



WORKFORCE INNOVATION THROUGH SOCIAL ENTERPRISE

FINAL REPORT

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NL Workforce Innovation Centre

Submitted by:
Community Education Network

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Workforce Innovation Through Social Enterprise is a research project led by Community Education Network (CEN) and funded by the NL Workforce Innovation Centre (NLWIC).

Established in 2017 by the Government of Newfoundland and Labrador and administered by College of the North Atlantic, NLWIC has a provincial mandate to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development. The Centre's goal is to promote and support the research, testing and sharing of **ideas** and models of **innovation** in workforce development that will positively **impact** employability, employment and entrepreneurship within the province's labour force and particularly underrepresented groups. Funding for NLWIC is provided by the Department of Immigration, Population Growth and Skills (IPGS) under the Canada-Newfoundland and Labrador Labour Market Development Agreement.

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Final Report

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EXECUTIVE SUMMARY



“This initiative is about people taking ownership of the responsibility to develop our local economy. Never let anyone tell you what you are doing is unimportant. This work is absolutely vital for the future sustainability of our region. Keep up the good work.” (MHA Tony Wakeham, Public Forum, 2020)

In recent years, social enterprises which primarily pursue a social mission while engaging in commercial activities to sustain their operations through sales of product or service, have sprung up globally.¹ They focus on building opportunities to generate employment while meeting social, cultural, and economic needs in a manner different from traditional nonprofit models, and, finding new ways to support economic development in local communities. As non-profit initiatives, they serve as a catalyst for social and economic empowerment and inclusion, that produces and sells goods or services in a business-like model in the market economy, to manage operations, and then redirect surpluses in pursuit of social, community, cultural or environmental goals.

In partnership with the NL Workforce Innovation Centre (NLWIC), the Community Education Network for Southwestern Newfoundland (CEN) committed to seven core objectives to facilitate research and analysis and to disseminate resources and practical tools to encourage and support social enterprise growth in Southwestern Newfoundland and Labrador. The goal of the Workforce Innovation Through Social Enterprise project (WITSE) was to address work force challenges, support rural sustainability, encourage small business enterprise, and build a stronger economic foundation for the future through collaborative partnerships and stakeholder engagement, applied research, piloting and evaluation, data analysis and documentation, knowledge mobilization and dissemination of information, and practical tools and resources.

¹ <http://www.math.montana.edu/jobop/phdprep/documents/phd6.pdf>

The seven objectives of the WITSE project were:

1. To actively engage community partners and stakeholders throughout all phases of the project including development, implementation, evaluation, knowledge mobilization and dissemination.
2. To conduct labour market research and data analysis including relevant local, regional, provincial and national statistics and employment trends, skills shortages/mismatches, training and job opportunities, and small business information.
3. To conduct research and analysis of existing documentation and information relating to Social Enterprise including a literature review, inter-jurisdictional review, case studies and best practices/promising practices; and to apply this research to the development of new Social Enterprise opportunities in Southwestern Newfoundland.
4. To work closely with the Town of Stephenville Economic Development Committee and other stakeholders to identify local skills shortages and to research and develop new and innovative social enterprise opportunities in Southwestern Newfoundland.
5. To pilot and evaluate three new, practical and innovative Social Enterprise ventures in Southwestern Newfoundland using applied research methodology, qualitative and quantitative data collection and analysis, and detailed case studies.
6. To prepare detailed documentation of the process, findings and recommendations and to develop practical and useful resources and tools to support communities in addressing workforce challenges and economic sustainability through social enterprise development.
7. To coordinate knowledge mobilization and dissemination of information through various mechanisms of communication to allow for sharing of research processes and findings and best and promising practice models of social enterprise development.

These objectives were intended to be met through good practice. Good practice sees that a social enterprise can be integrated with the non-profit organization in one of several ways:

Embedded:

- The enterprise and the social program are one and the same
- The business is created to serve clients (central to the goal)

Integrated:

- The business activities overlap with the social programs
- The business is created as a funding mechanism and to expand/enhance the goal of the organization

External:

- Social and business activities are separate and may or may not be related to the goal of the organization
- The business is created mainly as a funding mechanism to support social activities

The goal of *Workforce Innovation Through Social Enterprise* was to facilitate evidence-based research and analysis and to disseminate resources and practical tools which encourage and support social enterprise growth in Newfoundland and Labrador as an innovative tool for addressing work force challenges, supporting rural sustainability, encouraging small business enterprise, and building a stronger economic foundation for the future. The primary research question was:

1. *What practical and innovative Social Enterprise opportunities exist in Southwestern Newfoundland which can address workforce challenges, provide training and employment opportunities, support community sustainability and build a stronger economic foundation for the region as demonstrated and evaluated in a pilot study?*

Based on the findings of the mid-term report two other questions were added.

2. *Based on research findings, which identified Social Enterprise opportunities have the support and resources required for start-up; are able to participate in a piloting and evaluation process; and have the potential for sustainability?*

3. *What impact has Social Enterprise Development had on the community/region?*

LITERATURE

In any project that is action and inquiry-based, knowledge of the literature is critical in determining whether the project plan goes beyond existing findings and validates whether the project in which one is involved contributes to the specified field of work, in this case, social enterprise. Out of the seven objectives listed for the project, four of them, Objectives 2, 3, 5, and 6 are connected to a literature review, including various forms of documentation and interjurisdictional scans.

The literature review compiled for the project peruses the latest studies and relevant articles in the field to summarize information into a summary and familiarize readers to the extent of knowledge in the area of social enterprise. The intent was to provide the background around which *Workforce Innovation Through Social Enterprise* has formed its pilots and this report, highlight what has already been done, identify the gaps that remain unexplored or under-researched, and provide an overview of the sources explored during the research and practice of the project.

The complete literature review, found in a separate document, is organized into three sections that includes a labour market review, a literature review with sample case studies, and an interjurisdictional review and best practices.

The labour market review highlighted the following information:

POPULATION

From 2006 to 2016, the population of Southwestern Newfoundland decreased by 3.7% (from 21,165 to 20,375). During that time, the percentage share of those 24 years or younger decreased from 27.5% to 22.2%, while the percentage share of those 55 years or older increased from 31.8% to 43.0%.

GENDER

The percentage share of males decreased by 0.3 percentage points between 2006 and 2016 (from 49.2% to 48.9%). In contrast, the percentage share of females increased over the same time period (from 50.8% to 51.1%).

ADDITIONAL DEMOGRAPHIC INDICATORS

The number of residents with Aboriginal Identity increased significantly between 2006 and 2016 (from 20.7% to 39.1%). The number of immigrants also increased over this ten-year period (from 0.9% to 1.3%).

EDUCATIONAL ATTAINMENT

Between 2006 and 2016, the percentage share of residents with less than high school decreased from 40.5% to 30.4%. In contrast, the percentage share of residents with a post-secondary credential (either apprenticeship/trade, college or university) increased from 39.9% to 46.1%.

LABOUR MARKET INDICATORS

Between 2006 and 2016, the labour force decreased, while the number of people employed increased. The number of people in the region unemployed also decreased over this time period.

In terms of participation rate, Newfoundland and Labrador has had the lowest rate amongst the Atlantic Canada provinces and lower than the regional average for Atlantic Canada. Newfoundland and Labrador's labour force participation rate is at a near 20-year low – at 55.9%, suggesting that NL has the lowest share of working age population that are working or looking for work (i.e., percentage of people in the labour force). This is likely due to aging population and attrition, among other factors. More working age persons are not participating in the labour force, and those participating are likely not getting jobs (unemployment).

Within Newfoundland and Labrador, labour force outcomes are disproportionate amongst economic sub-regions. Unemployment rate is highest in the South Coast-Burin Peninsula and Notre Dame-Central Bonavista Bay, followed by the West Coast. Compared to other areas, the low unemployment rate in the Avalon Peninsula could be attributable to the concentration of many companies and social enterprises in the area. Job vacancies are often more concentrated in the Avalon Peninsula. Overall, a low participation rate combined with a high unemployment rate is a sign of a job market that is not robust.

Employment gaps have been attributed to several barriers:

- Employer discrimination and labelling
- Lack of enabling work environment
- Misconceptions about employing persons with disabilities and visible minority
- Lack of suitable trainings and workforce development programs
- Risk of job automation and technological skills
- Lack of professional network
- Homelessness, transportation
- Self-discrimination
- Lack of qualifications and skills

A review of the Social Enterprise literature identifies hybridity, the pursuit of the dual mission of financial sustainability and social purpose, as the defining characteristic of Social Enterprises which can limit establishing clear classifications of social enterprise. Those limitations create tensions associated with “crafting a balance between the achievement of commercial and social objectives and the operational mechanisms employed by SEs” (p. 420)². Demand-side are barriers that often emanate from employers and from workplaces. Some of the specific obstacles include:

- Employer discrimination and labelling
- Lack of enabling work environment
- Misconceptions about employing persons with disabilities and visible minority
- Lack of suitable trainings and workforce development programs
- Risk of job automation and technological skills

Other barriers can be supply driven, meaning that they are encountered from the individual’s aspect:

- Lack of professional network
- Homelessness, transportation
- Self-discrimination
- Lack of qualifications and skills

² Doherty, B.; Haugh, H.; Lyon, F. (2014). Social enterprises as hybrid organizations: A review and research agenda. *International Journal of Management Reviews*, Vol. 16, 417-436. DOI: 10.1111/jmr.12028.

There were several common themes that emerged from the literature. First, according to the Ontario Government social enterprise document, social enterprises struggle to obtain government funding. The literature indicates that social enterprise is a viable way to keep rural areas sustainable and yet, government funding does not reflect well with rural areas. The Atlantic Canada Opportunities Agency, for example, does not have any social enterprise programs and is more focused on economic and small business development. While this may still be helpful to one of the Bay St. George social enterprises, our retail enterprises will not be able to avail of funding.

Second, there is a lack of social enterprises that focus on refugees and immigrants. While a social enterprise of this sort may not be sustainable in Bay St. George due to low immigration rates, it may be just what this area needs to spark growth in immigration.

Third, there is no set definition for the term “social enterprise”. In each of the documents, a different definition of social enterprise is used. Some are similar, but some are quite different. For example, multiple documents require a social enterprise to be a non-profit while others do not. One can ascertain that it would be difficult for the public to understand what a social enterprise is without a clear definition. A clear definition is important in that when society has a better understanding of what a social enterprise is, sales and the popularity of social enterprises stands a higher chance of increasing.

Finally, one of the gaps identified in the research was the lack of discussion on barriers specific to Southwestern Newfoundland and Labrador.

The literature was supported by five case studies: St. John’s Farmers Market, Bay St. George Community Employment Corporation, Guide to the Good, SmartICE, and Stella’s Circle. Using a concurrent, multiple case study approach³, the research team carried out primary research, virtually, in five local case study locations, each of which represented a separate social enterprise model.

³ Robert Yin, *Case study research: Design and methods*, Fifth edition (Los Angeles: SAGE, 2014).

SOCIAL ENTERPRISE MODELS:

Based on the responses, a set of criteria was developed to determine the most suitable case study for each model. The criteria were designed to represent the research objectives and to facilitate a critical review of lessons learned from each case study. In addition, while the fundamental focus on workforce innovation through social enterprise was maintained, case studies were chosen to represent a range of sectors and organisational missions.

The result was to design and implement three different models of social enterprise as pilots for the Bay St. George region. The intent was to collate information on the activities and provide opportunity for community partners, resource persons, and participants to give feedback regarding the ability of the project to accomplish what it set out to do. The project evaluation comprised of both process (formative review) and outcome assessments (summative review). The former assessed the design, plan, and operation of the project as accomplished up to the mid-way report. It reviewed the project's development and examined project activities to determine whether the project had been implemented in the way that it was intended, what the challenges were and how they were addressed. The latter examined the overall effectiveness (whether intended outcomes were achieved) and impact of the project, its quality, and whether its ongoing cost can be sustained. The three models were Juniper Printing, Long Range Market, and Grow Remote.

Juniper Printing is a social enterprise owned by the Community Education Network and Associates and specializes in delivering printing, copying, scanning, and laminating services with operational costs covered through user charges. It is located at 35 Carolina Avenue in Stephenville, Newfoundland and Labrador. Juniper Printing provides quality, cost effective printing services to customers on the Southwest Coast of Newfoundland and is the only local printing services business in the region.

Community Education Network-Social Enterprise partnered with Power Up! to employ a participant for Juniper Printing. Power Up! is an employment transitions program, sponsored by CEN and funded by Innovation Population Growth and Skills (IPGS), which engages participants in a four-week pre-employment training and work skills development program, followed by a six-month, 930-hour subsidized work placement in the Bay St. George area.

The goal of **Long Range Market** is to operate a local marketplace for businesses to sell their products/services online for minimal cost with ease of use for buyers and sellers. This has been created through a platform called Sharetribe.

The Long Range Market is a social enterprise that is owned by the Bay St. George Chamber of Commerce in partnership with Community Education Network-Social Enterprise Project. The Bay St. George Chamber of Commerce is made up of progressive and forward planning citizens and businesses that combine their efforts and time to ensure the economic growth of the Bay St. George region.

This marketplace will help business owners in the Bay St. George area create another revenue stream throughout the COVID-19 pandemic and beyond and encourage the integration of e-commerce into their business model. The social enterprise will offset the start-up costs by charging businesses a yearly membership fee to post on the website.

Grow Remote began with a group of community people in Ireland who started a WhatsApp group in 2018 when they were curious about remote work and how this concept could help their communities. It quickly expanded into 4 countries and has 60+ local chapter leads using remote work as a tool for community development. It is also a Company Limited by Guarantee (CLG). A CLG is usually used in circumstances that require a separate legal entity and corporate protection in organizations such as charities, trade associations, societies, sports clubs, and social clubs in Ireland. This company type is appropriate for non-profit companies or NGO's (non-governmental organizations).

Chapters are the most important part of Grow Remote as they help with the last mile of remote work. They usually use remote work to achieve one of the following three goals:

1. Help their community find employment
2. Help repopulate their community
3. Help remote workers engage locally

The goal was to establish a local chapter of Grow remote in Stephenville, Newfoundland and Labrador and connect people who work remotely with remote employers and build a community of remote workers in Stephenville.

In keeping with project objectives and to further the piloting and evaluation stage of the research, project staff, as well as other resource people, assisted the Bay St. George Chamber of Commerce and the Flat Bay Native Band Council with the development of social enterprise opportunities. While project staff provided time and expertise, all development and set-up costs were at the expense of the organization establishing the social enterprise. However, eventually, focus was placed on the three social enterprise ventures previously described. These are now operating at varying degrees of development and showing potential for continued growth.

The original time frame for the project was October 1, 2019 to September 30, 2021. Due to the ongoing pandemic, as well as staff turnover, a requested nine-month project time-line extension was approved to June 30, 2022. An additional time-line extension was requested and approved to March 31, 2023 to allow for the development of a Social Enterprise Tool kit.

OUTCOMES AND IMPACTS:

Community Education Network's *Workforce Innovation Through Social Enterprise Initiative* had a remarkably busy and successful project. All workplan activities were on schedule within revised timelines. The project launch was well attended and provided an excellent opportunity to promote social enterprise in the region.

In addition to the scheduled workplan activities, related activities were ongoing which enhanced and supported the project. For example, Community Education Network actively pursued funding and took steps to begin start-up of a full-service print shop for the region. Juniper Printing is now well into its sustainable operational phase.

A Memorial University of Newfoundland and Labrador graduate student, financially supported through Community Education Network, was contracted through the Mitacs program to support the research component including data compilation and analysis. The detailed literature review synthesis is provided in a separate document.

While the Covid-19 Pandemic and Public Health Emergency presented challenges and delayed completion of some project activities, the team overcame many of the obstacles through remote and virtual avenues such as conference calls, zoom

meetings, and on-line research. Workplan activities remained on target within the revised timelines.

Evaluation was embedded throughout the project, with several key learnings emerging:

1. A network of support, including government agencies, academic community, non-profit community organizations, businesses, as well as public support is needed in the promotion and development of social enterprise. Such support can also drive inclusion and equity by encouraging businesses owned by visible minorities and other employment equity groups. If considered, this potential to establish social enterprises must, however, be targeted with improved funding to ensure sustainability and increased inclusion.
2. Based on project experiences, there needs to be someone to navigate at the local level, to be a main point of contact to support/assist/promote and help sustain social enterprise for the region. The literature indicates that community-based navigators do not need to be experts. They need to be able to guide people and bring out their expertise. Having someone who is solely responsible for social enterprise activity, increases its chances of success by maintaining the continuum of support.
3. Social Enterprise Research is time consuming and requires expertise in a number of fields to enable detailed analyses and adequate time for reflection and feedback.
4. Government and community-based organizations delivering employment and training programs and services must be working in tandem, and action should be taken to ensure a community-based approach to program delivery.
5. On-the-job technological tools are key to skills advancement, improved productivity, and increased sales/revenue which was particularly evident during the Covid-19 pandemic.
6. Partnerships are the key to success and finding the right partner(s) is essential.
7. It is evident that social enterprise is a business model that adapts itself well to inclusivity. Whatever the strategy, it requires an employed navigator who can assist those working within programs and provide guidance and support to those who need it.

8. Although project implementers were aware of the necessity of using virtual platforms such as Zoom as well as various forms of social media, they were not aware of the value of the extensive use upon which they became dependent. With mandates from the Chief Medical Officer of Health limiting face-to-face contact due to Covid 19, project and service implementers quickly learned that virtual meeting platforms such as Zoom would become a cost-effective medium for people needing supports and services. It became social capacity building through a virtual and social media medium. It opened doors for people, provided alternate ways to communicate, educate, and support through Facebook, private emails, Facebook messages, texting, delivering remotely and virtually, as well as using a hybrid model of in-person and virtual communication and knowledge exchange.

Project Impact defines effects which the social enterprises produced upon environment, organization, community, and people. These include:

- Increased networking on a local, regional, national and international level for both team and organization
- New untapped business experience for the organization and other partner organizations
- Employment opportunities for people with employment barriers
- The ongoing pandemic had both a positive and negative impact on the piloting of social enterprise.
- Research shows that the social determinants can be more important than health care or lifestyle choices in influencing health. It also indicates that the contribution of sectors outside health to population health outcomes exceeds the contribution from the health sector. Non-profit collaborative grass-roots community-based organizations, like CEN, have a positive impact on the social determinates of health for individuals and families.

Unintended Outcomes:

1. The bulk of Community Education Network Social Enterprise has taken place under a global pandemic. When the proponent began this pilot there was no inkling of what was to occur in the form of the Covid-19 Pandemic. When it began there was anticipation that it would be short term and the project would simply continue with its initial plan. When that did not happen, staff and CEN had to re-adjust not only the timelines but also the social enterprise ventures. Juniper printing, by that time, was established enough to maintain but other potential enterprises such as the Aboriginal Boutique and a rag cutting initiative had to be put aside.

Focus shifted to more e-enterprise ventures that could be built virtually. One of those was the Long Range Market and the other was Grow Remote. Both were very timely as people were in a continuous public health emergency that required minimal physical contact with others.

Grow Remote established in Ireland, can certainly be show-cased as a direct result of the pandemic. Being introduced to Ireland's work has opened doors as project staff for Workforce Innovation Through Social Enterprise have experienced networking at a national and international level. According to the project coordinator, the scale of the networking opportunities has been of great benefit in their learnings.

2. Working from home became a necessary phenomenon. From an employer perspective working from home has the potential to create a savings in operational costs such as rent. Businesses are not leasing as much property which has an economic impact on people who own these buildings. Heat and lights as brick and mortar are becoming less and less popular the longer people (employees) have opportunity to work from home in some combination (Home, Hybrid, Hub). Businesses and government agencies are transitioning to e-commerce and e-transactions that demand working online.

The same change occurred with the non-profit community organizations after the pandemic. It has demonstrated to a lot of people that offices are not a necessity anymore. People incorporate offices into their home, a point that is important to note as well for its benefit to the employer.

3. The trust that has been built from employers to employees through the pandemic and directly caused by the pandemic, is worthy of note. There had to be a shift in the delivery of services that was a forced kind of leap of faith. Those involved had to do it (e-commerce, e-meets) and then realized it was okay.
4. Two key documents demonstrate Government's recognition of the challenges experienced by communities in Newfoundland and Labrador, *The Way Forward on Workforce Development* identifies labour market conditions and dynamics in NL and prepares NL for future labour market opportunities by identifying skills gaps. *The Health Accord* creates an awareness of and intervention in the social factors that influence health (social determinants). Social enterprise plays an important role in both. The three models demonstrate its significance in the labour market. In health care it addresses the socio-environmental factors that influence the physical, mental, social and spiritual components of health and well-being.

Current observations and quantitative data indicate that need continues to drive social enterprise activity. And, considering that social enterprise is about "breaking even" while providing a service to the community and employing people, for organizers implementing the *Workforce Innovation Through Social Enterprise* project, both their ability to provide a service and address a need were pillars for success.

Many strengths emerged because of the *Work Force Innovations Through Social Enterprise* project. One was the ability of staff and other stakeholders to adapt to the pandemic environment. The second was the potential for partnership building by engaging in e-commerce, shared services, and external organization support. Both are drivers of rural sustainability. When it comes to sustainability, stakeholders in this project ascertained that there is no better plan for rural sustainability, than diverse enterprises that break even and support remote work.

Social Enterprise has been identified as an innovative opportunity to address workforce challenges and economic sustainability in rural and remote communities. The world of work is changing. Digitalization, globalization, and population aging are having a profound impact on the type and quality of jobs that are available and the skills required to perform them. Both the Long Range Market and Grow Remote were timely enterprise adventures, having a focus on various forms of social media it invited a platform into the world of change, especially as it pertains to working remotely. Remote work is seen by project stakeholders as one potential solution for revitalizing rural areas and increasing job opportunities.

Social enterprise activity created the potential for partnership building by engaging in e-commerce, shared services, and external organization support. These are drivers of rural sustainability.

In **conclusion** there are several recommendations specific to Government, training providers, and community for policy, program, and service delivery changes.

GOVERNMENT

Support	Support social enterprise research
Provide	Provide the funding to nurture social enterprise growth in the province
Create	Create a navigator position in regions that can provide support for people interested in social enterprise ventures

Social Enterprise is another innovative tool for advancing regional growth opportunities to benefit the economy, support rural sustainability and encourage entrepreneurial governance models and service delivery.

Government will benefit from collaborating with the non-profit sector to develop policies, programs, and service delivery mechanisms designed to support this vision and address identified key issues.

Flexible and responsive policies and programs must be designed to support the development of social enterprise in rural and remote communities. This would include the development of a work plan with accountability mechanisms which includes concrete objectives, actions, outcomes, indicators and specific timelines.

Policies must support social enterprise development in the non-profit sector through:

- training and skills development for marginalized and vulnerable populations
- adequate and accessible funding for social enterprise development within the non-profit sector
- ongoing support for existing social enterprises to thrive and expand.

TRAINING PROVIDERS

Provide	Accommodate	Organize
Provide training opportunities for individuals facing employment barriers	Accommodate individuals facing employment barriers	Organize town halls and networking events in their community

Non-profits offer inclusive employment programs and services for individuals facing multiple employment barriers.

COMMUNITY

Provide necessary training for staff and volunteers to build a supportive environment for employees with employment barriers.



There are also questions for future research:

- ❖ What are the specific employment barriers faced by individuals living in rural and remote communities?
- ❖ How are they currently being addressed?
- ❖ How can employment supports be improved through social enterprise?
- ❖ How can social enterprise act as a sustainable and scalable driver throughout Newfoundland and Labrador?

The social enterprise models in this pilot tell us that by working to establish policies and programs that positively influence social and economic conditions and provide wrap-around supports and services, we can improve the lives of many people and provide pathways to employment and self-efficacy in ways that can be sustained over time. For rural and remote communities in particular, social enterprise fills a market need that otherwise would not occur.

INTRODUCTION

The objective of the Workforce Innovation Through Social Enterprise (WITSE) project was to facilitate evidence-based research and analysis and to disseminate resources and practical tools which encourages and supports social enterprise growth in Southwestern Newfoundland and Labrador as an innovative tool for addressing workforce challenges, supporting rural sustainability, encouraging small business enterprise, and building a stronger economic foundation for the future.

Social enterprises apply business solutions to social problems. The long-term goal is to achieve sustainability by enabling non-profits and social purpose organizations to support themselves financially in innovative ways instead of relying solely on grants and donations.

A review of good practice has seen the emergence of revenue-generating activities for non-profits creating a new operating model where business principles, market characteristics and values (competition, diversification, entrepreneurship, innovation, and a focus on the bottom line) co-exist and work with traditional public sector values like responsiveness to community and serving the public interest. Good practice sees that a social enterprise can be integrated with the non-profit organization in several ways:

EMBEDDED:

- The enterprise and the social program are one and the same
- The business is created to serve clients (central to the mission)

INTEGRATED:

- The business activities overlap with the social programs
- The business is created as a funding mechanism and to expand/enhance the mission of the organization

EXTERNAL:

- Social and business activities are separate and may or may not be related to the mission of the organization
- The business is created mainly as a funding mechanism to support social activities

MID-PROJECT EVALUATION SUMMARY

There are elements of all three (embedded, integrated, and external) approaches to ***Workforce Innovation Through Social Enterprise*** which serve as an indication that objectives of the project were being met. One of the project's strengths laid with community and partner engagement and the ability of those involved to develop ventures that could be used as models for the project. WITSE employed an operating strategy that included internal organizational structure and external partnerships that were crucial for creating the organization's intended impact. The business models have been a response to community needs that, in the end, proved promising for successful ventures.

Since the project is evidence-based, the area that required a more in depth focus for the remainder of the project rested with Objectives 2 and 3:

Objective 2: To conduct labour market research and data analysis including relevant local, regional, provincial and national statistics and employment trends, skills shortages/mismatches, training and job opportunities, and small business information.

Objective 3: To conduct research and analysis of existing documentation and information relating to Social Enterprise including a literature review, inter-jurisdictional review, case studies and best practices/promising practices; and to apply this research to the development of new Social Enterprise opportunities in Southwestern Newfoundland.

Through a perusal of Canadian research on social enterprises, we learned that there are a number of good practices and trends which can be extrapolated and shared to the wider community. And, that work was in progress at the time of the mid-way evaluation. There had been ample literature accumulated by staff with identified themes to produce a strong literature review. It was anticipated that the addition of a graduate student intern, scheduled to begin in January of 2021, would enhance and expand the final product.

The main focus to run parallel with the literature review for the remainder of the project was in establishing the pilots; accumulating both qualitative and quantitative data of the process and operation of the models; finding out and recording what works and what does not; and providing resources and practical tools to encourage and support social enterprise growth.

Although partnering and sharing remain key components, the demand at this point rested with aiming to meet the main project goal as noted in the Introduction. Considering the points noted, with the exception of the ongoing literature review and data analysis, the project was on target and objectives were either met or in the process of being met. In the Mid-Term Report, upon review by staff and project advisory board members, it was clear that all activities, including timelines, completion of action items, and adjustments to limitations, were on target and moving forward.

PROJECT TIMELINES:

The key action items and target dates, up to the mid-way point of the pilot, included the following:

Date	Action Item
Oct 2019 – Sept. 2021	Community Partner/Stakeholder Engagement
Jun 2019	Contract with Research and Evaluation Consultant (Consultation Ongoing)
Oct. -Nov. 2019	Staff Recruitment, screening, hiring & orientation
Oct. 1, 2019 – Sept. 30, 2021.	Staff supervision & support Meet with co-ordinator & researcher & CEN Exec. Director
Dec 2019	Initial meeting of Project Advisory Committee/Research Team
Oct. 1, 2019 – Sept. 30, 2021	regular monthly meetings ongoing/more often as needed
Oct. 1, 2019 – Sept. 30, 2021	Work Plan/Research and Evaluation Plan Development & implementation (Quarterly Review)

Oct. 1, 2019 – Sept. 30, 2021	Labour Market Research and Data Analysis
Jan.-June 2020	Inter-jurisdictional Review/Best Practice Study and Synopsis
Feb. 2020	Project Launch/Public Presentation
Ongoing	Detailed Record Keeping (Daily logs, journals, minutes, etc.)
July-Sept 2020	Data and Document Analysis
Oct.-Dec. 2020	Summary Report Preparation and Review
Oct.-Dec. 2020	Community Presentation Preparation
Oct. 1, 2019 – Sept. 30, 2021	Work with stakeholders, non-profits, and funders to identify Social Enterprise opportunities in Southwestern NL
Oct. 1, 2019 – Sept. 30, 2021	Secure partnerships, funding and in-kind resources to develop and establish identified social enterprise ventures in Southwestern NL
Oct. 1, 2019 – Sept. 30, 2021 (Timeline is flexible depending upon new social enterprise development opportunities)	Piloting and evaluating of three new, practical and innovative social enterprise ventures in Southwestern NL which will include detailed case studies.
April-June 2021	Data Analysis/Pilot Report
July 2021	Stakeholder Community Consultations and feedback
April-June 2021	Preparation of tools and resources/Guide to social enterprise development
July-Sept 2021	Preparation of Final Report
July-Sept. 2021	Development of knowledge mobilization/Dissemination plan
July – Sept 2021	Dissemination/Evaluation/Reporting/Project Completion

ADJUSTING THE TIMELINES:

It was intended that the project would run for a period of two years from October 1, 2019 to September 30, 2021 as per the original workplan. However, for the final report the timelines have been revised to reflect changes that occurred due to staff turn over, the **ongoing** pandemic, and provincial health protocols that impacted project progress. The revisions are displayed in the **Final Review 2022** section of this report.

WORK FORCE INNOVATION THROUGH SOCIAL ENTERPRISE REVIEW OCTOBER 2019 – JUNE 2022

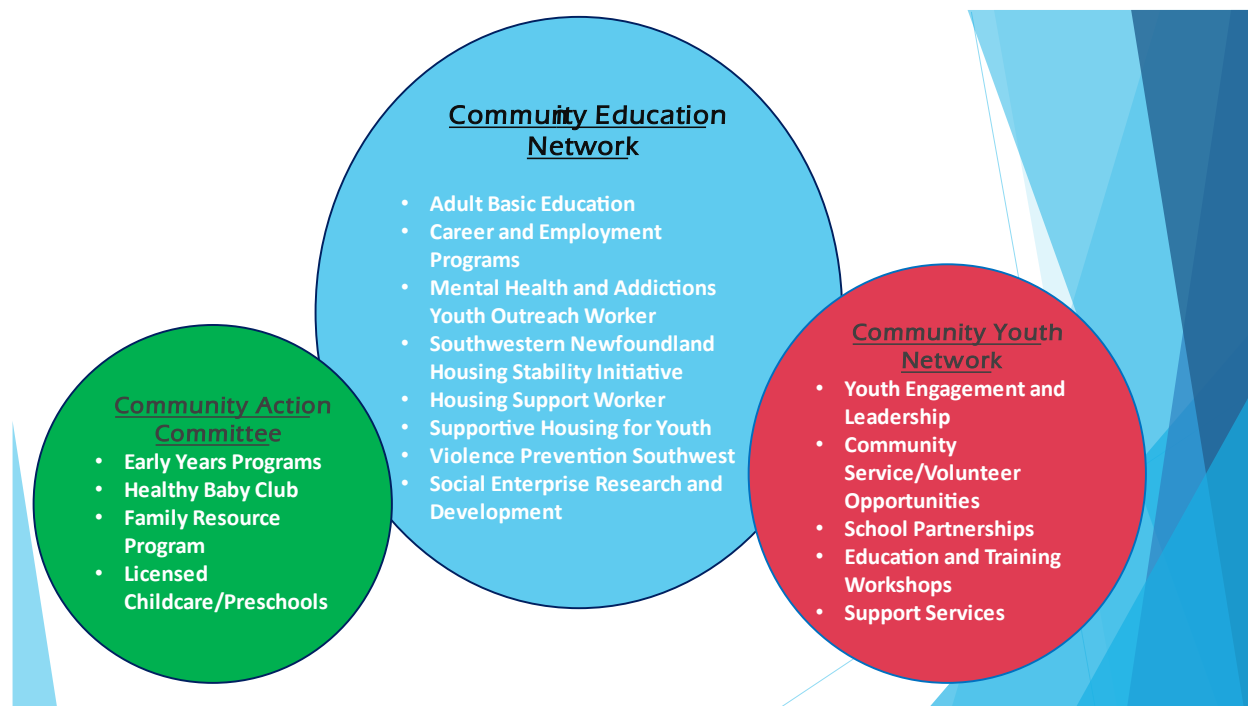
BACKGROUND EXPERIENCE OF PROPONENT/RESEARCH TEAM:

COMMUNITY EDUCATION NETWORK FOR SOUTHWESTERN NEWFOUNDLAND



The Community Education Network for Southwestern Newfoundland (CEN) is a non-profit community-based organization with 30 years experience working collaboratively with its many partners and funders to affect positive change for individuals and communities. Originally established in 1991 as the Port au Port Community Education Initiative, it has grown to become an umbrella organization - facilitating partnerships; coordinating community-based programs; conducting research and evaluation; and building community capacity to address identified needs throughout Southwestern Newfoundland.

CEN and its Associate Organizations, the Community Action Committee, Family Resource Program, and the Community Youth Network, facilitate an array of community-based services, programs, and initiatives:



CEN has a full-time Employment Programs Coordinator who provides career and employment services and coordinates programs funded by the **Department of Immigration, Population Growth, and Skills** including the following:

- Power-Up Job Readiness and Wage Subsidy Program for individuals 25 years and older which includes four weeks in-class pre-employment training followed by a subsidized work placement.
- Linkages Program for Youth ages 18-29 years which includes career exploration, employment preparation and a subsidized work placement
- Transitions to Work Program for individuals from 18-45+ years of age which includes: a seven-week, intensive life skills program; job readiness; and practical worker health and safety training followed by a 2-week coached job search.

These services proved to be valuable resources for the *Workforce Innovation Through Social Enterprise* project.

In addition, CEN has substantial experience coordinating applied research and evaluation initiatives in such areas as:

- Understanding the Early Years (UEY 1999-2005) National Research to Action Project funded by Human Resources and Social Development Canada
- Rural Youth Drug Strategy (RYDS 2011-2013) funded by Health Canada - Drug Strategy Community Initiatives Fund
- Social Return on Investment Analysis (SROI 2011-2013) Pilot Project in partnership with the Community Sector Council and New Economic Foundation Consulting
- Youth Empowerment and Support Services (YESS 2013-2015) applied research project funded by Health Canada
- Homelessness Partnering Strategy Rural and Remote NL (HPS 2017-2019) Supportive Housing for Youth Initiative funded by Employment and Social Development Canada, Homelessness Partnering Strategy

As a result, CEN has well-qualified and experienced staff and partners as well as a rich and extensive history of facilitating and managing innovative programs and initiatives which address identified needs and foster a coordinated approach to service delivery.

The Proponent Research Team/Project Advisory Committee consisted of a combination of CEN Management Staff including the Executive Director, Director of Finance, Office Manager and Employment Programs Coordinator and identified community partners with experience in project management and community-based research. The roles of the Project Advisory Committee are as follows:

- To assist in advising and supporting both the project and its staff in their work.
- For the first year, the committee was scheduled to meet quarterly (if necessary, meetings were scheduled more frequently), with monthly meetings ongoing between CEN administration and project staff.
- Additionally, committee members were asked to assist with PR and promotion of the project (launches, awareness sessions) as available.

Two qualified Staff, a Project Coordinator and Research Assistant, were hired to carry out the required day-to-day work in order to meet the identified goals and objectives of the project. With financial support from CEN, an intern university student, skilled in research methods, was hired for a semester to lead the research component. An experienced independent consultant was contracted to guide the research, data collection, analysis, and evaluation and to provide ongoing consultation and expertise to the Project Advisory Committee/ Research Team and Staff. On an ongoing basis, the experience and expertise of staff of NLWIC, the College of the North Atlantic and other identified government agencies, academic institutions and community organizations was utilized to ensure the success of the project.

The Way Forward on Workforce Development⁴ identifies labour market conditions and dynamics in the province of Newfoundland and Labrador, including challenges related to a vast geography, declining population, particularly in more rural and remote areas, and an aging workforce.

Workforce Innovation Through Social Enterprise⁵ considered the unique employment needs of individuals facing barriers to employment including Indigenous people, persons with disabilities, youth, older workers, women and newcomers to the province. It specifically focused on these needs in order to identify and address barriers to employment and increase labour market participation for those who are under-represented in the workforce.

The intent of the *Way Forward on Workforce Development* is to prepare Newfoundland and Labrador for future labour market opportunities by identifying anticipated skills gaps. The intent of this project was to address training needs and build recruitment and retention strategies to address and support those gaps.

4 *The Way Forward on Workforce Development*, Government of Newfoundland and Labrador, www.gov.nl.ca/isl/files/Workforce-Development-Report-WF.pdf.

5 *Workforce Innovation Through Social Enterprise*, www.nlwic.ca/workforce-innovation-through-social-enterprise.

PROJECT GOAL:

The goal of this project was to facilitate evidence-based research and analysis and to disseminate resources and practical tools which encourage and support social enterprise growth in NL as an innovative tool for:

- addressing work force challenges
- supporting rural sustainability
- encouraging small business enterprise, and
- building a stronger economic foundation for the future

DEFINING SOCIAL ENTERPRISE:

Both the concept and definition of social enterprise are still evolving amidst rapid popularity and increased attention from many sectors. As such, no unified definition exists at the international level, and often at local levels, of what constitutes a social enterprise. While varying definitions have been proposed, a few similar themes emerge. The first theme reflects a functional and purpose-based description of social enterprise. In “Impact: A Social Enterprise Strategy for Ontario”⁶, the Government of Ontario defines social enterprise as “*an organization that uses business strategies to maximize its social or environmental impact.*” This functional concept is congruent, in part, with the Toronto Enterprise Fund’s (TEF) definition of social enterprise⁷. TEF describes social enterprise as “*a revenue-generating venture founded by a not-for-profit organization or charity to create jobs or training opportunities for very low-income individuals.*” Away from the functionalist perspective is the second theme that reflects a structural viewpoint. For example, the Enterprising Non-Profits⁸ provides a structural definition of social enterprises as “*business ventures operated by non-profits, whether they are societies, charities, or cooperatives.*”

⁶ Government of Ontario, “Impact: A Social Enterprise Strategy for Ontario,” *Ontario.ca*, December 14, 2015, <https://www.ontario.ca/page/impact-social-enterprise-strategy-ontario>.

⁷ Jo-Anne Liburd, Anjana Dooling, and Marlo Taylor, “Doing Well While Doing Good: How to Launch a Successful Social Purpose Enterprise” (Toronto, Ontario: Toronto Enterprise Fund, 2008).

⁸ Stewart Perry, ed., *The Canadian Social Enterprise Guide.*, 2nd ed. (Vancouver: Enterprising Non-Profits, 2010).

While various criteria might be used to define social enterprise, many existing definitions remain limited in scope. As a result, identifying organizations as social enterprises for survey and sampling purposes remain challenging. Within this complexity lies the need for consistency and all-inclusivity of a social enterprise definition, particularly to develop a basis for social enterprise research consensus in jurisdictions. To ensure this consistency and for the purposes of this research, the following definition is adopted:

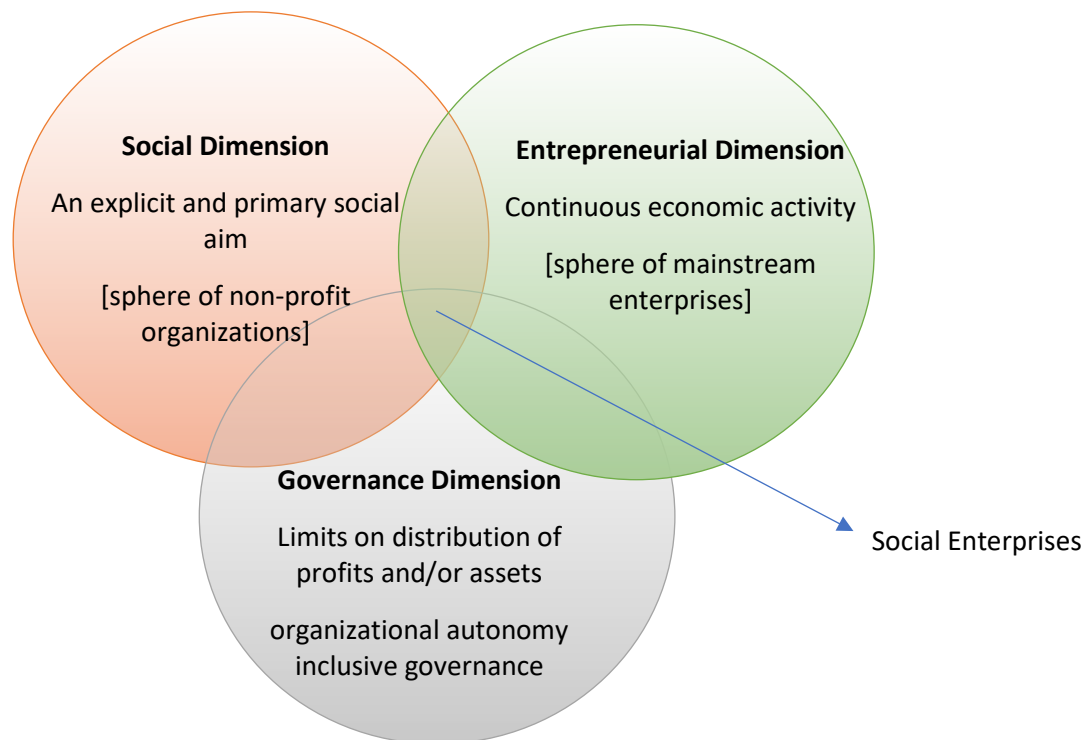
A social enterprise is a non-profit initiative that produces and sells goods or services in a business-like model in the market economy but manages its own operations (have autonomy) and redirects its surpluses or funds in pursuit of social, community, cultural, or environmental goals.

The definition combines the three major dimensions of a social enterprise, as identified in literature⁹:

- Social dimension: a primary and declared social or communal goal that is distinct from those of for-profit organizations.
- Entrepreneurial dimension: engagement in an economic activity or the exchange of goods and services.
- Governance dimension: have organizational frameworks and participatory governance for achieving social objectives.

⁹ Jacques Defourny and Marthe Nyssens, "Conceptions of Social Enterprise and Social Entrepreneurship in Europe and the United States: Convergences and Divergences," *Journal of Social Entrepreneurship* 1, no. 1 (March 2010): 32–53.

Figure 1: The three dimensions of social enterprises:



Source: Directorate-General for Employment, Social Affairs and Inclusion, EU¹⁰

WHY SOCIAL ENTERPRISE:

According to the NL Provincial Government's document (*The Way Forward*)¹¹, some of the challenges with the workforce focus on the engagement of women, Indigenous peoples, persons with disabilities, and older workers. Their four priorities are to: engage locally, attract talent, be better informed, and close the skills gap.

¹⁰ Directorate-General for Employment, Social Affairs and Inclusion, "A Map of Social Enterprises and Their Eco-System in Europe" (Luxembourg: Publications Office of the European Union, 2015).

¹¹ The Way Forward - Government of Newfoundland and Labrador
<https://www.gov.nl.ca/thewayforward>.

Considering that Social Enterprise is a catalyst for social and economic empowerment and inclusion, its use, as a means to addressing both employment gaps and barriers is imperative¹². With a more holistic approach, social enterprise is about building opportunities to generate employment while meeting social, cultural, and economic needs in a manner different from traditional for-profit models, and, finding new ways to support economic development in local communities.

According to the *Newfoundland and Labrador Job Vacancy Report (2017)*¹³, the largest share of publicly posted job ads are located in regions and communities that are urban and/or have a larger labour force population base. The fact that jobs seem to dominate more urban areas may suggest why such approaches as social enterprise is particularly important to rural and small population-based areas and serve as a rationale as to why this project is focused on social enterprise development in rural communities.

Social enterprises exist for different reasons and can take different organizational forms, from a village shop or cooperative, to a community development group or housing association. They often arise out of necessity rather than popularity, as a response to local needs, opportunities and drivers. Rural communities, globally, are facing similar challenges of market failure, the withdrawal of public services, and population issues (growing elderly population and the out-migration of young people). Social enterprise has huge potential to contribute to a range of these economic, social and environmental challenges. Its characteristics align well with smaller, more rural communities. Based on the literature review and interjurisdictional scan, it became evident through this project that social enterprise works well in the rural context because it allows people to harness local skills and knowledge to create unique solutions which are truly effective for their community.

¹² <https://www.investopedia.com/terms/s/social-enterprise.asp>.

¹³ Job Vacancy Report 2017 - Newfoundland and Labrador
<https://www.gov.nl.ca/isl/files/publications-pdf-jobvacancy2017.pdf/>

THE PRIMARY RESEARCH QUESTION:

1. What practical and innovative Social Enterprise opportunities exist in Southwestern Newfoundland which can address workforce challenges, provide training and employment opportunities, support community sustainability and build a stronger economic foundation for the region as demonstrated and evaluated in a pilot study?

Based on the findings of the mid-term report two other questions were added:

2. Based on research findings, which identified Social Enterprise opportunities have the support and resources required for start-up; are able to participate in a piloting and evaluation process; and have the potential for sustainability?
3. What impact has Social Enterprise Development had on the community/region?

ETHICS:

Formally, the proposed research for the NL Workforce Innovation Centre is evaluating models rather than human subjects, hence no approval from an academic institution was required. However, from a practical point of view, it is recognized that ethical considerations should be demonstrated in all research plans and are inseparable from day-to-day interactions with research participants, the advisory board, and the collected data.

Since collaborative partnerships and stakeholder engagement was intended to ensure project inclusivity and responsiveness to identified needs, with mechanisms to share best and promising practices, and support communities in developing successful social enterprises, a consent form was developed for engaging consenting participants (**See Appendix A-1**). As well, during any recorded on-line interviews or round table discussions participants were informed of the recording and asked for permission to record. The Zoom application supports that by asking for permission from participants as each person joins the

meeting. Contrary to that point, the project team was also aware, as Glesne (2006)¹⁴ points out in her discussion on data collection, that “when research becomes collaborative, cooperation, active assistance, and collegiality may exceed the demands of informed consent” (p. 133). In this pilot any narratives that cited or referred to specific organizations were returned to the participant for approval of the facts and permission to use in the report.

METHODOLOGY

The *Workforce Innovation Through Social Enterprise* was organized as an inquiry project. An inquiry project involves a group of stakeholders investigating a worthy question, issue, problem, or idea to create or build knowledge¹⁵. These kinds of projects involve serious engagement and investigation. This specific applied research project used a model and methodology involving the collection and analysis of data from multiple sources and then applied the findings to inform the piloting and evaluation study. Project methodology included inter-jurisdictional review, literature review, data collection from surveys, journal/daily log entries, case studies, data and document analysis, and reflective practice. A description of each follows.

Inter-jurisdictional Review encompassed research and analysis of existing social enterprise frameworks in other jurisdictions spanning from the local to international.

Literature review and synthesis included a review of existing literature and research on social enterprise including best practices, potential models, and case studies.

Case studies or idiographic research¹⁶ gathered in-depth data relative to a single program and a defined period of time for the purpose of learning more about it.

¹⁴ 14 Glesne, C. (2006). *Becoming qualitative researchers: An introduction* (3rd Edition). Boston: Pearson Education.

¹⁵ Guidelines for Inquiry-Based Project Work: Tomorrow's Teaching and Learning

(<https://tomprof.stanford.edu/posting/1390>).

¹⁶ Leedy, P.D. and Ormrod, J.E. (2013). *Practical Research: Planning and Design*. 10th Edition, Merrill/Prentice Hall, Boston.

It relied heavily on participant observation and in-depth interviewing. Data analysis of case studies generally involves the organization of details about the case, categorization of data, interpretation of single instances, identification of patterns, synthesis, and generalizations (Creswell, 2007)¹⁷.

Document analysis incorporated coding content into themes which allows for interpretation and presentation of the findings.

Data analysis involved systematically applying statistical and logical techniques to describe and illustrate, condense, recap, and evaluate data.

Evaluation study involved the documentation and evaluation of the development, implementation, and impact of three new social enterprise ventures in Southwestern NL. Its methods included staff daily logs, advisory committee journals, notes, minutes, statistics, feedback, questionnaires, interviews, focus groups, and case studies.

Journal writing and/or daily logs created a thinking and reflection process on the research and project implementation as it unfolded. It provided opportunity for those involved in the process to note ideas, arguments, challenges and achievements, questions, connections between bodies of literature, theory, data, stakeholders. This enabled a tracking of progress and patterns of thinking.

A project Evaluation plan was devised indicating desired outcomes and measurement tools. A presentation of the plan was completed June 8, 2020, revised on July 28, 2020 and finalized August 2021. **(See Appendix A-2).**

17 Creswell, J. W. (2007). *Qualitative inquiry and research design: Choosing among five approaches*. Thousand Oaks, CA: Sage.

TIMELINES FOR PROJECT

Initially, the project was planned for a period of two years from October 1, 2019 to September 30, 2021. However, the infiltration of Covid-19 and regulatory mandates for people's health and safety plus the desire to have ample time for consultation and dissemination of information to all stakeholders pushed the end date into mid 2022. An additional time-line extension was requested and approved to March 31, 2023, to allow for the development of a social enterprise tool kit. The NLWIC funding covered the period from October 7, 2019 to March 31, 2022, but the project continued for an additional year with financial support from Community Education Network. The Community Education Network and its affiliated organizations are to be credited with its successful extension. The revised timelines are as follows:

October 7, 2019, to March 31, 2023 (Revised Sept 2022)

DATE	ACTION ITEM
Oct 2019 - June 2022	Community Partner/Stakeholder Engagement (Ongoing)
Oct 2019	Contract with Research and Evaluation Consultant (Consultation Ongoing)
Oct - Nov 2019 Feb 2020 July 2020	Staff Recruitment, screening, hiring and orientation
Oct 2019 - June 2022	Staff supervision and support (ongoing monthly meetings with Project Management Team)
Dec 2019	Initial meeting of Project Advisory Committee/Research Team
Dec 2019 to June 2022	Project Advisory Committee Meetings (Ongoing Quarterly Meetings)
Oct 2019 – June 2022	Work Plan/Research and Evaluation Plan Development and implementation (Quarterly Review)
Oct 2019 – Sept 2021	Labour Market Research and Data Analysis

Jan 2020 – Sept 2021	Literature Review and Synthesis
Jan 2020 – Sept 2021	Inter-jurisdictional Review/Best Practice Study and Synopsis
March 2020	Project Launch/Public Presentation
Ongoing	Detailed Record Keeping (Daily logs, journals, minutes, etc.)
July 2020 – Dec 2021	Data and Document Analysis
Oct 2020	Mid-term Summary Report Preparation and Review
Oct - Dec 2020	Community Presentation Preparation and Implementation
Jan 2020 - June 2021	Work with stakeholders, non-profits, and funders to identify Social Enterprise opportunities in Southwestern NL
April 2020 – Dec 2021	Secure partnerships, funding, and in-kind resources to establish and develop identified social enterprise ventures in Southwestern NL
July 2020 – Dec 2021	Piloting and evaluating of three new, practical, and innovative social enterprise ventures in Southwestern NL which will include detailed case studies. (Completed)
Oct 2021 – June 2022	Stakeholder Engagement/Community Consultations/Feedback (Ongoing)
Jan to March 2022	Data Compilation, Analysis, and Evaluation Draft Research and Social Enterprise Piloting Report Preparation and Review
June 2022	Completion of Research and Social Enterprise Piloting Report Completion and Submission of Final Report
July to Sept 2022	Development of Knowledge Exchange Plan Video production with Community Partners
Sept 2022 to March 2023	Social Enterprise Tool Kit Development
March 2023	Social Enterprise Tool Kit Finalized Revisions to Final Report Completed

FINAL REPORT 2022 – PROJECT SUMMATION

Throughout the duration of the project, an external research/evaluation consultant was contracted to guide the research, data collection, analysis, and evaluation and to provide ongoing consultation and expertise to the Project Management Committee and Staff. This provided a non-bias and qualified resource person, external to the project, to help guide and evaluate the process and outcomes.

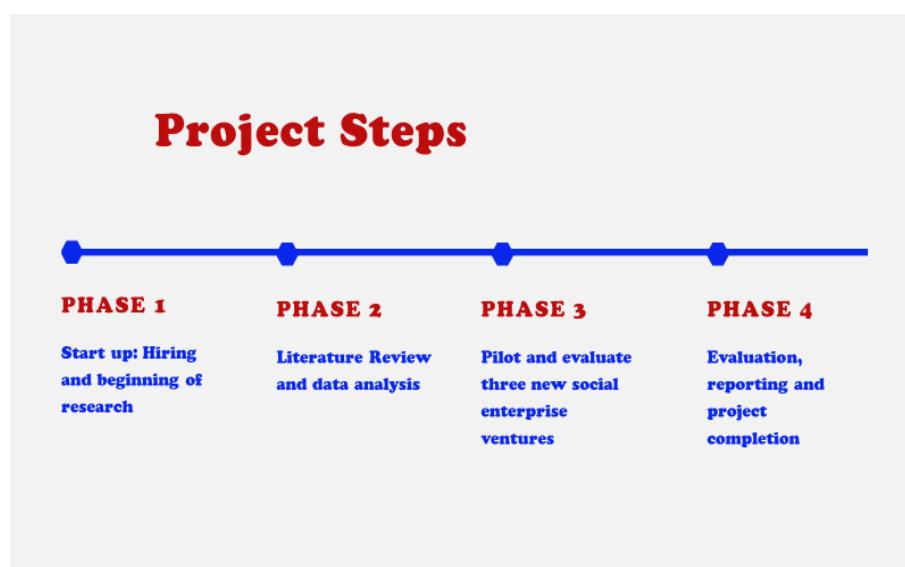
SIGNIFICANCE OF EVALUATION



Evaluation is a part of good management. It can answer questions that need to be answered to identify areas for improvement and ultimately help realize project goals more efficiently. It can also show project effects that one did not expect or anticipate as well as ensure accountability. Strong project results are the best tool for project promotion and often encourage others to become involved and provide sustainability.

This evaluation for *Workforce Innovation Through Social Enterprise* is focused on one pilot to design and implement three different models of social enterprise. Its purpose is to collate information on the activities and provide opportunity for community partners, resource persons, and participants to give feedback regarding the ability of the project to accomplish its objectives. It comprises of both process (formative review) and outcome assessments (summative review). The former mid-year review, assessed the design, plan, and operation of the project. It guided the project's development and examined project activities to determine whether the project was being implemented in the way that it was intended and identified challenges. Formative evaluations look forward.

The intent of summative evaluations is to provide a package of results used to assess whether the overall goal and its objectives have been met. While the timing of a summative evaluation must allow the project to have a reasonable chance to achieve its goals, it is often carried out for the evaluation of specific goals set within a designated timeline. In general, summative evaluations provide quantitative data that includes program statistics (attendance at meetings, customer satisfaction, finances, and cost-effectiveness data, and the like). It can also form part of an impact evaluation or be carried out in conjunction with a qualitative or process evaluation to provide complementary evidence. In summary, a summation evaluation examines the overall effectiveness and impact of the project, its quality, and whether its ongoing operation can be sustained.



REVIEW OF OBJECTIVES

OBJECTIVE 1:

To actively engage community partners and stakeholders throughout all phases of the project including development, implementation, evaluation, knowledge mobilization and dissemination.

Action	Summative Review
invitation to the official opening	<p>Kick-off - Completed: March 2020</p> <p>Invitation and agenda</p> <p>Power point presentation</p> <p>Well attended (25 guests) including representatives from NLWIC, municipal government, MHA's, and other organizations</p> <p>(See Appendix C-1/C-2)</p>
<p>Project Promotion:</p> <p>CEN-SE Facebook page created:</p> <p>facebook.com/CENSocialEnterprise</p>	<p>With the infiltration of Covid-19 paper forms of project promotion, e.g. brochures, posters, became a challenge. Various forms of social media were instrumental in the operations of the project such as Facebook, a ChangeX page for Grow Remote, as well as Slack.</p>
Media 1 Kick Off	<p>Completed March 3, 2020</p> <p>To further connect with community partners and stakeholders, a social media audit was completed to determine the viability of a CEN-Social Enterprise (CEN-SE) social media presence.</p> <p>(See Appendix C-3)</p> <p>A logo and brand were created as well as a Facebook page and content calendar.</p>
Media 2 (CEN-SE & NLWIC)	<p>Completed March 6, 2020</p> <p>To date the facebook page has received 81 page likes and 94 followers. The most successful post reached 2,011 people, received 350 post clicks, and 79 reactions.</p> <p>Business cards, building signage and a letterhead have also been created for CEN-SE.</p>
Surveys	See Objective 2.

<p>Public Communication</p> <p>CEN-SE Facebook page</p> <p>Project Launch Scenario Event</p> <p>Public Forum December 11, 2020.</p>	<p>https://www.facebook.com/public/Cen-Se (See Appendix C-1)</p> <p>There was little face-to-face contact as a precautionary measure owing to the pandemic.</p> <p>Completed with Zoom (See Appendix C-1)</p> <p>Public Forum Event Scenario (See Appendix C-5) A PowerPoint presentation was created and was presented, online, via Zoom (Presentation Available Upon Request)</p> <p>43 invitations were dispersed as well as general invitations via social media.</p> <p>22 people RSVP'd to the event via Eventbrite and 18 people attended including representatives from NLWIC, the Government of Newfoundland and Labrador, Municipal Government, and community partners.</p> <p>An event scenario, media advisory, news release, Eventbrite page, email invitation, posters and media list were created for the event</p> <p>Juniper Printing was officially launched at the public forum</p> <p>Feedback was incredibly positive</p> <p>Participant Feedback:</p> <ul style="list-style-type: none"> • The Town of Stephenville is very supportive of social enterprise. • Juniper Printing Facebook page will launch today • The logo and name of Juniper Printing looks very good • Sharon McLennon, of NLWIC expressed interest in having WITSE highlighted in NLWIC's news bulletin, Tip of the Iceberg. • NAWN is very pleased with the product they received from Juniper Printing • Joanne Kendrick complimented the presentations and requested a copy of both presentations <p>Below is a link to the Grow Remote Launch recording on the NLWIC youtube channel.</p> <p>https://youtu.be/FT0-eXKy9c0</p>
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<p>May 17, 2021: CBC Morning initial interview with Brian McHugh</p> <p>May 19, 2021. Grow Remote Launch</p> <p>October 26, 2021 Presentation to the Health Accord</p> <p>April, 2022 Grow Remote did a feature on the Project Coordinator:</p>	<p>A more detailed description with learnings is portrayed under Objective 5: SE Models.</p> <p>Health Care and Inclusion (See Appendix D-2). See key points below.</p>
<p>Key points in presentation for health care and social enterprise:</p> <ul style="list-style-type: none"> • Prior to 2006, Newfoundland and Labrador had the second highest poverty rate in Canada (Canada Without Poverty, 2015). • 13.1% of the NL population aged 15 or over reported having a disability that limited their daily activities. (http://www.statcan.gc.ca/pub/89-654-x/89-654-x2015001-eng.htm#a2). • For-profit privatization of essential services for vulnerable populations, such as childcare, senior living, and housing, has proven to be problematic. • Many non-profit community-based organizations work to advance equity and inclusion in a person-centred and cost-effective manner through collaboration and a coordinated grass-roots approach to service delivery. • In rural and remote communities throughout the province, adequately resourced, the non-profit sector can continue to facilitate a wide range of inclusive services and supports in partnership with all stakeholders. 	
<p>Barriers to Employment for Persons with Disabilities:</p> <p>Our experience of major barrier determinants to employment for persons with disabilities include:</p> <ul style="list-style-type: none"> • lack of accessible and affordable transportation • social isolation and segregation • limited/lack of personal and disability-related supports as well as costs of these supports • inaccessibility of the current environment • disincentives arising out of the various income support systems which they are accessing (income support, benefits, other funding) • limited/lack of education, training and work experience • lack of on-the-job supports, accommodation and assistance • communication barriers • lack of access to self-employment and business development supports • discriminatory employer attitudes and inflexible work environments 	

Narratives of Success:

1. There are about 16 to 29 employees of varied backgrounds and cultures employed at the St. John's Farmers Market (SJFM) and the cooperative's employee demographics reveal diversity and inclusion.
2. SmartICE has operationalized its services in 21 indigenous communities, including four in Nunatsiavut in the 2022 ice season, and is actively undertaking growth plans. Activities at all of SmartICE's locations are inclusive of community-based traditional knowledge and values, as linked with the technology.
3. The BSG Corp employs innovative measures to engage with, and support, people with intellectual disabilities in the Bay St. George area. Their employment development strategy is designed to accommodate each person as an individual. Training and employment matching is developed to suit individual specific needs and create unique worker-co-worker arrangements.

Designed "Meet the Team" and "Feature of the Week Facebook Posts

Connected with NLWIC on Facebook acceptability. An example Facebook Post of a trip taken to St. John's follows.

Facebook Post:

The trip provided much insight on the importance of social enterprise and its role in the community. The trip was also a way to build some great connections with fellow social enterprise enthusiasts.

This past weekend, Ian MacDonald, Project Coordinator, had the opportunity to travel to the province's capital to meet with some social enterprise industry leaders.

The first stop was with Choices for Youth. Choices for Youth own and operate a variety of social enterprises in the Avalon region. The Shop is one of the social enterprises that Ian was able to explore and have fun while testing some of their machinery.

Next up was a meeting with Kim Todd from Guide to the Good. Kim started the social enterprise to act as a one stop shop for social, local and green businesses in St. John's. Since the inception, Guide to the Good has become a popular spot to help with everyday purchasing and lifestyle choices.

Following coffee with Kim, a meeting was held with the School Lunch Association. The School Lunch Association serve approximately 6,300 hot, nutritious lunches a day which makes them one of the largest lunch providers on the island.

The Hub was the final stop for Ian on his travels. The Hub is a registered charity that has grown to become the second largest printing business here as well as arguably, the largest caterer of food services. The Hub's mandate is to provide employment for persons with disabilities and a facility for social and recreational activities. (Media, NLWIC)

Quarterly Project Advisory Committee Meetings	December 4, 2019 March 18, 2020 June 3, 2020 November 13, 2020 May 25, 2021 February 10, 2022 February 16, 2022
Minutes on File and Available Upon Request	
Project Advisory Team members: <ul style="list-style-type: none">• Bernice Hancock, Executive Director, Community Education Network• Dr. Barbara Barter, Research and Evaluation Consultant• Jenny Chaulk, Finance Manager, Community Education Network• Mark Felix, Economic Development Officer, Dept of Tourism, Culture, Industry, and Innovation• Sharon Williston, Executive Director, Bay St. George Status of Women Council• Ray Mclsaac, Executive Director, Bay St. George Community Employment Corporation• Nona Matthews-Gosse, Executive Director, Newfoundland Aboriginal Women’s Network• Mary Barter, Youth Engagement Coordinator, Community Youth Network• Andrew Hibbitts, Economic Development Officer, RDEE	
Comments from Meetings: <ul style="list-style-type: none">• “I love the process, listening to all your ideas, everybody adding something. I appreciate that. And thank you.”• “I think it's great. I think these dialogues really give us the butter for our bread, you know, in the research and our piloting of these enterprises.”• “I just keep thinking back as we were talking about consultation and development, because this seems like we keep coming full circle. These are things that we've talked through many times over the years: a good service for internet, skill levels, the ability of people to be able to access training and to get jobs.”• “Being able to provide opportunities for individuals facing barriers to develop the basic skills they would need to be able to apply for and get a good job can be a game changer for many, many households.”	
Monthly Project Management Team Meetings These meetings are open-ended in that project staff, CEN staff, and the evaluation consultant engage in conversations that are represented through minutes	Oct. 25, 2019 Nov. 12, 2019 Dec. 4, 2019 Feb. 18 & 21, 2020 June 8, 2020 July 28, 2020 Sept. 30, 2020 Oct. 23, 2020 Nov. 12 & 30, 2020
Minutes on File and Available Upon Request	January 15, 2021 Feb.22, 2021 March 1, 19, 30, 2021 April 20, 2021 May 18, 2021 June 1, 15,2021 August 5, 2021 Sept. 24, 2021 January 19, 2022 Feb. 16, 2022

<p>Consultant Presentations and Reports</p>	<ul style="list-style-type: none"> • July 28, 2020 Reviewed evaluation plan with staff and Executive Director (Meeting Notes Available Upon Request). • October 26, 2020, Reviewed mid-project evaluation with Project Staff and Project Advisory Committee(New info was added during the round table) (Meeting Notes Available Upon Request). • November 13, 2020. Reviewed Mid-project evaluation with Project Advisory Committee. (Meeting Notes Available Upon Request). • January 25, 2021 evaluation meeting with Project Management Team • February 2, 2021 – SE Evaluation Plan Review (See Appendix A-3) • May 3, 2021, review of evaluation narrative (See Appendix A-4) • August 6, 2021 – focus group on Juniper Printing (Interviews Recorded) • December 7, 2021 – presentation to focus group on Juniper narrative • January 19, 2022: Evaluation meeting on summative framework (See Appendix A-4) • February 22 focus group on Long Range Market and Grow remote (Interviews Recorded) • March 2, 2022: First draft of Summative Report
<p>CEN WITSE meetings with NLWIC including addendum semi-annual Reports to NLWIC</p>	<p>WITSE Meetings with NLWIC</p> <p>July 14, 2020</p> <p>November 13, 2020</p> <p>December 8, 2020</p> <p>March 30, 2021</p> <p>September 30, 2021</p> <p>(Minutes Available Upon Request)</p> <p>WITSE Activity Reports (sent directly to NLWIC)</p> <p>Report Oct 2019 – March 2020</p> <p>Report April 2020 – September 2020</p> <p>June 2021 News Bulletin</p> <p>February 9, 2022</p> <p>(See Appendix B)</p> <p>WITSE Presentation to NLWIC/Government Reps, May 2, 2022 (See Appendix D-3)</p>

Staff Activity Reports	November 2019 March 2020 July 2020 August 2020 September 2020 October 2020 January 2021 February 2021 March 2021	April 2021 May 2021 June 2021 July 2021 August 2021 September 2021 November 2021 December 2021
Reports Available Upon Request		
Community Engagement for Staff	<p>The focus of SE is on improving social objectives and serving the common good through sustainable revenue rather than profit. One of the main components of this type of business model requires the ability to build strong relationships between individuals in social and economic networks. Such an activity provides strength and sustainability to social enterprise endeavours and is of extreme importance as part of the long-term strategy for sustainable social enterprise ventures.</p> <p>Staff activity reports noted above demonstrate that philosophy:</p> <ul style="list-style-type: none">• Met with over 42 community partners (communities are underlined below)• Over 100 Community engagements activities (Examples follow) <p>(See Reports in Appendix B)</p>	
Examples of Engagement (See full list through the reports in Appendix B)		
Attended (In-person or virtually):		
<ul style="list-style-type: none">• Metro Business Opportunities (MBO) Social Enterprise Fair in St. John’s• <u>Newfoundland Aboriginal Women’s Network</u> (NAWN) Social Enterprise Research Focus Group• <u>CBDC</u> Speed Networking Event• Qalipu Business Forum• 23rd Annual Youth Ventures Awards• a cybersecurity online workshop through Small Business Week• <u>Chamber of Commerce (Stephenville)</u>• Grow Remote Productivity presentation• Grow Remote (March 4, 2021): Empowering Rural Communities (Donegal, Ireland)		

- Future of Social Acquisition – University of Waterloo
- #Tipoftheiceberg NLWIC event
- **Grow Remote** Town Hall Meeting
- **Atlantic Chamber of Commerce** AGM
- MUN Alum Social Enterprise meeting
- September 28-29 Social enterprise world forum
<https://www.digitalstorytellers.com.au/the-story-canvas/>
<https://www.digitalstorytellers.com.au/sewf2021/>
- Cultural Healing and Wellness Centre - Strategic Planning day
- Delivered Long Range Market presentation to the Chamber of Commerce Executive
(See Appendix D-1)
- Meeting with the St. John's Farmers Market
- Delivered Facebook workshop in partnership with Youth Ventures to youth business

Site Visits: (Covid has made this challenging as face-to-face visits were discouraged)

- Choices for Youth Social Enterprise facilities in St. John's
- Community Youth Network Onesie Twosie Social Enterprise in Corner Brook
- The Physically Disabled Service Centre Inc. (The Hub)

Met With: (Also see Addendum Reports Appendix B)

- Kim Todd of Guide to the Good
- John Finn, Executive Director of the School Lunch Association
- Liz LaSaga, CEO/Manager of Flat Bay Band Inc.
- Andrew Hibbitts of Réseau de développement économique et d'employabilité (RDÉE) (Currently known as Horizon NL)
- Nicole Helwig, Manager of the Centre for Social Enterprise
- Joanie Cranston, Manager of the Bonne Bay Cottage Hospital Social Enterprise
- Community Employment Corporation
- Breannah Tulk, Director of Business Operations at First Light St. John's Friendship Centre
- Mary Lambert (Chamber of Commerce) to discuss their role in the online market place
- Power Up Coordinator
- Mayor of Stephenville concerning Grow Remote
- BASICC (Ballybofey and Stranorlar Integrated Community Company)
- Nicole Pollard to discuss pricing options for the LRM
- Meeting with Mitchell Spencer and Chad Harnett- founders of onlineteaching.com (Remote employer)

Staff became involved in:

- Bay Expo Committee and marketing subcommittee to promote business and entrepreneurship in the Bay St. George area
- NAWN SE working committee
- Chamber of Commerce
- Grow Remote
- Small Business Committee

OBJECTIVE 2:

To conduct labour market research and data analysis including relevant local, regional, provincial and national statistics and employment trends, skills shortages/mismatches, training and job opportunities, and small business information.

Action	Summative Review
Market Research Survey for the Print Shop	<p>Posted during the project launch event and guests were asked to complete the survey (See Appendix E-1)</p> <p>Key Findings:</p> <ul style="list-style-type: none"> • 80% of the 25 respondents live in the Stephenville area. • 90% were over the age of 45 (may be explained by the fact that the survey was launched at the opening of the project) • 72% purchase printshop services that include (from the highest to lowest %): printing, laminating, copying, booklet making • 61% purchase once or twice a year • 39% purchase frequently • 55% spend less than \$100 • 25% spend between \$100-\$500 • 68% will travel between 5-15 km for services • 21.5% will travel between 30 and 60 km • 85% placed value on cost and quality of printing • 76% would use the printing service in the Stephenville area <p>Results validate the need for printing services as a social enterprise. Results indicate income from such a venture will only generate enough profits to support a small business that addresses a community/regional need.</p>
<p>Market Research On-line Shopping in SW NL</p> <p>Survey 1 Completed March 2020</p>	<p>Key messages:</p> <ul style="list-style-type: none"> • Most businesses are in Stephenville • 62% sell products online • The majority of those who did not use online did not know how • There was no dominant choice of platform • 62% are interested in participating in a local online multi-vendor marketplace. • 42% of those expected to pay between \$400-\$499 per year for the service • 42% advertise their business via website <p>(See Appendix E-2)</p>

<p>Market Research On-Line Shopping for business owners</p> <p>Survey 2 Completed March 6, 2020</p>	<p>The survey reveals significant information on the Bay St. George area.</p> <p>Key messages:</p> <ul style="list-style-type: none"> • 48% of respondents live in Stephenville • 92% have shopped online • 70% have spend over a one-month period during covid and bought a variety of items, mainly: Clothing, footwear, jewelry and accessories (62%); groceries, furniture and household items, books, magazines, and newspapers (38%); personal care items (33%) • 57% use Google search to get info on local businesses • 74% know which businesses in BSG offer online shopping • 91% would support an online marketplace in BSG area <p>(See Appendix E-3)</p>
<p>CBDC Speed Networking Event</p>	<p>Representatives from 15 CBDC's across the province were in attendance.</p> <p>This provided an excellent networking opportunity to learn more about social enterprises operating throughout the province as well as funding opportunities.</p> <p><i>Note: Community Business Development Corporations, also known as CBDCs, are non-profit organizations that offer a variety of programs and services to help you start, expand or modernize a business. We offer valuable business counselling, training and advisory services. Anyone looking to start or purchase a new or existing business can apply for a loan - to a maximum of \$150,000.</i></p> <p><i>CBDCs serve rural and semi-urban Atlantic Canada.</i></p>
<p>Review Labour Market Research</p>	<p>Detailed Literature Review (Provided in a Separate Document)</p>
<p>Labour Market Review:</p> <p>Population From 2006 to 2016, the population of Southwestern Newfoundland decreased by 3.7% (from 21,165 to 20,375). During that time, the percentage share of those 24 years or younger decreased from 27.5% to 22.2%, while the percentage share of those 55 years or older increased from 31.8% to 43.0%.</p> <p>Gender The percentage share of males decreased by 0.3 percentage points between 2006 and 2016 (from 49.2% to 48.9%). In contrast, the percentage share of females increased over the same time period (from 50.8% to 51.1%).</p>	

Additional Demographic Indicators

The number of residents with Aboriginal Identity increased significantly between 2006 and 2016 (from 20.7% to 39.1%). The number of immigrants also increased over this ten-year period (from 0.9% to 1.3%).

Educational Attainment

Between 2006 and 2016, the percentage share of residents with less than high school decreased from 40.5% to 30.4%. In contrast, the percentage share of residents with a post-secondary credential (either apprenticeship/trade, college or university) increased from 39.9% to 46.1%.

Labour Market Indicators

Between 2006 and 2016, the labour force decreased, while the number of people employed increased. The number of people in the region unemployed also decreased over this time period.

Meetings of the Research Team

Meetings of the Research Team (Project Coordinator and Research Assistant, CEN Executive Director, Evaluation/Research Consultant, Mitacs Graduate Student)

Jan. 25, 2020	Feb. 1 & 8 & 22
Feb. 15, 2021	March 1 & 19 & 30
March 8 & 22, & 24, 2021	

(Minutes Available Upon Request)

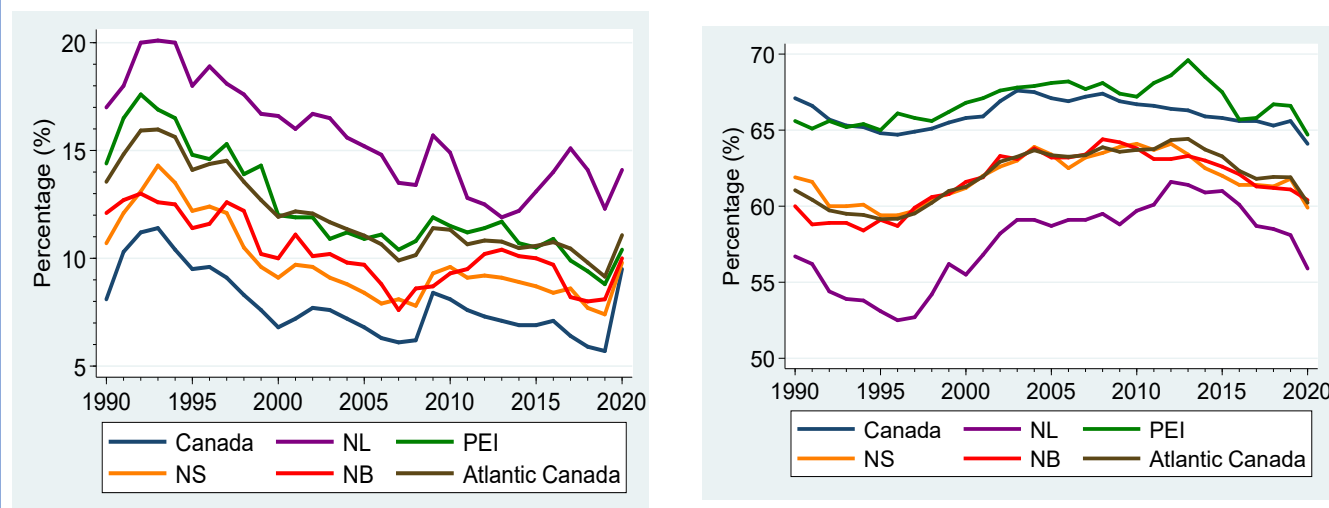
Sample Documents:

- BDC Labour Shortage in Canada
- Labour market stats from the Government of NL
- Organization for Economic Co-operation and Development (OECD)
- Researched Social Innovation Challenge with World Vision
- Skills for Jobs database
- Government of Newfoundland and Labrador *The Way Forward*
- <https://medium.com/@pubricahealthcare/importance-of-literature-review-in-scientific-research-writing-41d8ea3812c6>
- OECD project on future-ready adult learning systems in several countries including Canada (OECD%20presentation_Canada[6474].pdf)
- https://www.rdlip.ca/wp-content/uploads/Research-Brief_Labour-Market-Trends-for-Marginalized-Populations.pdf
- <http://www.canadabeyond150.ca/reports/future-of-work.html>.
- Research into B Corporations* (*Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose.)
- Business planning documents from IBISWorld from Canada Business

Labour Market Literature Review

Key findings

National, Regional and Provincial Unemployment Rates (A); Participation Rates (B)¹⁸



- In terms of participation rate, NL has had the lowest rate amongst the Atlantic Canada provinces and lower than the regional average for Atlantic Canada (Figure 2 – Panel B (**See Literature Review**))
- NL labour force participation rate is at a near 20-year low – at 55.9%, suggesting that NL has the lowest share of working age population that are working or looking for work, i.e., percentage of people in the labour force. This is likely due to aging population and attrition, among other factors.
- More working age persons are not participating in the labour force, and those participating are likely not getting jobs (unemployment rate).
- Within NL, labour force outcomes are disproportionate amongst economic sub-regions.
- Unemployment rate is highest in the South Coast-Burin Peninsula and Notre Dame-Central Bonavista Bay, followed behind by the West Coast and then the Avalon peninsula.
- Compared to other areas, the low unemployment rate in the Avalon Peninsula could be attributable to the concentration of many companies and social enterprises in the area.
- Job vacancies are often more concentrated in the Avalon Peninsula. Overall, a low participation rate combined with a high unemployment rate is a sign of a job market that is not robust.
- Employment gaps have been attributed to several barriers:
 - Employer discrimination and labelling
 - Lack of enabling work environment
 - Misconceptions about employing persons with disabilities and visible minority
 - Lack of suitable trainings and workforce development programs
 - Risk of job automation and technological skills
 - Lack of professional network

¹⁸ Rates for Atlantic Canada are calculated as “annual average” of the rates for each Atlantic province.

- Homelessness, transportation
- Self-discrimination
- Lack of qualifications and skills

Literature Identification of Barriers

Hybridity exists in the field of social enterprise which can limit establishing clear classifications of social enterprise.

Demand-side are barriers that often emanate from employers and from workplaces. Some of the specific obstacles include:

- Employer discrimination and labelling¹⁹
- Lack of enabling work environment²⁰
- Misconceptions about employing persons with disabilities and visible minority
- Lack of suitable trainings and workforce development programs
- Risk of job automation and technological skills²¹

Other barriers can be supply driven, meaning that they are encountered from the individual's aspect:

- Lack of professional network²²
- Homelessness, transportation
- Self-discrimination
- Lack of qualifications and skills

¹⁹ Michael Shier, John R. Graham, and Marion E. Jones, "Barriers to Employment as Experienced by Disabled People: A Qualitative Analysis in Calgary and Regina, Canada," *Disability & Society* 24, no. 1 (January 2009): 63–75.

²⁰ ILO, "Making the Future of Work Inclusive of People with Disabilities," Publication, November 21, 2019, http://www.ilo.org/global/topics/disability-and-work/WCMS_729457/lang-en/index.htm.

²¹ Emile Tompa, Daniel Samosh, and Normand Boucher, *Skill Gaps, Underemployment and Equity of Labour-Market Opportunities for Persons with Disabilities in Canada*, 2020, <http://www.deslibris.ca/ID/10103326>.

²² Eddy Ng and Suzanne Gagnon, *Employment Gaps and Underemployment for Racialized Groups and Immigrants in Canada: Current Findings and Future Directions*, 2020, <http://www.deslibris.ca/ID/10103325>.

LABOUR MARKET CHALLENGES AND BARRIERS INFOGRAM:



Action continued	Summative Review
Interview with Community Employment Corporation	Interview recorded.
Research completed on Aboriginal boutiques and other possible social enterprises and funding sources	<p>This was an excellent step in connecting business with a dominant population representation. This was an exploratory venture that did not germinate into a business at this time.</p> <p>What we learned was that since the Bay St. George region has a significant indigenous population, this research is of major significance for future work.</p> <p>See List of Local and National First Nations Artists below.</p>
<p>Local and National First Nations Artists:</p> <p>Local online artist: (Beadwork / dream catchers / prints)</p> <ul style="list-style-type: none"> • https://www.facebook.com/bunchberrybeadwork/ • Marcus Gosse Art: https://www.facebook.com/groups/1532150507103133/?ref=share • https://instagram.com/jordanbennettart?igshid=1rjlj5d7m2iti • https://instagram.com/heididixondesigns?igshid=9f0ermmufn74 • https://instagram.com/mossandneedle?igshid=17d47thxjvdo9 • https://instagram.com/islanddreamcatchers?igshid=1xh0618u26v0f • https://instagram.com/yes_by_beadings?igshid=xfvdg9uzbhx0 • https://instagram.com/appik.beads?igshid=1qsl5bpcs3i2q <p>Canadian Artist (Atlantic/Mi'kmaq abroad) :</p> <ul style="list-style-type: none"> • https://instagram.com/born.in.the.north?igshid=1cg113zorf4k4 • https://instagram.com/rezfamousbrand?igshid=10p5er1spuh2g • https://instagram.com/the.beads.knees?igshid=16u5zz3svvjs9 • https://instagram.com/onecraftymikmaq?igshid=aq50f73fjyvh • https://instagram.com/moonlightworks?igshid=1kxc3tpa1fj8q • https://instagram.com/mikmaqprinting?igshid=spawyorb72 • https://instagram.com/digital.mikmaq?igshid=1fpxobz7shxpm 	
Researching the viability of a coffee shop and boutique focusing on aboriginal culture	<p>One of the objectives of the proposal was to identify 3 SE projects and pilot and evaluate the start-up of these initiatives. These ventures are in various stages of development but are not limited to three. There are other possibilities CEN can be involved in by assisting in identifying possible sources of funding as well as piloting and evaluation. CEN is open to supporting other social enterprise ventures in the region.</p>

The Project Coordinator had been involved in several preliminary meetings regarding the Flat Bay Band Council Coffee Shop and Boutique .

In the early stages of development of this SE it became delayed due to the Covid-19 Pandemic and subsequent Public Health Emergency as well as other challenges regarding readiness including human resources and funding.

For those reason, WITSE decided to reallocate their time and resources to another social enterprise with the intent of assisting if and when the initiative was ready for further development and start-up.

The Goal:

The goal was to operate an aboriginal boutique and coffee shop to assist in the learning of aboriginal culture while also employing Mi'kmaq, unemployed, and non-EI eligible local individuals who have some background and an interest in one or more of the skill development areas and who were seeking full-time sustainable employment.

Objective 3: *To conduct research and analysis of existing documentation and information relating to Social Enterprise including a literature review, inter-jurisdictional review, case studies and best practices/promising practices; and to apply this research to the development of new Social Enterprise opportunities in Southwestern Newfoundland.*

Action	Summative Review
<p>Review of existing literature and research on social enterprise including best practices and promising practices Models.</p> <p>Mitacs Accelerate: A program designed to provide MUN graduate students with working experience on real-world industry projects. Funding from an industry partner, in this case, CEN, was matched by Mitacs and then paid to the student as a research stipend.</p>	<p>Local, regional, provincial, and national and international research was compiled. These documents included best practices and labour market information from several sources.</p> <p>A skilled intern graduate student (MUN) proved to be a very valuable asset in completing this objective.</p> <p>See Literature Review section for a detailed review.</p> <p>Best Practice Study: As part of the Best Practice Study, Project staff conducted site visits to several existing social enterprises within the province and participated in several events promoting social enterprise. See Objective 1.</p>
<p>Common Themes that Emerged from the Literature:</p> <p>1.According to the Ontario Government social enterprise document, Social Enterprises struggle to obtain government funding. Social enterprise is a viable way to keep rural areas sustainable, however, availability of government funding is limited in rural and remote communities. ACOA, for example, does not have any social enterprise programs and is more focused on economic and small business development.</p> <p>2.There is a lack of social enterprises that focus on refugees and immigrants. There may be an opportunity to spark immigration growth in Southwestern Newfoundland through social enterprise development.</p> <p>3.There is no set definition for the term “social enterprise”. In each of the documents, a different definition of social enterprise is used. Some are similar, but others are quite different. For example, multiple documents require a social enterprise to be a non-profit while others do not. One can ascertain that it would be difficult for the public to understand what a social enterprise is without a clear definition. A clear definition is important in that when society has a better understanding of social enterprise, sales and the popularity of social enterprises stands a higher chance of increasing.</p> <p>4. One of the gaps identified in the research was the lack of discussion on barriers that exist in Southwestern Newfoundland and Labrador. (rural and remote communities)</p>	

Actions	Summative Review
Inter-jurisdictional Scan/Best Practice Study and Synopsis	<p>Examples of documentation for Inter-jurisdictional review:</p> <ul style="list-style-type: none"> • NLWIC Communication Guidelines • Innovation 2.0 • BDC Labour Shortage: Here to Stay • Harris Centre: Regional Population Projections for NL 2016-2036 • Town of Stephenville Strategic Planning Process • Southwestern Newfoundland Census • The Way Forward on Workforce Development • NL Job Vacancy Report 2017 • Improving Labour Market Participation of Persons with Disabilities • Immigration Skills and Labour (formerly AESL) Strategic Plan 2017-2020 • NL Fiscal and Economic Update 2019 • Stephenville Community Economic Development Plan • NL Vital Signs Report 2019 • ACOA: An Exploration of Skills and Labour Shortages • Format overview (see Section 3 of Literature Review).
Social Enterprise Models	<p>For the purposes of this research five different models of Social Enterprise were selected. (see descriptions in Section 2 of Literature Review):</p> <ul style="list-style-type: none"> • Work Integration Social Enterprise (WISE) • Business support Model • Cooperatives • Entrepreneurial non-profits (ENP) • Indigenous social enterprise
<p>Case Studies:</p> <p>Using a concurrent, multiple case study approach²³, the research team carried out primary research, virtually, in five local case study locations, each of which represented a separate social enterprise model.</p> <p>Potential case study respondents and other local social enterprises had initially completed a survey questionnaire on organizational structure, sector, staff count, and employee demographics (For questionnaire and response analytics, see Appendix E). Based on the responses, a set of criteria was developed to determine the most suitable case study for each model. The criteria were designed to represent the research objectives and to facilitate a critical review of lessons learned from each case study. In addition, while the fundamental focus on workforce innovation through social enterprise was maintained, case studies were chosen to represent a range of sectors and organizational missions.</p>	

²³ Robert Yin, *Case study research : Design and methods*, Fifth edition (Los Angeles: SAGE, 2014).

Three examples are listed below with lessons learned. A complete write-up with format is found in Sections 2 and 3 of the **Literature Review Report**.



ST. JOHN'S FARMERS MARKET COOPERATIVE SE

 <p>Co-op in 2009; industry: retail trade and food services</p>	<p>280</p> <p>Members/stakeholders</p>
<p>Lessons learned</p> <ul style="list-style-type: none"> - Diversify employee-base - Leverage on subsidy programs such as summer jobs - Prioritize employment and support for those with barriers to employment 	<p>Lessons learned</p> <ul style="list-style-type: none"> - Organise networking events - External formalised collaboration process with other similar SEs to build capacity for workforce trainings



GUIDE TO THE GOOD BUSINESS SUPPORT SE

 <p>Industry: Information media and telecommunications; support services</p>	<p>200</p> <p>NL BUSINESSES</p> <p>Improve market presence for over 200 local NL businesses</p>
<p>Lessons learned</p> <ul style="list-style-type: none"> - Feature locally-owned diverse-sectored businesses - Drive inclusion and equality by encouraging businesses owned by members of groups such as BIPOC 	<p>Lessons learned</p> <ul style="list-style-type: none"> - Expand visibility through quilting - Provide tech-based marketing tools for listed businesses - Measure training impacts via post-interviews



SMARTICE INDIGENOUS SE

 <p>Industry: Professional, Scientific and Technical Services</p>	<p>OVER 8000 EMPLOYMENT HOURS</p> <p>train and employ local Inuit youth as producers, operators and technicians of the SmartICE technology e.g buoys.</p>
<p>Lessons learned</p> <ul style="list-style-type: none"> - Invest time to listen, learn and understand individual barriers to employment prior to hiring - Skills training increases transferable skills and employability 	<p>Lessons learned</p> <ul style="list-style-type: none"> - Use surveys and development evaluations to gauge KPIs for the trained workforce and the community impacts - Get constant feedback from the community via having regular conversations - Use community vendors for procurements and other services

OBJECTIVE 4:

To work closely with the Town of Stephenville Economic Development Committee and other stakeholders to identify local skills shortages and to research and develop new and innovative social enterprise opportunities in Southwestern Newfoundland.

Actions	Summative Review
<p>Commentary:</p> <p>According to many in the social enterprise research world, “If you're trying to travel in the same direction, it makes sense to share the journey” (Social Enterprise Blog²⁴). The literature indicates that social enterprise ventures often operate with limited resources both in human and economic capital. Hence, the success of a social enterprise can be dependent on the quality of its partnerships. Pulling resources together provides opportunity to reach more people, share skills, and think bigger.</p>	
<p>Mitacs Accelerate:</p>	<p>A program designed to provide graduate students with the opportunity to work on real-world industry projects. Funding from an industry partner, in this case Community Education Network, is matched by Mitacs and then paid to the student as a research stipend.</p> <p>Extensive literature review completed comprising: Labour market research, inter-jurisdictional scan, and literature/case studies. (See Literature Review Report)</p>
<p><u>Reviewed Stephenville Community Economic Development (SCED) Plan</u></p>	<p>SCED Committee is no longer active, however, a municipal Councillor of the Town of Stephenville sits on the Project Advisory Committee for the SE Project</p> <p>It should be noted that although SCED is no longer active, the Town of Stephenville has been very open to the idea of social enterprise. The Town, working with the Chamber of Commerce and other partners, have been very supportive of SE. For example, the Town is planning on opening a marketplace in the center of town with stands and kiosks for people to sell their wares. CEN-SE has an opportunity to be there to promote themselves.</p>

²⁴ <https://www.theguardian.com/social-enterprise-network/2012/jul/31/mportance-forming-partnerships-social-enterprise>.

Several meetings with the Mayor of Stephenville	<p>Staff Activity</p> <ul style="list-style-type: none">• April 5, 2021• July 6, 2021• November 13, 2021• November 15, 2021• Town of Stephenville Strategic Planning Process
Potential Partnership	<p>See Objective 5 - Grow Remote</p> <p>Meeting with Mayor Tom Rose and Andrew Hibbitts to discuss Grow Remote partnerships with the Town of Stephenville</p>

OBJECTIVE 5:

To pilot and evaluate three new, practical and innovative Social Enterprise ventures in Southwestern Newfoundland using applied research methodology, qualitative and quantitative data collection and analysis, and detailed case studies.

MODEL 1**JUNIPER PRINTING NARRATIVE**

For many years, CEN has been providing a variety of printing and photocopying services for individuals and organizations free of charge or at cost. With no print shop operating in Southwestern Newfoundland, CEN staff provided a range of services from small print jobs for weddings, funerals and graduations, such as pictures and bulletins, to larger photocopying and binding services for non-profits and businesses. This demand increased over the years requiring more staff time and resources which was not sustainable.



As a larger umbrella non-profit organization, CEN had invested in a good quality printer, binding machine, and software programs for internal documents which enabled them to produce professional reports and newsletters which prompted inquiries for printing services from the general public. In the process, staff became skilled and experienced in a range of printing services.

The availability of an affordable quality local printing service met not having to travel long distances to other service centres outside the area. The news spread and spurred increased usage and need for a print shop.

This was cemented by the call for proposals from NLWIC, which CEN saw as an opportunity to address workforce challenges through social enterprise development, provide training and employment opportunities, and address an identified community need by establishing a printing service in the Bay St. George region as one of three social enterprise pilot projects.

Hence, the research enterprise project for the print shop was born for CEN to pilot, evaluate the need, and document the printing project process. CEN's administrative ability and history placed them in a position to have the financial flexibility (i.e. management staff expertise) to support the start-up of the social enterprise initiative. As one staff member of CEN noted, "the printing service was a long time coming, but the acknowledgement of its need was a long time present".

The logo and name (Juniper Printing) came to the table at a meeting of the Advisory Board. One of the staff designed the logo and another suggested the name, Juniper, a hearty bush found in Newfoundland and Labrador. The setting up process began.

Next came the purchasing of equipment. CEN staff as well as the project coordinator conducted extensive research on which printer would best suit their needs. The printer was leased from a local firm. A cutter was purchased from the HUB.

The intent of CEN in the long term, is to provide as wholistic client-centered service as possible. Juniper printing is a charity model in that its profits are reinvested into the business to meet its social objectives and cover the costs of operations. Below is a sample business card designed and produced by Juniper Printing.



MODEL INTENT:

CEN-SE aims to establish a full-service print shop which will provide a range of services including printing, folding, cutting, collating, binding, designing, photocopying, and editing for customers throughout rural and remote communities in Southwestern Newfoundland and Labrador. CEN-SE will offer these services in an economically, socially and environmentally sustainable manner by using recycled materials, offering recycling services, and utilizing digital media.

The mission of the Community Education Network is to create a learning culture through a lifelong learning process which promotes personal enrichment and healthy, sustainable communities. Through social enterprise, this will be achieved by creating employment for people with employment barriers. CEN has a full-time Employment Programs Coordinator who provides career and employment services and coordinates a number of programs funded by the Government of Newfoundland and Labrador through Immigration, Population, Growth and Skills which include the following:

- Power-Up Job Readiness and Wage Subsidy Program for individuals 25 years and older
- Linkages Program for Youth ages 18-29 years which includes career exploration, employment preparation and a subsidized work placement
- Transitions to Work Program for individuals from 18-45+ years of age which includes a seven-week intensive life skills, job readiness, and practical worker health and safety training followed by a two-week coached job search

At the onset, Juniper had one employee whose duties include overall responsibility for the print shop, including customer consultations, procurement of supplies, quality control and public relations with the user community. The Print Shop is currently in the process of hiring a Print Shop Assistant whose duties include stocking and operating printing equipment, customer service, ensuring the proper functioning of printers and copiers, running quality assurance inspections of the products during printing, shredding, and packaging final products. The Print Shop intends to hire a participant from one of CEN's

employment programs for a subsidized work placement for the Print Shop Assistant position. By remaining the umbrella partner in Juniper Printing, CEN is able to oversee the project and provide many of the wrap around services staff may require, e.g., housing supports, mental health and addictions services, ABE, employability skills, and so forth.

Actions	Summative Review
Model 1 Printing Services	<p>Juniper Printing is a social enterprise owned by the Community Education Network and Associates and specializes in delivering printing, copying, scanning, laminating, shredding , editing and designing services. It is located at 35 Carolina Avenue in Stephenville, Newfoundland and Labrador. Juniper Printing provides quality, cost effective printing services to customers on the Southwest Coast of Newfoundland and Labrador. Juniper Printing is the only local printing services business in the Stephenville and surrounding area.</p> <p>This service is offered in an economically, socially, and environmentally sustainable manner by using recycled materials, offering recycling services, and utilizing digital media.</p> <p>Grand opening was arranged and launched through social media (Live Stream, December 11, 2020) with an open house by appointment as well as notification on the local community channel.</p> <p>These actions provided outreach, communication, and networking.</p> <p>See Appendix B-2 for Staff Midyear Activity Report to NLWIC</p>
Acquired materials for printing operation	<p>Staff sought advice from other groups and requested quotes from several companies. Three quotes are required by Government standards.</p> <p>CEN is now registered with TechSoup Canada, a program that helps non-profits access donated technology products, learning content, and community support at discounted prices. CEN now has access to various software programs, such as Norton Antivirus, Microsoft products, and design packages.</p>
Hiring based on social enterprise model	<p>It was clear from the mid-year review that a successful operation requires some expertise in both design and management as well as long- term financial commitment.</p>

	<p>Very early in the project, the Executive Director of CEN was invited to a NLWIC show casing event for several projects, including CEN's Social Enterprise. This provided an opportunity to network, share in ideas, and show case social enterprise concepts. CEN pitched the print ship which was identified as a "true" social enterprise built from community capacity.</p> <p>The list of CEN activity highlighted in Background Experience of Proponent/Research Team of this Report demonstrates community capability of managing social enterprise programs. The project itself, is a clear demonstration that, in true social enterprise, "you never walk alone". The community supports the service and builds capacity around and through it. As defined in CEN's SE proposal:</p> <p><i>Social Enterprise is a catalyst for social and economic empowerment and inclusion. It is defined as a non-profit initiative that produces and sells goods or services in a business-like model in the market economy, but they manage their operations and redirect their surpluses in pursuit of social, community, cultural or environmental goals. ... Establishing a social enterprise involves the collective commitment of people.</i></p> <p>Based on the existing numbers of current clients during Covid, it was ascertained that if there had been no Covid, the project would have had to look for a larger space to accommodate increased usage. Some of the tentative items under development for the expansion section include new building, more staff, and more equipment. Post Pandemic, it is anticipated that it will become a successful enterprise.</p> <p>CEN-SE has partnered with Power Up! to employ two participants for Juniper Printing. Power Up! is an employment transitions program which engages participants in a four-week pre-employment training and work skills development, followed by a six-month, 930-hour subsidized work placement in the Bay St. George area.</p> <p>The critical point is having time and flexibility to provide support to employees, making accommodations for long term success. Age, prior work experience, lifestyle, and culture are factors that will determine the need and programs required.</p>
<p>Seeking funding through external sources.</p>	<p>Research have been completed and applications for funding have been submitted to three different agencies/programs. These included the Investment Readiness Program, Mitacs and the Dept. of Tourism, Culture and Industry Innovation.</p>

	<p>Challenges of stable funding sources is a gap that is acknowledged in the literature (See objective 3, Common themes). However, with CEN's financial partnership the project did successfully obtain a graduate student to complete a literature review.</p> <p>CEN Juniper Printing continues to explore other funding options to offset any deficit that may occur because of lack of operational capital.</p> <p>For the duration of the pilot, hiring of staff has been completed through Power Up!, an employment transitions program which engages participants in a four-week pre-employment training and work skills development program, followed by a six-month, 930-hour subsidized work placement in the Bay St. George area. (See Model Intent above)</p>
<p>Operational Assessment</p>	<p>Customer Survey (See Appendix E-1). Customer surveys are important as a demonstration of successful functionality.</p> <p>The print shop serves 21 organizations and different individuals and many repeat customers with a variety of services, small and large jobs. Examples: post cards for local artists, booklets.</p> <p>Key Points from Survey:</p> <ul style="list-style-type: none"> • Juniper has served over 70 customers to date. Customers range from non-profit organizations to politicians. • Over 50% are repeat customers • Income nearly tripled from year 1 to year 2. • Juniper Printing provides a wide variety of high quality products: Christmas cards, business cards, Greeting cards, booklets, brochures, posters, tickets, flyers, and gift cards • Since the launch of Juniper Printing, two people facing employment barriers have been hired. As the social enterprise grows, the goal is to hire more people with employment barriers. <p>Staff have made a list of organizations they can reach out to, drop off a business card, show them sample work, and let them know the print shop is ready to provide services. Examples of bigger organizations/departments: Fisheries and Land Resources, NAWN, CHANNAL, Town Councils, and so forth.</p> <p>The print shop has been keeping a low profile owing to Covid but has been demonstrating that it can survive on its own as a non-profit entity. See financial sustainability which follows.</p>

Financial Sustainability

Keeping in mind that the operation is not yet fully operational owing to the pandemic and limited number of employees (2 employees from CEN employment programs and one part-time as of Nov. 2021), the Juniper Printing financial report reveals that:

- For March 2021 Juniper's net income, including a \$6,000 grant was \$6,250.
- For January 2022 the net income was \$12,417. Once photocopier lease payments and rent are paid the actual net income will be approximately \$9,417.

A Project Income Summary has been completed. Based on this summary it is anticipated that Juniper will at least break even, if not turn a small profit. Any profit will go back into the Social Enterprise to help support expansion and employ staff.

LEARNING OUTCOMES

Operational Learnings:

- It is also imperative, if we are contributing to preparing people for the workplace, that people be suitable as well as trained. This model of service requires people who can contribute to navigating the service (editing and design, technical operations, pricing) either through experience or a willingness to learn. Questions to ponder:
 - What kind of barriers are employees facing?
 - What barriers can the project handle?
 - What supports are needed?
 - Can the organization provide the support required for new staff?
- The need to engage with others who have the expertise to support. For example, the logistics of setting up a printing service and selecting equipment such as a cutter was a challenge for the start up of the Juniper project. The HUB in St. John's played a major role in providing resources and guidance in sharing information on such things as print jobs, pricing, and operations in general. The HUB's assistance was described as being "phenomenal".
- People came to the print shop not knowing exactly what they wanted. Hence, design and knowledge of design became important for those providing the service.
- Customers liked to linger and chat (socialize) with the printing staff (volunteers from CEN who offered their time as part of CEN's role in the NLWIC Project and employees from Power Up! Program). It was suggested that it might be a good idea to have a social space for customers where they can come in and chat and have a cup of coffee. In other words, create a space that is welcoming and displays (with permission) the printing work that has been done.
- Emphasis was placed on being environmentally friendly by recycling. Staff learned that one way is to use electronic communication wherever possible, for example, creating and sending out invoices, receiving payments, taking orders and creating the notion of a "paperless printshop".
- For those operating the equipment there was a major learning curve:

- Learning the technical operations of the computer software in conjunction with the operations of the printer and the cutter for such things as word spacing and font requirements was time consuming and challenging.
- Learning how to maximize profits by determining different sizes and types of paper before doing a print job.
Example, the standard paper is 8 1/2" by 11". Every time a sheet feeds through the machine, the machine "tics" a count for charge at .006 for black and .008 for color. If a larger sheet is used the cost doubled rather than saved. Another example was learning the language for types of paper. There are various types of paper and for anyone not trained in the printing business it is a whole new language. As one staff member indicated, "Even the feel of the paper is important."

Human Resources Learnings:

- CEN staff have been supporting the operation of the print shop as their contribution to social enterprise. And, although it is anticipated that there will be ongoing support, one can assume that it will be less than what was provided for the initial start-up. The time is right to determine the amount of work expected of Juniper Printing and hire staff dedicated to managing the printing services.

Plans are currently underway for staffing of Juniper Printing with a full-time Manager and Assistant. As appropriate, job subsidy programs will continue to be utilized to provide opportunities for individuals who face barriers to employment.

We have learned that SE just cannot be set up and left to grow on its own. It is indeed a process. There are a lot of details that require full time attention to ensure a successful social enterprise venture.

- Social enterprise lends itself to inclusive hiring with emphasis on hiring persons with disabilities. Over the course of the project two people were hired through Power Up!. What was learned is that in order for the employee to experience success, wrap-around supports are required. The following are factors to consider:
 - Employers need to be experienced or trained in social capacity building such as:
 - (a) Responding to individual needs while establishing reasonable workplace expectations
 - (b) Establishing boundaries outside conventional workplace relationships
 - (c) Providing constructive criticism, striking a balance, being sensitive to an employee's mindset but also getting the job done
 - (d) Determining and providing appropriate training both job related (in this case, printing) and health related (i.e. injury First Aid, mental health first aid, trauma informed practice, employment readiness) to both current staff as well as to new employees is important.
 - The question as to how one supports a person in becoming employment ready is an important one for social enterprise initiatives. The recommendation is that those needs should be determined, and a plan put in place before the person is hired. Suggestions include:
 - (a) Have a 30-day evaluation process that provides feedback and the setting of boundaries on an ongoing basis
 - (b) Have a subsidized work placement that includes training programs to support skill development
 - (c) Provide mandatory training for anyone accepting employment in a social enterprise (SE) initiative such as the Power Up program and Transitions. This would provide 13 weeks of training before engaging in the SE initiative to ensure ample time for an individual preparing

for the workplace. Transitions, for example, has a 9 week in class component that deals with communication skills, employment readiness, job skill (First Aid, OHS, etc.). The ideal, based on recommendations from those in the field is to tie the existing programs together for 3 months of preparation before a person goes into an employment placement. The importance of people being “employment ready” cannot be overstated.

The questions and concerns, as noted, are an indication of the number of organizations that need to be involved in inclusive social enterprise initiatives to provide wrap around supports. CEN is one model that can be used as an organization with multiple networks to provide supports,(i.e., Power Up, Linkages, Transitions, Housing Support Services, etc.), to assist in a SE project.

- Employee Benefits from Employment in Social Enterprise Initiatives:
 - It builds self confidence
 - Learns business etiquette
 - Creates a sense of purpose – feeling good about oneself
 - Provides a supportive environment – experience of compassion and acceptance
 - Increases social support networks
- Employer Benefits:
 - Broadens their social perspectives – it adds a human component to a lot of social programs
 - Rewarding to see employee exceed expectations
 - Adds personal value to the position as employers feel they are making a difference in someone’s life
 - Learning to be socially conscious – encouraging the community to support SE business

UNINTENDED OUTCOMES:

In any project of this magnitude, it is likely that unintended outcomes will occur. In meeting outcomes, other outcomes sometimes emerge that are not anticipated before they happen.

First, although the idea of a printing service, such as Juniper, was recognized as a need much earlier than the implementation this *Workforce Innovation Through Social Enterprise* Project, the “on-the-ground” setting up of the operation required much more work than anticipated. For example, the logistics of getting the printing equipment transported to a building owing to size and weight was a challenge. Local volunteers were called upon to assist with the cutter that weighed approximately 900 pounds. When they could not lift it, they called a moving company who had to dismantle parts of the machine and use a forklift.

Second, there was also the logistics of space – being able to provide a place where people could come and go for services but also be able to house the printed product until customer pick-up as well as Junipers’ supplies. Since there was no available space at Community Education Network, Juniper Printing shared space in the same building as the NLWIC social enterprise project.

Third, the degree of work taken on to support people in social enterprise is determined by the model. Observations of *Work Force Innovation through Social Enterprise* indicate that the closer the model is to regular business domain, as was Juniper Printing, the more involved were the project managers in setting up and guiding operations, at least until it was rooted as a viable operation. It required much more support than the other two models that required more partnering support.

Fourth, covid was both a blessing and a curse, a blessing in that in some cases Covid drove the necessity of the pilot as was the case for the Long Range Market and Grow Remote, but a curse for Juniper Printing that proved to work more efficiently and effectively as a face-to-face operation.

MODEL 2

LONG RANGE MARKET NARRATIVE

The idea for the Long Range Market started with the Bay St. George Chamber of Commerce and the Community Education Network - Social Enterprise team, whose mutual goal was to support local small businesses and social enterprise initiatives in the region. It was inspired after taking

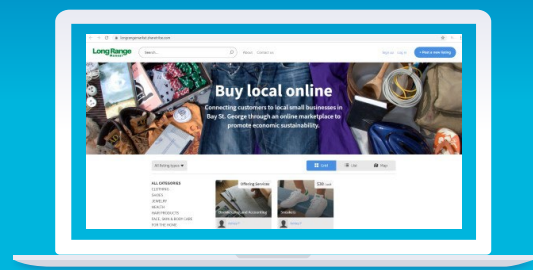
part in an NLOWE online training session with the University of Economics in Waterloo, ON. The Belleville Business Association presented and discussed their new downtown online marketplace. The Bay St. George Chamber of Commerce (BSGCC) liked the idea, as it aligns with their mission and values. CEN-SE and the BSGCC teamed up to build and launch an online multi-vendor marketplace along with CBDC Long Range and Youth Ventures.

The Bay St. George Chamber of Commerce is an organization made up of progressive and forward planning citizens and businesses that combine their efforts and time to ensure the economic growth of the Bay St. George region. The BSGCOC works to create an atmosphere that continues to develop the region as an area where people want to live and where they want to conduct business.

There was an online market research survey conducted about online shopping in Southwestern Newfoundland and Labrador. A business owner survey was conducted to determine the interest of local business owners and a business plan was completed, for the online marketplace. Shared tribe was the platform used to create the online marketplace.

Work Force Innovation Through Social Enterprise and the Chamber received approximately \$6000 from WE Cormack Board to assist in the start-up and an employee was hired on a part-time basis. Due to lack of funding, staffing, and expertise, the development of the on-line market has stalled. However, there is

A sneak peak of the Long Range Market



reason to be optimistic about the future of the Long Range Market, as the Chamber of Commerce has elected a number of new Board Members with an interest and expertise in the development of an online market for the small business community in Bay St. George.

MODEL INTENT:

The goal of Long Range Market is to operate a local marketplace for businesses to sell their products/services online for minimal cost with ease of use for buyers and sellers. The intent is to have a one-stop shop for all businesses and customers looking to buy different products and services in the Bay St. George area. This has been created through a platform called Sharetribe.

This marketplace would help business owners in the Bay St. George area create another revenue stream through the COVID-19 pandemic and beyond encourage the integration of e-commerce into their business model. The social enterprise will offset the start-up costs by charging businesses a yearly membership fee to post on the website.

Action	Summative Review
<p>Sought out partnerships:</p> <p>BSG Chamber of Commerce</p> <p>CBDC</p> <p>Long Range Youth Ventures</p>	<p>Online marketplace for business owners in the BSG area to sell products online and encourage e-commerce as a secondary revenue stream.</p> <p>The small business community needs support in exploring new opportunities</p> <p>The pandemic has forced more online shopping</p> <p>WITSE research has value in preparing for the changes happening in the marketplace</p>
Determined Partnership	<p>The BSGCOC boasts a membership representing a wide variety of business, government, non-profit organizations and individuals. The administrative office is located in the W.E. Cormack Development Centre in Stephenville; however the economic region encompasses all of Bay St. George, from Highlands to Port au Port West and including the Port au Port Peninsula.</p>
Presentation Completed with Chamber of Commerce	<p>Agenda:</p> <ul style="list-style-type: none"> ▸ Successful online markets ▸ Long Range Market overview ▸ Market Research ▸ Financial Overview <p>(See Appendix D-1)</p>
Develop Business Plan	Business Plan completed (Business Plans Available Upon Request)
Completed a market research survey about online shopping in Southwestern Newfoundland and Labrador	<p>(See Appendix E-3) and Objective 2</p> <p>Key messages:</p> <ul style="list-style-type: none"> • 91.3% would support a local online marketplace • 69.6% spent more than \$250 online shopping • 66.7% said they would participate in a multi-vendor marketplace
Developed a Southwestern Newfoundland and Labrador business owner survey	(See Appendix E-2) and Objective 2
Build an online marketplace	<p>Completed and launched (January 2021)</p> <p>But not as advanced or active as Juniper Printing or Grow Remote.</p> <p>how to break chicken and egg marketplace effect - Bing video</p>
Recruitment and hiring of staff	Responsibility of Chamber of Commerce
Name Selected	

LEARNING OUTCOMES:

In order to make the Long Range Market a successful Social Enterprise, continued engagement of the Bay St. George Chamber of Commerce members and partners is critical. A full-time staff person with the required expertise is needed, particularly during the start-up phase.

There must be trust that the online system will work. The vendor or the business owner as well as consumers need to believe that the platform is going to be reliable.

A champion is needed to drive the initiative. Someone needs to have assigned time to visit businesses and assist them in setting up. This was not possible during the Covid-19 Pandemic. In addition, the BSGCOC did not have the person power or expertise for promotion and training of the on-line market.

Most successful online marketplaces in our region are driven by younger people who are more proactive in using online platforms like Instagram or have designed their own website.

Based on the current literature it is evident that shopping online has a natural evolution that is inevitably essential for all businesses to be online.

The Long Range Market, on a smaller scale and in supporting our small business community, is very much a part of Grow Remote. One supports the other as a form of e-commerce.

UNINTENDED OUTCOMES:

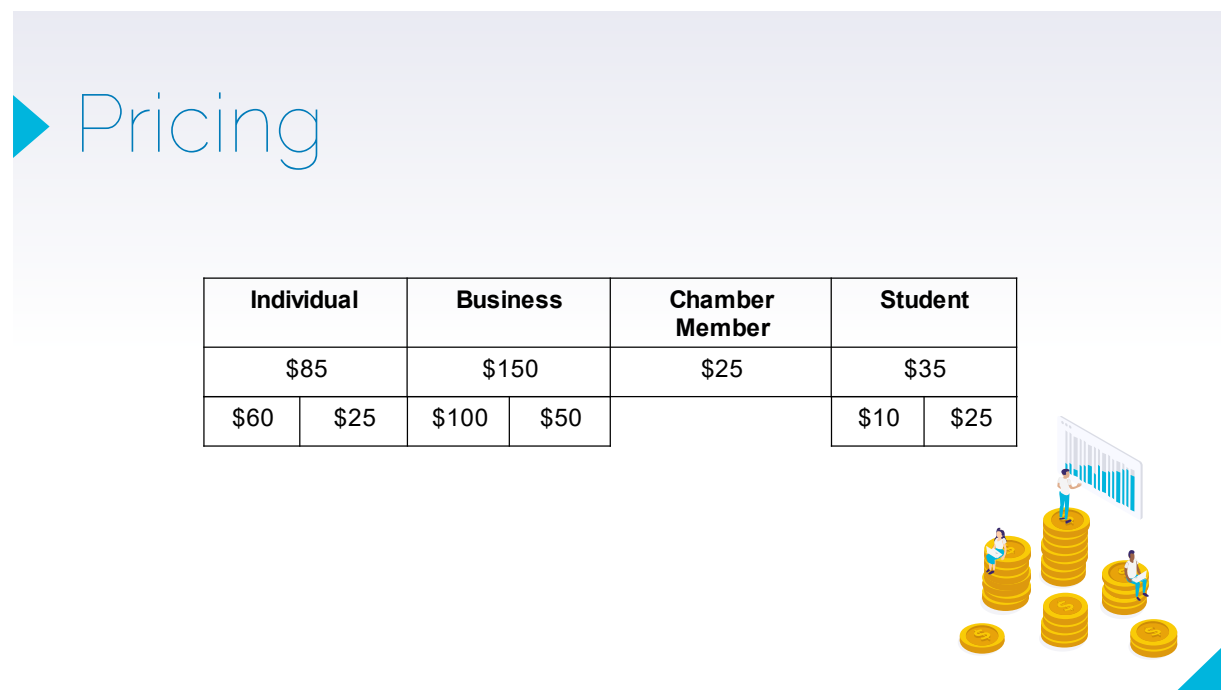
Sometimes, to bring a new or more modern idea to fruition one needs new stakeholders; ones that are open to new ideas.

Covid 19 and the resulting medical health recommendations for the wearing of masks, no physical contact, and enhanced use of social media contact drove the Long Range Market model.

RECOMMENDATIONS:

- Support may be provided to the Chamber by hiring a summer program student or youth ventures business student to focus on the work.
- Hire a person to work with the Town or one of its not-for-profit organizations to navigate and support all social enterprise activity.

FINANCIAL PLAN:



MODEL 3

GROW REMOTE NARRATIVE

In Ireland (<https://growremote.ie>), the US, (<https://www.facebook.com/growremote>) and across the world, remote working is growing at a rapid pace. The aim of Grow Remote is to build a community and ecosystem around remote workers so that the number of employment opportunities available in local communities can be increased, particularly more rural and remote communities. Grow Remote Local Chapters can connect remote jobs, remote workers, and local communities.



There are three models (3-H Model) for grow remote: home, hybrid and hub. Working from home is one model. Working from a hub, is a new popular model for Newfoundland and Labrador. Many of the new Grow Remote chapters are focusing on the hub model and around developing a hub and using Grow Remote as an incentive to join the hub and build the community around it. The third model, hybrid, is often described as being the best of both worlds. Employees can choose whether they work from home or from the office.

In the Fall of 2020 the Project Coordinator of *Work Force Innovation Through Social Enterprise*, and a soon to be partner for a Grow Remote Chapter, attended a Learner Laurentic Forum. The topic was rural sustainability, and rural and digital markets. It was there they met Tracy Keough, one of the co-founders of Grow Remote, Ireland. Both the Project Manager and his colleague thought it was a great opportunity to reach out, an engagement that sparked interest in learning more about Grow Remote and connecting Grow Remote to the Bay St. George region.

The Bay St. George Chapter (BSG) started shortly after the initial meeting. A plan was developed, followed by an official launch attended by approximately 30 people. Since then, there have been local leader meetings with other Chapters sometimes attended by Government representatives interested in learning more about remote working opportunities.

The Grow Remote community consists of co-working managers, remote workers, community development people and remote working companies who believe that jobs, workers, and communities need to move together to enable our communities to thrive. Grow Remote, through events and a burgeoning network of local Chapters (over 130 Chapters across 15 countries), is building the network for all things remote working.

MODEL INTENT:

The aim of Grow Remote is to uncover and build a full supportive community around remote working. To do that, infrastructure (spaces, broadband, online connection platforms), the people (community leaders & advocates) and the resources (education, tools, or funding) is needed.

For companies, lack of a real-world community is a challenge for their teams. Many workers are isolated at home and many more would join the remote working world if they knew of the employment opportunities available.

In parallel, rural communities are suffering, often due to an over reliance on only a few sectors for employment. Building a thriving remote working community in any town or village presents a great opportunity for both economic development and the social landscape of the area.

Chapters are the most important part of Grow Remote as they help with the last mile of remote work. They usually use remote work to achieve one of the following three goals.

1. Help their community find employment

This is a blended approach of raising awareness of the companies hiring remotely, and helping people access remote work and training.

2. Help repopulate their community

When employment is mobile, rural communities can compete in the areas that matter. (Examples: hiking trails, affordable and available housing, etc.) Grow Remote Chapters develop Town Tasters, a way to help people explore what it is like to live in their community.

3. Help remote workers engage locally

Remote workers can be our “hidden employed” and suffer from isolation. Some chapters focus on helping remote workers engage locally through events or meetups.

The goal is to establish a local chapter of Grow remote in Stephenville, Newfoundland and Labrador by connecting people who work remotely with remote employers and building a community of remote workers in Stephenville.

Actions	Summative Review
Seek out partnerships Le Réseau de développement économique et d'employabilité [RDEE] https://www.horizontnl.ca/en	Their mandate: Focuses on the economic progress of the province, using French as a catalyst to drive economic development.
Start a Grow Remote Stephenville Chapter	To get started on that venture they had to: <ul style="list-style-type: none"> Decide on the scope of the region Complete two mini courses for Chapter leads²⁵ Start a ChangeX webpage Join Grow Remote’s “SLACK” <p>The BSG Chapter is in start-up mode, identifying who may become part of the Chapter and getting their information and connecting them to interested employers.</p>

²⁵ Onboard training for young chapters around the world; ideas on how to grow it, what to do, and just bouncing ideas off other chapter leads everywhere.

	<p>What makes it different? Except for St. John's (which is inactive) and Stephenville, there are no other Grow Remote chapters in Canada. It is a successful model.</p>
<p>Complete ChangeX webpage for Stephenville Chapter as well as Chapter Lead Training</p>	<p>https://www.changex.org/ie/growremote/stephenville-nl-canada-division-no-4</p> <p>Grow Remote Stephenville has been working diligently to complete all the necessary requirements to establish a Chapter. A Strategic Action Plan has been completed. The Action Plan highlights its goal and some of the upcoming activities.</p>
<p>Meet with the Mayor of Stephenville</p>	<p>Discussion regarding town of Stephenville involvement and funding sources</p>
<p>Create Stephenville Remote Work Community Group on Facebook</p>	<p>Has 75 members</p> <p>https://www.facebook.com/groups/growremotestephenville</p>
<p>Engage with others</p>	<p>In contact with other Grow Remote Chapter leads across the world via Slack social media platform, Chapter town hall meetings</p> <p>Completed Chapter Local Leader Onboarding workshop</p> <p>Official Launch on May 19, 2022, during Innovation Week- Event posted on NLWIC YouTube Channel</p> <p>Interviewed by CBC Morning Shows Dave McHugh</p> <p>Met with Mitchell Spencer and Chad Harnett (OnlineEnglishTeaching.com) two young entrepreneurs, both from Stephenville who have teaching degrees with an emphasis on English. They moved to Korea and noticed there was a huge gap in the market for teachers, specifically, connecting people who wanted to teach English online with companies that paid well and needed staff. The two entrepreneurs developed a fully automated web site that connects people who want to learn how to teach online.</p> <p>The program provides a training course that can be purchased. Once successfully completed participants are provided with a Teaching English as a Second Language (TESL) diploma that certifies them to teach online.</p>

	<p>The two Entrepreneurs will also connect participants with one of their many contacts of potential employers. They are technically an employer in Grow Remote's database.</p> <p>The Entrepreneurs have created a "passive income". People pay a fee to do the course or hire a teacher who has completed the course, a portion of which goes to those responsible for developing the course, creating the web site, and so forth.</p> <p>Met with the Newfoundland Aboriginal Women's Network</p> <p>Explored the potential use of Memorial University's learning hubs</p>
Develop remote employee's database	Completed: See Learning Outcomes
Develop remote employer's database	Is a work-in-progress

LEARNING OUTCOMES:

One of the challenges became how to determine measurables, how to determine if someone has had success finding a job. The solution was to develop a registration form for people who want to work remotely which provides background information: work experience, education, interests, and so forth.

Working from home has benefits for both the employee and the employer. Before the pandemic when employees were sick, they would have taken a sick day and stayed home. Working at home could enhance productivity, even when a person is not feeling well. Grow Remote Ireland conducted surveys that indicate employees prefer working under the three H models rather than work from the office.

One stakeholder who sits on the Project Advisory Committee for the *Work Force Innovation Through Social Enterprise* indicated that she serves on a couple of provincial boards and a personnel committee and has been involved in numerous

job interviews. During the interview process, many younger candidates openly spoke of their need for a hybrid or a work from home working environment.

Adapting to the three H model can be as challenging to many who might be “set in their ways”, fear the outcomes, or are unable to build trust with the employee. Sometimes the change does not happen until that manager moves on or they become aware and receptive. COVID forced that kind of leap of faith to adapt.

The use of co-working spaces is becoming popular in Ireland. Their government just launched a new app connected to 250 co-working spaces across Ireland that can be booked for use through the app.

Broadband was probably one of the most significant outcomes and is essential. Grow Remote is not possible without the appropriate internet.

Another learning would be the importance of sharing our experience with Government and other stakeholders. Since Grow Remote has a lot of different chapters across the world, this project has been exposed to many connections and resources, and has gained valuable experience. Utilizing those experiences and learning from them is essential.

In terms of employment, there are endless possibilities for remote job opportunities. Through this project it became evident that even individuals with post secondary education, including diplomas and degrees, still struggle for various reasons. Some require interpersonal skills (e.g., may suffer from high functioning autism or are unable to work in a crowded office space due to anxiety or other mental health issues.) For a variety of reasons, there is a sector of the population that have barriers that may be addressed through remote work.

A lot of the new companies and Grow Remote employers offering employee retreats which is noteworthy. There are virtual and in-person meet-up and social activities offered on a regular basis.

UNINTENDED OUTCOMES:

One of the first learnings was a limitation of the scope of the project due to inadequate internet services. It was then they decided to focus on Stephenville and develop a Facebook group monitored by an employee of Horizon TNL who became responsible for posting job ads, determining needs, and providing support.

A significant learning outcome was a realization of the need for a champion; one dedicated, qualified person. The intent is to form collaborative connections to build momentum and keep the project going. Potential for this may rest with either the Town, the Chamber, or CEN or a combination partnership to continue the work. The Executive Director of CEN stressed the importance of this by saying:

“If someone had mentioned that [Remote Work] to me pre COVID, I would probably say I don't know if that is going to work, but during COVID and experiencing working from home myself, I thought, yeah this is where it's at”.

The need for promotion, training and networking for employers and potential employers is important to allow the remote work model to flourish in rural and remote communities.

IMPACTS OF SOCIAL ENTERPRISE

- Increased networking on a local, regional, national and international level for both team and organization
- New untapped business experience for the organization and other partner organizations
- Employment opportunities for people with employment barriers
- The ongoing pandemic had both a positive and negative impact on the piloting of social enterprise.

OBJECTIVE 6:

To prepare detailed documentation of the process, findings and recommendations and to develop practical and useful resources and tools to support communities in addressing workforce challenges and economic sustainability through social enterprise development.

Action	Summative Review
A literature review and synthesis	See Section 2 of Literature Review
Labour Market Data Analysis	(Local, Regional and Provincial in scope) See Section 1 of Literature Review
Best Practices/Promising Practices Study on Social Enterprise	This particularly relates to models of innovation in workforce development that positively impact individual employability and attachment to the workforce. See Section 3 of Literature Review
Developed practical and useful resources and tools to support communities in addressing workforce challenges and economic sustainability	How to set up a facebook page (See Appendix F-1) BASIC GUIDE FOR STARTING A BUSINESS IN NEWFOUNDLAND AND LABRADOR (See Appendix F-2) WITSE Tool Kit Developed (Separate Document) https://www.changex.org/ie/growremote/guide
Evaluation of Existing Projects and Impact	This included the Piloting and Evaluation of identified Social Enterprise opportunities See Objectives 3, 4, and 5.
Records of all research methodologies and responses including on-line/in-person/telephone surveys, questionnaires and focus groups.	Three surveys completed (See Appendix E) Surveys of satisfaction of users <ul style="list-style-type: none"> • Documenting the number of users and services used • Likes and shares etc. online

	An active running record of the operation was maintained including successes and challenges.
Evaluation Process	<p><u>Meetings held with project management team to review evaluation plan:</u> October 2020 June 2020 Sent draft of Summative Report for Review March 28, 2022, with a request to have comments back by April 6, 2022.</p> <p><u>Meetings held with Project Advisory Committee:</u> December 4, 2019 June 3, 2020 Nov. 13, 2020 (Evaluation round table) February 16, 2022</p> <p><u>Meetings held with Research Team:</u> February 1, 2021 February 8, 2021 February 15, 2021 February 22, 2021</p> <p>(Minutes Available Upon Request)</p> <p>Developed a set of questions to help guide the journal questions Set some guiding questions to guide labour market research and data analysis Project Evaluation Plan (See Appendix A-3)</p>
Evaluator attended and reported at a meeting with NLWIC and CEN WITSE	July 14, 2020 February 9, 2022 (Meeting Notes Available Upon Request)
Online marketing analysis	(See Appendix E-2/E-3)
Completed a project review with the Project Advisory Committee	<p>(Power Point Presentation Available Upon Request)</p> <p>We engaged in each objective Staff left after the PP presentation and Board members had a conversation with the Consultant about:</p> <ul style="list-style-type: none"> • whether objectives were met

- What they saw as the limitations and
 - If there were any unintended outcomes
- Key points from dialogue follow below.

Key Questions/Points from Advisory Board: Responses from management team underlined.

1). Was the unpopularity of paper considered before deciding on a printing shop?

- Feedback from surveys indicated a need. An adjustment has been made to diversify the business to shredding, recycling, photocopying, design, editing, etc.
- Also, it was noted that restaurants, owing to Covid, require more paper menus so that they can be disposed of after each use.
- Covid has had an effect (e.g., the theatre festival was seeking quotes but cancelled due to being closed to the public).

2). The Long Range Market is timely in that small businesses not using online services did not do as well as those businesses who were online. The on-line market helped to get small businesses back into the market.

3). One thing I have not heard a lot about is the extent to which the business plan has been done, the market research in terms of quantifying the need in terms of the enterprise results. Is that well in hand?

- The business plan for Juniper is complete. CEN has attempted to access funding during Covid.
- The Online marketing, being led by the BSG Chamber of Commerce and CEN-SE who are assisting, business plan is well underway.
- The Boutique and Coffee shop are in the early stages of development.

4). One piece that could have been included in the presentation were the results of the 3 surveys that are fairly interesting. You have surveyed customers and businesses, separately?

- Yes.
- Maybe that is something we should present at a project advisory committee meeting. It does give some interesting facts. By that time the evaluation will be written up.

5). Given the circumstances, I think the project is doing really well. Here we are in a pandemic. I like the diversity of the three projects that they picked: Juniper Printing with the site for online shopping and the coffee shop/boutique. They are three entirely different areas. All have their strengths and challenges that come with them, and all could do very well in the BSG area.

Juniper printing, for example, there has been a need for that for a few years now, so it is definitely fulfilling a need and people are becoming a little more creative of what they are asking for. We co-hosted a workshop for youth a few weeks ago, they had mats prepared, designed and printed by juniper printing. It has positive quotes on it, all the logos of the various partners. This was meant for youth to use with their play dough, for painting, for drawing, whatever they chose to do. That was something we would not have been able to do

locally unless it was on a much smaller piece of paper and not to that quality. So, it is definitely filling a need that allows us to do things fairly quickly.

6). The project is well organized. It is being implemented with very good architecture.... In the short term you have provided good and clear structure that is well designed

7). The collaborative work that is done in the community plays a significant role in the success of this social enterprise. The way that Bay St. George works together is a plus.

Public Forum December 2020	<p>Held on December 11, 2020</p> <p>This Forum provided an important and accessible platform for engagement with the networks of community partners on activities.</p> <p><i>Speakers included :</i></p> <p>CEN – Bernice Hancock</p> <p>MHA - Tony Wakeham</p> <p>NLWIC – Sharon McLennon</p> <p>CEN WITSE – Ian MacDonald</p> <p>CEN WITSE – Barbara Barter (External)</p> <p>Other Representatives in attendance:</p> <p>NLWIC</p> <p>MHA</p> <p>CEN WITSE Advisory Board</p> <p>NAWN</p>
Interjurisdictional review	See Section 3 of the Literature Review Provided in a Separate Document
Complete NLWIC guideline for reporting	NLWIC provided a supplementary reporting guideline for the WITSE Final Report

OBJECTIVE 7:

To coordinate knowledge mobilization and dissemination of information through various mechanisms of communication to allow for sharing of research processes and findings and best and promising practice models of social enterprise development.

Actions	Summative Review
Monthly reports by Staff	<p>Staff Activity reports have been encapsulated in the reports to NLWIC provided in Appendix B.</p> <p>Individual Activity Reports are catalogued at the Office of Community Education Network and can be provided upon request.</p> <p>There was a turnover in staff both for the position of Research Assistant and Project Coordinator. This proved to be an impediment to the consistency and stabilization of the work and the amount of work that could be completed within the project timelines. As an example, it slowed down the recording of activities for reporting purposes as well as labour market research and literature review. The impact of the covid pandemic was another challenge with regards to staff working environment.</p> <p>Once staff stabilized, reporting mechanisms (i.e., monthly project management team meetings, quarterly project advisory team meetings, etc) were back on schedule.</p>
CEN-SE Facebook page	<p>Designed to share messages</p> <p>Survey sharing occurred as well</p> <p>Facebook page and content calendar. To date the page has received 56 page likes and 60 followers. The most successful post reached 2,011 people, received 350 post clicks, and 79 reactions. (See Appendix C-3)</p>
Website developed for the LongRange Market	<p>The goal is to operate a local marketplace for businesses to sell their products/services online for minimal cost with ease of use for buyers and sellers. This has been created through a platform called sharetribe. The Long Range Market is a social enterprise that is owned by the Bay St. George Chamber of Commerce (BSGCC) in partnership with the CEN-SE. (See Objective 5)</p>

Website developed for Grow Remote	Grow Remote began as a group of community people who started a WhatsApp group in 2018 when they were curious about remote work and how this concept could help their communities. As a not-for-profit it quickly expanded into 4 countries, and has over 60 local chapter leads using remote work as a tool for community development. (See Objective 5)
Project Advisory Meetings	December 2019 March 2020 June 2020 October 2020 November 2020 (Minutes Available Upon Request)
Public Forum	December 2020 NLWIC indicated that there are several ways to disseminate and mobilize knowledge: 1). Through NLWIC news bulletin <i>Tip of the Iceberg</i> 2). Through a series of NLWIC webinars with a large following 3). WITSE can be featured on one of the upcoming webinars 4). CEN website and social media 5). Podcasts 6.) Public Forums
Funding Partners	Draft Presentation to NLWIC May 2, 2022 Final Presentation to NLWIC and Government Representatives, May 3, 2022 (See Appendix D-3)

KEY LEARNINGS:

Two key documents (The Way Forward and Health Accord) demonstrate Government's recognition of the challenges experienced by communities in NL.

Research shows that the social determinants can be more important than health care or lifestyle choices in influencing health.

Further research and collaboration opportunities exist focusing specifically on individuals facing barriers to employment and how social enterprise can address identified barriers.

Social enterprise activity created the potential for partnership building by engaging in e-commerce, shared services, and external organization support. These are drivers of rural sustainability.

Social enterprises can **reduce inequalities in health** (through social, economic and/or environmental action on social determinants of health) in a variety of contexts.

The social enterprise models in this pilot tells us that by working to establish policies and programs that positively influence social and economic conditions and provide wrap-around supports and services, we can improve the lives of many people and provide pathways to employment and self-efficacy in ways that can be sustained over time. For rural and remote communities in particular, social enterprise fills a market need that otherwise would not occur.

GAPS IN THE LITERATURE:

- Employment barriers affecting persons with disabilities are most often cited in literature more than for any other groups.
- Research focused on rural areas is often the least cited.
- Hybridity exists in the field of social enterprise that limits establishing clear classifications of social enterprise. This divide disallows clear and unified case-study classifications and undermines certain efforts to clearly identify non-profit organisations that best fit social enterprise descriptions. More research is needed to explore ways to consensually conceptualize the field of social enterprise.
- Existing social enterprise models can incorporate remote work or remote support work.
- The reported best practices have been implemented in NL; however, impacts remain disproportionate among sub-regions in the province. Indeed, significant impacts are yet to be seen in rural NL, particularly in areas in the South Coast-Burin Peninsula and Notre Dame-Central Bonavista Bay.

ONGOING ACTIVITIES

- Ongoing work on knowledge exchange and dissemination planning and implementation
- Development and dissemination of WITSE Tool Kit
- Development and dissemination of a YouTube video discussing key findings and SE pilots.
- Exploring creative ways to capture the essence of WITSE and make it usable. Connecting people and groups who want to chat with someone about social enterprise, specifically workforce development through social enterprise.
- Participated in a stakeholder briefing which provided an opportunity for each proponent to have one hour (including Q&A) with Government representatives. Invites were sent out to various Departments who might have a particular interest in this research project.
- Explore introducing a course on social enterprise into the junior/high school system
- NLWIC is in the process (working with MUN & MAGNET) of developing a best practices repository so that the research and project reports can be placed there so that they can track people using it. This can be shared with our networks.

LEARNING OUTCOMES: BEYOND THE MODELS

A NETWORK OF SUPPORTS:

A network of support, including government agencies, academic community, non-profit community organizations, businesses, as well as public support is needed in the promotion and development of social enterprise. Such support can also drive inclusion and equity by encouraging businesses owned by visible minorities and other employment equity groups. If considered, this potential to establish social enterprises must, however, be targeted with improved funding to ensure sustainability and increased inclusion.

Rural peoples are navigators because they must figure out where the skills are in their community. In facilitating learning, one turns things over to people who can

deliver the objectives, whether they are students, parents, community elders, and so forth. The navigator brings out what people know and asks where they can get the help required for success. CEN is an example of a community navigator, helping people feel good about themselves by bringing out what their gifts are and creating and expanding a social network that provides support.

TIME:

Social Enterprise Research is time consuming and requires expertise in a number of fields, a diverse team, to enable detailed analyses and adequate time for reflection and feedback.

EDUCATION/PREPARATION:

All government and community-based organizations delivering employment and training programs and services must be working in tandem, and action should be taken to eliminate duplication of effort.

On-the-job technological tools are key to skills advancement, improved productivity, and increased sales/revenue which became particularly evident during the Covid-19 pandemic.

Based on project staff experiences, there needs to be someone at the local level to be a main point of contact to support and sustain social enterprise for the region, a person who can support/assist/promote those looking to set up SE initiatives. The literature indicates that navigators or facilitators do not need to be experts. They need to be able to guide people and bring out their expertise. Hiring someone with that skill, a navigator, a multi-skilled person who can find out how to get to a place and establish an innovation hub supported by initiatives like Grow Remote, could be essential to driving social enterprise in rural and remote communities.

We learned through this project, for example, the Chamber of Commerce may not have gotten their Long Range Market off to a successful start without the support of two young community entrepreneurs interested in working with social enterprise and funding support from outside sources. Partnerships are key to success and finding the right partner(s) is essential.

It is evident that social enterprise is a business model that adapts itself well to inclusivity. Whatever the strategy, it requires an employed navigator who can

assist those working within programs who can provide guidance and support to those who need it.

LANGUAGE AS AN ART:

There is an art to reading and understanding organizations that is based on the simple premise that “all theories of organization and management are based on implicit images or metaphors that lead us to see, understand, and manage organizations in distinctive yet partial ways” (Morgan, 2006, p.4)²⁶. In short, all people do not see through the same lens.

In the case of local groups working with government agencies, both parties are predisposed to carry out practices conducive to their setting. Both are positioned to accommodate specific operational frameworks. The accommodations of both parties can create a gap in the understandings between government project management and local management of pilots.

²⁶ Morgan, G. (2006). *Images of organizations*. Thousand Oaks: Sage Publications.

SOCIAL ENTERPRISE AND HEALTH:

The social determinates of health are the non-medical factors that influence health and health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of everyday life. They include:

- Availability of resources to meet daily needs (e.g., safe housing and local food markets)
- Access to educational, economic, and job opportunities
- Access to health care services
- Quality of education and job training
- Availability of community-based resources in support of community living and opportunities for recreational and leisure-time activities
- Transportation options
- Public safety
- Social support
- Social norms and attitudes
- Exposure to crime, violence, and social disorder (e.g., presence of trash and lack of cooperation in a community)
- Socioeconomic conditions (e.g., concentrated poverty and the stressful conditions that accompany it)
- Residential segregation

SEs are organizations that engage in commercial trade for a social purpose — most often to address one or more aspects of social vulnerability — rather than for the personal financial enrichment of owners or shareholders. Addressing the socio-environmental factors that influence the physical, mental, social and spiritual components of health and well-being requires similarly innovative and imaginative responses. Social enterprises are a potentially useful and economically viable strategy to this end.

UNINTENDED CONSEQUENCES

THE VALUE OF SOCIAL MEDIA:

Although project implementers were aware of the necessity of being able to use electronic platforms such as Zoom, they were not aware of the value of the extensive use upon which they became dependent. With mandates from the Chief Medical Officer of Health limiting face-to-face contact due to Covid 19, they quickly learned that virtual meeting platforms such as Zoom and social media would become a cost-effective medium for people needing supports and services. It was social capacity building through a virtual medium that opened doors for people providing alternate ways to communicate, educate, and support.

By using Zoom, people in outlying communities did not have to commute to Stephenville to avail of the services of Juniper printing. They can correspond, see and order their products online. Such a medium offers a richer provision of services especially for remote areas and for seniors (i.e., electronic contact, ordering online, and having goods delivered to your home or office). Exposure to those kinds of services have created different opportunities for people.

CHANGING TIMES CALLS FOR CHANGING MEASURES:

The Covid Pandemic began shortly after the WITSE project started. While many thought the public health emergency would be short-term, it lasted throughout much of the 33-month project duration. It was notable how staff pivoted to meet the needs of those requiring services, being able to keep in contact with them through telephone, texting, emails, facebook, private messaging, virtual meetings, no-contact deliveries, and using a hybrid model within public health guidelines. Working from home and learning how to create alternate means of providing services proved staff's ability and flexibility to adapt and not only meet the established objectives but, in some ways, become more productive.

Organizations are seeing unique ways that others are using as solutions for hiring. One example is virtual job fairs. Some staff have already participated as well as organized a few for some employers.

Setting up a virtual job fair is a learning opportunity in and of itself: using breakout rooms, one for getting ready, another for the interview process, and

moving on to a post question breakout room to get some feedback from the person being interviewed are all processes that were learned and adapted to meet identified needs.

As one participant in the round table discussions expressed it:

“It is kind of crazy how everybody is adapted to all of this stuff, but unique ways to fill jobs is working. I know with the numbers, the St John's team of Horizon TNO is really happy with the success they've been having with the virtual job fair. So, there's certainly potential there and might be something we explore with Grow Remote one day down the road. Especially if we have employers and employees in other areas of the country such as New Brunswick or Nova Scotia or, Ontario.” (Interview, February 27, 2022)

A second example is in reference to changes within the Federal Government. Before the pandemic happened, the federal government was trying to reduce the carbon footprint in their buildings. In one community, for example, they put their staff on the same floor and built 6 by 6 cubicles referred to by some as “hamster cages”. Everybody in the department was in a little cubicle.

If you stood up in your cubicle, you could see everyone in the whole workspace, an image like call centers. According to reports, it made a lot of people uncomfortable. There was no confidentiality anymore. Staff could wear a headset but could still hear others. Management bought people \$300 noise canceling headphones to help cancel out the distractions. Then the pandemic happened, and people were sent home to work. It shifted from an encaged environment (closed system) to one that was open and physically unsupervised. The carbon footprint is a big thing right now. So, the environmental friendliness of working from home is much better than the transit to work as well as other advantages already noted.

As one interview participant expressed:

“It's like we got out of our comfort zone and found a more comfortable spot for people that really meets individual needs.” (Interview, Feb. 27, 2022)

FINANCIAL BENEFITS:

From an employer perspective working from home creates a savings in operational costs, such as rent. Businesses are not leasing as much property which has an economic impact on people who own these buildings. Heat and lights as brick and mortar are becoming less and less popular the longer people (employees) have opportunity to work from home in some combination (Home, Hybrid, Hub). Businesses and government agencies are transitioning to e-commerce and e-transactions that demand working online.

The same change occurred with non-profit community organizations after the pandemic. It has demonstrated to many people that offices aren't really needed anymore. A lot of people have created a home office, a point that is something important to note as well for its benefit to the employer.

THE PANDEMIC:

The bulk of **WITSE** has taken place under a global pandemic. When proponents began this pilot there was no inkling of what was to occur in the form of a world-wide pandemic. When it began there was anticipation that it would be short term and the project would simply continue with its initial plan. When that did not happen, staff and CEN had to re-adjust not only the timelines but also the social enterprise ventures. Juniper printing, by that time, was established enough to maintain but other potential enterprises such as the Aboriginal Boutique and a rag cutting project were put on hold.

Focus shifted to more e-enterprise ventures that could operate virtually. Both Long Range Market and Grow Remote were very timely as people were in a continuous public health emergency that required minimal physical contact with others. Grow Remote can certainly be show cased as a direct result of the pandemic. Being introduced to Ireland's Grow Remote work has opened doors as project staff have experienced networking in meetings all over the world. According to project staff, the scale of the networking opportunities has been of great benefit to project learnings.

THE BUILDING OF TRUST:

The trust that has been built from employers to employees through the pandemic and directly caused by the pandemic is worthy of note. There had to be a shift in the delivery of services that was a forced leap of faith. Employers and employees had to do it and then realized it was okay.

LIMITATIONS

As with any evaluation, there are limitations, challenges either beyond one's control or a hurdle within one's control. The following were experienced in *Workforce Innovation Through Social Enterprise* of which readers need to be cognizant as they read through the findings.

1. STAFF TURN OVER:

Since projects/pilots such as WITSE have timelines attached to them, continuity of staff is of critical importance to its success. However, wages (lower end of scale) and job longevity (contract positions) often do not allow for continuity. If employees find more permanent positions, they move on. This project hired a Research Assistant in Oct. 2019, by February there was a replacement. In Oct. 2019 there was a Project Coordinator hired with a replacement hired in July 2020. The replacement Project Coordinator left the position one month prior to completion of the project to accept another permanent position.

Staff hired at the beginning of the project often feel a sense of ownership, have built relationships, and grow with the project. Replacement staff are playing catch up as they learn about work already completed and try to fit into existing activities and processes, picking up where others left off.

Partnering organizations experience similar turn over due to short-term contractual employment. In the case of one social enterprise partner for Grow Remote, a senior employee left at the end of March 2022. That event impacted the outcomes of the enterprise in that they lost the support of

that person who was actively posting job ads. While the Executive Director of the organization continued his involvement and offered his support, considering his responsibilities, the people managing the pilot might have to come up with other solutions like switching to a weekly newsletter or a job alert system to keep the social enterprise operational.

The event raised the question as to who was "going to continue to champion this initiative". Those asking the questions knew that the issue had to be resolved if they wanted the project to succeed.

2. TIME CONSTRAINTS:

As with most applied research there is often not enough time to do the work required to ensure long-term sustainability. This project was no different. To complete thorough research; build relationships and create awareness; pilot and reinforce models of social enterprise; and develop and disseminate tools for shared learning and knowledge exchange, adequate human resources and time is needed. This community development work and capacity building is ongoing. Hence, the work continues even though the project has officially ended.

3. ORGANIZATIONAL POLICY:

In the winter/early spring at the beginning of the project, MITACS contacted CEN as WITSE was on the NLWIC website list of various research projects. MITACS reached out to the CEN Executive Director to explore the possibility of engaging a MUN graduate student to assist with the research. Since CEN's main goal is to work collaboratively with partners to affect positive change for individuals and communities, it was considered an excellent opportunity and valuable partnership enabling additional financial resources and providing an individual experienced in research who could lend a fresh set of eyes and help support the research for the pilot. For the graduate student researcher, he or she would have the opportunity to work with a well-established community-based organization conducting meaningful and impactful research.

Unfortunately, what was anticipated to be a reasonable timeframe became caught in a quagmire of pandemic restrictions and revised policies at the university that stalled the process until January 2021. Although it worked

out to be a very positive partnership in the end, getting through the process was time consuming and stressful.

4. ABILITY TO MEASURE THE EXTENT TO WHICH THE OBJECTIVES ARE MET:

Timelines for measuring success are often challenged in determining whether a pilot is going to sustain itself. This pilot was designated as a two-year project with the intent of getting things off the ground in a timely fashion. Instead, staff changed, the student intern researcher position was delayed, and the pandemic and subsequent public health emergency created a host of obstacles. These challenges became factors in slowing the process of getting ventures up and running and reduced the amount of time to meet intended objectives.

WITSE was intended as a two-year project. In hindsight, three or four years was needed in terms of piloting and growing sustainable social enterprise ventures. It often takes a year or more to get through all the red tape which is a major challenge for start-up. Restrictive timelines, combined with the ongoing pandemic has impacted the ability to measure the extent to which the objectives have been met.

5. ADVOCACY:

As is the case with many projects that are short-term, the question arises as to who is going to champion this once the pilots come to an end. (Who gets the reins?) There are options, but a forward going plan needs to be put into place to ensure the sustainability of the work already completed. In the case of Grow Remote for example, potential enhancements include:

- a). A weekly newsletter
- b). Creating a job alert for those registered
- c). Seeking an existing organization to take the lead (e.g. Horizon NL, NAWN, CEN, Long Range Small Business Committee).

6. ATTITUDES:

The government of Canada's Workplace 2.0 initiative motto is: it's not where you work, it's how you work. The problem with it is that it is left up to managers to implement it, many of whom are old school managers. Online markets, remote work, and co-spacing offices, although common language in the world after Covid, seems to be more embedded in the minds of employees than its managers and employers. Creating an awareness of the changes and reinforcing them beyond consciousness is a challenge.

7. COVID-19:

In the Harris Centre's presentation, *Pivoting During COVID-19*, Dr. Tom Cooper, Associate Professor of Strategic Management from Memorial University, said this type of macro shock will forever change consumer behaviour and businesses will need to adapt to meet their customers needs beyond the COVID-19 pandemic.

As noted in the CEN WITSE Report to NLWIC (**See Appendix B**), the Pandemic and Public Health Emergency has greatly limited face-to-face contact, meetings, consultations, etc. This has been somewhat addressed through virtual meetings. One Board member noted "losing the face-to-face to get people energized, personal contact between staff, management, and advisory board - these connections have been missed. Technology can only do so much."

Also, additional work requirements while following pandemic restrictions made it difficult to find a convenient time for all members of the Project Advisory Committee to meet. From an evaluation perspective, this made it challenging to meet certain objectives to an optimal level.

Timelines also became a challenge for ongoing research and start-up of new social enterprise pilots. As with many organizations, it took time to take stock of the situation and re-align our action plan with the realities of the pandemic. This impacted the timelines, requiring ongoing revisions throughout the project and requests for a timeline extension to the funders.

Covid also had an impact on the start up of the new businesses that are being explored. Operational challenges, excluding the Long Range Market, include regulatory requirements as they pertain to accessibility of service, physical distancing, and so on.

8. HIGH SPEED INTERNET:

Part of the changing times highlights the technological era in which we have found ourselves. In 1990 Ursula Franklin wrote “Technology has built the house in which we all live” (p.11)²⁷. Globally, it has become a mainstay in varying degrees, in such areas as communications, business, health care, and education. But as indicated in the literature (Barter, 2011) “Despite its widespread application, technology still has its challenges that create issues for those responsible for its infrastructure and for program delivery as well as its recipients (p. 36)²⁸. This project met the same type of resistance as the project proponent and partners quickly came to realize that there are a lot of connectivity issues as they relate to high-speed internet in rural and remote communities, especially once you move beyond the service center.

The intent of both the Long Range Market and Grow Remote was to include communities on the Port au Port peninsula, but it was then discovered that there are communities that do not have access to quality high-speed up to today's standards, even though we find ourselves in a “zooming” world.

Communities lacking this service are at a significant disadvantage when it comes to work opportunities, education, and so forth. That was certainly eye opening for project staff and partners, to find themselves learning about programs that might be out there to assist connecting everyone. Governments’ (Provincial and Federal) plans to upgrade internet systems, especially in rural and remote areas, will go a long way in changing this limitation.

²⁷ Franklin, U. (1990). *The real world of technology*. Toronto: CBC Enterprises.

²⁸ Barter, B.G. (2011). Rural Schools and distance education. *International journal of information and technology education*, 7(1): 33-45.

MOVING FORWARD

FUTURE RESEARCH:

As indicated earlier, one of the challenges faced by CEN was the limited time to find out what works and what does not in setting up social enterprises. This is a long-term goal and CEN can support research examining skill gaps and barriers to employment and making recommendations as to how to address both gaps and barriers. They can identify funding sources, write, or assist in writing proposals, and identify what opportunities are out there. This has potential as a new pilot in the future.

NAVIGATOR:

Throughout the evaluation process a key constant was recognized, closing the pilot without having someone who is solely responsible for social enterprise activity, a Navigator, lessens its chances of long-term success and breaks the continuum of support. CEN, as an example, can access other students and staff through employment programs but these are short term and constantly changing. The Town and the Chamber might be open to a financial contribution for the position, as well as the management piece which will be further explored. CEN and its partners have the capability to be able to carry out many of these social enterprise projects if they had the permanent support of a local Navigator.

BUILDING SUPPORT:

It takes the parent organization to make social enterprise work; building formal collaborations with other social enterprises, and continued assistance, are very important to the success of the subsidiary earned-income social enterprise.

Contact with other organizations and institutions might prove fruitful in this endeavour. Having multiple groups involved in the activity would build a support base.

New and existing social enterprises need support from a diverse range of funding sources. Financial support from the government, as well as subsidy programs, are necessary to increase capacity and engage people in the community to work.

FOSTERING PERSONAL MEANING:

People's positions in projects determine the language they use and understand. The "system" has one language and social enterprise, and community level activity has another and there is a gap between the two. The government system focuses primarily on language built around economics while community development often reflects a focus, not only of economics but also social and environmental well-being.

Flora & Flora (1993)²⁹ use the term Entrepreneurial Social Infrastructure (ESI) to describe their view of social capital, which involves three interrelated elements: 1. Symbolic diversity referring to those aspects of the community that create a real sense of inclusiveness, where the diverse elements of the community are viewed as valuable and necessary to successful community development; 2. Resource mobilization referring to the equitable distribution of resources, a willingness to invest collectively, and the investment of private capital locally; and 3. Quality of linkages referring to the networks within the community and between the community and the outside world that facilitate the flow of information that helps ensure quality decision making. Where a quality of linkages exists, there is a broad base of decision makers and leadership is distributed across this broad base (p. 52-53). Their concern, however, is that community development specialists (government civil servants) have "tended to focus on economics thus failing to recognize the interdependent nature of these three dimensions" (p. 2).

This creates a gap in the system, a disconnect between economics and social capital. The literature indicates that community navigators are more likely to speak the language of both as they require knowledge of the system to acquire the funding and other supports from the system. Government navigators are less likely to understand from the community point of view. To bridge that gap may require a "government structured social enterprise" framework. There needs to be a balance - it must be pillars of operation at the grassroots that are held up by government. CEN is one example, even though it is community-based, its government ties are significantly important. The pillar of that groundwork is held

²⁹ Flora C.B., Flora J.L.. Entrepreneurial Social Infrastructure: A Necessary Ingredient. *The ANNALS of the American Academy of Political and Social Science*. 1993;529(1):48-58. doi:[10.1177/0002716293529001005](https://doi.org/10.1177/0002716293529001005)

together financially as well as with other supports by government and supports from within community. Hence, local groups must adapt in its need to live under the mandates of government as well as its mandate of community. It's an ebb and flow of a balance between the social and system.

RECOMMENDATIONS

RECOMMENDATION 1:

Social enterprises should include an employee base with a diverse range of employment barriers. Identifying and understanding specific barriers and providing support to remove such barriers should be a priority before and during, workforce engagements. A bridging agency can provide employment guidance. CEN has been involved in employment and career programs for over 30 years and can serve as a data source for future research.

RECOMMENDATION 2:

Social enterprise initiatives require a champion, someone who is going to advise, guide, and support communities. The local, hands-on support seems to be missing. It takes time, it takes experience, it takes being in a safe working environment, not only to build up people's skills but also their confidence. SE is certainly a way to help provide that experience.

One solution is to create a navigator position in the region who can work with people to create the social enterprise venture in which they are interested. Such a hiring would fill a gap left by the removal of the regional economic development boards who were at the community level and could assist people in business ventures. RED Boards are gone, leaving a void for people with nowhere to go to learn how to start a business, look for a job, have difficulty finding a job because of disabilities they may have, and many of those needs can be addressed through social enterprise.

RECOMMENDATION 3:

For all intents and purposes, the *Work Force Innovation Through Social Enterprise* project led by the Community Education Network and funded by the **NL Workforce Innovation Centre (NLWIC)** administered by the College of the North Atlantic (CNA), provided an opportunity to sow seeds of potential enterprises in the Southwestern Newfoundland. It is the beginning rather than an end. The potential for continued growth can be supported by NLWIC whose mandate is to provide a coordinated, central point of access to engage all labour market stakeholders about challenges, opportunities and best practices in workforce development.

RECOMMENDATION 4:

A grass roots, collective decision-making approach to operating a social enterprise or developing a project, empowers participants and community members. Business opportunities and visibility can be expanded by regular conversations within the community, such as town halls and networking events. Surveys and development evaluations can be used to gauge Key Performance Indicators (KPI) for trained workforce as well as community impact.

RECOMMENDATION 5:

Government adequately support social enterprise research and provide the funding to nurture social enterprise growth in the province.

RECOMMENDATION 6:

Training providers provide diverse and client-centred training to accommodate individuals facing employment barriers.

Community provide necessary training for staff and volunteers to build a supportive environment for employees with employment barriers.

FINAL REPORT SUMMARY

CEN's *Workforce Innovation Through Social Enterprise* applied research project was a very busy and productive initiative. While the Covid-19 Pandemic and Public Health Emergency presented ongoing challenges and delayed some project activities, the team overcame many of the obstacles through remote and virtual avenues such as conference calls, virtual meetings, and on-line research. A requested nine-month project time-line extension was approved to June 30, 2022, with a further extension requested and approved to March 31, 2023 to allow time for the development of a Social Enterprise Tool Kit. Project activities were completed within the revised timelines.

The world of work is changing. Digitalization, globalization, and population aging are having a profound impact on the type and quality of jobs that are available and the skills required to perform them.

Current observations and quantitative data indicate that the need continues to drive social enterprise activity. Considering that social enterprise is about “breaking even” while providing a service to the community and employing people, for CEN and the many partners implementing the *Workforce Innovation Through Social Enterprise* project, both were pillars for success - their ability to provide a service and their ability to address a need.

Many strengths emerged from the *Work Force Innovation Through Social Enterprise* project. One was the ability of staff and other stakeholders to adapt to the pandemic environment. The second was the potential for partnership building by engaging in e-commerce, shared services, and external organization support. Both are drivers of rural sustainability. When it comes to sustainability, stakeholders in this project ascertained that there is no better plan for rural sustainability, than diverse enterprises that break even and supports remote work.

Advocates at the community level understand that for social enterprise to be successful, people have to give, both of their time and finances. The literature clearly articulates the importance of that understanding and willingness to commit to this type of business model. This kind of “personal” commitment happens within the confines of community: to make initiatives work – others have to lend support. For example, in the case of WITSE social enterprise project, a

university student was hired through a partnership with Mitacs and additional funding from CEN to help meet the target goal established for the research-literature review objectives. That strategy would not have occurred without the support of CEN enabling a university graduate to avail of a research experience while project staff received the services of a graduate student skilled in research and literature reviews. As a second example, CEN staff also contributed administrative time and expertise in program/service development and accounting supports. One might refer to these kinds of actions as wrap around services and demonstrate that social enterprise models are models of sharing and cooperation.

One of the challenges faced was the pandemic especially at the onset when everyone was trying to adjust. Upon reflection, the pandemic became both a blessing and a curse. In the case of Juniper, its implementation happened at what was determined to be the worst possible time to take on establishing a printing business, not-for-profit or otherwise. For Grow Remote, having a focus on remote work and virtual support, it may have been the seed that encouraged it to grow.

Remote work is seen by project stakeholders as one potential solution for revitalizing rural areas and increasing job opportunities. Many people are looking for quiet, serene places to live especially if they can work from home away from the hustle and bustle of urban living. Remote work has encouraged that style of living. People can get out, go for a hike, do what they love in the outdoors, while working from home.

Gaps were also identified. First, the literature is short on information that demonstrates the personal, yet the personal is experienced in practice. CEN findings, indicate that people need extra support throughout the employment process with follow-up in order to build confidence and a sense of security. It must be recognized that long term supports need to be accommodated through Government funded programs.

The social enterprise models in this pilot tell us that by working to establish policies and programs that positively influence social and economic conditions and provide wrap-around supports and services, we can improve the lives of many people and provide pathways to employment and self-efficacy in ways that can be sustained over time. For rural and remote communities in particular, social enterprise fills a market need that otherwise would not occur.