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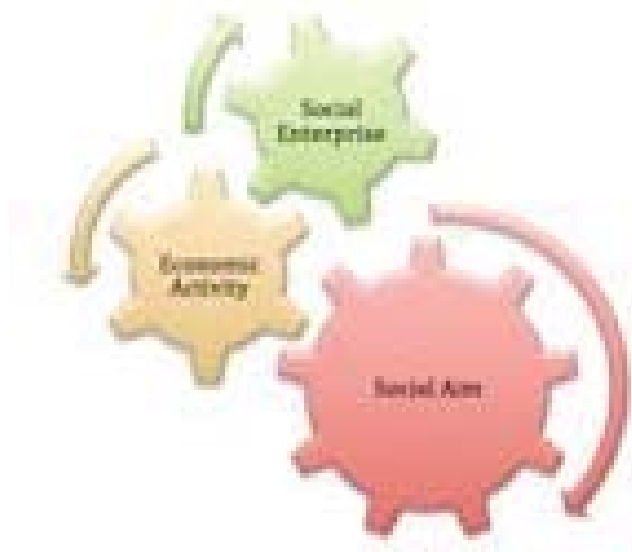
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COMMUNITY EMPOWERMENT THROUGH SOCIAL ENTERPRISE

National Associations Active in Criminal Justice

The Department of Justice • Public Safety Canada



PROCEEDINGS

Thursday, February 10, 2011

Le Café • National Arts Centre • Ottawa Ontario

Prepared by the National Associations Active in Criminal Justice (NAACJ)



COMMUNITY EMPOWERMENT THROUGH SOCIAL ENTERPRISE

The views expressed herein do not necessarily represent the views of NAACJ, its members, the Department of Justice or Public Safety Canada.


The National Associations Active in Criminal Justice (NAACJ) is pleased to report on the success of its most recent joint workshop held in collaboration with the Departments of Justice and Public Safety Canada on February 10th 2011.

Approximately 75 representatives from not-for-profit organizations and federal departments came together from across Canada to explore innovative entrepreneurial ventures within the social and criminal fields. The application of social enterprise models were discussed with leading national and international experts in order promote the practical mobilization of communities, citizens and governments in new ways for the 21st century.

Words of Welcome from the Co-Chairs

Mary Campbell, Director General, Corrections Directorate, [Public Safety Canada](#)

Catherine Kane, Director General; Senior General Counsel, Criminal Law Policy Section, [Justice Canada](#)

 *Elizabeth White, Vice-President, NAACJ; Executive Director, [St. Leonard's Society of Canada](#) (SLSC)*

The Co-Chairs welcomed participants to the conference and introduced the keynote speaker from Chicago Illinois, Diane Williams.



Workforce Development and Social Enterprise: Safer Foundation's Strategy

Diane Williams, President and Chief Executive Officer, [Safer Foundation](#).

Ms. Williams presented the *Safer Foundation's* integrated approach to re-entry and highlighted several successful models, programs and services *Safer* has initiated and developed.

For 38 years the not-for-profit organization has dedicated itself to reducing recidivism by supporting, through a full spectrum of services, the efforts of people with criminal records to become employed, law-abiding members of the community¹.

Mirroring the prison population in the United States, *Safer* primarily works with low-income, African American single fathers between 26 and 35 years of age who have multiple convictions but little education.



¹ Learn more about the Safer Foundation at www.saferfoundation.org.

She highlighted some of the community-based services *Safer* provided to 1,700 people facing barriers each day last year.

Responding strategically to a skills shortage for available jobs, the *Workforce Development program* works closely with Corrections, Community and Family, Business and Human Services sectors to identify jobs that are available to their clients. Assessment and training, as well as an ongoing focus on employment and retention, are integral to the program's success in helping people with criminal records find and keep employment upon reentering society.

Pivotal Staffing LLC provides a temporary workforce for businesses which alleviates businesses of tax burdens, unemployment insurance and legal liability. Specializing in light-industrial and entry-level positions, the subsidiary of *Safer Foundation*, targets clients with disjointed work histories for transitional jobs. With over 125 people currently employed through *Pivotal Staffing*, many are benefiting from green collar training as an emerging economy.

Launched in May 2010 in partnership with ACCION Chicago, the *Micro Enterprise Reentry Investment Trust (MERIT)* allows individuals to develop entrepreneurial skills and micro enterprises. Comprised of 10 weeks of business development courses along with one-on-one mentorship to create their own business, *MERIT* has seen 25 people successfully graduate. Of those, 18 have received loans between \$1,500 and \$5,000. Ms. Williams remarked upon the spirit, commitment and productivity many people demonstrate when they are given a supportive structure within which to thrive.

ACCION Chicago is an alternative lending organization dedicated to providing credit and other business services to small business owners who do not have access to traditional sources of financing.

The Green Jobs Initiative focuses on emerging green job markets in waste reduction, urban agriculture and horticulture industries. It includes three program areas:

1. Deconstruction Work Services and Training Program (social enterprise model)
2. Neighborhood Cleanup Program (*Pivotal Staffing LLC*)
3. Green Jobs Work Experience and Job Training Program

Over the course of the next three years, the Foundation will carry out a demonstration project aimed at developing and testing a blueprint for reentry; systems reform; and, community capacity development and sus-

The Safer Foundation has seen a **62%** reduction in recidivism and reincarceration rates.

This takes into account 8,157 people served in 2005.

tainability. Based on the Community Saturation Model², *Safer Return: A Community-Based Reentry Initiative*³ will engage the East Garfield Park neighbourhood of Chicago through:

- Welcome Home Panels;
- Reentry Planning & Coordination;
- Employment;
- Mentoring/Stages of Reentry; and,
- Community Parole.

Her enthusiastic and poignant closing reminded participants that programs and services such as these do indeed provide the tools and resources that are necessary for many people to live successful, productive lives. With the right supports at the right time, people can and do change.

Innovations in Social Enterprise

The panel was moderated by Shawn Tupper, Assistant Deputy Minister, Community Safety & Partnerships Branch, [Public Safety Canada](#).



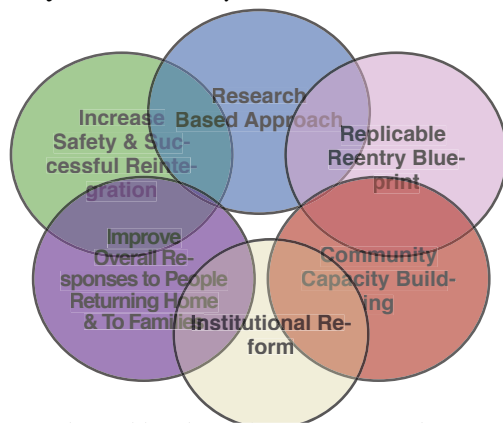
Community Empowerment and Social Enterprise

David LePage, Program Manager, [Enterprising Non-Profits](#)

David LePage began by introducing the notion of Social Enterprise (SE), defined as a “business operated by a non-profit that is directly involved in the production and/or selling of goods and services for customers for the dual purpose of generating income from sales and achieving social, cultural or environmental aims.”

Throughout his presentation, Mr. LePage challenged not-for-profits (NFP) to view SE as a tool to accomplish their goals while contributing to healthier communities. He referenced many successful initiatives in British Columbia:

² *Safer's* Community Saturation Model:



³ Evaluated by the [Urban Institute](#), the project is led by the Safer Foundation and guided by a National Advisory Board and local Community Board.

Employment and Training

- ▶ Potluck Café and Catering, Vancouver
- ▶ Cleaning Solution, Vancouver
- ▶ Prince George Aboriginal Friendship Centre, Smoke House
- ▶ Kids in the Hall, Edmonton
- ▶ Atira Housing: Vancouver Downtown East Side (DTES)

Local Market Need

- ▶ 3QCC, Haida Gwaii
- ▶ Farmers' Markets
- ▶ Health & Home Care Society of BC
- ▶ Skeena Bakery

Cultural & Environment Mission

- ▶ Life Cycles
- ▶ Fiddleworks
- ▶ Fire Hall Theatre, Vancouver DTES

Financial Sustainability

- ▶ Restore: Habitat for Humanity
- ▶ Atira Property Management in Vancouver
- ▶ Penny Lane Retail Store in Summerland
- ▶ Prince George Friendship Centre

He highlighted others relating to criminal justice and for people facing barriers in particular:

Street Youth Job Action provides mentoring and development opportunities for homeless youth in Vancouver.

Eva's Phoenix Print Shop provides employment, ongoing support and a commitment to long-term success in Toronto.

The Right Stuff provides the collating and delivery service of the daily newspaper to the Greater Trail community. The work provides youth with paid employment experience in a supportive environment.

Kids in the Hall tackles the issues that have blocked young people from success in Edmonton.

MP Enterprises provides flexible and supported employment initiatives in property maintenance fields who face job readiness barriers.

Just Beginnings hires workers from EMBERS Staffing to directly support people with employment barriers. Profits from the flower shop support a classroom floral training program and job placement program.



Mr. LePage emphasized three Ms: The Market, Your Mission and Money

With Canada's National Crime Prevention Strategy focus on tertiary prevention to reduce recidivism, Mr. Page also suggested that participants consider initiating SEs offering supportive and targeted community-based employment.

He concluded by sharing some aspirations to build healthier communities and stronger NFPs. The following public policy recommendations to enhance the role of social enterprise in crime prevention and to lower recidivism were presented:

1. Provide technical support for launch and growth
2. Support the social costs related to targeted employment in this area
3. Pilot social impact bonds
4. Initiate longitudinal research project.

"We know that early, positive intervention in the lives of young people can deter them from a criminal lifestyle."

*B.C. Solicitor General Michael de Jong QC, May 7, 2010,
in David LePage, Community Empowerment and Social Enterprise, 10 February, 2011*



*Social Enterprise: Non-profit Examples in the Territories with Funding from the Department of Justice
Elizabeth Hendy, Director, Policy Implementation Directorate, [Justice Canada](#)*

Elizabeth Hendy gave an overview of the transfer payments provided by the Department of Justice (DOJ) and highlighted three positive ventures sponsored by non-profit organizations in the Territories with funding from the Department.

Akitsiraq, an Inuit law program, operated in Nunavut from 2002 to 2006. Eleven students received their LLB degrees from the University of Victoria in June 2005. Upon completion of their articling, they were called to the bar in 2006 and many have gone on to build successful careers in Nunavut and elsewhere.

The Kwanlin Dun Community Social Justice Program empowers the community to assume greater responsibility for its justice issues. The program manages pre and post-charge diversion programs for Aboriginal participants and offers a Medicine Wheel Training Project for community justice workers. Through this project, the *Jackson Lake Land-Based Healing program* was founded, where adult men and women are able to learn traditional and contemporary life skills.

The Healing and Learning Together for Healthy Relationships (HALT) program works with local school administration and probation officers to involve Aboriginal traditions in schools and young offender facilities. By converting fearful, punitive, shame-based identities into successful, creative, strength-based concepts, youth have demonstrated verifiable outcomes including pro-social behaviour, positive self-

Dene Law #7:

Elders should gather each day to teach the laws. Elders must teach children to be good citizens and to act like human beings. Elders must tell stories about the past each day because stories shape behaviour and attitudes. Through stories about mistakes made in the past and present, Elders can prevent people from making mistakes in the future.

The Dene Cultural Institute

evaluation and effective decision-making.

Although SE is not “front and centre” in the Department’s work, Ms. Hendy suggested that it is an important consideration going forward towards providing hope, training and employment to northern communities.



*Lynn Yetman, Assistant Manager, [Our Thyme Café](#),
Elizabeth Fry Society of Mainland Nova Scotia*

Through her experience with the Elizabeth Fry Society of Mainland Nova Scotia, Lynn Yetman saw the need for housing and employment options for women. Thanks to numerous partners, *Our Thyme Café* was able to open in 2008 to train women to work in the culinary arts and food safety sector. By providing a non-judgmental environment which promotes life skills, job readiness and hands on training, the program prepares women and youth for jobs in the food service industry.



Our Thyme Café

Ms. Yetman emphasized hope, confidence and self-esteem as critical components for the women to obtain long term employment or to return to school, often in the culinary arts. Of 68 women, 36 have ob-

tained employment, 14 have gone back to school, while others still return to the café when they need support.



She also briefly summarized the ROMEO initiative which provides positive male role modeling and relationships for the women.

Ms. Yetman closed her heartfelt presentation by encouraging participants to overcome their fears of funding and to allow the potential of social enterprise to flourish in our communities.

Addressing Homelessness Through Social Enterprise

Tim Foran, Director, Program Policy and Design, [Homelessness Partnership Secretariat](#), Human Resources and Skills Development Canada

Tim Foran reviewed some of *Human Resources and Skills Development Canada's* (HRSDC) initiatives and contextualized linkages between homelessness and other policy areas such as Aboriginal issues, immigration, justice and correctional systems, public safety, skills and education, health, mental health and addictions.

Given the high incidence of mental illness, fetal alcohol spectrum disorder and addictions among the homelessness population, Mr. Foran contended that they would benefit from targeted approaches that address the barriers to securing and maintaining employment, such as:

- Lack of a permanent and secure residence

- Physical and/or mental health issues
- Addiction issues
- Conflict with the law
- Lack of education and training
- Lack of transportation
- Irregular employment history.

He presented the HRSDC's [*Homelessness Partnering Strategy*](#) (HPS), which is currently supporting 61 projects across Canada to develop sustainable, community-driven local responses to homelessness. Service delivery, research, data collection and horizontal collaboration, among seven national streams, aim to prevent and reduce homelessness and promote best practices. Emphasizing housing as part of a wraparound approach, *Federal Horizontal Pilot Projects (HPPs)* further enable collaborative innovations between the HPS, other federal departments as well as the provincial and territorial programs whose outcomes similarly affect or are affected by homelessness.

Mr. Foran went on to report that people with mental health issues represent one of the fastest growing segments of Canada Pension Plan Disability (CPP-D) recipients. The *HPP Social Enterprise Project* is one project to respond by providing support to people with disabilities in order to achieve economic independence:

[*Affirmative Industries*](#) is a non-profit business offering employment and support services through two social enterprises: *Pet Stuff on the Go* and *The Neighbourhood Dollar Plus Store*. Client employment training started in December 2010 and will continue to project completion in June 2011. An independent third-party evaluation is planned to assess the impacts of social enterprises for project participants, thereby informing future policy development.



Panelists Lynn Yetman, Tim Foran, Elizabeth Hendy, David LePage and Diane Williams, with moderator, Shawn Tupper

Question and Answer Discussion

In an engaging question and answer session with the speakers and guests, we learned that:

- There are many opportunities for SE that target people with creative arts and business skills;

- There may be an opportunity for dialogue about investing a project’s surplus into healing and support services for the victims of crime;
- By operating a sound business plan that links to their mission and objectives, NFPs can balance values and liabilities;
- enp’s *Social Enterprise Guide* is available to help NFPs better understand legal and fiscal obligations and benefits;⁴
- Include a project’s social value in your organization’s Request for Proposal;
- NFPs operating SEs should not be fearful to be better, expand upon their contributions and embrace growth;
- Initiatives that are flexible, adapt to markets and create opportunities in spite of challenges may very well achieve blended investments of value and returns in order to succeed;
- Relationships and partnerships - prior to and throughout SE project development - are critical to success;
- Depending on the use and purpose of projects, there may be an evolution of the structure towards a true “social enterprise” model;
- Recognizing that accountability structures often limit innovative projects, NFPs were encouraged to develop integrated business plans identifying the placement, resources and strengths of each partner based on areas of involvement.

In closing, Shawn Tupper reminded participants to reflect upon the roles of provincial, territorial and municipal governments, as well as the private and voluntary sectors, as we look ahead to the afternoon’s facilitated discussions.

Small Group Discussions

Three groups reported back on highlights from more focussed discussions about:

Rural innovations:

- ✓ Challenges must be viewed as opportunities.
- ✓ Despite government barriers, there is a willingness to support social enterprise.

Northern innovations:

- ✓ Given the economies of scale in remote, isolated

Video Presentations

Lynn Yetman showed a video from the *Elizabeth Fry Society of Mainland Nova Scotia*.

Shawn Tupper presented *Building a Vision: Social Justice from the Inside Out*, on behalf of Allen Benson, Chief Executive Officer, *Native Counselling Services of Alberta*. Self determination was emphasized alongside healing, housing and employment.

⁴ Order hard copies of the 2nd edition of the Guide here http://www.enterprisingnonprofits.ca/guide_form or download a PDF here: http://www.secouncil.ca/sites/default/files/key_docs/roconnor/2011/canadian_social_enterprise_guide_-_2nd_ed..pdf

communities, relationships and innovations will be slower to develop in the north. Emerging technologies could be explored to improve various links.

- ✓ Investments will need to be sustainable and based on each community's needs and readiness.

Innovations in Urban centres:

- ✓ A changing paradigm towards integrated, wraparound approaches among diverse sectors and jurisdictions calls for the eradication of barriers which preclude positive goals and results. The government was said to be best placed as a resource.
- ✓ Vocational training and other social enterprise interventions could be provided earlier in the custodial sentence as a means of reducing the stigma associated with community re-integration.

Closings and Conclusions

Diane Williams remarked upon the high level of both sharing and hearing throughout the day, and reinforced the significance of partnerships among the very real intersections across homelessness, employment and the criminal justice systems.

In closing, she urged participants and organizations to continue finding and improving upon their piece of this inter-sectoral social puzzle.

Mary Campbell, Catherine Kane and Elizabeth White thanked each of the speakers as well as the planning committee members for their contributions to an informative, engaging and successful day.

The Planning Committee is comprised of:

Dariusz Galczynski, Public Safety Canada
Michael Gauvreau, Justice Canada
Susan Haines, NAACJ
Marie Ross, Justice Canada
Carole Willans, Justice Canada
Cliff Yumansky, Public Safety Canada



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"If we all worked on the assumption that what is accepted as true is really true, there would be little hope of advance." Orville Wright.

Pass It On Billboards, The Foundation for a Better Life, www.values.com.

Thanks to 32 participants who completed an evaluation form, the *Summary of Participant Feedback* demonstrates a very high level of satisfaction with the workshop. It is available upon request to NAACJ at 613.761.1032 or naacj@naacj.org.

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- Shawn Tupper Assistant Deputy Minister, Community Safety & Partnerships Branch, [Public Safety Canada](#).

KEYNOTE SPEAKER

- Diane Williams President and Chief Executive Officer, [Safer Foundation](#)

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