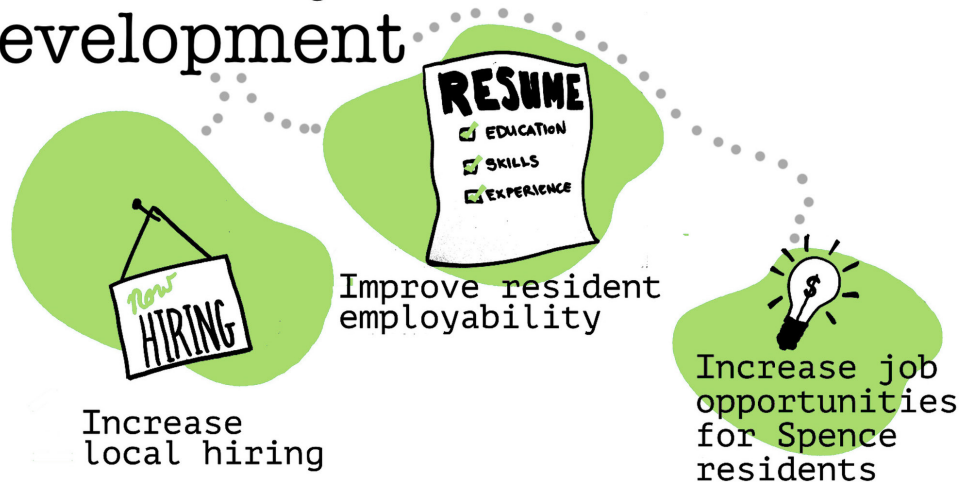


# Community Economic Development



## Spence Neighbourhood Association CED PLAN 2016-2021

### INTRODUCTION

The Spence Neighbourhood Association (SNA) and other community based organizations in the neighbourhood have been working on various economic initiatives over the last ten years. Community led approaches have included a Skills Bank, Tool Library, ID Program, and Front Step Research, and have collaborated with other local employment efforts such as Opportunities for Employment and Seed Winnipeg to support many forms of community economic development and employment. Still, challenges persist with many community members living in poverty. Spence has higher unemployment rates, and lower average income rates than the rest of Winnipeg.

This community-led CED strategy strives to build on current work to address income and employment challenges and to promote a healthy, stable local economy over the long-term. Developed through an inclusive engagement process with strong involvement of the CED committee and Kayla Penelton as the plan developer, the strategy outlines a five-year plan to direct CED priorities in the Spence neighbourhood and greater West Central community.

Community Economic Development (CED) uses local action to create local economic opportunities and improve the social and environmental conditions of a neighbourhood. The CED process relies on the knowledge and resources of local residents, businesses, and organizations to identify economic, social, cultural, and environmental needs of the community.

## SUPPORTIVE PLANNING TOOLS

### ▲ Our Winnipeg

*“Complete Communities provide options for local employment, recognizing that not everyone will live near their place of employment. While Downtown, airport lands and designated employment zones will continue to be the centres of employment in the City of Winnipeg, a complete community should entail a mix of uses that will provide the option of employment close to home.”<sup>1</sup>*

### ▲ Economic Development Strategy 2013-2017<sup>2</sup>

The most recent Winnipeg Economic Development Strategy is ending in 2017. It will be important for Spence residents to involve themselves in the creation of future plans to extend some intentions from the most recent plan to greater community benefit, including actions like:

- encouraging Aboriginal Economic Development
- reducing barriers to education and employment
- making Winnipeg a centre of excellence in immigrant engagement and community integration
- supporting small business development

### ▲ Manitoba Social Enterprise Strategy

The Manitoba Social Enterprise Strategy is a document co-created by government and the community economic development sector that was launched in 2015 to grow the labour market and reduce poverty. It presents six pillars to support increased social enterprise development:

1. Enhance Enterprise Skills
2. Ensure Access to Capital and Investment
3. Expand Market Opportunities
4. Promote and Demonstrate the Value of Social Enterprises
5. Regulatory Framework
6. Networks and Community Engagement.

1. Our Winnipeg, page 33. Available at [http://www.economicdevelopmentwinnipeg.com/uploads/document\\_file/economic\\_development\\_strategy\\_2013\\_2017.pdf?t=1423506132](http://www.economicdevelopmentwinnipeg.com/uploads/document_file/economic_development_strategy_2013_2017.pdf?t=1423506132)

2. Available at [https://www.gov.mb.ca/housing/pubs/mb\\_social\\_enterprise\\_strategy\\_2015](https://www.gov.mb.ca/housing/pubs/mb_social_enterprise_strategy_2015)

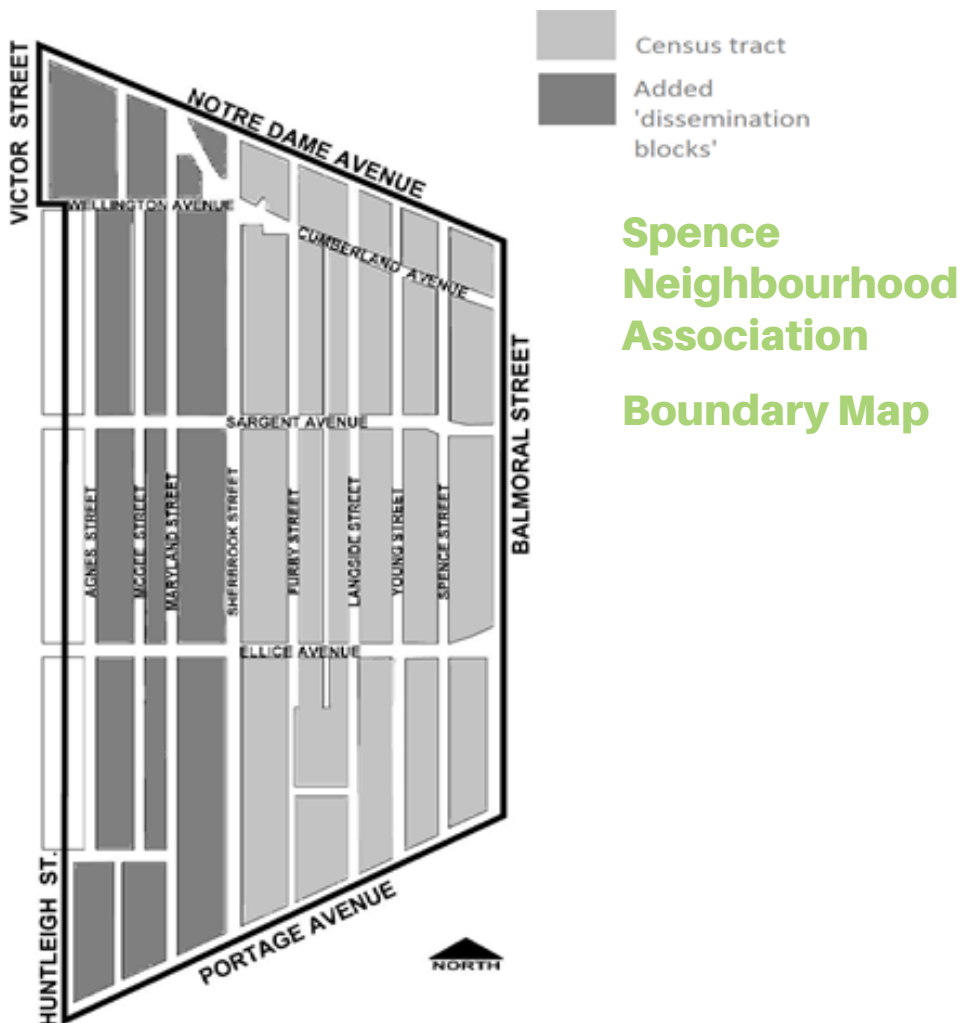
## NEIGHBOURHOOD PROFILE/ECONOMIC BASE ANALYSIS

### Reading the Numbers: Cautions and Concerns

The Spence Neighbourhood Association boundaries vary from both the City of Winnipeg's Spence neighbourhood boundaries, and the census tracts used by Statistics Canada. Therefore, data used from the Statistics Canada census is helpful for seeing trends and making comparisons, but is not fully representative of the Spence Neighbourhood as defined by SNA.

Additionally, the 2011 National Housing Survey (NHS) replaced the previously mandatory long form census with voluntary forms, and despite increasing the number of survey requests, the data collected may be of lower quality and less accurate than previous census data.

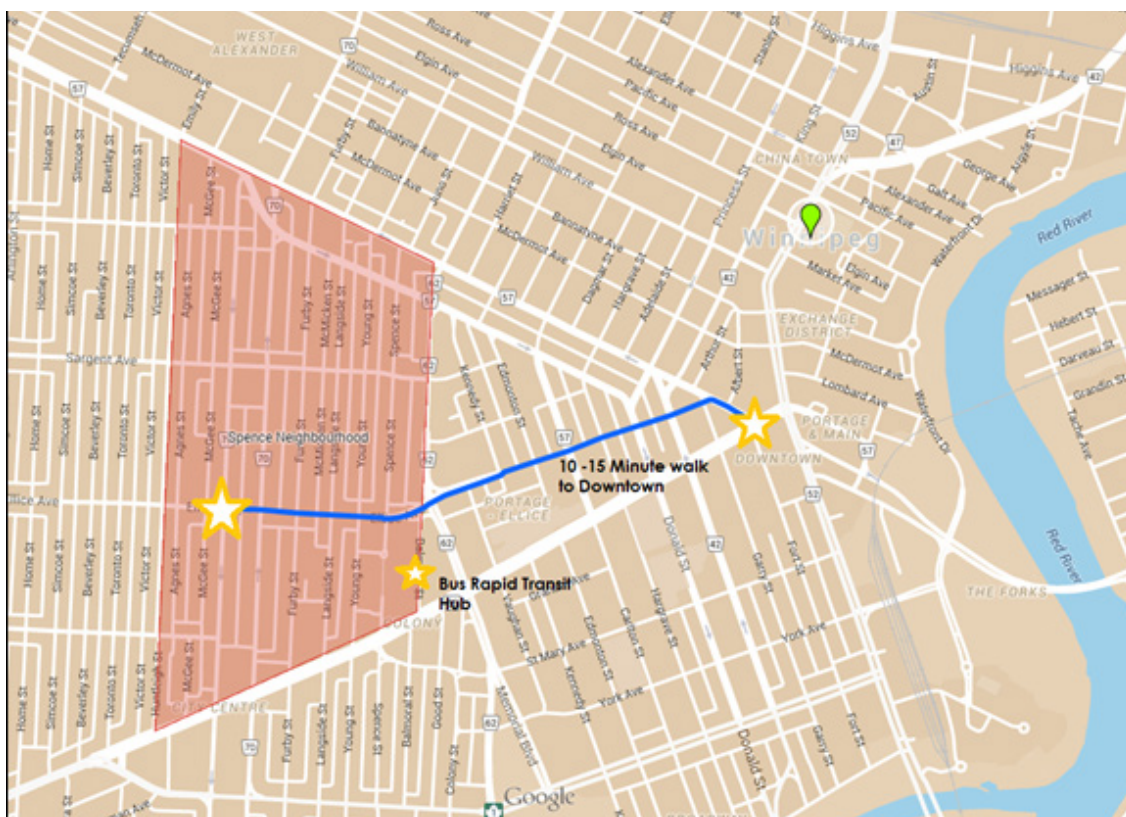
In order to improve data for population counts, additional 'dissemination blocks' or smaller sets of data can be added to the census tract in order to gain a more complete picture of the neighbourhood. Unfortunately, even when using these data sets, the neighbourhood is still not fully represented within the Spence Neighbourhood Association boundaries.



## COMMUNITY ECONOMIC DEVELOPMENT

### LOCATION AND INFRASTRUCTURE OF THE SPENCE NEIGHBOURHOOD WITHIN WINNIPEG

The Spence neighbourhood is located along the western border of Winnipeg's downtown core within what is known as the West End neighbourhood. Compacted into 0.5 square kilometers, the Spence neighbourhood is a bustling community made up of residential housing, commercial corridors, transportation thoroughfares, and community gathering places.



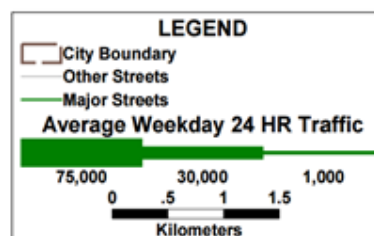
## TRANSPORTATION

Portage Avenue runs East/West along Spence's southern border, and as one of Winnipeg's main transportation corridors, receives on average from 38,700 to 52,700 vehicles a day. Colony and Balmoral Street, running along the east side of the neighbourhood, sees anywhere from 24,700 to 27,000 cars daily. Sherbrook and Maryland Streets, which run through the center of the neighbourhood see anywhere from 13,000 to 18,000 vehicles daily on.

Although Spence has heavy vehicle traffic, the neighbourhood also has a growing bicycle infrastructure. Both Sherbrook and Maryland have designated bike lanes that run from the neighbouring community of West Broadway north to Notre Dame Ave. Proper cycling infrastructure is an asset for any community and their local economy, as studies have shown that cyclists spend more money at local businesses than the average driver (<http://www.tandfonline.com/doi/abs/10.1080/07293681003767785>). Spence also has several main bus routes running through it, and is located close to a major Rapid Transit hub that services most of the city.



**Traffic Flow in  
Spence Neighbourhood**





## DEMOGRAPHICS

### POPULATION GROWTH

The population of the City of Winnipeg is growing at an average rate of 1.3% and is expected to continue this trend for the next decade (Population, Housing and Education Forecasts for the Winnipeg CMA). Within Winnipeg's downtown, the population has risen from 13,470 to 14,000 between 2006 and 2011. In the Spence neighbourhood, population growth is rising at a rate of 0.8% from 2006 to 2011. The population of the area as of 2011 was at 7,113, up from 6,668 in 2006.

### AGE STRUCTURE

A review of the population age structure from the 2011 Census is limited to three varying age groups. The age group ranging from 0-14 was the only one to grow from the 2006 to 2011 census at a rate of 1.84%, and comprised 19.86% of the community population. Within the community this age group is very integral to a healthy economy as many of these youth will be entering the workforce within the next few years. Their training, education and ability to obtain long-term employment will be important in maintaining a solid footing for the local economy. The age group of 15-64 years saw a decline of 1.81% from 2006 to 2011. At the time of the 2011 census, community members within this group comprised 72.01% of the population of the neighbourhood. In 2011, 7.96% of the Spence population was 65 and over.

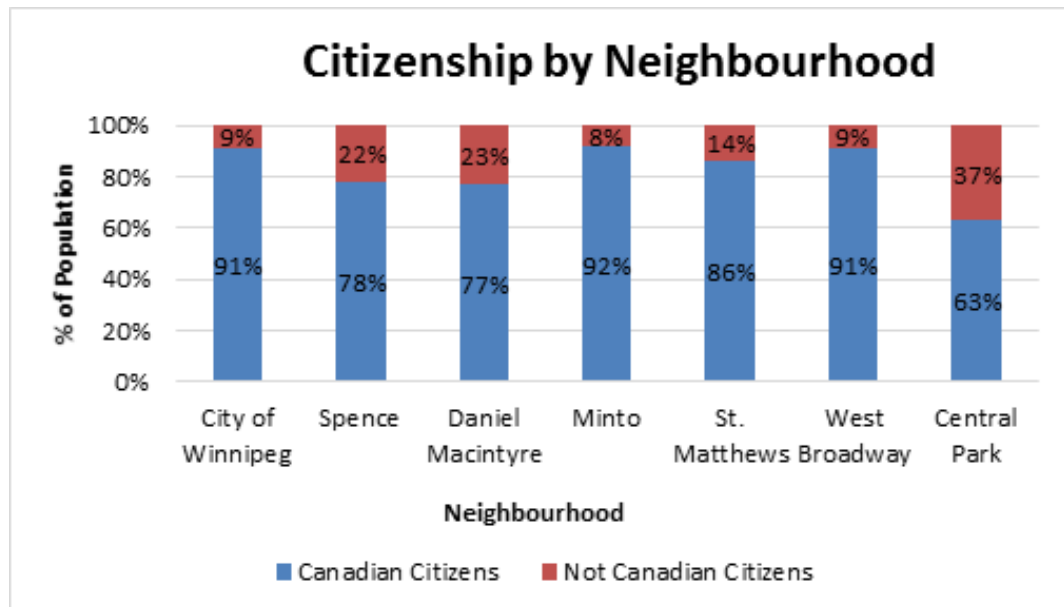
With an aging population and the "baby boomer" generation entering into retirement, there exists the potential for a labour shortage within Canada. Many experts are projecting that a labour shortage will affect particular industries and skilled labour positions. Therefore, business and industry leaders across Canada, including within Manitoba, are expressing growing concern over the impending shortage and the already limited pool of skilled labourers.<sup>1</sup> These concerns highlight an opportunity for the provincial and federal government to connect low-income under employed labour force existing here in the Spence neighbourhood as well as other predominantly low-income neighbourhoods.

### CITIZENSHIP

The Spence neighbourhood has been branded as the "International Village" for its diverse collection of global cuisine restaurants, and multicultural population. In 2011, 8.6% of Winnipeg's total population was comprised of immigrated citizens, and Spence's population of immigrated citizens was 22.64%. In addition to having a higher percentage of immigrants, Spence also contains a higher than average rate of immigrants than some other neighbouring communities (See graph below).

A large immigrant population can foster a diverse skills base and creative local businesses, however there needs to be adequate support for them and assistance with integration into the local economy. This is especially important in the Spence neighbourhood as the neighbourhood saw over five times more new immigrants from 2000 to 2006 than in the previous four year period.

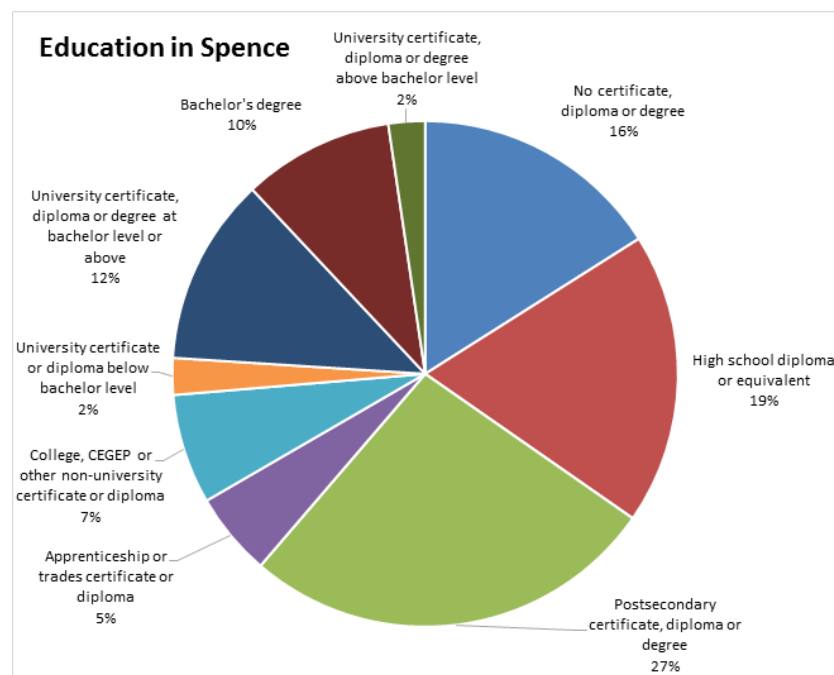
<sup>1</sup> Identifying Employment Opportunities for Low-Income People within the Manitoba Innovation Framework, 2005, Loewen, Silver, August, Bruning, Mackenzie & Meyerson, [http://tamarackcommunity.ca/downloads/vc/Final\\_Report\\_June32005.pdf](http://tamarackcommunity.ca/downloads/vc/Final_Report_June32005.pdf)



Cultural assets, social capital, and unique skills are all benefits that immigrant population brings to the community, and there is significant opportunity for these benefits to be recognized and incorporated into the Spence's economy.

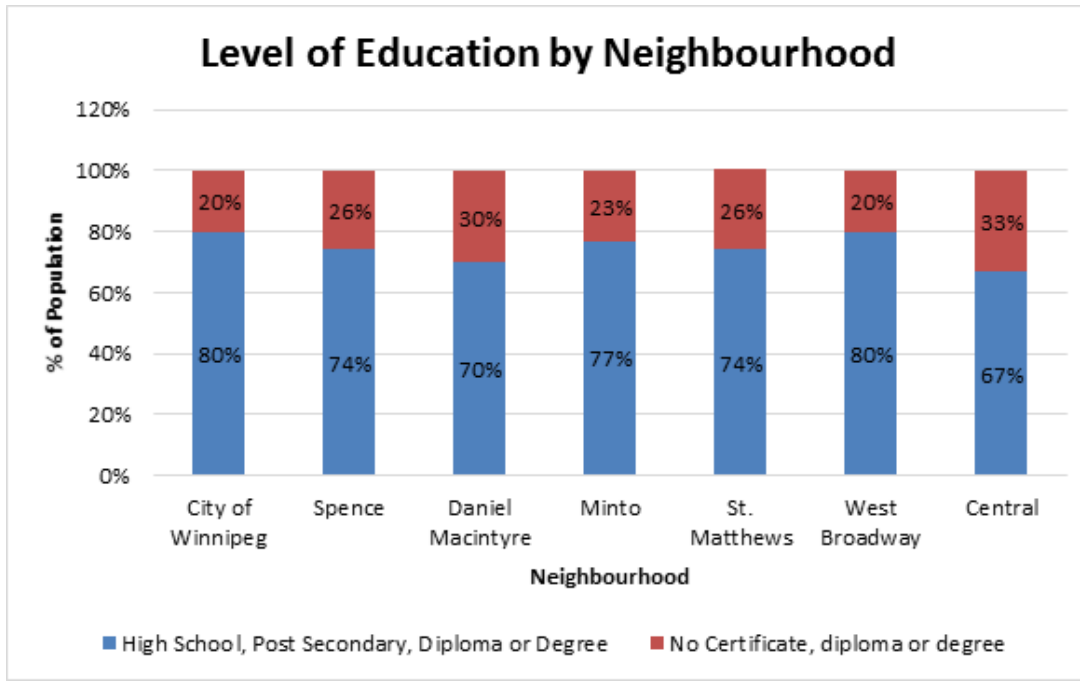
## EDUCATION

Within the Spence neighbourhood, the education levels of people 15 and over are below the average of Winnipeg. In 2011, 73.8% of the total population of Spence had obtained a certificate, diploma or degree, as compared to 80.2% of the total population of Winnipeg.



## COMMUNITY ECONOMIC DEVELOPMENT

The level of education or human capital within a community is often used as a gauge for its capacity for innovation or entrepreneurial activity. In this area Spence not only falls behind the city average but also below the average of neighbouring communities.

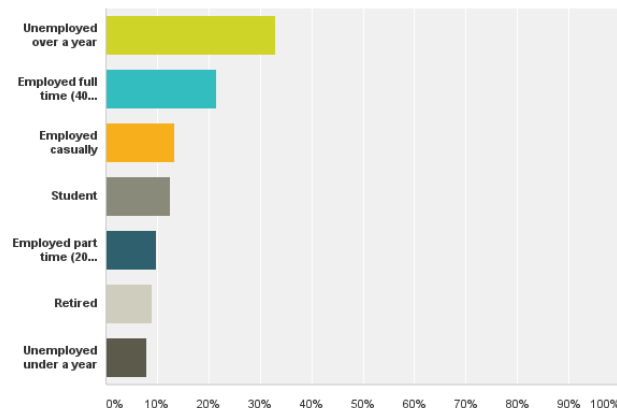


## LABOUR FORCE ACTIVITY

A contributing factor to the health of an economy is labour force activity. The rate of employment and unemployment, as well as workforce sectors can help create, understand, and forecast the health of our local economy. In 2006 the unemployment rate of Spence was 15.2%, making it one of the highest unemployed neighbourhoods in the city, however, the unemployment rate fell to 9.2% in 2011. During the 2011 census the unemployment rate when compared to neighbouring communities was slightly higher than average.

### Q6 What is your current employment status?

Answered: 112 Skipped: 2

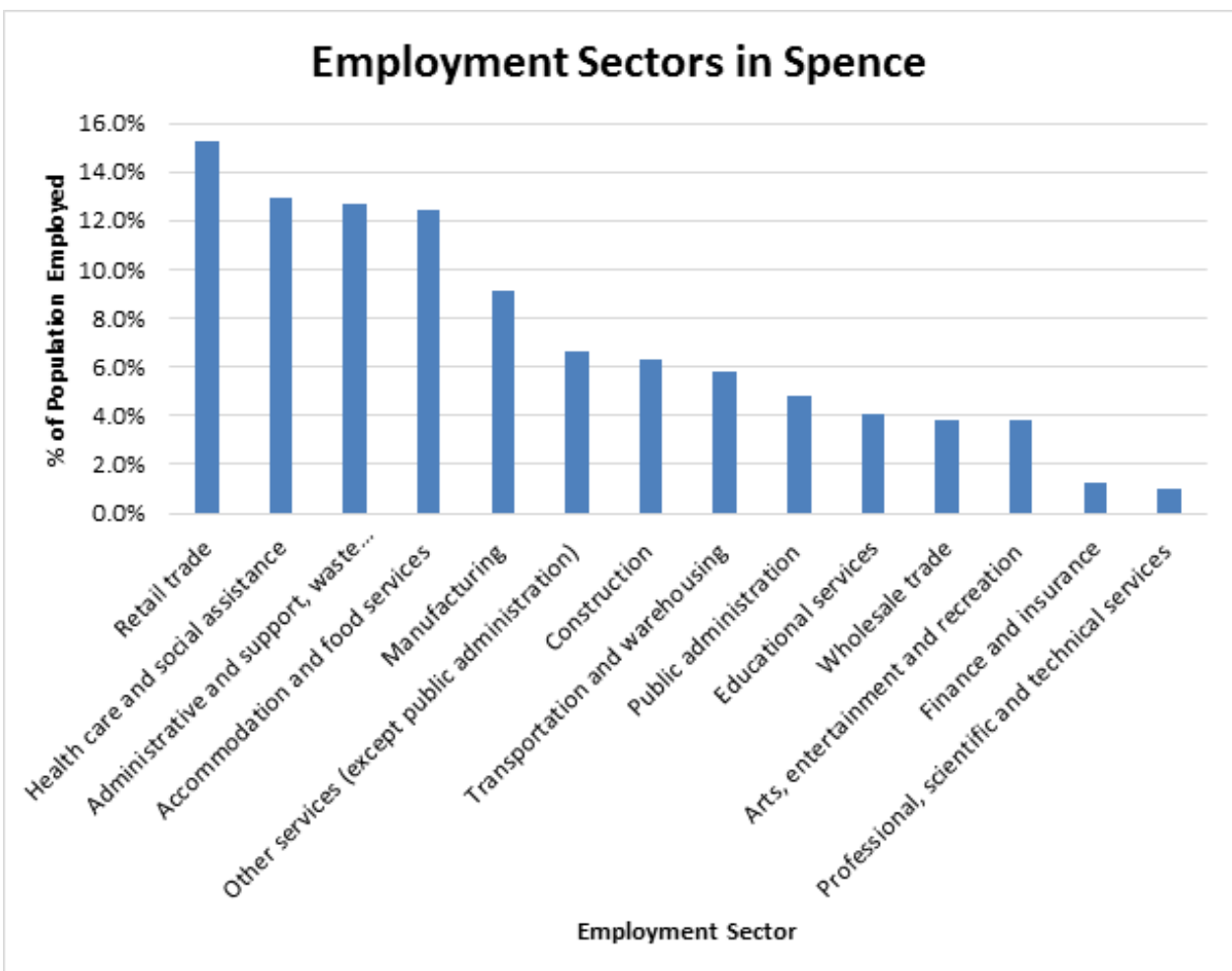




Due to a high rate of unemployment in Spence, special attention should be given to helping community members obtain necessary identification, training and secured employment. Existing employment training and recruiting opportunities available at the time could be a contributing factor in the drop in unemployment rates. Continuing to strengthen these efforts through networking among similar services and uniting efforts will be essential in helping the unemployment rate drop further.

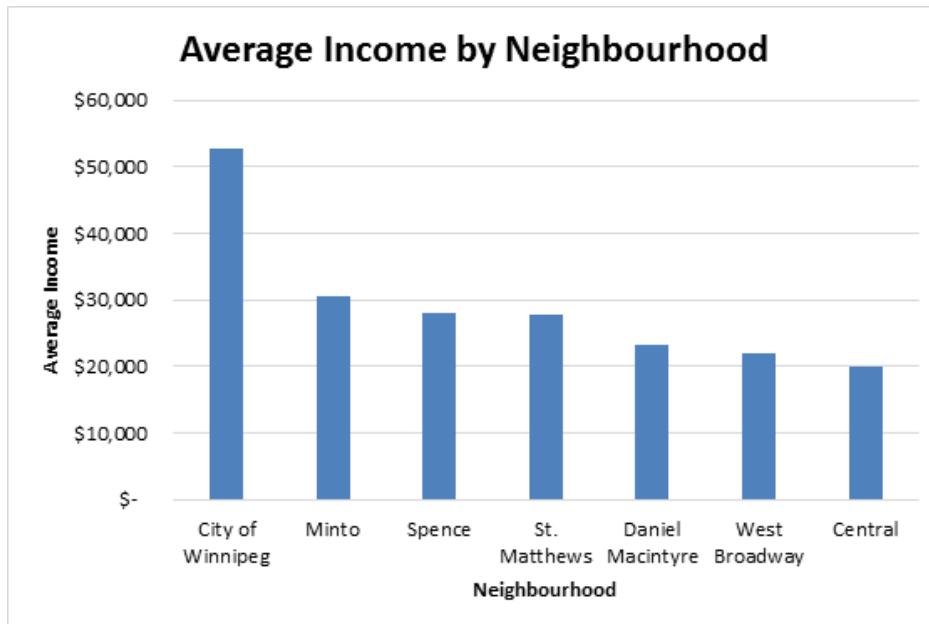
## LABOUR FORCE BY INDUSTRY

In 2011 the Spence neighbourhood labour force consisted of 1,970 employees. The sectors of employment were diverse, however Retail and Trade made up the largest industry in the neighbourhood, employing 15.2% of the population. Healthcare and Social Assistance employed 12.9% of the population, while Accommodation and food service and Administrative and support, waste management and remediation services are the third largest industries employing 12.7% and 12.4% of the total work force, respectively.



## INCOME

The average personal income in 2010 for the Spence neighbourhood was \$19,627, almost half of the City of Winnipeg's average income of \$38,159. The average income has risen 18.86% since 2006 when it was \$16,512. When comparing the average personal income amongst neighbouring communities, Spence is ranked as the lowest earning community, and low income and the effects of poverty continue to affect the health of the community.

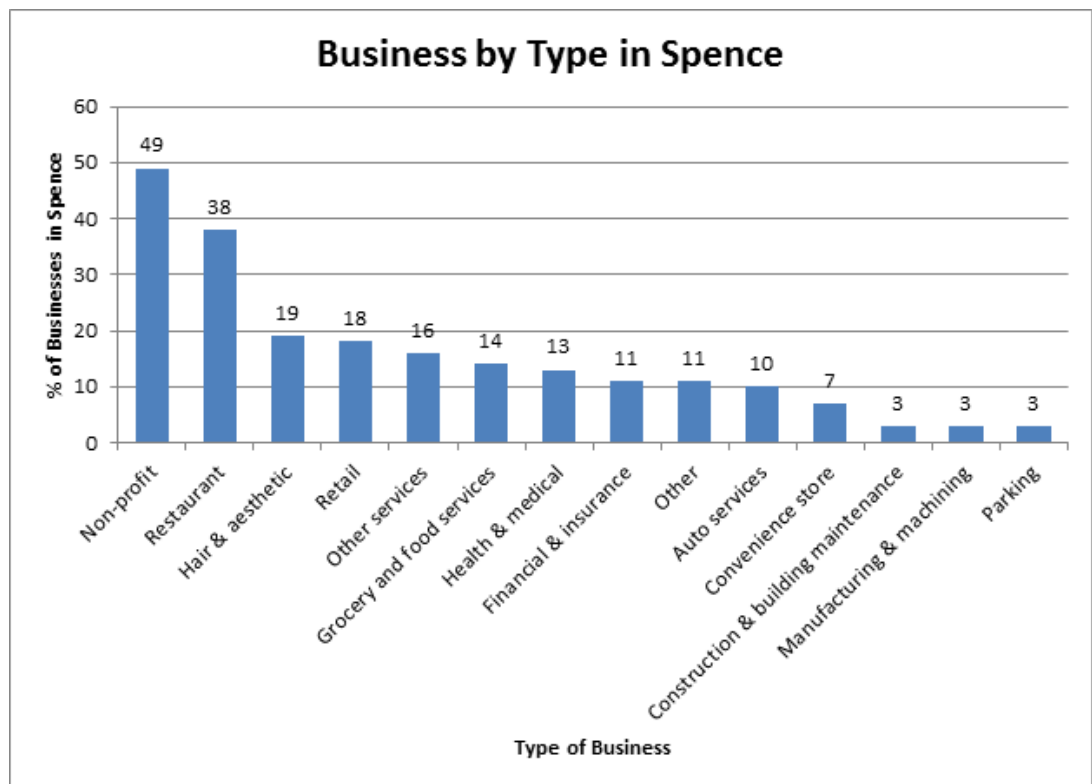


Alleviating poverty through meaningful and sustainable employment placements has residual effects that can benefit not only the local economy but the provincial economy as a whole. A reduction in assistance payouts, as well as the associated cost of poverty on health care, education, and criminal justice systems have significant implications on provincial budgets and economies. Studies have also shown that each dollar received by a household via increased incomes is estimated to generate a further \$1.58 in local economic activity.<sup>1</sup>

<sup>1</sup> The External Costs of Poverty: A Conservative Assessment, 2004, Shiell & Zhang. [http://tamarackcommunity.ca/downloads/vc/cal\\_costsofpoverty04.pdf](http://tamarackcommunity.ca/downloads/vc/cal_costsofpoverty04.pdf); [http://tamarackcommunity.ca/downloads/vc/cal\\_costsofpoverty04.pdf](http://tamarackcommunity.ca/downloads/vc/cal_costsofpoverty04.pdf)

## BUSINESS PROFILE

Spence is home to over 180 diverse business and services. The largest industry in the neighbourhood is Non-profit organizations with the second largest being Restaurants. Due to the large number of high-quality ethnic restaurants, the neighbourhood has been branded an 'International Village'. Although there has been some effort made to promote this branding, more could be done to unlock the potential of the Spence neighbourhood as your go-to place for international cuisine and culture.



## SWOT ANALYSIS

### STRENGTHS

Spence boasts a number of amenities within walking distance, which contributes to the diverse community that has formed here. There are two large grocery stores to provide affordable, fresh food, and a multitude of corner convenience stores for quick runs. It is proudly home to a large variety of restaurants which represent the varied cultures who reside in Spence. Because of the affordable commercial opportunities, many of these restaurants and other local businesses are small, family-owned and operated. The West End BIZ provides numerous services to assist local businesses such as storefront improvement and graffiti removal programs.

Spence has a long history of community involvement, and has many community members who are actively trying to improve the neighbourhood. A strong sense of community pride is evident in the many grassroots initiatives, such as a community patrol and research hub, that have occurred over the years. There are also many resource centres available who are working to improve the neighbourhood and provide a variety of programming and supports to assist residents in need.

### WEAKNESSES

Although there are many positive aspects of Spence, there are still many challenges to overcome as well. Many residents face barriers to employment such as having required identification and appropriate documentation that are costly to obtain. Also, there are limited employment opportunities for a notable portion of our population with limited education and skills, or with physical or mental disabilities. In addition to this, there are very few skills training and job opportunities that are available locally, or can currently accommodate the unique needs of our diverse community.

Crime and safety are still significant concerns to residents and business owners. Illegal activi-

ties, poor lighting, and minimal evening business hours lead to both real and perceived safety issues. The cleanliness of the neighbourhood is also an issue with high rates of illegal dumping, litter, and worn-down or vandalized storefronts detracting from neighbourhood image and morale.

### OPPORTUNITIES

In addition to SNA, there are many resource centres and organizations based in Spence which offer CED opportunities and programs, such as the Ma Mawi Wi Chi Itata Centre, Pregnancy and Family Support, the John Howard Society, St Matthews Maryland Community Ministry and West End Commons, the West Central Women's Resource Centre, and the Global Welcome Centre. SNA has the opportunity to foster stronger relationships amongst these organizations, as well as those located outside of the neighbourhood, to be able to better refer residents to the services they need. Furthermore, Manitoba has a growing social enterprise sector that could provide frameworks and connections to employment programming. Many opportunities exist within SNA, or with outside collaborators, to create small-scale social enterprises that could function to provide training and employment, as well as much needed services to the neighbourhood.

SNA has had many years experience running successful CED programming, and can translate this success into future programming with some strategic planning. The Skills Bank and ID program each eliminated barriers to employment, and a demand for the return of their services is still present. The First Jobs For Youth program currently provides employment training and job experience, and has been steadily growing in number of participants and reputation. This program provides an excellent framework for SNA to translate into adult CED programming.

There is also significant opportunity to build the relationship between local businesses and the community. Communication and networking can be improved by efforts of SNA, in collaboration with the West End BIZ, which would create stronger connections and adequately inform business owners of opportunities available to them. Furthermore, businesses may be approached to create unique partnerships that support social enterprises, or participate in skills training, employment, or mentorship programs.

### THREATS

Many of the small businesses in Spence only hire occasionally, and will often hire family members and friends when doing so, creating a shortage of local jobs available at any time. Many employers are also not prepared or supported to take on

employees with varying needs, abilities, and skill levels. Also, the lack of variety and availability of jobs is a serious concern to residents, especially to those who have mobility or health issues and have difficulty going outside the neighbourhood for employment. These circumstances create significant barriers to those who want, or need to work, and make it difficult for them to improve their quality of life.



# Community Economic Development at Spence Neighbourhood Association

## CED AND GUIDING PRINCIPLES

Community Economic Development has been defined by the Canadian Community Economic Development Network as, “action by local people to create economic opportunities and better social conditions, particularly for those who are most disadvantaged.” SNA follows the CED guiding principles that were developed by the Neechi Food Workers Co-op, an Aboriginal worker’s co-operative in Winnipeg, MB. The main principles focus on:

- ▲ Use of locally produced goods and services
- ▲ Production of goods and services for local use
- ▲ Local reinvestment of profits
- ▲ Long-term employment of local residents
- ▲ Local skill development
- ▲ Local decision-making
- ▲ Public health
- ▲ Physical environment
- ▲ Neighbourhood stability
- ▲ Human dignity
- ▲ Support for other CED initiatives

## SNA CED PROGRAMS

SNA has been able to offer the Spence community a variety of CED programs. “The project was created after residents in the Spence Neighbourhood identified the need for local people to be more included in and celebrated by the economy. A system for building on and strengthening the local economy was needed.” (BTE)

### YOUTH EMPLOYMENT (CURRENT)

- ▲ Youth Crew
- ▲ First Jobs 4 Youth (FJFY)

### SKILLS BANK (2003-2015)

- ▲ Odd-jobs
- ▲ ID program
- ▲ Senior’s Lawn Care program
- ▲ Resume development & job search
- ▲ Tool lending library
- ▲ Community Research Hub (which continues to be active in its current form as Front Step Research)





### ► YOUTH EMPLOYMENT

programs are based on the belief that the better prepared for employment you are, the more successful you will be. Our Employment Resource Office is open year round. Resources and workshops are offered to all youth in the community during fall and winter on a variety of topics that will give youth employment training plus assistance in the areas of resume-writing, job searching, interview skills, and obtaining identification. – SNA website

#### YOUTH CREW

The Youth Crew program offers occasional odd jobs/training opportunities for local Youth, ages 11-16. Youth develop skills in yard care, snow and ice removal, cooking, baking and catering, building projects and community relationships. A natural stage of progression, many Youth Crew participants become First Jobs 4 Youth participants as they come of age. Both programs build community connections, self-confidence, self-esteem, and human dignity, as well as provide a safe working environment where Youth are valued community members.

#### FIRST JOBS FOR YOUTH

First Jobs 4 Youth (FJ4Y) offers part-time employment/training opportunities for local Youth, ages 16-18 every summer. Youth may work in the Building Belonging program (children ages 6-12); Sports; Environment and Open Spaces; or Front Desk work at the Community Office on Ellice Ave. After graduating in August, Youth receive Fall/Winter work placements with local employers, such as the University of Winnipeg and other businesses and agencies. Every spring, our office assists past participants with applications to the City of Winnipeg for jobs as Recreation Technicians at local community centres. FJ4Y has been so successful that this year the number of participants have doubled from 10-20 youth.

#### BENEFITS OF THE YOUTH EMPLOYMENT PROGRAM

The Youth Employment programs are incredibly beneficial to local youth. The program enables youth to try new experiences, explore and develop passions, and contribute to their community while earning an income. The programs foster a supportive and respectful environment, and help to build the self-confidence and work ethic of participants. They are also provided with identification and background checks, as well as training for basic skills they will need for future employment. Youth employment staff also act as mentors to the youth, providing support throughout the duration of the program and after.

The Spence community also benefits from the youth employment program in a number of ways. The youth assist SNA with jobs that improve the community, such as maintaining green space and gardens and helping put on community events. The youth are also able to meet and build relationships with community members through their positions, which strengthens inter-generational relationships in the community.

#### OPPORTUNITIES FOR IMPROVEMENT

The recent expansion of the youth employment programs has enabled SNA to hire two additional full-time staff. While the additional staff have enabled the program to be extended to more youth, they feel the quality of the program is strained due to overly busy schedules. Finding an adequate number of jobs and hours for FJ4Y

participants has been a challenge, and additional day to day programming and supervisory roles being taken on by staff are testing time management skills. Staff has noted that the struggle to keep up with everyday tasks has limited their ability to build on the long-term goals of the programs. For example, the important mentorship role has been difficult to establish between staff and youth, compromising the quality of the year-round support usually given to participants. Overworking and burnout are also concerns of staff, who are endeavouring to balance the many components of running the program with a limited availability of funding and hours.

These concerns have brought to light the importance of building and strengthening the capacity of the youth employment program before more expansion occurs. Given that this is the first year of operating a larger program, staff recognize that it will be beneficial to create a clear plan that outlines a long-term strategy to ensure the issues above are addressed, and program quality remains the highest priority. Taking time to properly evaluate the program, establish procedures, and identify new and expanded job opportunities for youth will help to achieve a stronger program for youth and adequate support for staff.

► **SKILLS BANK<sup>1</sup>** In January 2003, a Community Economic Development Committee was formed to address a lack of participation in the local economy. The committee wished to identify the local assets and skills that existed in the neighbourhood and in 2004, the Capacity Inventory Project was undertaken to identify the capacity of community members with the idea of developing non-market activities as well as those involved in the formal market. The results showed that there was an abundance of human capacity in the neighbourhood in a variety of skill areas. The findings led the committee to discuss the creation of a program that would allow these skills to be utilized. The Skills Bank was launched in November 2004 with a focus on helping residents who were on social assistance, people who were in between jobs, people living with disabilities, and single parents, participate in the local economy.

The Skills Bank worked towards strengthening the capacity of adults in the community. With the daily struggles that community members face, employment is about much more than finding a job. Employment is about supporting your family, setting and achieving goals, and generating a sense of pride that you are contributing to your community. Many community members face barriers to accessing employment, such as lack of work experience, lack of secure housing, and lack of childcare. The Skills Bank attempted to address these issues holistically, provided services where possible, or referred participants to other services when appropriate. The Skills Bank comprised Odd Jobs Program, ID Program, Senior's Lawn Care Program, Resume Support and Job Search, and the Tool Lending Library. In 2007 the Skills Bank also introduced a second phase called First Steps towards Employment, which added a workshop and training component.

1. This summary edited from the Evaluation 2015 document

### **ODD JOBS**

Odd Jobs was the original backbone program of the Skills Bank. The Skills Bank was used to connect Skills Bank members to odd jobs or other work in the community, providing members with work experience and supplemental income, while filling a need in the local market. Members maintained a profile in an online database, which the Coordinator would access to match workers with jobs that were placed. Over 1,700 odd jobs were recorded over the course of the Skills Bank history. In 2014, its most successful year, Skills Bank members completed 472 jobs over 1420 hours, generating over \$15,000 of revenue within the community.

### **ID PROGRAM**

The ID program was generated by the need for community members to obtain basic identification in order to access banking, employment or health services. The ID program ran on a weekly basis, enabling community members to receive financial assistance for up to two pieces of identification. The program assisted community members by filling out applications, giving community members directions to locations for identification and gives general recommendations for what identification is needed for other pieces of identification.

### **SENIOR'S LAWN CARE PROGRAM (SLCP)**

The Senior's Lawn Care Program assisted community members who were financially or physically unable to maintain their yards in accordance with City of Winnipeg by-laws. Skills Bank

members completed yard care tasks such as weed whacking and lawn mowing in the summer months, and snow clearing during the winter months.

### **RESUME SUPPORT AND JOB SEARCH**

Community members are able to use a computer in SNA's office for searching for employment. There is an employment board that is updated weekly with new jobs. Resume templates are available for community use. Once a resume is developed it can be saved on the Skills Bank Coordinator's computer and community members can always come back to make copies or changes to their resume.

### **TOOL LENDING LIBRARY**

The Tool Lending Library (TLL) was a CED initiative that began in response to residents who were encountering barriers to gaining employment as a result of a lack of tools needed to perform the work. The TLL provided residents access to a variety of hand and garden tools they needed in order to work or complete projects within the community. To access the TLL, community members were able to buy a membership for \$25, or complete three hours of sweat equity. To further reduce barriers, Skills Bank members received a free membership.

## PROGRAM EVALUATION

In 2014 funding for the Skills Bank ended, giving SNA the opportunity to re-evaluate how their CED programming was meeting the needs of the Spence community. The Building the Economy on Community Capacities: the Spence Neighbourhood report (Harris and Beaubien, 2004) and Draft, Skills Bank Research Report (Harris and Beaubien, 2006), evaluations from CED Coordinators, and interviews with past skills-bank members were reviewed to examine the benefits and challenges of the program.

## BENEFITS OF THE SKILLS BANK

Residents and the community were able to experience numerous social and economic benefits generated by the Skills Bank program. The direct benefits gained by Skills Bank members included job training, skill development, work experience, and references. Members were given the opportunity for part-time or casual employment that matched their abilities, skill levels, and schedules. Feedback from employers on performance enabled members to continue to develop skills and grow. The income from the jobs provided supplementary income, increased financial security and independence and also increased members' access to additional resources. Community members also had access to acquire identification necessary to open bank accounts, receive government cheques, and access numerous other services.

Many social benefits were also gained through the Skills Bank, with many members inspired to improve their lifestyles overall. Employment empowered members, and built their positivity and self-confidence. These jobs provided a chance for members to feel less isolated by getting out of their residences and giving back to their community, while developing social skills in a co-learning environment.

The Spence community also benefitted from the platform that was created by the Skills Bank, which helped to build and foster relationships

between members, residents, and businesses and promote community building. The Skills Bank enabled residents and businesses to have small jobs completed quickly and for an affordable price.

For example, this allowed senior residents to have their lawns mowed to comply with City of Winnipeg by-laws or have sidewalks shovelled, which improved their safety and mobility.

## OPPORTUNITIES FOR IMPROVEMENT

One of the greatest challenges that faced the Skills Bank was maintaining sustainable funding sources. Over the years a lack of financial support led to eventual suspension of the Skills Bank program. More sustainable funding, strategic programming, and building positive relationships with local businesses was mentioned by past CED coordinators as necessary components of successful future CED work.

Skills Bank was designed to engage more marginalized residents. This includes residents experiencing challenges related to racism, addiction, single parenthood, fixed-income, literacy, education, disability, mental illness and addiction, and unstable housing. As an example of one reality of life for participants, the evaluation noted that over half of the members moved or had their phones disconnected while registered with the program.

Skills Bank coordinators problem-solved around this and other reality of life challenges which compromise participants ability to be reliable. This included:

- building a catalogue of work options in the neighbourhood through relationship building and communication with local business owners, residents, and organizations.
- building strong relationships with those purchasing work orders to ensure communication around challenges with reliability of participants.
- building strong relationships with participants to properly understand their challenges, and also multiple ways of getting in touch with them
- planning for flexibility in responding to work orders if a participant was unable to show up
- extra communication on job requirements and progressive incentives and consequences for not showing up.
- specific arrangements for members without bank accounts including helping them get set up ID through the ID program, and with a bank account.

- making accommodations for those with physical limitations including being paired with a partner, or splitting jobs to better fit abilities

Feedback regarding odd-jobs themselves, showed that the majority of the activities were seasonally-driven, making employment readily available in the summer but sporadic in the winter. This shows an opportunity to grow summer activities and potentially grow work specific to winter- such as snow shovelling or checking in on people who are shut in. This aligns well with direction in the Age Friendly Winnipeg plan to ensure participation for people with mobility challenges.

Finally, the evaluation notes that many of the activities were labour intensive, involving yard care or physically demanding cleaning along with an observation that men were more often recruited for physically demanding jobs. This suggests an opportunity for training for women to have more access to the more plentiful physically active jobs, creating women's work teams, and also may also be a reflection on how workers are recruited for work.





## ALTERNATIVE CED OPPORTUNITIES

### COOPERATIVES

Front Step Research is a cooperative that started under the name Community Research Hub (CRH) in 2006 within SNA's CED area of work. The Community initiated project envisioned hiring and training local residents to provide research assistance on a contract basis. Tired of always being the subjects of research that never had an impact on the community, residents took it upon themselves to initiate the CRH as a way to create employment opportunities and develop research methods that enabled the voices of socially-excluded individuals to better inform research. Front Step research provides services such as community consultation, focus group facilitation, interviewing, and surveying.

### SOCIAL ENTERPRISE DEVELOPMENT

Social enterprises are organised around social outcomes as opposed to businesses whose main purpose is to generate profit. Social enterprises are often working to meet 'multiple bottom lines' such as reducing carbon emissions, creating jobs, or increasing access to farm direct foods. In Manitoba, social enterprises can be characterized in many ways, however they are typically operated by nonprofit organizations, or governed by stakeholders, to be run as business whose goal is to address social issues and reinvest profits back into the community. Because of the structure of this model, social enterprises can be are often funded by a mix of both market and nonmarket sources, such as sales, grants and donations.

SNA has supported the development of catering services through the Youth Crew, made possible through partnership with the West End Commons and access to their commercial kitchen space. The Youth Crew has been able to expand their services with access to the new facility and has such a steady influx of work that they sometimes cannot take on every job request.

A number of social enterprises in Winnipeg are achieving success, including Manitoba Green Retrofit and BUILD. Their success may offer increased opportunities to partner and expand employment opportunities to include more Spence residents.

## COMMUNITY ENGAGEMENT

### ▼ Consultation Methods

Over the course of two months the businesses and residents of the Spence community were consulted regarding their opinions and ideas about the future of CED in the neighbourhood. The community was consulted in a variety of ways, including: in-person interviews and surveys, focus groups, open houses, and a public consultation booth. The primary source of data was collected by surveys, which were developed with input from the CED Committee. These surveys were designed to gather information about how participants felt about the neighbourhood, and prioritized future directions for CED. Two surveys were developed: one for local businesses, and one for local residents.

### ▼ Business Door-to-Door Survey

Historically, businesses as a stakeholder group have been difficult to engage in past CED work. In an effort to foster relationship building and generate more responses, businesses were visited in person over the course of a few days. The survey was explained, and sometimes administered on site, or left for appropriate management to fill out. Out of 63 businesses visited, a total of 19 surveys were collected in person and online, resulting in a return rate of 30%.

### ▼ Focus Groups

Three resident focus groups were held at the West End Community Church drop-in, the West End Women's Resource Centre drop-in, and the John Howard Society. At



these consultations the survey was handed out, and participants also mapped the businesses they visited in and outside the neighbourhood. An open house was held during an evening at the MERC, where the surveys and mapping activity were undertaken, and a conversation about CED topics were recorded on poster paper. Finally, a public consultation booth was hosted by the CED Committee at the Ellice Street Festival, where visitors could fill out surveys, and see feedback from previous consultations and answer various CED questions on an interactive engagement board.

### ▼ **Youth Open House**

A separate open house was held to gather information specifically on youth training and employment. At this event, ten questions were posted around the room for attendees to respond to. Youth involved in the First Jobs For Youth and Youth Crew programs also provided food for guests to showcase the services and talent that comes from this specific CED programming.

### ▼ **Community Open House**

In July, a community workshop was held to provide feedback on what information had been gathered during the consultations, and to provide an opportunity for community members to have input on the specific objectives of the plan. The conversation generated by this meeting was insightful and productive, with main objective areas being identified.

### ▼ **Community Door-to-door Survey**

Three priorities were discerned for community economic development with a community door to door and online survey as a part of prioritising goals across the organization.

The following list was suggested to community members as a result of consultations to date:

1. Increase local hiring

2. Improve resident employability
3. Build on local success to create opportunity
4. Meet needs with local workers
5. Increase job opportunities

Of these, community members prioritised the following places to focus energy for the next five years:

1. Increase local hiring
2. Improve resident Employability
3. Increase job opportunities for Spence residents

Plan strategies and outcomes were then organized towards these ends.

### ▼ **Consultation Feedback**

Feedback was collected through the survey, documentation of comments, and mapping and stickering activities. The survey results were used to form the basis of the plan goals, with the comments and other activities being used to direct specific initiatives as well as identify possible areas of cross over between SNA areas of work.

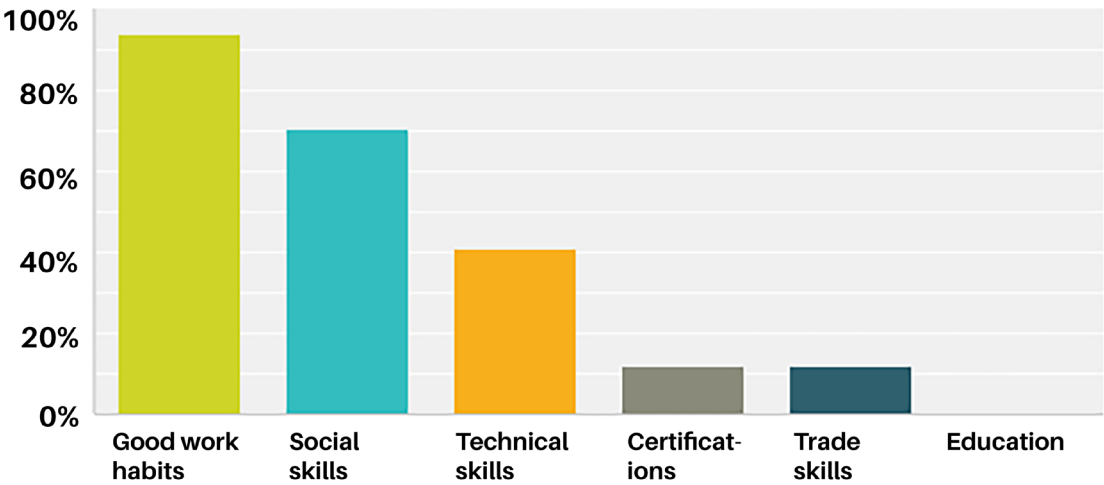
### ▼ **Spence Businesses**

Of the businesses visited in the neighbourhood, 19 responded to the survey. The majority of businesses responded they only employed between 1-5 people revealing that there are a limited number of jobs available in Spence at any given time. These businesses also hired rarely, or a few times per year, with most jobs being filled by word of mouth, or by resumes being dropped off. Small businesses, or self-employed businesses were the main reasons for such low employment opportunities.

Of the qualities that employers were looking for in employees, good work habits such as punctuality, work ethic, and reliability were most important. Social skills, such as friendliness and politeness were also important, followed by technical skills such as reading, writing, and computer literacy.

**Q5: What three qualifications are most important for your employees to have?  
(Select three)**

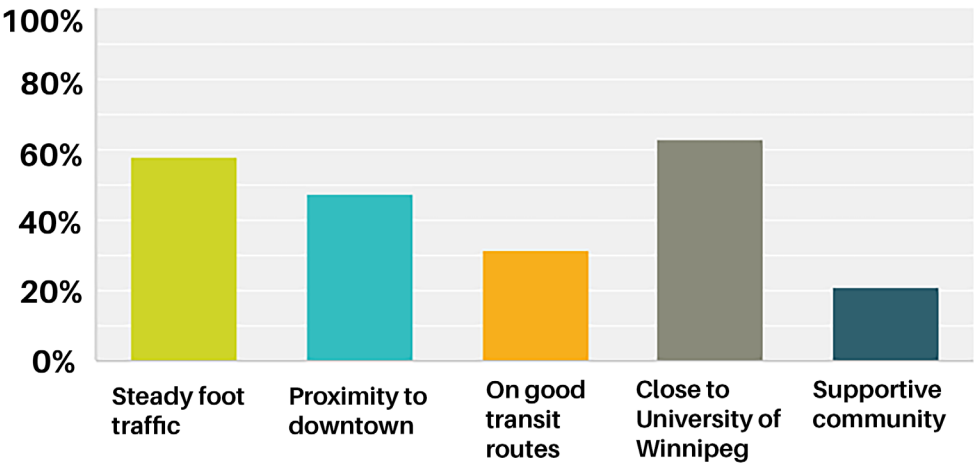
Answered: 17 Skipped: 2



Businesses noted that the proximity to the University of Winnipeg was a significant benefit to being located in Spence. Steady foot traffic and proximity to downtown was also important

**Q11: What are some benefits of having a business in this neighbourhood?  
(Check all that apply)**

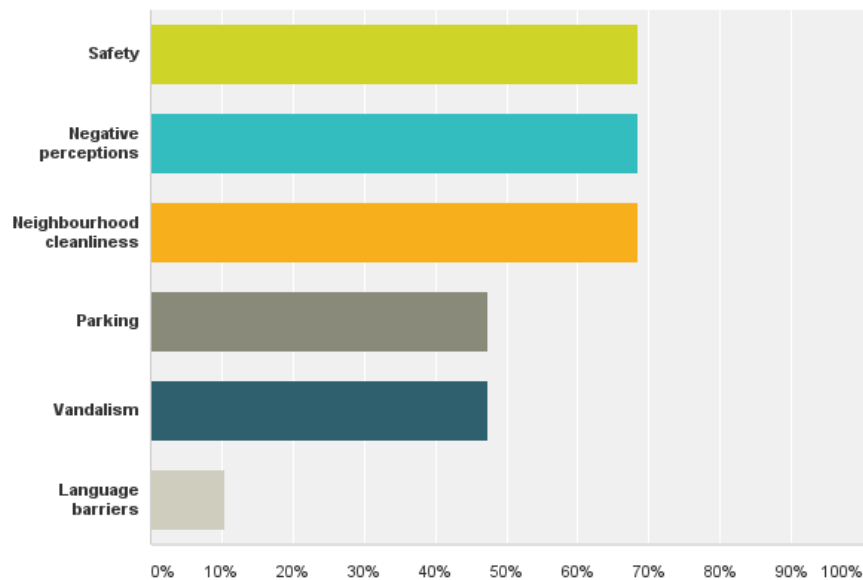
Answered: 19 Skipped: 0



Some challenges of having a business in Spence include safety issues, negative perceptions of the neighbourhood, and the cleanliness of the neighbourhood.

**Q12 What are some challenges of having a business in this neighbourhood? (Check all that apply)**

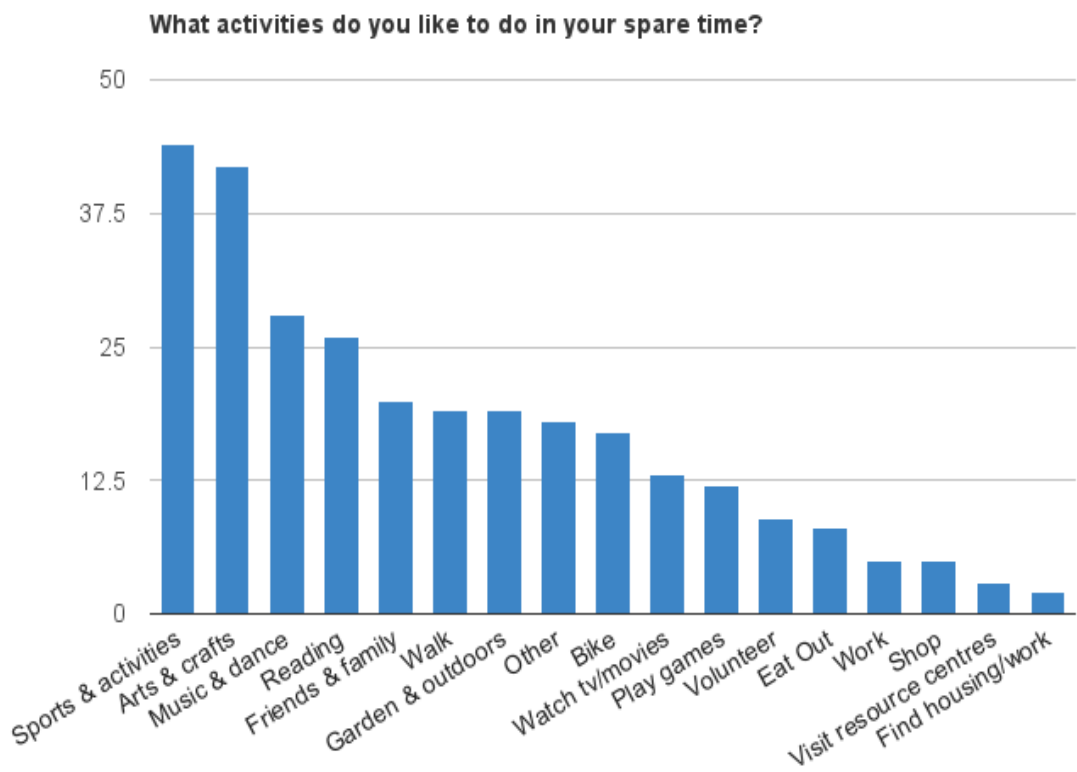
Answered: 19 Skipped: 0



Considering that the businesses rely on bringing University populations in and good foot traffic, the issues of safety, perceptions, and upkeep of public areas should be important considerations in the plan.

Spence Residents

Spence is an active and creative community with the majority of respondents saying they most enjoy partaking in physical activities such as sports, walking, biking, and gardening in their spare time. Closely following activities are arts and crafts, music and dancing, and reading. This response presents the opportunity for SNA departments to collaborate to create programming that enables community members to come together participate in these activities together and further strengthen our community ties. Specifically, CED can focus on creating enterprises that sell or provide art supplies, or create an affordable bookstore.

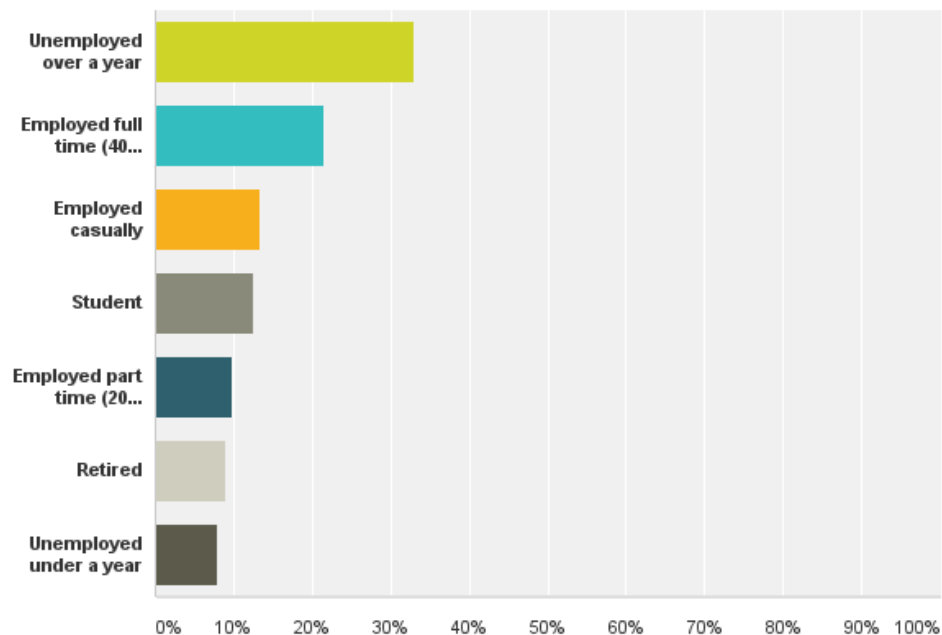


## ▼ Employment

Out of the 112 respondents, just over 30% replied that they have been unemployed for over a year. Most significant reasons for unemployment included physical or mental disability, job availability, and proper education and training. This shows the need for mental health supports, employment training and development, and job opportunities that SNA can address either as a point of referral, or with its CED programming.

### Q6 What is your current employment status?

Answered: 112 Skipped: 2

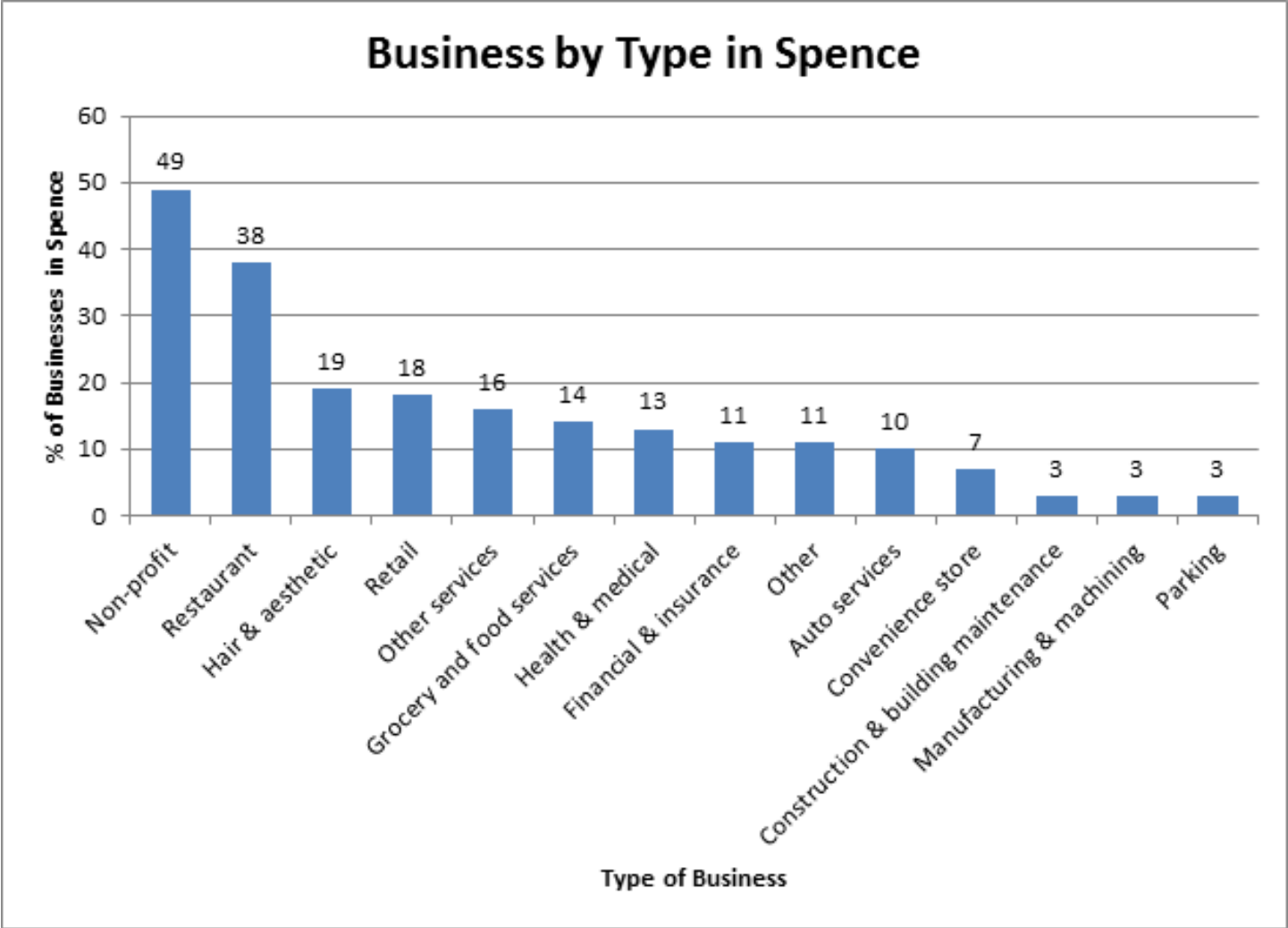


When asked what kind of training or workshops would be most useful to them, nearly 45% of respondents replied that computer and technical skills would be most useful, followed by 33% who said certifications. College or university degrees, banking and finance skills, and trades certifications were tied for third most useful, at approximately 34%. This shows a vast array of needs within the community, with members demonstrating a desire to learn practical life skills, as well as obtaining more advanced training and education.

Local Businesses

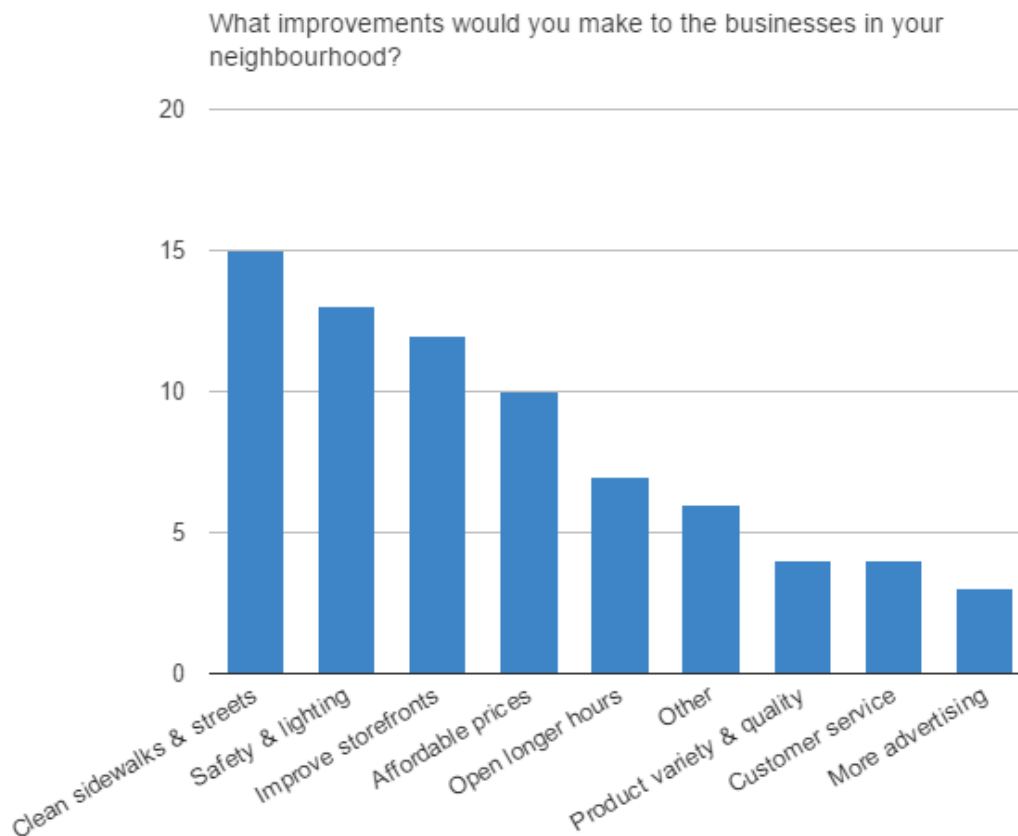
The residents of Spence visit most the businesses which can supply them with affordable basic needs such as food and clothing. Grocery stores are mentioned as the most visited (Chart X), yet they are also one of the most desired business to be opened in the neighbourhood as well (see Chart X). Respondents mentioned affordable prices, variety, and product quality as factors in wanting more options in local grocery stores.

When asked what kind of community-owned businesses residents would like to see open in the neighbourhood, over half of the residents said they wanted a second-hand store, with the grocery store and a restaurant or coffee shop as the second most popular choices.





## COMMUNITY ECONOMIC DEVELOPMENT



Residents were most interested in improving neighbourhood cleanliness, safety, and appearance when asked what improvements they would like to see made to local businesses. Although there are many factors and stakeholders involved with these issues, SNA can form partnerships and collaborations with organizations like the West End BIZ to address them. Improvement of these issues would increase community morale, and help to foster a unified and safe environment. It would also help to attract new businesses, customers, and residents to the neighbourhood. It should be noted that any new businesses should be mindful of the needs of the community with regards to accessibility, affordability, and local employment

## CED PLAN

### GOAL ONE: Increase Local Hiring

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Engage and support local business and organizations to hire community members of all circumstances and abilities	University of Winnipeg WRHA Local businesses and organizations	After five years, SNA will have built a reputation as a credible reference for employers to find excellent employees, and for employees to find wrap-around supports as they enter the workforce and gain experience. <ul style="list-style-type: none"> <li>▶ number of employees and employers engaged</li> <li>▶ number of local jobs created</li> </ul>
Improve communication between businesses and the community.	Local businesses Local organizations West End BIZ	After five years, SNA will have increased our profile and improved our relationship with local business, which results in mutually beneficial economic development opportunities and a stronger community. <ul style="list-style-type: none"> <li>▶ number of meetings</li> <li>▶ number of partnerships</li> <li>▶ engagement from business sector</li> </ul>

## GOAL TWO: Improve Resident Employability

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Connect with and develop pre-employment support and training so all those wanting to work are supported to be able to and obtain criminal record/child abuse registry checks.	Citizen's Bridge SEED MPI City of Winnipeg Province of Manitoba	<p>Within two years, SNA has determined if they will provide a pre-employment program which offers documentation and/or referral for clients to access appropriate services. This will be supported by a study and documentation for or against a program, secured funding for the program, and established connections to referral organizations.</p> <p>Investigate feasibility of providing a sustainable pre-employment support program to provide affordable ID, criminal record checks</p> <p>Pre employment program</p> <ul style="list-style-type: none"> <li>▶ number of trainings</li> <li>▶ number of barriers to employment removed by program</li> </ul>
Create a job hub to provide access to pre-employment services: cover letter and resume assistance, job board, and listings	Local residents, businesses, homeowners, organizations  West Central Connect  Other employment resources	<p>Within a year, SNA assists residents in creating cover letters and resumes, and promotes local jobs.</p> <ul style="list-style-type: none"> <li>▶ number of staff supports</li> <li>▶ number clients accessing program</li> <li>▶ number of job connections</li> </ul>
Provide employment training and skills development opportunities through workshops or education sessions.	University of Winnipeg, SEED, Opportunities for Employment, Success Skills Centre, ACU, local businesses and organizations.	<p>Within two years SNA connects residents to training and development opportunities that educate residents and enable them to gain successful employment.</p> <ul style="list-style-type: none"> <li>▶ number of service providers providing sessions,</li> <li>▶ number of sessions held,</li> <li>▶ number of people attending sessions.</li> </ul>

## GOAL THREE: Increase Job Opportunities for Spence Residents

COMMUNITY STRATEGIES	COMMUNITY PARTNERSHIPS	FIVE-YEAR COMMUNITY RESULTS
Develop supportive partnerships to build on the strength of services available for the community.	SEED  Opportunities for Employment  PATH  Other employment training and resource centres  CCEDNET  EARS	Within two years SNA is well connected with CED services and organizations throughout the city and is able to refer clients to appropriate services, or provides our own to the community. <ul style="list-style-type: none"> <li>▶ number of meetings with service providers,</li> <li>▶ number of relationships with referral organizations</li> <li>▶ SNA's own CED programming is established.</li> </ul> Completed an inventory scan of resources to avoid duplication and identify gaps in services, create connections with service providers, and optimize the capacity of Spence neighbourhood.
Explore ways to support, develop and enhance social enterprises- Connect with social enterprises in Winnipeg to explore partnerships and options to engage community members	Social Enterprise Manitoba  CCEDNET  Social Purchasing Portal  Mother Earth Recycling  BUILD  Pollock's Co-op	After three years, SNA has a strong relationship with the social enterprise sector in Manitoba, creates alternative resources for residents, and is well positioned to create our own enterprise. <ul style="list-style-type: none"> <li>▶ number of meetings with social enterprises and related organizations</li> <li>▶ number of workshops attended</li> <li>▶ number of partnerships created</li> <li>▶ number of clients referred.</li> </ul>

## APPENDIX: Opportunities for CED Collaborations

### WITHIN SNA

#### **Housing:**

- Clean/repair service for landlords to fix up units prior to occupation
- Lock changing, yard maintenance, small maintenance tasks
- I.D.
- Moving truck/van for residents

#### **EOS:**

- Employ people to work in the greenhouse
- Compost program for local restaurants
- Garden maintenance, building beds, maintaining flowers
- Community clean-up initiatives throughout year
- CSA to sell goods at farmers market

#### **Community Connecting:**

- Bulky waste pick-up for refurbishment

#### **Youth:**

- Mentorship opportunities
- Small business development - catering expansion, vending cart
- FJFY into adult programming

#### **Collaboration with BIZ:**

- Connect with EOS to keep neighbourhood clean
- Find interpreters to communicate BIZ and SNA initiatives to businesses

#### **Social Enterprises:**

- Connect with Pollock's Coop to open Spence location, train and employ residents, and run an odd-job program and repair shop out of.
- Attend Social Enterprise MB's Community Building Enterprise program to learn about and prepare a business plan for a social enterprise
- Send eligible mattresses to Mother Earth Recycling (EOS)
- Connect with BUILD to create a similar program in Spence (Housing)
- Buy a food vending cart to sell small fare out of at events, at the WECC, on Friday afternoons, etc. Train and employ workers to man the cart.