parent organization also provides a range of settlement services to which they can make in-house referrals. All of this helps to ease and improve the settlement and integration process. EthniCity reported that engaging in the building of immigrant leadership capacity, enhancing CED knowledge, strengthening partnerships and networking, and constant engagement of their target customer group, are all extremely effective. Language training, housing help, and educating and training supports received from their parent organization were also beneficial.

Based on this research, it appears that a recommended approach to maximizing the opportunity for success is for social enterprises to have support both from business development organizations and immigrant settlement organizations. Successful enterprises manage to arrange for the provision of these kinds of complementary supports to simultaneously build both their business skills and their cultural and integration skills.

Other community partnerships were also reported as being very important. These could include sharing resources, providing space for events, regularly purchasing products and services, networking, information brokering, etc. 75% of survey respondents reported receiving a range of education and training supports from various community organizations as well and find these partnerships extremely effective. The majority of respondents cited community partnerships as a central path to overcoming most of the barriers they identified.

Some identified challenges in providing settlement supports, both formally and informally, include:

- the difficulty in explaining the co-operative business model of their social enterprise and of conveying to newcomers that they can become part-owners of the business
- the need to create training manuals that are relevant to and specifically address the needs of particular immigrant groups, e.g. immigrant women

Partnerships of various kinds were identified as key to overcoming many challenges. In fact SEED Winnipeg has recently created plain language business development manuals that partially address the latter need. Creating and sustaining relationships with similar enterprises, with service providers, with parent organizations, with trained and talented facilitators, and, of course, with funders, successfully addresses many of the obstacles faced by immigrant social enterprises.

Overall, 80% of social enterprises and 97% of support organizations listed *strengthening partnerships and networking* as either *extremely* or *very effective* as a condition for success.

2. Constant Engagement with Their Target Customer Group

Marketing is about engagement with potential customers and the majority of enterprises cited establishing an adequate market as a constant challenge. Expertise and support around marketing was the most requested form of technical support. For example, catering requires constant marketing and

does not usually result in recurring, reliable orders, and so many catering enterprises found it difficult to create an accurate plan to employ people on a consistent basis. Establishing and keeping clients is an ongoing marketing challenge. While marketing is already a challenge for many social enterprises and indeed for many small to medium sized businesses, when marketing to the mainstream market, insufficient networks, language barriers, and lack of knowledge of Canadian culture are additional challenges for immigrant enterprises.

The question of whether to include ones' status as a social enterprise as part of a marketing strategy or whether to focus purely on the quality of the product or service is a dilemma for many social enterprises. In the early days sympathetic community organizations are often the primary customers but as a business progresses the constant quality of the product has to be assured. Having a good product and a niche market were named as related conditions for success. The non-profit sector is often that niche market for a number of enterprises. EthniCity is preparing for expansion in order to increase the number of immigrants they work with. In order to achieve this goal, they identified engaging a marketing expert as a condition that should be in place.

Overall, 70% of social enterprises and 91% of support organizations list *constant engagement with their target customer group* as either *extremely* or *very effective* as a condition for success.

3. Enhancing Community Economic Development (CED) Knowledge

Although knowledge of CED was not rated as high as a condition for success as others, it was rated higher by the enterprises themselves than by support organizations. Community Economic Development is 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*" (Canadian CED Network definition). The process of developing an immigrant social enterprise is a form of CED and it usually closely reflects the CED Neechi Principles (Appendix D), although not all enterprises are necessarily aware of this. Some, like Community Economic Development for Immigrant Women, clearly are. They are currently supporting the development of four social enterprise projects in Ontario, east of Toronto, and they specifically stated that, "Our understanding of CED and the CED movement is a major condition for success."

4. Building the Capacity of Immigrant Leadership

Having training in place that builds capacity was identified as important. This included job-specific skills, business skills of all kinds - particularly management skills - and language skills. Some of the enterprises are working with foreign trained professionals who need to improve their language skills and their understanding of Canadian culture, but have education and experience that is readily adaptable. Others, like CamelBoyz Cafe are working with refugees who grew up in camps and had little opportunity for formal education in any language. Many still have to deal with past traumas which present other barriers. Situations like this make the task of capacity building a challenge.

Effective partnerships often create tools and supports that build the capacity of immigrant leadership. In response to a range of challenges (such as creating an effective marketing plan, recruiting and maintaining capable staff, and managing expectations), several enterprises cited attendance at workshops as something they found beneficial. Investing in skills development was frequently cited by respondents, along with drawing on partnerships to discover what worked for others. Some enterprises noted the difficulty of adequately explaining the social enterprise model to new employees and reported utilizing enterprise development organizations to help with this process. One enterprise

mentioned unfamiliarity with legal terms and conditions and with book-keeping systems and they described their reliance on help from an immigrant settlement organization.

The design of the business planning aspect of the ISISE initiative used this learning. When immigrant social enterprises applied for the funding to write business plans, they were discouraged from hiring a consultant to complete the task and were asked to describe how their proposed process would build the capacity of the enterprise employees. Most of the funded enterprises are using workshops, focus groups, and informal meetings to involve their immigrant employees in this task.

Overall, 60% of social enterprises and 75% of support organizations list *Building Capacity of Immigrant Leadership* as either *extremely* or *very effective* as a condition for success.

5. Balance between Social Mission and Economic Goals

Another condition for success for the social enterprises was not losing sight of their social mission while striving for economic self-sufficiency. This concern was frequently cited by the support organizations. This balance between meeting business goals and ensuring the training and skill development needs of workers is an issue faced by all social purpose enterprises. With immigrant social enterprises, there is an additional need for settlement support as part of the social mission.

4. Conclusions and Next Steps

Our research has reaffirmed the social enterprise business model as a compelling framework through which to mobilize and enhance newcomers' skills. Immigrant social enterprises face many challenges but they also offer many advantages. They build on the skills immigrants and refugees already have, recognize their challenges, share knowledge, tools and resources, and provide needed supports. Social enterprises provide a mechanism for building upon individual business experience as well as increasing self-confidence, self-reliance, and group support.

Being involved in the development of a social enterprise also helps ease and accelerate the settlement process. As an immigrant social enterprise expands, it provides additional settlement supports and smoothes the path for future newcomers by providing them with employment, Canadian work references, and a network of people like themselves who are ready to share resources and help them navigate services that support the settlement process.

Having an array of effective community partnerships, particularly with business development and settlement organizations, is the primary condition for successfully developing an immigrant social enterprise. These partnerships are the key way to overcoming the challenges immigrant social enterprises face and they need to be facilitated, supported, and nurtured.

Six immigrant social enterprises are currently working to create independently assessed business plans that will guide them in scaling up their work so that they can increase the number of newcomer immigrant and refugees they work with. Using this experience with specific enterprises, the research information described in this report, and the expertise of the ISISE Steering Committee, we propose the following next steps:

1. Support the implementation of the business plans being developed by demonstration immigrant social enterprises through the provision of funding and business consultation.
2. Document the success of the demonstration enterprises in providing settlement supports.
3. Develop an information and education plan to reach settlement organizations, social enterprise and co-operative developers, and business organizations about immigrant social enterprise.
4. Design a coordinated national blueprint to support the development of more immigrant social enterprises. This blueprint would:
 - Recognize and support the conditions for success outlined in this report, particularly the benefit of supportive partnerships with both settlement organizations and social enterprise and co-operative organizations
 - Have the flexibility to accommodate and support a range of strategies to develop immigrant social enterprises
 - Support enterprise development at different stages - prestart-up, start-up, and consolidation and scale-up
 - Build on and coordinate existing resources within government, private sector, and community levels

Citizenship and Immigration Canada (CIC) has provided critical financial support for the work reflected in this report. Over the past year we have taken important steps towards making the case for social enterprise as an effective tool for immigrant settlement and integration. It is our hope that CIC will continue support so that we can complete this work and provide a solid rationale and guidelines that will encourage more funders to support the development of immigrant social enterprise.

5. Appendices

Appendix A – ICAN’s ISISE Advisory Committee Members

| Name | Organization |
|------------------------|--|
| Rispah Kiptoo-Tremblay | Edmonton Mennonite Centre for Newcomers (EMCN) |
| Iffat Zehra | Community Economic Development for Immigrant Women |
| Trevor David | AfriCana Village & Museum |
| Angela Ventura | CanElsa |
| Patrick Mutumbi | Enviro-Safe |
| Terri Proulx | SEED Winnipeg |
| Lynne Markelle | Canadian Co-operative Association |

We would particularly like to recognize Lynne Markelle’s considerable contribution to the final shaping of this report.

Appendix B - List of responding Social Enterprises

| Social Enterprise | City | Location | Service or Product |
|---|-------------|-----------------|---|
| CamelBoyz Cafe | Edmonton | Alberta | Café and catering |
| Ethnicity Catering | Calgary | Alberta | Catering |
| Vested Interest | Red Deer | Alberta | Exterior and interior cleaning |
| International Women’s Catering Co-op | Victoria | B.C. | Catering |
| The Right Stuff | Trail | B.C. | Collating and delivering daily papers |
| Tradeworks Custom Products | Vancouver | B.C. | Carpentry |
| ANAK Filipina & Books | Winnipeg | Manitoba | Publishing |
| Enviro-Safe Cleaning Worker Cooperative | Winnipeg | Manitoba | Commercial cleaning |
| Immigrant Integration farming Worker Co-op (IIFC) | Winnipeg | Manitoba | Urban farming, and providing a range of related workshops |
| SewFair | Winnipeg | Manitoba | Sewing a range of goods |

| | | | |
|--|-----------------|----------------|--|
| Afghan Women's Catering Group | Mississauga | Ontario | Catering |
| AfriCana Village & Museum | Toronto | Ontario | Cultural Heritage Tourism |
| BSCC Interpreter Services | Toronto | Ontario | Interpretation and translation services |
| CanElsa | Windsor | Ontario | Business consultancy |
| Community Economic Development for Immigrant Women | Pickering | Ontario | Catering - South Asian |
| EcoEquitable | Ottawa | Ontario | Sewing |
| Facilitating Inclusion Cooperative | Hamilton | Ontario | Providing multi-lingual research and facilitation services |
| Northwood's Translation Bureau | Toronto | Ontario | Interpreter Services and translation services |
| Changes Non-Profit Enterprises Inc | Fredericton | New Brunswick | Quality used goods |
| Esgenoopetitj (Burnt Church) First Nation | Burnt Church | New Brunswick | Carpentry |
| Coopérative de Travail Maintenance 1A Plus | Ottawa-Gatineau | Ontario-Québec | Nettoyage (Cleaning) |

Appendix C - List of responding Support Organizations

| Organization / website | Region | Type of organization |
|---|--------|--|
| Alberta Employment & Immigration, Government of Alberta - www.albertacanada.com | AB | Government department that funds immigrant settlement organizations |
| Penticton & District Multicultural Society a.k.a. South Okanagan Immigrant & Community Services | AB | Immigrant Settlement Organization |
| Region 10 Métis Settlement Child and Family Services Authority – see government of Alberta Children and Youth Services website | AB | Social Enterprise Development Organization |
| United Way of Calgary and Area - www.calgaryunitedway.org | AB | Social Enterprise Development Organization |
| Centre of Integration for African Immigrants - www.ciai-ciai.com | BC | Immigrant Settlement Organization |
| Campbell River Multicultural and Immigrant Services Association - www.crmisa.ca | BC | Immigrant Settlement Organization |
| DIVERSEcity Community Resources Society - www.dcrs.ca | BC | Immigrant Settlement Organization |
| ELSA Net (English Language Services for Adults Network) - www.elsanet.org | BC | Provincial Umbrella Organization for Providers of Language Services to Immigrants and Refugees |
| Enterprising Non-Profits - www.enterprisingnonprofits.ca | BC | Social Enterprise Development Organization |
| First Ownership Co-op - www.ownership.coop | BC | Worker co-op (3 of 7 members are immigrants) helping others to establish new co-ops and strengthen existing co-ops |
| Greater Trail Community Skills Centre - www.communityskillscentre.com | BC | Social Enterprise Development Organization – Training Services |
| Immigrant and Multicultural Services Society | BC | Immigrant Settlement Organization |
| Northern Savings Credit Union - www.northsave.com | BC | Credit Union |
| SOS - www.vrsa.ca | BC | Immigrant Settlement Organization - Specifically geared to refugee claimants only |
| South Okanagan Immigrant & Community Services | BC | Immigrant Settlement Organization |
| V.L.M. Multicultural family Support Services Society - www.vlmfss.ca | BC | Counselling Agency |

| | | |
|---|---------|---|
| Asessippi Parkland Settlement Services - www.assessippiparkland.com | MB | Immigrant Settlement Organization |
| Healthy Child Manitoba Office - www.gov.mb.ca/healthychild | MB | Government |
| Neighbourhoods Alive! | MB | Provincial government community driven revitalization initiative |
| Co-operative Enterprise Council - www.cecnb.ca | NB | Provincial co-operative association |
| Multicultural Association of Fredericton - www.mcaf.nb.ca | NB | Immigrant Settlement Organization |
| Canadian Worker Co-op Federation - www.canadianworker.coop | NS | Social Enterprise Development Organization - Worker Co-op Development |
| CanElsa | ON | Ethno-cultural Organization |
| C. Lang Consulting | Ontario | SE Consultant |
| Community Opportunity & Innovation Network - www.coin-ced.org | ON | Social Enterprise Development Organization |
| Immigrant Women Services Ottawa - www.immigrantwomenservices.com | ON | Immigrant Settlement Organization |
| Madbakh Women's Initiative Inc. - www.madbakh.com | ON | Social Enterprise Development Organization - Immigrant settlement organization and Ethno-cultural organization |
| Ottawa Community Loan Fund - www.oclf.org | ON | Social Enterprise Development Organization - Social finance Organization that also works with internationally trained workers |
| Riverdale Immigrant Women's Enterprise - www.riverdalehub.ca | ON | Social Enterprise Development Organization |
| St. Joseph Immigrant Women's Centre - www.stjosepwomen.on.ca | ON | Immigrant Settlement Organization |
| Toronto Enterprise Fund - www.torontoenterprisefund.ca | ON | Social Enterprise Development Organization - Funder |
| Vitesse Canada - www.vitesse.ca | ON | Social Enterprise Development Organization |
| Jobra Solidarity Cooperative | QC | Social Enterprise Development Organization |
| Affinity Credit Union - www.affinitycu.ca | SK | Credit Union Community Development Division |

Appendix D - Community Economic Development (CED) Guiding Principles

(Courtesy of Neechi Foods Worker Co-op, Winnipeg)

1. Use of locally produced goods and services
 - ◆ purchase of goods and services produced locally
 - ◆ circulation of income within the local community; less income drain
 - ◆ stronger economic linkages within the local community
 - ◆ less dependency on outside markets
 - ◆ greater community self-reliance
 - ◆ restoration of balance in the local economy
2. Production of goods and services for local use
 - ◆ creation of goods and services for use in the local community
 - ◆ circulation of income within the local community; less income drain
 - ◆ stronger economic links within the local community
 - ◆ less dependency on outside markets
 - ◆ greater community self reliance
3. Local re-investment of profits
 - ◆ use of profits to expand local economic activity
 - ◆ stop profit drain
 - ◆ investment that increases community self-reliance and co-operation
4. Long-term employment of local residents
 - ◆ long-term jobs in areas with chronic unemployment or underemployment
 - ◆ reduced dependency on welfare and food banks
 - ◆ opportunities to live more socially productive lives
 - ◆ personal and community self-esteem
 - ◆ more wages and salaries spent in the local community
5. Local skill development
 - ◆ training of local residents
 - ◆ training geared to community development
 - ◆ higher labour productivity
 - ◆ greater employability in communities with high unemployment
 - ◆ greater productive capability of economically depressed areas
6. Local decision-making
 - ◆ local ownership and control
 - ◆ co-operative ownership and control
 - ◆ grassroots involvement
 - ◆ community self-determination
 - ◆ people working together to meet community needs
7. Public health
 - ◆ physical and mental health of community residents
 - ◆ healthier families
 - ◆ more effective schooling

- ◆ more productive workforce

8. Physical environment

- ◆ healthy, safe, attractive neighbourhoods
- ◆ ecological sensitivity

9. Neighbourhood Stability

- ◆ dependable housing
- ◆ long-term residency
- ◆ base for long-term community development

10. Human Dignity

- ◆ self-respect
- ◆ community spirit
- ◆ gender equality
- ◆ respect for seniors and children
- ◆ Aboriginal pride
- ◆ social dignity regardless of psychological differences, ethnic background, colour, creed or sexual orientation

11. Support for other CED initiatives

- ◆ mutually supportive trade among organizations with similar community development goals

Appendix E - Case Studies

Profile: EthniCity Catering

EthniCity Catering is a not-for-profit social enterprise in Calgary that provides temporary part-time employment to newcomers - primarily women - who encountered barriers to employment due to a lack of Canadian work experience, limited language proficiency, and restricted access to childcare. Established by immigrants, EthniCity provides catering and workplace skills training to their employees, who are originally from Asia, the Middle East, the Caribbean, Central/South America, and Africa.

EthniCity Catering is not incorporated as a separate business but is currently run as a program of Calgary's Centre for Newcomers. The program began as a spin-off from the Centre's Collective Kitchen Program; immigrant women gathered to cook, shared their stories, and learned from one another's experience about the settlement process in Canada.

Since its inception in 1997, EthniCity's business revenue has increased by an impressive 2,400%. EthniCity currently employs 5.5 people fulltime and uses about ten volunteers.

Linh Bui, EthniCity Coordinator, explained that operating as a business within a not-for-profit environment is a challenge. It takes a great deal of time to build capacity and business skills to deal with the range of issues that arise in daily operation. To address such issues, they recruit and employ very committed and passionate staff who strive toward the shared goal of helping newcomers attain gainful employment experience, as well as adequate references for their next employment opportunity.

EthniCity has supportive management and financial and accounting functions provided by their parent organization, without which, Linh says, they wouldn't have been able to develop as they have. Other enterprises also identify administrative overhead burdens as a problem and the "program" model is one effective way of meeting this challenge in the early years. Linh also cites their landlord and customers as supportive partners. She finds that having a social mission attached to the business makes a difference in marketing their products and services.

A series of formal and informal settlement supports are provided, such as training in Canadian culture and life skills, education and training supports, along with language and housing supports. EthniCity also provides peer support, social networking, and friendship building.

As EthniCity makes plans to scale up their operation they have reviewed conditions that need to be in place to accomplish this. These include improving their existing facility, increasing capital investment, obtaining advice from a marketing expert, additional business skills training, and more independence in operating the social enterprise.

Profile: Immigrant Integration Farming Worker Co-op (IIFC)

Established in 2008, the Immigrant Integration Farming Worker Co-op (IIFC) is located in Winnipeg. It strives to maximize immigrants' and refugees' participation in community economic and social development by working with the environment through local and tropical organic vegetable production and compost production. These activities provide Canadian culture and life skills supports along with entrepreneurial skills development, all of which assist with the settlement and integration process in the Canadian society.

IIFC works with newcomers from most regions. The staff serves their clientele in over fifteen languages, primarily those dialects spoken in Africa. As a new co-operative, so far they work on a volunteer basis and have over one hundred

people participating in activities such as urban farming, healthy food and nutrition workshops, and informed economical shopping, through which over twenty-five newcomer families are served. In the year since its inception, IIFC has doubled the number of newcomers served.

Securing revenue is a main issue of concern. This is addressed to some extent by the receipt of in-kind support and individuals' contributions, and is mitigated by co-operative members' motivation and the level of understanding and interaction that exist among the participants. The lack of access to skills training opportunities is another major challenge. IIFC can seek people with skills in particular areas to assist, however they feel it would be easier and less time consuming if such opportunities were available in a more straightforward manner.

Receiving management skills support from social enterprise development organizations has been effective for IIFC, and this is reflected in the additional conditions for success they describe - constant motivation for staff, volunteers and all involved, encouraging an environment of persistent determination, and a sincere willingness to help newcomer communities.

IIFC has a specific development plan, the required staff and volunteers to do the work, and they have identified the necessary conditions that should be in place for this development to happen, such as securing paid positions and having information sessions and workshops for members and participants to share knowledge and to build consensus about the path forward.

Profile: ANAK Filipina & Books

ANAK Filipina & Books is a printing and publishing house in Manitoba that provides gainful employment for newcomers. Established in 2009, ANAK offers a supportive avenue for local ethnic artists and writers, along with cross-cultural educational resources and community development programming, all of which are offered in both English and Philipino.

They offer many settlement supports, both formally and informally. These include language training, assistance-acquiring business and networking skills, and education supports. In addition, ANAK also provides employment for marginalized immigrant youth and seniors.

As a newly created social enterprise, ANAK is currently shaping the process and framework through which it will offer its services. As such, it is establishing records, and does not yet have actual data regarding categorization of staff (such as number of members who are immigrants) and annual operating costs. They are encountering start-up challenges such as the costs of shipping ethnic books, availability of dedicated time (e.g. time to devote to business plan development, in addition to full-time work, family, and community duties), and initial capital costs.

ANAK highlights community support as a condition for its success in addressing these and other challenges. They draw on partnerships to share resources, approaches, and lessons learned. They also solve problems as an organization through dialogue and discussion.

Success will be defined once fully in operation and will be measured by the strength of financial goals, the level of employment offered, training and skills development offered, and consumer sales.

ANAK has a detailed plan in place to develop. In order to scale up their social enterprise, they would need to secure capital and have a great deal of dedicated staff time available. They would also like to have a larger network of community supports in place. They do, however, currently have enough volunteers to achieve this.

Profile: SewFair

Established in 2007, SewFair offers Muslim newcomer women in Manitoba a safe and culturally sensitive environment to learn a new skill, sewing, that on completion would give them an opportunity to build a home-based business, qualify for positions in this industry, or join the social enterprise SewFair. Not only do they learn a skill that could provide some financial independence, they increase their self-confidence. In many cases, their experience with SewFair is the first time the women are paid for their work. The program helps break the social isolation most participants feel, as many of them do not feel comfortable leaving their homes to work or train in the mainstream community. They meet women with the same challenges as themselves and create a community to support each other.

The program also has an English Language Learners (ELL) component. The women are taught how to make clothing, conference bags, and table linens. SewFair is in its formative years but is already taking on small contracts and is hoping to create a niche market, as clients are requesting the use of organic fabrics, such as bamboo.

SewFair strongly believes in building the capacity of immigrant leadership and enhancing community economic development knowledge. They also emphasize community partnerships as integral to achieving their objectives.

SewFair currently has two employees and plans to have about ten immigrant women working with them. Though they do not yet have a specific plan to scale up their social enterprise, they do have an objective to grow in size and integrate the volunteers needed to support this.

Profile: EcoEquitable

Located in Ottawa, EcoEquitable, a for-profit co-operative, is a social enterprise that creates employment for immigrant women using their existing seamstress skills to make a range of trendy totes from locally donated textile refuse. The staff can communicate in a range of languages, such as French, Spanish, Punjabi, and Italian, so they are able to serve women from many different nations. They focus on sewing contracts and repairs, production and sale of recycled items, diverting textile refuse from local businesses, organizations, and individual community members away from local landfills, and educating the community about the numerous benefits of textile recycling as a part of sustainable living.

EcoEquitable has encountered operational challenges including securing adequate funding, recruiting and retaining competent staff, building capacity and strengthening governance, aligning processes with mission, values, and vision, elaborating a strategic plan and implementing programming.

EcoEquitable has identified conditions of success it employs to address these challenges. They find it is beneficial to build partnerships, strengthen networks, and evaluate and optimize processes, such as benchmarks and best practices. They also engage in program training to build capacity and believe in organic growth and participatory involvement of staff and volunteers.

Being visible, connected to the community, and confirmed in what they do underlines their philosophy.

They have the objective to grow, along with a specific plan to develop. For this to happen, EcoEquitable has identified conditions to meet: adequate financial resources support, human resources, and technical and equipment resources, along with training and scientific expertise would have to be addressed. Logistics support and network and partnerships strengthening would also have to be in place.

Appendix F - Catalogue of Immigrant Social Enterprises in Canada

March 2010

(Available as separate document on the Canadian CED Network website)