



Connected and Ready:

The Impact of the Manitoba Social
Enterprise Strategy

MAY 2018



**Social Enterprise
Manitoba**

An initiative of the Canadian CED Network

Acknowledgements

The following is a report on the impact of the Manitoba Social Enterprise Strategy (MSES). The Canadian Community Economic Development Network – Manitoba (CCEDNet – Manitoba), a non-profit member-network, was the contract holder for the MSES. This report was produced by CCEDNet – Manitoba, with support from Eupraxia Training and The Story Source.

Funding for the MSES was provided by the Province of Manitoba, through Skills & Employment Partnerships, in the department of Manitoba Education & Training. The MSES was a 3-year agreement, from 2015/16 to 2017/18, and received a total \$675,000 over that period (\$250,000 in Y1 and Y2; \$175,000 in Y3).

The implementation of the MSES was guided by a steering committee comprised of social enterprise sector leaders and provincial government representatives. Thank you to the following steering committee members for their time and guidance:

- John Baker, Consultant, Manitoba Housing
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- Damon Johnston, Aboriginal Council of Winnipeg
- Sarah Leeson-Klym, Canadian CED Network – Manitoba
- Laurenda Madill, Manitoba Education & Training, Skills & Employment Partnerships
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- Ivy Lopez Sarmiento, Entrepreneurship Manitoba
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- Darcy Penner, MSES Project Manager, Canadian CED Network – Manitoba
- Carinna Rosales, SEED Winnipeg

Multiple individuals involved with the MSES provided interviews for this report, including Jessica Floresco (Mother Earth Recycling), Art Ladd (BUILD Inc.), Kristy Muckosky (Spence St. Thrift Store), Angela McCaughan (SSCOPE), Precious Ross (BUILD Inc.), Zac Saltis (Breakwater Consulting Group) and Kate Taylor (Aki Energy / Manitoba Green Retrofit). Furthermore, many members of the social enterprise sector participated in consultation sessions and responded to surveys. As core stakeholders of the MSES, we thank them for their thoughtful contributions and their work all along.

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Executive Summary

The Manitoba Social Enterprise Strategy (MSES) sought to develop and nurture an ecosystem that facilitates the strengthening and growth of social enterprises creating job and training opportunities for individuals facing barriers to employment.

Supported by the work that the MSES has done on sector development so far, more work integration social enterprises are turning interesting, exciting ideas into reality faster and better, thereby making demonstrable progress especially in lower income communities. The activities of the MSES met sector training and development needs leading to a greater impact by social enterprises in Manitoba. Key areas of impact included organizational development, network development, awareness-raising and advocacy, market development and sector readiness for future growth.

The MSES provided the opportunity to pilot strategic programming to support work integration social enterprises, and yet there is much more possible if the needs for organizational development, networking and market development are met. Many of the MSES initiatives were of great value. There are initiatives that made a clear impact and show potential for replication, while other initiatives did not address the sector need as well as intended. In these instances, a sector need remains and a better understanding of how to address it has been gained.

Social enterprise isn't just about poverty reduction or workforce development, it's also about great business models and ideas that have many positive spin-off effects in our communities, the environment and local economies. We know there are barriers to address as we strive for the next level in Manitoba, but the engine is warmed up and ready to go.

MANITOBA'S CHALLENGE WITH POVERTY

In 2015, 146,000 Manitobans were living in poverty, representing 12% of the population (using Statistics Canada Market Basket Measure).¹ The Market Basket Measure shows poverty rates trending downward beginning in 2002, with an increase following the 2008 global recession.² Using the Low Income Cut Off – After Tax as measurement, poverty rates have averaged around 14% from the 1990s through to 2011.³ Regardless of the measure, poverty rates in Manitoba are too high.

¹Government of Manitoba, Manitoba Budget 2018: Budget and Budget Papers, F2.

²The View from Here 2015: Manitobans Call for a Renewed Poverty Reduction Plan, Canadian Centre for Policy Alternatives and Canadian Community Economic Development Network (2015): 12

³The View from Here 2015: Manitobans Call for a Renewed Poverty Reduction Plan, Canadian Centre for Policy Alternatives and Canadian Community Economic Development Network (2015): 13

Poverty in Manitoba does not affect all demographics equally. Women, Indigenous peoples, newcomers and persons living with disabilities are disproportionately affected by poverty. As highlighted in *The View from Here 2015*, “single women under 65 made up the largest share of the population living in poverty – 19% – and had the highest prevalence of poverty.”⁴

Unemployment is an important factor in both the causes and effects of persistent poverty in Manitoba communities. People facing barriers to employment are often shut out of the traditional workforce for multiple reasons, such as not having a high school certificate, lower level language skills, or historical and continuing discrimination. Social enterprises have proved effective at sustainably supporting people moving into the workforce and towards prosperity by connecting multi-barriered individuals to a comprehensive program of social supports and job training.



A PIECE OF THE SOLUTION: WORK INTEGRATION SOCIAL ENTERPRISE

Social enterprises are community-based businesses that sell goods or services in the market place to achieve a social, cultural and/or environmental purpose; they reinvest their profits to maximize their social mission.⁵ Examples of social enterprise purposes include fostering a more sustainable environment, providing important community services like child care, generating revenue for non-profits or creating jobs and training opportunities for people facing barriers to employment. Some social enterprises are programs or for-profit subsidiaries of non-profit parent organizations, while others encompass the whole operation of a non-profit. Social enterprises have proven effective at delivering community-led, sustainable solutions to the complex problems facing our communities, while making up a growing proportion of our local economy.

Work integration social enterprises (WISE) are social enterprises that sell goods and services as a means to create jobs and training opportunities for individuals facing barriers to employment. These innovative businesses contribute to poverty reduction, crime reduction, labour market growth, tax base growth and decreased costs associated with health care, justice and social services.

WISE is only one piece of the complex puzzle that is poverty in Manitoba. Many organizations are making great community impact in areas such as education, affordable housing, training and

⁴The View from Here 2015: Manitobans Call for a Renewed Poverty Reduction Plan, Canadian Centre for Policy Alternatives and Canadian Community Economic Development Network (2015): 14

⁵Social Enterprise Council of Canada, www.secouncil.ca (Accessed April, 2018).

community development. The success of work integration social enterprises is dependent on the web of community services provided by community-based organizations and governments.

THE MANITOBA SOCIAL ENTERPRISE STRATEGY: CO-CREATION AND COLLABORATION

The Manitoba Social Enterprise Strategy was co-created by the Province of Manitoba, the Canadian Community Economic Development Network – Manitoba, and the social enterprise sector to develop and nurture an ecosystem that facilitates the strengthening and growth of work integration social enterprises for the purpose of poverty reduction.

The Canadian CED Network – Manitoba (CCEDNet – Manitoba) was the delivery agent for implementing the MSES, which was funded by the Province of Manitoba, through Skills & Employment Partnerships, Manitoba Education & Training.

The Canadian Community Economic Development Network is a national member-led association committed to strengthening Canadian communities by creating economic opportunities that enhance social and environmental conditions. The regional office of CCEDNet – Manitoba has been supporting social enterprise for nearly two decades.

Social Enterprise Manitoba was created as a brand, website and hub to house CCEDNet – Manitoba's social enterprise work, including implementing the MSES. Throughout this report, CCEDNet – Manitoba, Social Enterprise Manitoba and the MSES are used interchangeably.

Development and implementation of the MSES was guided by steering committees comprised of social enterprise leaders and key government representatives who managed files important to the social enterprise sector. Working this way means programs, events and suggested policy changes are grounded in the needs and capacities of both the social enterprise sector and the Provincial government.

The MSES was in place for three years, from April 2015 until March 2018. In 2015 and 2016, the MSES received \$250,000 each year from the Province of Manitoba. In 2017, this amount was reduced to \$175,000. The funding arrangement was designed to allow flexibility for activities undertaken by approving a new work plan each year. This provided agility for policy and programming decisions to best reflect and react to the development needs of social enterprises in Manitoba. Unfortunately, it also meant months of inactivity waiting for yearly approval processes.

For each fiscal year (2015/16, 16/17 and 17/18, all ending March 31), approval to begin MSES activities was given in January, September and October respectively, meaning out of the total 3 years, activities could only be undertaken for 16 months.

Summary of Impact

Organizational Development

The MSES played a central role in creating formal and informal learning opportunities for social enterprises and their clients, as well as decision-making organizations like funders, governments or financial institutions. These learning opportunities helped social enterprises get information, share ideas and innovations, as well as find business mentors.

“COMMUNICATION AND COLLABORATION ACROSS THE SOCIAL ENTERPRISE SECTOR HAS BEEN STRENGTHENED SIGNIFICANTLY. THE SECTOR IS MUCH MORE ORGANIZED AND AN INFORMAL COMMUNITY OF PRACTICE NOW EXISTS WHERE THERE WASN'T ONE BEFORE. IT HAS REALLY HAD A POSITIVE CASCADING EFFECT.” – ART LADD, EXECUTIVE DIRECTOR, BUILD INC.

Network Development

The MSES linked social enterprise leaders to each other, purchasers, suppliers, funders, government departments, policy-makers and business expansion opportunities. Furthermore, MSES staff provided a neutral, trusted entity to work and network on behalf of the whole sector.

Awareness-Raising and Advocacy

The MSES created greater public and governmental awareness about social enterprise and social purchasing. Because the MSES was doing this awareness-raising and advocacy on behalf of the sector, organizations could focus on their primary mandate and use resources for their own activities, adding an element of efficiency to the social enterprises' work.

Market Development

Market development has focused on supporting social procurement, which is still in its infancy. The MSES provided the fundamentals for sector readiness to access new markets and advocated for institutions to adopt social procurement practices. Unfortunately, limited gains were made in opening new market opportunities for social enterprise.

SOCIAL PURCHASING IS THE PRACTICE OF USING EXISTING PUBLIC AND PRIVATE SECTOR PURCHASING TO PROMOTE SOCIAL, ENVIRONMENTAL AND CULTURAL GOALS. FOR THE PURPOSES OF THIS REPORT, IT REFERS TO USING PUBLIC AND PRIVATE SECTOR PURCHASING TO SUPPORT SOCIAL ENTERPRISES PROVIDING JOB AND TRAINING OPPORTUNITIES FOR INDIVIDUALS FACING BARRIERS TO EMPLOYMENT.

Sector Readiness

The MSES contributed to future sector growth by raising awareness of social enterprise with public and government audiences. The sector is better poised for greater community impact through further investment in evaluation, procurement relations and financing.



Summary of Recommendations:

For full recommendations, see page 31.

Based on a review of impact, activities, and a final community consultation, these recommendations begin to form the basis for a new phase of sector development.

#1: Sector development requires investment

The Province of Manitoba should tap into the potential and momentum built by the MSES by investing \$200,000 per year for at least 5 years in a second phase of the MSES.

#2: Co-create with Social Enterprise Manitoba as a sector backbone

The proposed investment should be a partnership with Social Enterprise Manitoba, acting as a sector “backbone” to support work integration social enterprise through information dissemination, professional development opportunities, bridge-building, advocacy and sector innovation.

#3: Build a second phase of activities from what we learned

- a. **Organizational Development** in business development, evaluation, accessing capital and financial management, scaling and replication of proven models/activities and marketing. **BUY SOCIAL PRAIRIES (AFFILIATE OF BUY SOCIAL CANADA) IS A NEWLY ESTABLISHED INITIATIVE TO CERTIFY SOCIAL ENTERPRISES AND PROMOTE SOCIAL PURCHASING BY INDIVIDUALS, GOVERNMENTS AND COMPANIES.**
- b. **Market Development through Social Procurement:**
 - **Social Enterprise Manitoba** should continue to incubate a social procurement intermediary while also supporting the developing Buy Social Prairies model.
 - The **Province of Manitoba** should develop and implement a **social procurement strategy** using co-creation principles.
- c. **Networking and Relationship Building**
- d. **Investments in Strategic, Time-limited Opportunities**

#4: Make sure a second MSES phase also considers unanswered questions

- a. How the social enterprise model can best support problem solving in rural and northern Manitoba.
- b. How to ensure social enterprise opportunities better serve women.
- c. How to strengthen connections with Manitoba's Indigenous communities.
- d. What are the gaps in wrap-around supports, and what are the limitations of the WISE model?
- e. How to offer a wider range of career options and open up untapped markets by developing new social enterprises in new industries.
- f. How to capture the monetary and non-monetary outcomes and results of social enterprise of social enterprise.

Case Study - Mother Earth Recycling

Pallets stacked with mattress innards tower over Jessica Floresco, manager of Mother Earth Recycling. The social enterprise in the North Point Douglas neighbourhood takes apart about 400 mattresses every month, diverting foam, fabric, metals and wood from Winnipeg's landfill. They could handle 4,000.

"Because these numbers are growing, that means our business is growing. That leads to the social successes of the business. Now we have 6 trainees, more than we have ever had."

Mother Earth Recycling focuses on training and employment opportunities for the Indigenous community and environmental sustainability. When Floresco took on the job of managing, she had all of the environmental know-how but "I had no experience with running a business."

THE MSES ADDRESSES GAPS

"I didn't even know there were social enterprises throughout the city." Floresco **developed networks** with other social enterprises through the MSES's bi-monthly Work Integration Social Enterprise (WISE) working group meetings. This gave Floresco the opportunity to mine the expertise of other businesses focused on work integration and join forces to tackle challenges. The MSES also assisted Floresco with **organizational**



development, including training on financials. But a bigger roadblock to success is accessing markets. With a new decontamination unit on its way Mother Earth needs to expand its market.

"We want the city to do a pilot project with us for mattress recycling. If they did put out a request for proposals other companies who already have multiple locations are going to be able to beat us on price, but we want them to do it with a social program that has return to the community."

Awareness raising and advocacy — about social enterprise, social procurement and policy — are essential to developing markets, says Floresco. “People like myself can’t go out there and teach everyone what social enterprise is and why it is important. The MSES is really key because they are the ones that are going to have that bigger effect.”

Social Enterprise Manitoba is at the table when the sustainable procurement working groups meet, creating awareness of what these enterprises can do for purchasers, and making concrete connections between social enterprises and a big untapped market.

SUCSESSES, NEXT STEPS

Last year Mother Earth diverted 377 tonnes of mattress material, e-waste and scrap metal from Winnipeg’s landfill. They currently have eight full time staff positions and five training positions.

Floresco sees the biggest impact in self-confidence. “Getting off of social assistance, having their own house or apartment, they all want to get their grade 12 ... If we can teach people at this level that education and working is important, when they have a family, that family also knows it is something that is important, and it’s attainable.”

Mother Earth recently won a Spirit of Winnipeg award and just launched a pilot project, diverting still more mattress material, this time into dog beds. They are in discussions with Manitoba Public Insurance about a car seat recycling program. And when the decontamination unit comes in, they plan to give the community access every Friday.

This social enterprise has bright vision, backed up with measurable results. But Floresco says they wouldn’t be this far without the CCEDNet – Manitoba.

“Had the MSES (and CCEDNet – Manitoba) not been around to show me the way into what other social enterprises are doing and why they are doing it and what can be done — I see BUILD next door. They had 50 employees, now they have 100. Having MSES to introduce me to those social enterprises, to see what is possible, what is out there, I think that’s pretty huge.”

Our Process to Understand Outcomes & Impact

In order to understand the outcomes of the MSES and the impact on various stakeholders, Social Enterprise Manitoba partnered with Eupraxia Training and The Story Source to conduct an impact evaluation process that included:

- Stakeholder mapping
- Community facilitation
- Interviews of stakeholders representing individual, organizational, sub-sector, sectoral and systemic levels
- Stakeholder feedback analysis
- Summary of findings

STAKEHOLDER MAPPING

For full stakeholder map, see pages 22–23.

The stakeholder mapping exercise identified the far-reaching ecosystem of inter-connected stakeholders (individuals, organizations, agencies, government departments, etc.) that have been connected to Social Enterprise Manitoba through the MSES. Although the focus of the MSES tends to be on the organizations providing programs and services and the impact they have on individuals, it became clear through the exercise that the effectiveness of the MSES would be experienced at various levels within the social enterprise sector and beyond:

- Individuals receiving services from social enterprises
- Organizations providing programs and services
- Related social enterprises (i.e. a social enterprise sub-sector, like thrift stores)
- The social enterprise sector as a whole
- The broader social support system
- Larger systems that create policy and decide on the flow of resources

This stratification informed the invitations to the community facilitation as well as the invitations to participate in more detailed interviews. It also clarified the framework through which the MSES' impact could be described.

COMMUNITY FACILITATION

To gather insight about the various levels of impact within the social enterprise sector, a group of community stakeholders was asked to provide feedback on specific questions during a half-day facilitation. Participants were first provided with an overview of the activities undertaken as part of the MSES in each of the six pillars of the strategy, and then asked to comment in large and small groups about the impacts they had witnessed and/or experienced in various categories:

- Economic and financial impacts
- Social impacts
- Organizational impacts
- Sectoral impacts
- Systems impacts

Participants were asked to consider both what had occurred as a result of the MSES and what things might have looked like without the MSES. Finally, they were asked to consider next steps and future hopes for the MSES. Specific comments were also made on summary sheets that were collected and summarized.



INTERVIEWS WITH STAKEHOLDERS

Individuals able to comment on the impact of the MSES at various levels of the social enterprise sector were contacted and interviewed. The hope was to reflect the perspective of different kinds of stakeholders and the impacts that they had witnessed and/or experienced, although some stakeholder groups were not able to participate. However, the six individual interviews that were conducted resulted in a deeper understanding of specific viewpoints:

- Four leaders from different work integration social enterprises
- A consultant working to increase social procurement opportunities
- A civil servant close to the MSES
- An employee of a social enterprise

These interviews provided testimonial quotes as well as more comprehensive stories that describe the complex impact that the MSES has had.

Stakeholder Feedback Analysis

All information from the community feedback session and the individual interviews was analyzed with coding software to identify recurring themes. These themes describe key categories of impact described by all stakeholders involved in the impact evaluation.



Summary of Findings

The feedback from the stakeholders involved in the impact evaluation suggests that:

- Social Enterprise Manitoba as the project manager of the MSES played a critical “backbone” function much in the way that an industry association supports the work and members of any sector through information dissemination, professional development, bridge-building, advocacy and sector innovation.
- The MSES was seen as vital to “ecosystem development” in that significant preparatory work was needed in the sector to allow the true potential of the sector and its member organizations to emerge and be realized. This involved bringing diverse stakeholders together, developing a shared understanding and language, identifying barriers to implementation, defining new market opportunities and beginning to work on possible solutions to problems all while expanding capacity in both the supply-side and the demand-side of the sector.

Based on feedback from stakeholders and the frequency of certain responses, this development work seemed to be following the typical AIDA path of creating awareness, interest, desire and then action. There was a strong sense that the MSES had accelerated awareness, interest and desire for further business development opportunities in the social enterprise sector, but that so much more was possible.

- **Based on all feedback, the most significant impacts of the MSES were in the areas of:**
 - **Formal and informal learning for organizations**
 - **Networking between organizations and between stakeholder groups**
 - **Awareness-raising and advocacy with the public and with decision-makers**
 - **Supply chain engagement and market development for social purchasing**
 - **Sector Readiness**

ORGANIZATIONAL DEVELOPMENT

According to a large number of the stakeholders who provided feedback in interviews or during the community facilitation, the MSES has played a central role in creating formal and informal learning opportunities for social enterprises and clients, as well as decision-making organizations like funders, government or financial institutions. Stakeholders gave several examples of how networking created informal learning opportunities that helped them to get information, share ideas and find business mentors in an effort to build their own community of practice. Formal learning came about through workshops, meetings, special events and conferences. The mentorship provided by MSES staff was explicitly mentioned a number of times.

The learning was described as being related to **increased professionalism, expanded capacity** in the organization or in the sector, as well as **increased potential** in the social enterprise ecosystem more broadly.

“WE’RE LEARNING HOW TO MANAGE CASH FLOW AND PERSONNEL, AND HOW TO OPERATE AT SCALE. AT THE SAME TIME LEARNING HOW TO USE THESE NEW SOCIAL FINANCE TOOLS. SOCIAL ENTERPRISE MANITOBA IS WORKING ON HELPING US BUILD THE DEMAND AND THEY’RE HELPING US BUILD THE CAPACITY TO MEET THE DEMAND. SO IT’S A CRITICAL ROLE. I DON’T KNOW WHAT WE WOULD DO WITHOUT THEM.”
- KATE TAYLOR, AKI ENERGY / MANITOBA GREEN RETROFIT

NETWORKING

Participants in both the interviews and the community facilitation highly valued networking connections created through the MSES, not only because it linked them to other social enterprises but also to possible purchasers and suppliers. The networking connections were described as ways to learn and to find role models but also integrate supply chains, find other granting opportunities and identify partnerships that could lead to business expansion opportunities. References were made to the expansion of capacity that was possible as a result.

At the same time, several stakeholders mentioned their gratitude that the Social Enterprise Manitoba staff could undertake certain aspects of networking on their behalf, serving as a trusted and more neutral entity working on behalf of the whole sector. Social Enterprise Manitoba staff’s efforts in this regard allowed social enterprises to use their own resources for internal purposes and to make scarce resources stretch farther.

This second category of networking at the sector level built positive connections to funders, government departments, decision-makers, the public and policy-makers. These connections were

described as being vital to the ecosystem development and ultimate effectiveness of the social enterprise sector: some feedback stated that without a sector-wide approach, organizations would not be able to move beyond project work.

AWARENESS-RAISING AND ADVOCACY FOR SOCIAL ENTERPRISE

At the larger sectoral and systems level, the impact of the MSES was described as greater public and governmental awareness about the potential of social enterprise as well as concrete explorations around social purchasing. The networking at this level therefore took on an educational as well as an advocacy role in the eyes of the people who provided the feedback. Because the MSES was doing this awareness-raising and advocacy on behalf of the sector, organizations could focus on their primary mandate and use resources for their own activities, adding an element of efficiency to the social enterprises' work.

“THE STRATEGY HAS MADE SOCIAL ENTERPRISE LEGITIMATE AND CREDIBLE IN THE EYES OF GOVERNMENTS, IN THE EYES OF PRIVATE SECTOR, AND KICK STARTED CONVERSATIONS IN A MORE SOPHISTICATED MANNER. RATHER THAN BEING A PROTEST PARTY, IT'S NOW PART OF THE DIALOGUE.” – ZAC SALTIS, CONSULTANT, BREAKWATER GROUP

MARKET DEVELOPMENT

Some of the most highly-prized work of the MSES appeared to be in the realm of market development and supply chain integration, even though this work was just beginning and even though a smaller number of organizations expressed full readiness to participate in social purchasing. Some of the social enterprises stated that they know what they are capable of but, without purchasers, that capacity cannot be realized. Success in this area will require bridges to be built between institutional purchasers and social enterprise suppliers through awareness-raising, advocacy, networking and education. At the same time, social enterprises need to further prepare themselves to meet this demand. The potential of developing economies of scale was mentioned if the wider system can be adequately developed.

“I KNOW WE CAN DO THE WORK AND WE CAN HIRE FOLKS WITH EMPLOYMENT BARRIERS TO DO THAT. WITHOUT THE SOCIAL PURCHASING PIECE AND WITHOUT CONNECTING SOCIAL ENTERPRISES WITH THE CAPITAL WE NEED, WE'RE NOT GOING TO GROW BEYOND PROJECTS.” – KATE TAYLOR, AKI ENERGY / MANITOBA GREEN RETROFIT

It was clear from the feedback that this realm of the MSES' activity had not yet been fully explored and developed, perhaps because of the initial focus on more fundamental aspects of sectoral

readiness. Feedback from the community facilitation indicated a strong desire to have this become the focus for future MSES activity.

SECTOR READINESS

To demonstrate the full potential of social enterprise and to make the social enterprise sector sustainable, stakeholders spoke about the need to address and problem-solve barriers (policy barriers, for example) and to help design processes that integrate social purchasing into other systems for mutual benefit. Comments suggest that this included the work that the MSES did to raise public and government awareness about social enterprise, as well as increased engagement of financial institutions. According to the feedback, there needs to be easier access to capital, possibly including marketing of the investment opportunities that can arise in the social enterprise sector.

RESPONSES TO SPECIFIC MSES ACTIVITIES

As part of the community facilitation, all participants were asked to identify the areas of MSES activity in all of the six pillars that they felt had really “moved the needle” and those that they wished would receive more “fuel” in the near future.

The aspects of the MSES that contributed most to “moving the needle” for the social enterprise sector were:



More “fuel” was requested for:



How We Created These Outcomes

The MSES was developed using the Six Pillars of Social Enterprise Development, a framework produced by the Social Enterprise Council of Canada in 2008. This framework focuses on the most immediate needs of the social enterprise sector – policy and programming areas that are necessary and effective in the development of a healthy social enterprise eco-system.

Pillar #1 – Capacity Building & Enhance Enterprise

Skills: Blending innovative business operations with social outcomes requires a unique set of management and governance skills that are not common in traditional for-profit or non-profit communities. This pillar addresses the need for ongoing learning opportunities to build the specific management skills needed to blend financial and social goals.

Pillar #2 – Ensure Access to Capital and

Investment: All businesses require access to capital, and they need the right money at the right time. This pillar addresses the need for access to capital, including a) start-up grants, b) ongoing grants, c) loan financing, and d) equity investments. Further, there is need to integrate finance opportunities with supports for skill development to ensure the investment readiness of social enterprises.





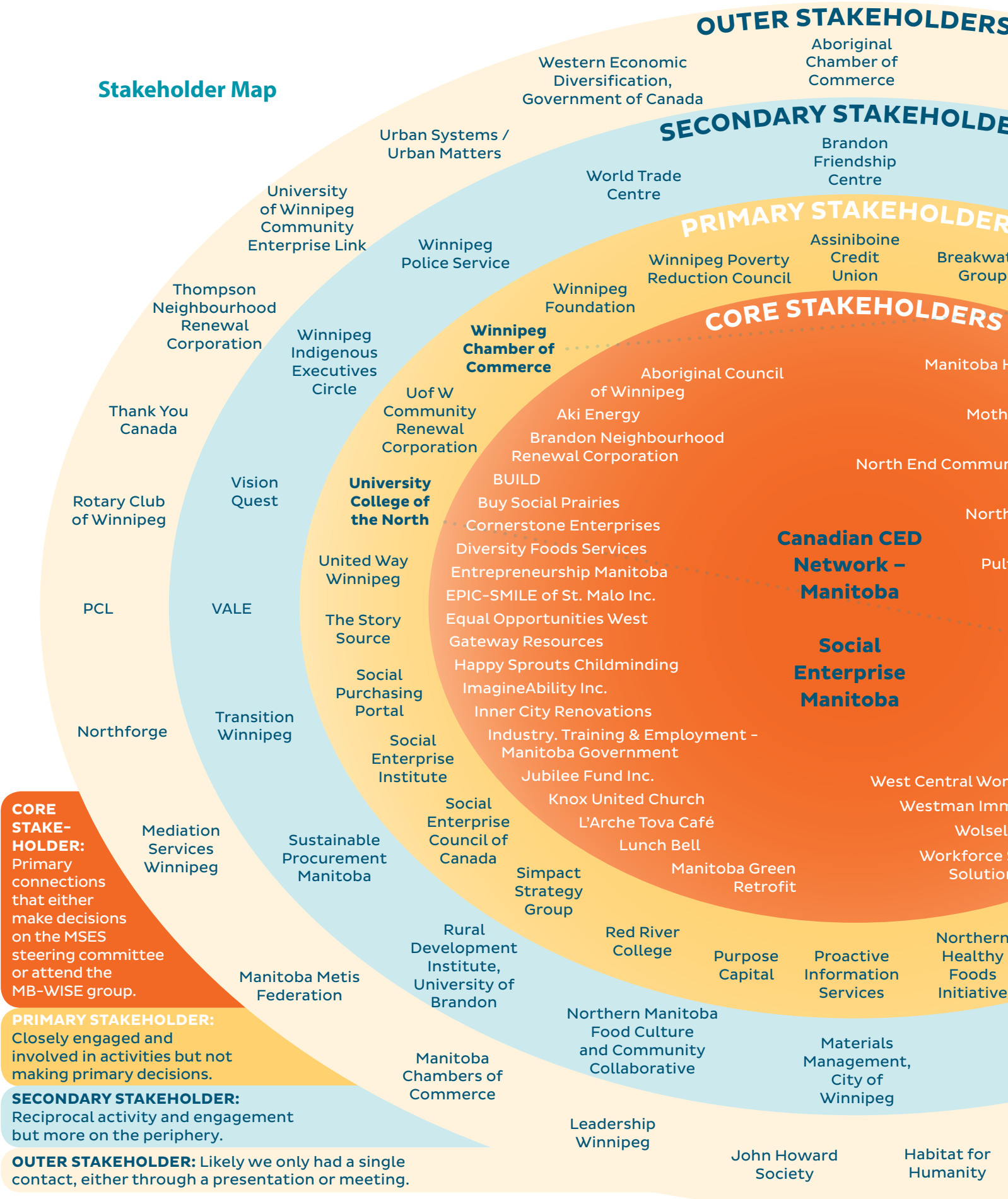
Pillar #3 – Expand Market Opportunities: Like any business, social enterprises need customers. This pillar addresses the need for increased private and public sector purchasing from social enterprise.

Pillar #4 – Promote and Demonstrate the Value of Social Enterprise: For the social enterprise sector to be supported and celebrated by the public, its success and impact must be widely known. In order to demonstrate value, social enterprises need tools to clearly articulate the success and impact of their work. This pillar addresses the need for promotion, advocacy and evaluation of social enterprise in Manitoba.

Pillar #5 – Regulatory Framework: Legislative tools greatly shape the ability of social enterprises to do their work. The actions, decisions and policies of all levels of government have significant impact on social enterprises in our communities. This pillar addresses the need for strong legislation and policy making to strengthen government’s support of social enterprise.

Pillar #6 – Networks & Community Engagement: Building the strength of the social enterprise sector and increasing its ability to impact local communities requires enhancing social capital and creating opportunities for sharing learning, designs and models. This pillar addresses the need for a strong sector hub to convene and connect social enterprise development.

Stakeholder Map



CORE STAKEHOLDER: Primary connections that either make decisions on the MSES steering committee or attend the MB-WISE group.

PRIMARY STAKEHOLDER: Closely engaged and involved in activities but not making primary decisions.

SECONDARY STAKEHOLDER: Reciprocal activity and engagement but more on the periphery.

OUTER STAKEHOLDER: Likely we only had a single contact, either through a presentation or meeting.

Communities Economic Development Fund (CEDF)

Prior to the MSES, CEDF and CCEDNet – Manitoba were not connected.

As a part of the MSES, a Social Enterprise Development Intensive workshop was hosted in Thompson, MB. CEDF participated in this training, and the connection was made.

Following this workshop, CEDF and CCEDNet – Manitoba have continued to connect, with CEDF staff attending further MSES workshops and planning future training in social enterprise development. This is allowing the impact of the MSES to take root in important Manitoba communities such as Thompson.

Winnipeg Chamber of Commerce

The relationship between CCEDNet – Manitoba and the Winnipeg Chamber of Commerce existed before the MSES, but it has been strengthened thanks to the MSES. Over the last 3 years:

- Supportive social enterprise policy and the MSES have been included in both the Chamber's provincial and municipal election advocacy platforms.
- The Chamber and Social Enterprise Manitoba jointly hosted an Ideas Jam for new social enterprise initiatives.
- CCEDNet – Manitoba presented on social enterprise and the MSES on the Chamber U webinar series.
- A framework for a mentorship program has been established to connect social enterprise leaders with industry experts.
- CCEDNet – Manitoba's Policy Manager joined the Chamber's Advocacy Leadership Council.

University College of the North

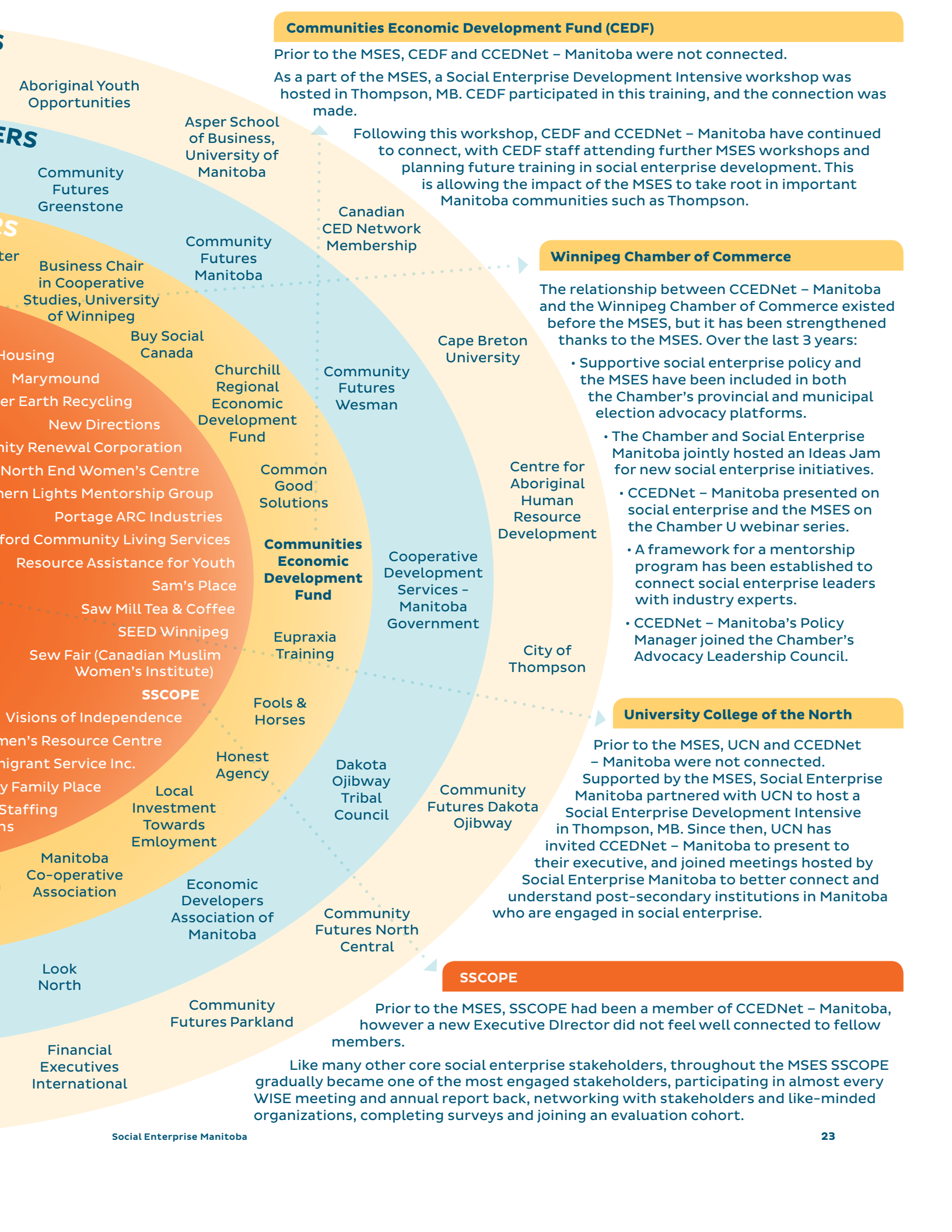
Prior to the MSES, UCN and CCEDNet – Manitoba were not connected.

Supported by the MSES, Social Enterprise Manitoba partnered with UCN to host a Social Enterprise Development Intensive in Thompson, MB. Since then, UCN has invited CCEDNet – Manitoba to present to their executive, and joined meetings hosted by Social Enterprise Manitoba to better connect and understand post-secondary institutions in Manitoba who are engaged in social enterprise.

SSCOPE

Prior to the MSES, SSCOPE had been a member of CCEDNet – Manitoba, however a new Executive Director did not feel well connected to fellow members.

Like many other core social enterprise stakeholders, throughout the MSES SSCOPE gradually became one of the most engaged stakeholders, participating in almost every WISE meeting and annual report back, networking with stakeholders and like-minded organizations, completing surveys and joining an evaluation cohort.



ACTIVITIES UNDERTAKEN THROUGH THE MANITOBA SOCIAL ENTERPRISE STRATEGY

Pillar #1: Capacity Building & Enhance Enterprise Skills (Organizational Development)	Pillar #2: Ensure Access to Capital & Investment	Pillar #3: Expand Market Opportunities
<p>Delivered four Social Enterprise Development Intensive workshops:</p> <ul style="list-style-type: none"> • Winnipeg (2), Brandon & Thompson • 95 attendees representing 42 organizations 	<p>Hosted the Winnipeg Social Finance Forum in 2016.</p> <ul style="list-style-type: none"> • 75 attendees representing 60 organizations 	<p>Supported a social procurement intermediary to assist social enterprises in accessing purchasing opportunities and becoming more procurement ready.</p>
<p>Partnered with the Social Enterprise Institute to develop online curriculum and training tools for social enterprise practitioners.</p>	<p>Held four workshops:</p> <ul style="list-style-type: none"> • Finance 101 (x2) • Social Impact Bonds 101 • Community Bonds & Microfinance 	<p>Supported the Social Purchasing Portal and its transition to Buy Social Prairies.</p>
<p>Supported and collaborated with post-secondary institutions engaged in social enterprise and social innovation, including:</p> <ul style="list-style-type: none"> • Canadian Mennonite University • Red River College • University College of the North 	<p>Published a research report, Discussions on Social Enterprise Financing in Manitoba.</p>	<p>Hosted an innovation forum or "ideas jam", that brought together social enterprise developers with business and community leaders to brainstorm new social enterprise opportunities.</p>
<p>Worked with existing business development organizations (Community Futures, Entrepreneurship Manitoba, etc.) to create an understanding of the social enterprise model so they may provide services to social enterprises.</p>		
<p>Produced a report on Labour Market Intermediary models in other jurisdictions.</p>		

“THE LEVEL OF POLICY WORK THAT OCCURRED THROUGH THE MSES WAS ABSOLUTELY ESSENTIAL FOR FOSTERING FUNCTIONAL COLLABORATIVE RELATIONSHIPS WITH EACH LEVEL OF GOVERNMENT.” - ART LADD, EXECUTIVE DIRECTOR, BUILD INC.

Pillar #4: Promote & Demonstrate the Value of Social Enterprise	Pillar #5: Regulatory Framework	Pillar #6: Networks & Community Engagement
<p>47 presentations and meetings to advocate for social enterprise to Manitoba stakeholders.</p>	<p>Published a research paper, Funding Revolutions: A model for addressing the challenges of upstream investment in human services.</p>	<p>Developed Social Enterprise Manitoba as a brand, website, newsletter and hub to house CCEDNet Manitoba’s social enterprise work.</p>
<p>Conducted a survey on Work Integration Social Enterprises in Manitoba to establish a baseline number of training and employment opportunities being provided.</p>		<p>Hosted the Canadian Conference on Social Enterprise in Winnipeg in 2017.</p> <ul style="list-style-type: none"> • 226 attendees from across Canada representing 127 organizations.
<p>Supported an Evaluation Cohort to increase the knowledge and skills for evaluation within the social enterprise community.</p>		<p>Steering groups:</p> <ul style="list-style-type: none"> • 18 MSES Steering Committee Meetings • 26 MB Work Integration Social Enterprise Meetings • 10 Winnipeg Social Finance Working Group Meetings
<p>Hosted workshop on Social Return on Investment evaluation framework.</p>		<p>Hosted three annual Community Report Back & Consultations:</p> <ul style="list-style-type: none"> • 91 individual attendees, representing 66 organizations.
<p>Encouraged the development of, and contributed nominations to the Winnipeg Chamber of Commerce’s Spirit of Winnipeg award.</p>		
<p>Conducted an Impact Analysis on the activities of the MSES.</p>	<p>“THE WORK IS EXCEPTIONAL IN TERMS OF ADVOCACY TO GOVERNMENT, INCLUSION OF MEMBERS IN PLANNING AND DECISION MAKING, SUPPORT AND INFORMATION ABOUT OPPORTUNITIES, AND EXCEPTIONAL COLLABORATION AND RESOURCE SHARING AMONG MEMBERS.” – SECTOR SURVEY RESPONDENT</p>	

Quantitative Outputs from the MSES

- Total # of Events, Workshops, Meetings & Presentations: **133**
- Total resources leveraged:
 - **850+** hours of volunteer support
 - **\$115,000+** in additional funding

EVENTS

Total # of events:	17
Total # of individual attendees:	700+
Total # of organizations represented:	400+
Total cash resources leveraged:	\$115,000+
Total # of meetings & presentations:	106

MEETINGS & PRESENTATIONS

- Total number of presentations to external stakeholders to inform and educate the broader public regarding social enterprise and the MSES: **47**
- Total number of meetings to engage and support the social enterprise sector, and ensure MSES activities meet sector needs: **59**

Manitoba Social Enterprise Strategy Steering Committee:	18 meetings
Manitoba Work Integration Social Enterprises:	26 meetings
Winnipeg Social Finance Working Group:	10 meetings
Annual Community Report Back and Consultations:	3 consultations
Canadian Conference on Social Enterprise 2017	
Winnipeg Social Finance Forum 2016	





REPORT & COMMUNICATIONS

- Newsletters
 - Mailing list: **222** subscribers
 - **6** newsletters sent
- Website
 - May 2016 – April 2018
 - **2,715** users
 - **10,440** page views
 - **3,810** sessions
- Reports Published
 - Manitoba Social Enterprise Strategy: A Strategy for Creating Jobs Through Social Enterprise (February 2015)
 - Funding Revolutions: A model for addressing the challenges of upstream investment in human services (September 2016)
 - Discussions on Social Enterprise Financing in Manitoba (November 2016)
 - The Labour Market Intermediary as a Strategy for Indigenous Employment: A Survey of other Jurisdictions (April 2016)
 - Manitoba Social Enterprise Strategy Progress Update (June 2017)
 - Connected and Ready: The Impact of the Manitoba Social Enterprise Strategy (May 2018)



Case Study - Strength in Numbers Develops Sub-Sector Pay Off

Thrift stores operating as social enterprises provide crucial entry points for those with significant barriers to employment, including newcomers, individuals with mental health or other disability issues, and those with a criminal record. And revenues from these social enterprises are invested right back into community development.

For example, Thrive's Spence St. Thrift Store and SSCOPE's two thrift stores, Treasures and Earthshop, provide:

- Volunteer opportunities that offer viable work experience
- Social and life skills needed for employment
- Employment references
- Fulfillment of mandated court orders
- In some cases, casual or part time job opportunities

"These volunteers are running the store. They are doing retail work. Working the cash register, counting cash, key holders. It's a big responsibility and it's great for resumes when they choose to look for employment," says Kristy Mucklosky, manager at Spence St. Thrift Store.

In turn, thrift store social enterprise managers require a unique set of skills, balancing bricks and mortar retail acumen with skills in training those with barriers to employment.

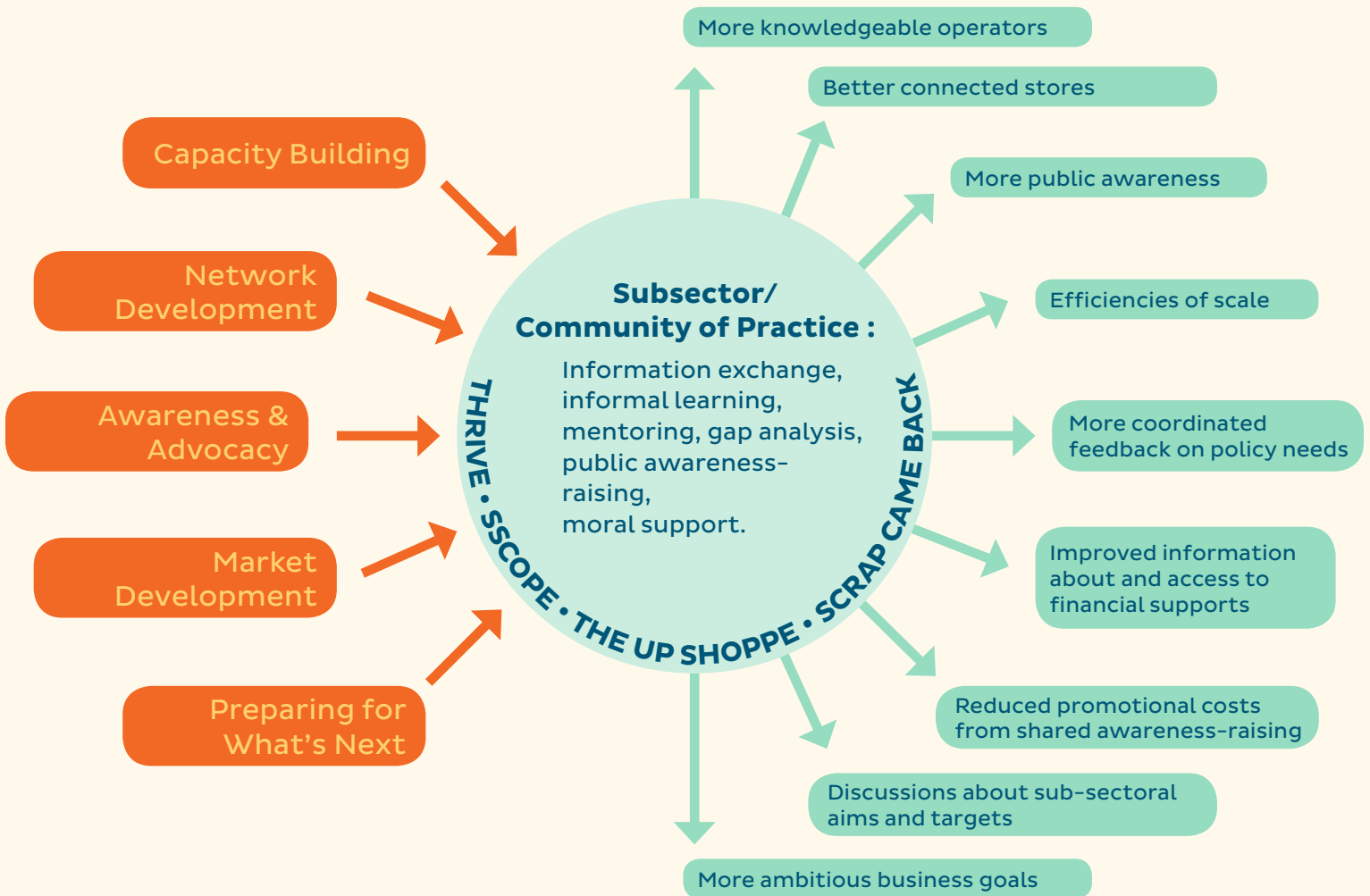
"We are managing a store, managing sales, but you are caring for people with disabilities all day long...collectively it can be draining," says Angela McCaughan, Executive Director, SSCOPE.

MSES AS CATALYST AND RESOURCE FOR SUB-SECTOR

When Kristy Muckosky, manager of Spence St. Thrift Store, first contacted CCEDNet – Manitoba, she said she felt like "a lone island." The networking role CCEDNet – Manitoba played resulted in Muckosky reaching out to four other social enterprise thrift stores to form a community of practice.

McCaughan immediately saw the value. "We do not have the staffing, so we have to collectively utilize the resources we have. The first few meetings, I stole everyone's really good ideas!"

Significantly, this also means work that CCEDNet – Manitoba does through the MSES with one member multiplies in impact through this subsector.



THE MSES' IMPACT:

Organizational Development: Providing low cost training in areas like evaluation. “That’s key because for funders – They need that data.” – Angela McCaughan, Executive Director, SSCOPE. Formal training becomes informal learning when shared with the sub-sector.

Network Development: Connections with thrift store social enterprises as well as with other social enterprises, through personal introductions, workshops and WISE meetings.

Awareness & Advocacy: The MSES is “able to create awareness of our needs, our holes, the policies that need to change.” – Kristy Muckosky, Manager, Spence St. Thrift Store.

Sector Readiness: When one store takes a step forward, others know it is possible. “We are in the process of creating this employment ready program because the bridge between volunteering and finding employment is quite a big gap. Couldn’t be doing it without the support from CCEDNet. They understood the need, they understand the project. They believe in the project.”
– Kristy Muckosky, Manager, Spence St. Thrift Store

Recommendations



Recommendations:

Based on a review of impact, activities and a final community consultation, these recommendations begin to form the basis for a new phase of sector development. However, any future activity should continue to be based on a community-led model, ideally in co-creation with the Province of Manitoba and other key stakeholders.

Recommendation #1: Sector Development Requires Investment

The MSES made big gains in sector readiness by fostering networks and instilling an increased sense of credibility, confidence and professionalism amongst social enterprises. Both the social enterprise sector and the broader community have a better sense of potential and possibilities for social enterprise in Manitoba.

The **Province of Manitoba** should tap into the potential and momentum built by the MSES by investing \$200,000 per year for at least 5 years in a second phase of the MSES. Activities would include continuing the sector organizing, convening and public awareness raising of phase one, extending pilots from phase one to further learn or implement those interventions, as well as leaving some room for new initiatives and opportunities.

The further recommendations below suggest a starting point for developing this next strategic investment.

Recommendation #2: Co-create with Social Enterprise Manitoba as a Sector Backbone

The value of CCEDNet – Manitoba as a sector “backbone” has been heard loud and clear. Social Enterprise Manitoba is the hub created for this purpose and it should continue to support WISE through information dissemination, professional development opportunities, bridge-building, advocacy and sector innovation. The proposed investment by the Province of Manitoba should be a partnership with this backbone entity to further develop and expand this sector to increase the impact it can create. This kind of arrangement facilitates a healthy relationship with government and community while creating a logical place to house activities and broker communications. Co-creation around policy and programming is considered a best practice by CCEDNet members and shows potential for better policy making. And, working with a lead partner enables efficient use of resources as Social Enterprise Manitoba becomes the administrator of the investment even though multiple partners access resources to take on the activities they are best suited to.

Recommendation #3: Build a second phase of activities from what we learned

- a. **Organizational Development:** The impact of social enterprise in Manitoba will continue to grow if organizations continue to strengthen and grow. Through formal and informal learning opportunities, the social enterprise sector would continue to benefit from increased capacities related to:
 - Business development
 - Evaluation
 - Accessing capital and financial management
 - Scaling and replication of proven models/activities
 - Marketing
- b. **Market Development through Social Procurement:** The MSES procurement broker pilot did not achieve the outcomes hoped for when the project began. However, the need to bridge the sector with public and corporate procurement processes continues to be a clearly and strongly identified need by stakeholders in both the social enterprise sector, government and other key potential purchasers.

The limited success of this activity can be attributed to both the novel approach still being refined as well as interrupted operating time due to the annual work plan arrangement. Due to delays in annual funding approvals, the intermediary was only able to undertake consistent work for two, six-month periods. This proved insufficient against the need to develop relationships, build capacity on both the supply and demand side and identify nascent procurement opportunities. The exploration of the Buy Social certification model, both to support public purchasing and wider market development, is just beginning to develop as well.

Activities related to market development, focused on increasing social procurement should be a key activity in any new phase of sector development with stable funding over multiple years to enable a better approach. If possible, other funders and a partial cost-recovery, revenue-generating model should be explored to further stabilize and sustain over time.

- **Social Enterprise Manitoba** should continue to incubate a social procurement intermediary while also supporting the developing Buy Social Prairies model. This should form a key activity of a second phase of activity.
- The **Province of Manitoba** should develop and implement a **social procurement strategy**, using a gender-based analysis and intention to expand the practice to departments

beyond Manitoba Housing, utilizing co-creation principles to ensure increased demand is met by ready and willing partners with expertise in the community.

- c. **Networking and Relationship Building:** The message and impact of social enterprises needs to continue spreading. The social enterprise sector will continue to benefit from more well-informed and educated stakeholders.
- **Social Enterprise Manitoba** should continue networking and advocating on behalf of the social enterprise sector, including providing support to working groups and convening multi-stakeholder meetings to increase connection and familiarity across segments of the sector ecosystem
 - **Social enterprises** themselves should continue to network and advocate within and outside the social enterprise sector, including establishing business-to-business relationships with private sector stakeholders.
- d. **Investments in Strategic, Time-limited Opportunities:** The MSES allowed for flexibility in pursuing strategic opportunities. For instance, neither the Winnipeg Social Finance Forum nor the chance to host the Canadian Conference on Social Enterprise in Winnipeg would have occurred had the MSES not enabled Social Enterprise Manitoba to identify the opportunities and make an investment mid-budget cycle.
- A portion of a second phase of sector development that includes flexible funding for strategic opportunities would be a boon for social enterprise sector development in Manitoba.
 - This may also include the need for reserved travel funds within a second phase, used either to enable rural, remote and northern stakeholders to participate in MSES events or to ensure Manitoba representation at important national events.

Recommendation #4: A second MSES phase should consider these unanswered questions: There are unaddressed questions and opportunities that arose during the MSES deserving further attention in a second phase of development:

- a. **Rural and Northern Manitoba:** Over the course of the MSES, there were many opportunities for Social Enterprise Manitoba to connect with new stakeholders outside of Winnipeg. It is clear that in many communities, especially small and remote areas where single industries have been dominant, that community-based models of problem solving through business is a promising strategy. Some of these opportunities may not be strictly focused on workforce integration, but will create stronger local economies solving local challenges such as access to recreation and culture, food security, and addressing environmental challenges. Any further MSES work should consider how best to tailor initiatives to these

populations and how to create opportunities for rural and northern Manitobans to fully take part in social enterprise supports.

- b. **Gender-Based Analysis:** While women (especially single mothers) are disproportionately affected by poverty, women only account for 24% of social enterprise employees. Future planning and investment in social enterprise should strive to rectify this mismatch by focusing on industries and employment opportunities that better meet the needs of women facing barriers to employment.
- c. **Indigenization:** Connections between the social enterprise sector and Indigenous communities exist, and many of the leading social enterprises in Manitoba either serve or are led by Indigenous people. While efforts were made to include Indigenous representatives throughout MSES activities, there is still work to be done.
- d. **What's Not Working:** The survey of social enterprises we undertook gave us an interesting snapshot of the size and scale of WISE over three years. It shows that meaningful job and employment opportunities are being created with a range of options and models to meet different needs. However, something we didn't ask is 'what is not working'? This kind of exploration of the gaps in wrap-around supports, trends in graduation from training programs, or the limitations of this model would provide useful information to both the sector and the Province of Manitoba as both try to create solutions for underemployment of populations facing multiple barriers.
- e. **Idea Generation:** Growing the size and scale of the social enterprise sector is paramount for increasing the impact it can have on underemployment and other social and environmental challenges. There is a need to both stabilize and scale up successful initiatives and much of the MSES organizational development activity was aimed at this goal. However, to increase the availability of a range of career options, open up new markets and fit this model to a range of community challenges, there is a need to increase the types of jobs being created. That means motivating the creation of new social enterprises in new communities. This is an area that the MSES didn't tackle and would be a good area of focus moving forward.
- f. **Capturing Outcomes and Results from Social Enterprise:** There is not a deep enough understanding of the monetary and non-monetary impacts of social enterprise. The area of evaluation is complicated not only because few organizations have the resources or skills to conduct the necessary evaluation, but because locally-relevant frameworks/indicator banks for Social Return on Investment and other impact analysis do not exist within sub-sectors.

Case Study - Social Enterprise & Resiliency

Precious Ross gets her five boys up at 5:30 a.m. every week day and the family is out the door by seven. After drop offs at childcare and school, the 31-year-old is off to work at BUILD Inc. (Building Urban Industries for Local Development)

Ross is the crew lead for the insulation division. “I take my time to show them how to build certain things, how they have to do it, like shiming and stuff like that. The trainees are doing really good, I think they are going to get hired here or somewhere else,” she explains.

BUILD’s trainees frequently come in with little education, unstable home situations, a criminal record and other barriers to employment. Most have no experience handling tools. In the past two years, BUILD has doubled its training capacity, from 50 to 100 per year. On average, 50% complete the program. And nearly all of those graduates exit BUILD into full time employment or to pursue further education.

Precious has had more than her fair share of barriers, but she matches that with grit and determination.

She was a mother of two with another on the way, when she enrolled to finish high school. Days after her son was born, she was back at her desk. “I would bring him to class all the time. I worked really hard to graduate and that was a big accomplishment for me.”

But it was still difficult to land a job paying more than minimum wage. “I had no work experience except for cashier. Being a girl too, especially, if you want to get into construction ... I was having a hard time getting steady work.” When she heard about BUILD’s training program, she jumped at the chance. “I caught on quick with everything, and a month later they gave me my own crew.”

Things were definitely looking up – and then Precious hit a really rough patch. “My sister committed suicide. Made me and my family fall downhill. I got into heavy drugs.” She left BUILD. And In 2015 Child and Family Services took all of her kids into care.



No job. No sister. No kids. A lot of people would have given up at this point. Not Precious. She signed up at a treatment centre and then, four months clean and sober, she gathered up the courage to go back to BUILD and apply for work.

“Two weeks later they called me and gave me a job. I came back in 2016. “

With stable employment, she landed a 3-bedroom apartment and showed CFS she was ready to take care of her kids. Now all her boys are living with her again, and just a few months ago, BUILD helped her get her driver’s license back too.

“They seen all the struggles I was going through. I had so many rough things happen over the two years I’ve been at BUILD. They are not lenient, but they try to understand what you are going through. They stood behind me 100%.”

Now Precious has her sights on getting her red seal in carpentry, and then coming back to BUILD to teach trainees.

“I love that I am an inspiration to others. Trainees will come in here and there are so many barriers. ...for me, I get to tell them about my life story, to let them know that they are not the only ones having problems in life. Opening up about my life helps me heal too.”

Best of all, “My boys look up to me. They always say they want to grow up to work hard just like mommy.”

The MSES' Impact – A conversation with Art Ladd, Executive Director, BUILD Inc.

Organizational Development: “BUILD has been able to access a wide range of training that wasn't otherwise available. Social Return on Investment evaluation process, Business Canvas development, and Impact Evaluation training. Part of our expansion has been tied to the expertise of CCEDNet – Manitoba. CCEDNet – Manitoba aided us with the development of our proposal, and were able to provide invaluable resource and referral support during this major expansion.”

Network Development: “Communication and collaboration across the social enterprise sector has been strengthened significantly. The social enterprise sector is much more organized and an informal community of practice now exists where there wasn't one before.”

Awareness and Advocacy: “The volume of requests for tours, speaking to other provincial governments and agencies, requests to present at conferences, all of these things have increased significantly. The MSES has increased our profile nationally and several other provinces are wanting to replicate the way we do work with Manitoba Housing. Effectively, we have become known as leaders in our sector nationally.”

Market Development: “The MSES has been able to leverage a wider range of resources much more strategically, resulting in some really tangible outcomes. For example, we would not have likely accessed the Spark* service, which resulted in a sequence of relationships that led to a strong partnership between BUILD and Transcona Roofing.”

Sector Readiness: “The work that occurred through MSES was absolutely essential for fostering functional collaborative relationships with each level of government. Having CCEDNet – Manitoba engaged allowed us to focus our energy on the ground, and be engaged at the governmental level when appropriate, with an appropriate level of support.”

*Spark is a Winnipeg-based service of the Canadian Community Economic Development Network. Their purpose is to strengthen community groups dedicated to social and economic change. To do that, they pass on knowledge, resources, and expertise through referrals, workshops, and pro bono matches with skilled professionals.



Appendix: Understanding Manitoba Work Integration Social Enterprises

The Manitoba Social Enterprise Strategy included an opportunity to better understand the training and employment opportunities provided by social enterprises to individuals facing multiple barriers to employment. With help from Proactive Information Services Inc., we surveyed social enterprises throughout the duration of the MSES for the following information:

- The number of employees or trainees hired by social enterprises in Manitoba
- Information about the nature and length of time of employment opportunities created through social enterprise in Manitoba
- Information on the outcomes/impacts for employees of social enterprises

To gather this information, an online survey was developed and administered to social enterprises over a two-year period from March 2016 to March 2018. The survey was administered five times and a total of 26 work integration social enterprises in Manitoba responded to the survey at one time or another.

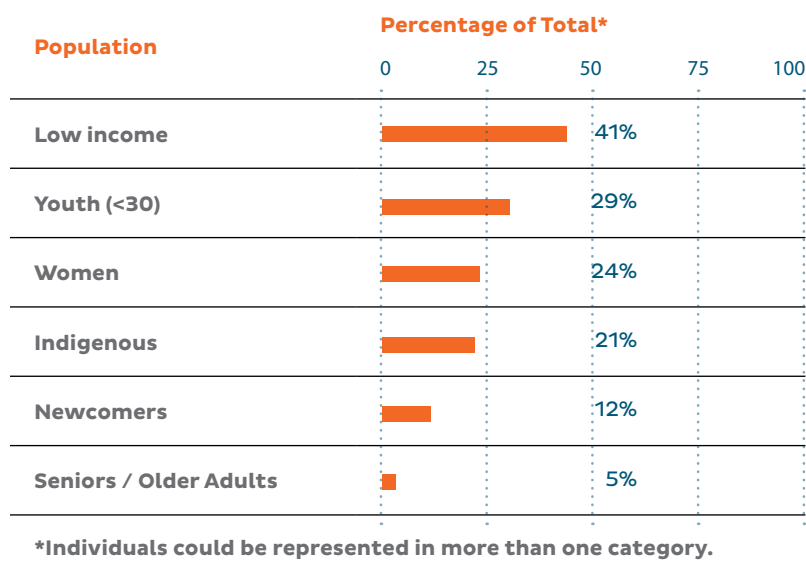
CHARACTERISTICS OF SOCIAL ENTERPRISES IN MANITOBA:

- Most have been operating for more than 5 years
- Most provide both classroom training and employment – more training is provided than employment
- Most employment provided is long-term, ongoing jobs rather than fixed, short-term employment
- Most are operating within the following sectors:
 - Employment services
 - Restaurant/Catering
 - Trades (services to buildings and dwellings; specialty trade contractor; retail trade)
- Social enterprises in Manitoba hire and train more men than women, with women accounting for approximately 24% of social enterprise employees

WHO ARE SOCIAL ENTERPRISES IN MANITOBA SUPPORTING?

- Throughout the survey period, a total of at least 2,433 individuals obtained training and/or employment through social enterprise
- In one survey administration, at least 850 Manitobans facing barriers to employment obtained training and employment by social enterprises (from 19 social enterprise survey respondents)

Priority Population Provided with Training &/or Employment

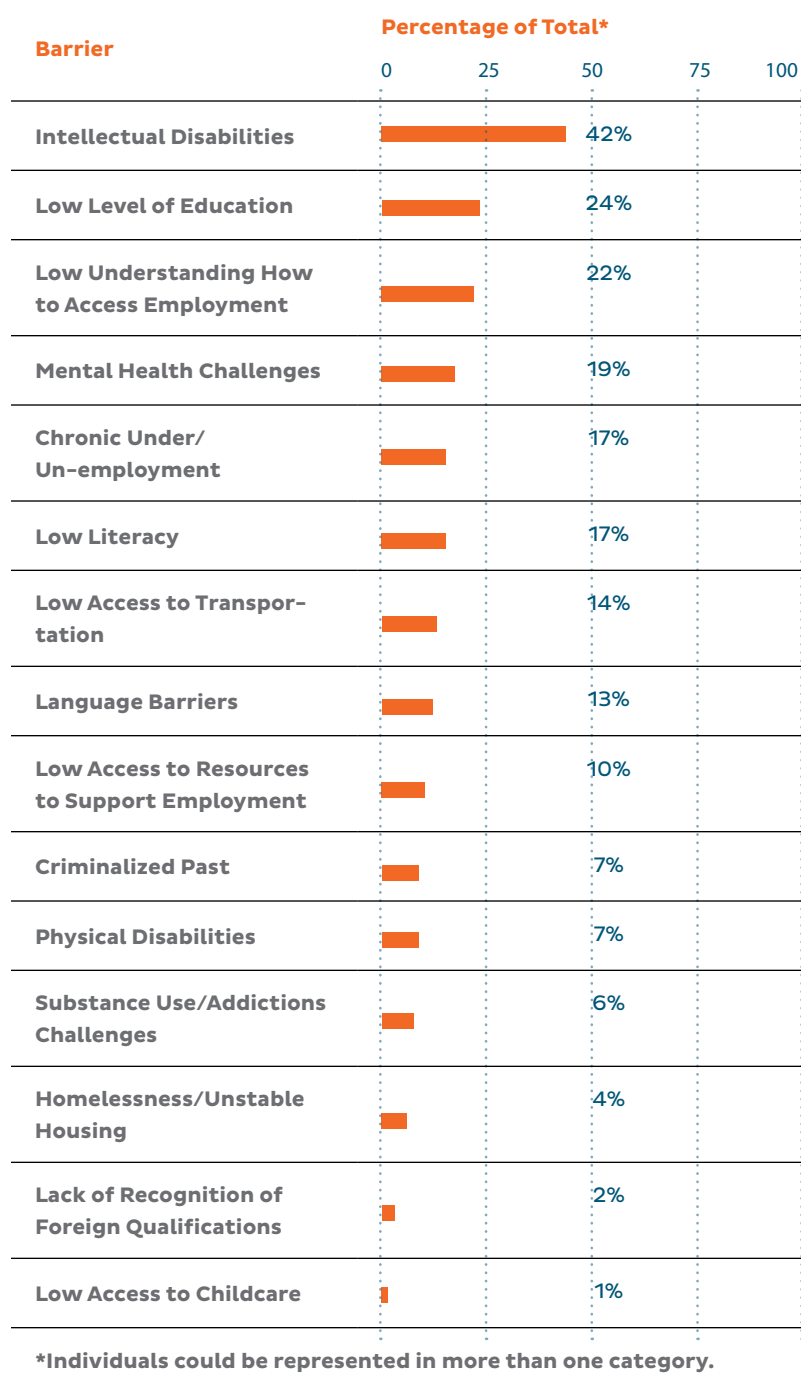


WHAT TYPES OF TRAINING ARE PROVIDED BY SOCIAL ENTERPRISES?

Most social enterprises in Manitoba provide both training and employment. There are more training positions offered than employment positions. Training was described to survey respondents as “Hard or soft skill development through instruction (off job-site and explicitly instructed).” Employment was described as “Working on the job site for a wage.” Classroom training was described as including:

- Numeracy (math) and literacy skills
- Nutrition, cooking skills and food handlers certification
- Safety certifications, such as CPR and First Aid

Barriers to Employment Faced by Social Enterprise Employees



- General life skills, such as parenting, healthy relationships and money management
- Cultural learning and opportunities
- Sector specific job skills
- Training towards apprenticeship

For those social enterprises who provide employment only, these positions were more often ongoing, long-term jobs rather than fixed short-term employment.

Survey respondents identified the following pathways for employees who leave the social enterprise:

- Between 21 and 30% access further education/training
- 47% of social enterprise employees access employment through the traditional labour market
- Other pathways included further pre-employment training or employment at a different social enterprise

WHAT IS THE VALUE GENERATED BY SOCIAL ENTERPRISE?

In 2016, Manitoba Housing, in partnership with four social enterprises they contract and Simpect Strategy Group, conducted a Social Return on Investment analysis for Manitoba Housing's social procurement.⁶ The analysis found that “through a total investment of \$2.56 M by Manitoba Housing and other government and non-profit agencies, the four social enterprises created a social and economic return on investment with a total present value of \$5.995 M. This means that for every dollar invested \$2.23 of social and economic value was created.”

Four areas within the Provincial government experienced a total value of \$1.1 M as a result of the work of these social enterprises (Treasury, Justice, Social Services and Public Insurance).

This \$2.56 M investment and the economic multiplier represents the extra costs of supporting WISE and their employees, and does not include the cost and economic multiplier of the goods and services received. This supports approximately 220 jobs.⁷

⁶Simpect Strategy Group, “The Social Return on Investment of Four Social Enterprises in Manitoba,” July, 2016. <https://ccednet-rcdec.ca/en/toolbox/social-return-investment-four-social-enterprises-manitoba>

⁷Government of Manitoba, Manitoba Budget 2017: Budget and Budget Papers, E4.



**Social Enterprise
Manitoba**
An initiative of the Canadian CED Network