



Strengthening Community-Led Innovation

Proceedings of the 2002 National CED Conference
September 23-27, Winnipeg, Manitoba



Organized by: The Canadian Community Economic Development Network & The Community Economic Development Technical Assistance Program

Hosted by: SEED Winnipeg
Report by: Ellie Parks

Manitoba
Intergovernmental
Affairs



 Human Resources Development Canada Développement des ressources humaines Canada

THE SAMUEL AND SAIDYE BRONFMAN FAMILY FOUNDATION



THE THIRD ANNUAL CANADIAN COMMUNITY ECONOMIC DEVELOPMENT Network (CCEDNet) conference and Annual General Meeting was held in Winnipeg Manitoba from September 23rd to 27th 2002. This year's conference was a combined effort and an integrated program with the Community Economic Development Technical Assistance Program (CEDTAP).

CCEDNet is a national, member-led, charitable organization made up of community-based organizations and practitioners working to create economic opportunities and enhance the social and environmental conditions of their communities, particularly for those who are most disadvantaged. The Network works to build the capacity of communities and their development organizations, and advances evidence-based policy that will better support grassroots community efforts to create their own sustainable futures.

CEDTAP's mission is to enhance the legitimacy and effectiveness of community-based organizations engaged in CED. The program supports activities that strengthen their capacities and increase the visibility, knowledge, coherence and resources of the CED sector as a whole in co-operation with other organizations that have similar interests. Between 1997 and 2000, CEDTAP reached nearly one hundred communities across the country.

Conference Overview

The theme of the conference was 'Strengthening Community-Led Innovation,' which built upon the 2001 conference theme of 'Celebrating Diversity'. The 2002 conference brought together over 400 CED activists, professionals, educators and policy makers for knowledge sharing, networking and fun. With over 70 workshops and site visits, plenary sessions, keynote speakers, and keen federal and provincial government participation, this was the leading CED event in 2002. Manitoba was a great location, showcasing its vibrant CED sector. The conference hotel was located in the historic section of downtown Winnipeg.

There was also a series of events held in conjunction with the National Conference, including a best practices community consultation on Learning Communities led by Human Resources Development Canada (HRDC), a Government Dialogue session led by the Province of Manitoba, meetings for CEDTAP practitioner development, credit union specific meetings hosted by the Assiniboine Credit Union and two multicultural social events. In addition, the Community Futures Partners of Manitoba and the Manitoba Community Development Corporations Association held their annual conferences at the same location immediately after the national event. These overlapping and complimentary events created a flurry of activity and many opportunities for conference participants to learn and network.

These conference proceedings will focus on the National Conference with highlights from the HRDC community consultation session, CCEDNet's Annual General Meeting, the Drucker Foundation Awards ceremony and site visits. The conference attracted over 400 delegates and the mood was one of excitement and celebration. This was the largest event ever organized by CCEDNet or CEDTAP, and it highlighted the diversity and strength of the CED movement. The sense of being part of a vibrant force for change was

The 2002 conference brought together over 400 CED activists, professionals, educators & policy makers for knowledge sharing, networking & fun. With over 70 workshops, plenary sessions, keynote speakers, & keen government participation, this was the leading CED event in 2002



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

exhilarating. The Canadian CED community is a hospitable group of people dedicated to building healthy, inclusive economics. Old friends reunited and new friendships were formed between people who had previously worked together by teleconference or knew each other only by reputation. Partnerships and peer learning were encouraged and cultivated by this gathering.

The conference objectives were to contribute to skills development, networking and information sharing among CED practitioners. A longer-term objective was to increase the profile of CED nationally while contributing to the development of local and regional networks. Based on participant evaluation forms, the conference objectives were met and exceeded. The conference was jam-packed with excellent learning opportunities, both formal and informal, and participants were only too eager to share the experience gained in their communities. The networking was ongoing and spontaneous as the veterans of the CED movement encouraged newer practitioners by facilitating introductions.

The local organizing committee Chair, Derek Pachal of SEED Winnipeg, and an army of other organizers did an outstanding job, ensuring an enjoyable experience for participants and presenters. Online registration made it easy for participants to register. Conference fees and travel subsidies were structured to encourage participation from across the country, reducing financial barriers as much as possible. As CCEDNet strives for greater diversity and inclusion, it was evident there was a gender balance in conference participation. The conference participants included a mix of various ethnicities, economic status, urban and rural participants. Local organizers chose evening activities designed to strengthen relationships between the mainstream CED community and local Aboriginal and Francophone communities.

Committed to offering a bilingual event, conference organizers ensured that there was simultaneous translation for all plenary sessions and keynote speakers, and that all conference documents were available in both French and English. Nine workshops were given in French, and another twelve workshops had simultaneous translation.

Manitoba Government Kudos

The provincial government of Manitoba must be congratulated for its support of CED practice and its support for this conference. The financial and in-kind support of the government, specifically the Department of Intergovernmental Affairs and Minister Jean Friesen was invaluable. The successes of the initiatives in Winnipeg attest to the conviction of the provincial government to look beyond conventional strategies of economic development and commit to addressing social and economic goals using a CED approach. While still early in their process, Manitoba's vibrant CED sector is a positive example of what governments working in tandem with communities can accomplish.

The history of Manitoba has many examples of people banding together to create cooperative and collaborative solutions to economic problems. In the 1990's, the Manitoba Round Table and Consultation on the Sustainable Development Implementation Process set the stage for incorporating

The conference was jam-packed with excellent learning opportunities, both formal & informal. Participants were only too eager to share the experience gained in their communities



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

sustainable development in the daily working of government and in the lives of Manitobans. The Sustainable Development Act was enacted in 1998.

Neighbourhoods Alive! is the provincial government's long term, community-based, social and economic development strategy to support and encourage community-driven revitalization efforts in specific urban neighbourhoods. The mix of community-based initiatives reach into manufacturing, investment, consumer services, housing and government sponsored employment programs. Manitoba is demonstrating its strong commitment to meeting the social and economic needs of its communities.

The Deputy Premier and Minister of Intergovernmental Affairs, Jean Friesen, formally declared the week of the conference to be Community Economic Development Week in Manitoba. The official provincial proclamation stated,

- WHEREAS Community Economic Development strategies aim to revitalize and renew community economies by developing community resources and enhancing local economic linkages for community benefit; and
- WHEREAS CED is an effective alternative to conventional approaches to economic development, focussing on a participatory process to increase local employment, reduce poverty, improve the environment, and increase community ownership and co-operative models; and
- WHEREAS by building greater community capacity, enhancing knowledge and skills training and fostering the integration of local social, economic and environmental objectives, citizens are able to build strong communities; and
- WHEREAS the relationship between economic factors and significant community needs such as housing, education, a sustainable environment, health, and cultural participation must be part of future planning; and
- WHEREAS working together toward finding common solutions to common challenges in the area of CED will enhance partnerships, understanding and co-operative innovation.

Now therefore be it resolved that I, Jean Friesen, Deputy Premier of Manitoba, do hereby proclaim the week of September 23-29, 2002 as Community Economic Development Week in Manitoba and to commend its thoughtful observance to all citizens of our province.



Jean Friesen, Deputy Premier of Manitoba, proclaimed September 23-29, 2002 as Community Economic Development Week in Manitoba

Keynote Speakers

The conference opened with remarks by Rupert Downing, CCEDNet's Executive Director. Rupert welcomed participants, emphasizing the challenges that communities face and that the conference was designed to strengthen the CED movement's collective capacity, to unite energies for a common purpose and to set the agenda for the future. The conference keynote speakers were Silver Donald Cameron, Sherri Torjman of the Caledon Institute, Sherman

*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

Kreiner of the Crocus Investment Fund, Mike Lewis of the Centre for Community Enterprise and the Honorable Jane Stewart, Minister of Human Resources Development Canada.

Silver Donald Cameron - Imperatives to Empower Communities

Silver Donald Cameron, an engaging speaker and widely published author was the keynote speaker for the Sept 24th opening plenary. Silver Donald has held teaching positions at Dalhousie University, the University of British Columbia and the University of New Brunswick. He was the first Dean of the School of Community Studies at the University College of Cape Breton and since the early 1990's he has been intensely involved with CED in Isle Madame, Nova Scotia.

His presentation was formally titled 'Imperatives to Empower Communities' yet in incomparable Silver Donald style, he declared that he would share "What I learned from Jean and Jacques" with conference participants. He spoke of John Boudreau and the Isle Madame experience, rebuilding a local economy after the collapse of a major resource base, and offered many suggestions for other communities following a similar path. Stressing that communities shouldn't have to reinvent CED each time – that Canada has a core of CED professionals – he encouraged linkages to help communities connect with the expertise they need.

Silver Donald relayed lessons learned from Jacques Carrière of CEDTAP. These include how diverse communities have a wide range of expectations from CED, that sustained funding remains a major obstacle, and how strong governance, leadership and management is critical. New businesses have high failure rates, and businesses incorporating a multiple bottom line approach are especially vulnerable. CEDTAP has a unique position as a funding organization and understands the challenges faced by new ventures. CEDTAP's approach is flexible and the organization has realistic expectations of volunteers and beginners, offering networking and coaching in addition to funding.

The panel for the opening plenary consisted of Eugene Kostyra, Manitoba Provincial Government; George Skinner, Western Economic Diversification; Elaine Cowan, a First Nations social entrepreneur and Eunice Grayson, from the Learning Enrichment Foundation and CCEDNet. The panel affirmed that the CED movement has many strengths and spoke frankly of the challenges from their perspectives. Governments are often constrained by existing programs, and there is never enough money for all proposals. First Nations communities have particular economic development challenges because of the historic discrimination and social exclusion of Aboriginal peoples. Eunice restated the conference theme of Strengthening Community-Led Innovation, noting that the CED community is diverse and employs multiple strategies. Both government and private sector can play significant roles to address broad-based strategies regarding employment, training, childcare, health and legal issues.



In incomparable Silver Donald style, he declared that he would share "What I learned from Jean & Jacques" with conference participants.

Stressing that communities shouldn't have to reinvent CED each time, he encouraged linkages to help communities connect with the expertise they need



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

Sherri Torjman - Innovation and Community Economic Development

At the opening plenary of the second day, September 25th, Sherri Torjman, Vice-President of the Caledon Institute of Social Policy, spoke on Innovation and CED. The Caledon Institute of Social Policy is a private, non-profit organization established in 1992. The Institute does rigorous, high quality research and analysis; seeking to inform and influence public opinion and to foster public discussion on poverty and social policy by developing and promoting concrete, practical proposals for the reform of social programs.

Sherri is the author of many Caledon reports including *Reclaiming our Humanity*, *The Social Dimension of Sustainable Development*, *Strategies for a Caring Society*, *Survival-of-the-Fittest Employment Policy*, *From Information to Application: How Communities Learn, Reintegrating the Unemployed Through Customized Training and Are Outcomes the Best Outcome?* She has worked for the House of Commons Committee on the Disabled, the House of Commons Committee on Child Care and the Royal Commission on New Reproductive Technologies. Sherri has taught a course on social policy at McGill University and is a former board member of the Trillium Foundation.

The Caledon Institute and CEDTAP had partnered on a research project to explore the links between innovation and CED. That project included a literature review, focus groups with CED practitioners, and a collection of examples of innovative CED practice. These culminated in a January 2003 paper entitled 'Innovation and CED: What They Can Learn From Each Other' by Sherri Torjman and Eric Leviten-Reid.

Sherri explained that the concept of innovation as the creation of new ideas or the application of existing ideas to new fields or in different ways. Major components of the concept of innovation are knowledge development and learning, clustering, and managing the process of innovation. She expanded on these components, noting that clusters can be understood as geographic concentrations of interconnected companies and institutions in a given field. Interactive learning and clustering must be harnessed in a purposeful way.

Managing the innovation process includes creating a vision, identifying assets, framing opportunities and challenges, developing an action plan, mobilizing for implementation and monitoring and assessing performance. The first stage, creating a vision, results from a developmental process that reflects consensus among participants. The vision is translated into action in the form of a strategic plan. Sherri noted the limitations of the standard approach to innovation, the technological approach, the tendency to see social inclusion as a side effect rather than the main goal and the over-focus on the 'new economy'.

There are implications for CED and many areas of mutual influence between innovation and CED. To ensure that the innovation economy is equitable and inclusive will require the sectors' involvement and attention. Sherri outlined a number of recommendations for innovation within CED organizations themselves and more broadly throughout the sector. CED can be a catalyst for innovation within a community, for example, when entrepreneurship or the generation of business opportunities is part of a community's CED strategy to create jobs internally, rather than relying on external saviours. She stressed that

Sherri Torjman noted the limitations of the standard approach to innovation, the technological approach, the tendency to see social inclusion as a side effect rather than the main goal & the over-focus on the 'new economy'. To ensure that the innovation economy is equitable & inclusive will require our sector's involvement & attention



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

supports are required for innovative CED practice, including an appropriate policy framework, human resource development and technical assistance, adequate financing and technological supports.

Sherman Kreiner - CED and Business: How We Can Work Together

The September 25th luncheon keynote address was given by Sherman Kreiner, President and CEO of the Crocus Investment Fund. He has been responsible for successfully guiding the growth of the fund from an initial public offering in 1992 to an established venture capital corporation with over \$165 million in assets and nearly 28,000 individual Manitoba shareholders. Prior to joining the Fund, he had over fifteen years experience in the strategic development of employee ownership and related investment banking, business planning and legal structure design. He has a law degree from the University of Pennsylvania Law School.

Sherman's address focused on the role of the corporate community in helping to build stronger and more sustainable inner city communities. In particular, he focused on how the Crocus Investment Fund was part of the CED process, how they engage business in that process and how government policy could encourage that corporate engagement. In his experience, some businesses have demonstrated a strong commitment to community and recognize the negative impacts community deterioration has on their enterprises and on the quality of life of the community at large. Often business' response to community issues is a band-aid solution, not a structural response, and business bows out when the issue is addressed by government or the appropriate community-based organization.

He asked the question, "What can we do to create the conditions necessary for business to work with us to improve communities?" He noted that approaches to CED are often based on a partnership between government and a locally-focused CED organization. These two-partner agreements too frequently result in outcomes that are not sustainable, since governmental funding cycles are short-term, but CED is a long-term strategy.

Sherman proposed a new approach to foster collective action by people in low-income communities by adopting a number of critical tools to ensure long term, sustained funding. Following the US example, a mechanism for this is the community development corporation that has charitable tax status. Also, in a number of US states, tax credits are utilized that have many advantages over direct government grants. The tools of enterprise capital, technical capacity and policy initiatives such as the targeted jobs tax credits were also outlined. The successes of labour sponsored Investment Funds like Crocus are an excellent example of how the tax credit strategy can work. At Crocus, roughly \$40 million in tax credits by the provincial and federal government have been leveraged to create investment of \$130 million by retail investors, all of which has lead to a fund exceeding \$165 million. So far, Crocus has invested in about 60 Manitoba businesses and helped create, save or maintain more than 11,400 jobs.



CED is often based on a partnership between government & a locally-focused CED organization. Too frequently this results in outcomes that are not sustainable, since governmental funding cycles are short-term, but CED is a long-term strategy

*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

He described the experience of Community Ownership Solutions, a not-for-profit enterprise development corporation. Adopting a market-driven business development model, Community Ownership Solutions believes that the most important determinant of a quality service or product is a quality job. This approach follows the example of successful businesses in the US. He also acknowledged the noteworthy work of Westland Foundation, SEED Winnipeg, the Jubilee Fund, and the Assiniboine Credit Union. He encouraged United Way organizations across Canada to follow the lead of the Winnipeg United Way in providing an interface between the business community and community development organizations.

*Mike Lewis -
Advancing a National CED Policy for Canada*

Mike Lewis spoke at the morning plenary of September 26th on 'Advancing our National Policy Agenda'. Mike is Executive Director of the Centre for Community Enterprise and Chair of CCEDNet's National Policy Council. He is also Editor of *Making Waves*, the national magazine for CED practitioners, and directs policy-related research projects and technical assistance assignments. He speaks across Canada to a wide variety of organizations in the public, private, and non-profit sectors. Mike has written or co-authored nine books relevant to the field of CED and chapters in several more, plus well over 200 articles, studies, and reports.

Mike began by retelling a story first recounted by Rankin MacSween of New Dawn Enterprises about Rankin's great grandfather, a Cape Breton subsistence farmer. The practice in those days was that every fall the men would go to Boston, one thousand miles away, to work for the winter and return in the spring. "And how did you get to Boston?" the young Rankin asked his great grandfather. "I walked," replied the old man. "However did you walk all the way to Boston?" The reply, "Well, it wasn't just me – there was Rory Hector, Red Angus, Dugal Peter, Dan Rory. I don't think I could have walked to Boston alone. But I didn't have to because we walked to Boston together." In many ways, the story speaks to the experience of Canada's CED movement, for the journey has been long but there still is a great distance to travel. The central message is that we need to walk together if we are to achieve our goals. Mike noted a growing awareness of a common cause, a will to work together, and emphasized the need for a broad coalition to elevate the policy message.

The CCEDNet Policy Framework was created by the efforts and comments of hundreds of people, culminating in the 2001 National Policy Forum. There are five primary recommendations, covering the three capital C's: building community capacity, strengthening competency and improving access to capital. The first recommendation is focused on investment in community capacity building, specifically flexible, consistent financial support for CED. The next three recommendations focus on strengthening competency, with recommendation two outlining policy changes needed to create a more integrated set of supports for Canadians to grow, learn and earn. Recommendation three refers to CED organizations' role in building human capital. Recommendation four speaks to the need to advance our own

There are indications of growing federal & provincial receptivity to the idea of increasing investment in CED. There seems to be an awareness that organized local capacity to integrate social & economic action is a key factor in addressing the challenges faced by so many of our rural communities. CCEDNet has played a role in this recognition



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

competency, to build leadership and the practitioner base in the field of CED. Finally, recommendation five refers to the third big C – capital – and in particular the implementation of tax credits designed to help us mobilize community capital.

Mike reviewed accomplishments so far, congratulating the Manitoba government for its rapid advances. He noted the factors contributing to the progress and listed some of the Doer government's CED initiatives, thanking the Manitobans present for their leadership. He declared that English Canada could aspire to be at the level of Quebec, with their explosive growth in CED and social economy movements. He encouraged all present to strengthen their regional networks, to leverage innovation from each other.

There are indications of a growing receptivity, at federal and provincial government levels, to the idea of increasing investment in CED. An expanding body of research argues that social capital – that is, the quality and density of relationships, trust and networks that exist within our society – is linked to our economic vitality. CCEDNet has played a role in this recognition, through discussions with senior government officials. There seems to be an awareness that organized local capacity to integrate social and economic action is a key factor in addressing the challenges faced by so many of our rural communities. Having heard that Paul Martin has stated that CED must be part of his program, CCEDNet's National Policy Council is preparing a dossier and anticipates a meeting. Mike cautioned that we mustn't be naïve; CED is faced with competition for funding from governments concerned about the 'new economy' and the fiscal impacts of the war on terrorism.

Mike outlined the second and third recommendations of the Policy Framework: the need for policies to create a more integrated set of supports for all Canadians to grow, learn and earn; and the recognition of CED organizations as full partners in building social capital. The Learning Enrichment Foundation (LEF), a CCEDNet member from Toronto, is known for the effective innovations that it has woven into an integrated, community-based approach to human development and labour market issues. CCEDNet and LEF are working together to create an urban demonstration project called Community Solutions, involving CCEDNet members in Vancouver, Calgary, Winnipeg and Halifax. Another initiative LEF and CCEDNet are engaged in is a major conference called the GroundSwell. Mike thanked the Learning Enrichment Foundation for its powerful contribution to the national agenda and urged others to follow its example.

Mike then spoke on the third theme of the Policy Framework, capital, and specifically on tax credits. Tax credits are a mechanism for an investor to receive a tax reduction for putting money into a pre-defined, eligible investment. The National Policy Council had focused on tax credits because they were a source of equity, and access to equity was found to be more of a problem for CED organizations than access to credit. Also, the conviction that tax credits, when properly structured, could help build social capital as well as create new sources of financial capital made them a priority. The reality is that options to raise funds for important projects are limited. The tax credit models of Nova Scotia and New Hampshire provide significant tax benefits to investors and strengthen relationships at the local level. The research is

Mike Lewis declared that English Canada could aspire to be at the level of Quebec, with their explosive growth in CED & social economy movements.

He encouraged all present to strengthen their regional networks, to leverage innovation from each other

*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

promising and CCEDNet has begun to move forward on this agenda item.

Mike's final remarks were on CCEDNet's intent to work in an inclusive manner, both internally and in strategic alliances. "As a young organization with limited resources, we are having our struggles translating intent into reality. There have been huge efforts to make our communication more bilingual. There have been small but important steps to begin to address gender, aboriginal and youth representation within the Network. However, there is still a ways to go. We are committed to achieving balance and inclusiveness and welcome your help and participation in making this so." CCEDNet had a big agenda and as a Network is moving forward on that agenda.

The Honourable Jane Stewart - Skills and Learning for Canada's Future

The Honourable Jane Stewart gave the keynote lunch address on September 26th. Ms. Stewart has represented the Ontario federal riding of Brant since 1993. She has been an active member of the Standing Committee on Finance and in 1996 she was called to Cabinet as Minister of National Revenue. She was appointed Minister of Indian Affairs and Northern Development in 1997 and appointed Minister of Human Resource Development Canada in 1999. The Minister is currently promoting Canada's Innovation strategy, launched in concert with Industry Minister Allan Rock in February 2002. The Innovation Strategy seeks to develop the tools Canadians need to participate in Canada's workplace.

Minister Stewart congratulated the organizations involved on the incredible group of people brought together for the conference. She spoke of her own excitement at the continuing energy in the area of community-led development. "The empowerment that occurs when the voluntary sector, the private and public sectors in a community come together to assess a community and then work together to build a plan to build on the strengths and mitigate the weaknesses is an extraordinary process." She remarked how interesting the different solutions could be, comparing Winnipeg, a large urban centre and North Skeena, a grouping of fourteen villages and towns that are working together to be more effective.

The Minister encouraged and pledged to support the strengthening of partnerships at the community level between First Nations and non-native neighbouring communities. She believes the power that could be harnessed is valuable to both communities and to the country. Stressing the absolute need to focus on social development and economic development at the same time, the Minister was very encouraged by the context of CED. In her travels across Canada, she is noting an increasing focus on the "people side of things", which is often termed the social dynamics of development.

Minister Stewart spoke of the Innovation Strategy as an attempt to reflect back to Canadians that the Government of Canada understands the need to address social and economic development together. Two ministries came together to demonstrate that they understand the horizontal nature of development, she remarked, adding, "There is no point in talking about

*"The empowerment that occurs when the voluntary sector, the private & public sectors in a community come together to assess a community & then work together to build a plan to build on the strengths & mitigate the weaknesses is an extraordinary process" -
Hon. Jane Stewart*



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

economic development and social development separately, let's talk about development because it is all one thing." She described the focus of Allan Rock's ministry as the economic issues of innovation and her side as the people story and that in recognizing that people innovate, people implement the innovations, the government must understand what it should be doing to ensure that every citizen has the tools that they need to participate fully in the economic and social reality of modern Canada.

The demographics of Canada have led to concern for the future, as the nation is aging and most Canadians are moving into retirement age. Only First Nations communities have higher birth rates and are continuing to increase; in the rest of Canada the birth rate is declining. The Conference Board of Canada has estimated that by the year 2020, Canada will be short one million people and so collectively, we have to understand what impact that will have at the community level. Also Canada has eight million Canadians who do not have the literacy skills that they need to fully participate in a modern Canada. The Minister recognized there is more to be done by government to ensure that those who have been marginalized, namely Aboriginal peoples, people with disabilities, single parents and new Canadians have opportunities to reach their maximum potential.

Minister Stewart stressed that most jobs require some form of higher education; in fact, seventy percent of the new jobs created in Canada in 2004 will require higher education. Even in the natural resource industries, for example, to work in a pulp mill in Corner Brook, Newfoundland requires a college technology course. In the paper Knowledge Matters, the federal government outlined the objectives of lifelong learning for Canadians. There are thirteen pilot projects happening across Canada, to map and provide infrastructure for the youngest citizens, the children. Some of the goals laid out in the Knowledge Matters paper are to increase the number of adults who are engaged in lifelong learning by one million in the next five years and additionally to reduce the number of adults with low levels of literacy by twenty-five percent within the next ten years. The Minister stated that the solutions to achieving these goals were present at this conference.

Governments are aware they cannot solve community problems alone.

The Minister stated that the work being done in the CED sector is stellar and asked for suggestions as to where the federal government could be piloting new ideas. She asked for the sector's help to review best practices in the context of the Knowledge Matters paper. Referring to the G8 Ministers of Labour meetings the previous June, she noted that all developed countries are focused on the question of human resource development and that the countries that figure it out will be leaders in the 21st century. She stated that the idea of community economic development, recognizing and encouraging power from within communities and the empowerment that comes from partnering effectively is the right idea.

Cathy Harrington, Board Chair of CCEDNet, thanked the Minister on behalf on CCEDNet, CEDTAP and the delegates and presented her with a gift of Manitoba products. Cathy encouraged conference participants to join the Minister for the "Best Practices Workshop on Learning Communities" that followed to share their knowledge.

Among the goals laid out in the Knowledge Matters paper are to increase the number of adults engaged in lifelong learning by one million in the next five years & to reduce the number of adults with low levels of literacy by 25% within the next ten years. Jane Stewart stated that the solutions to achieving these goals were present at this conference

*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

Conference Sessions

There was a wealth of knowledge presented – over 60 conference workshops on CED policy, practice and emerging issues. Since CCEDNet is a member-driven organization, the workshop choices were selected based on a survey. Workshops were organized into five streams. Stream One, CED Fundamentals: Key Knowledge and Core Skills offered seven workshops, most of three hours each to provide the fundamental information, ideas and concepts at the core of CED. Stream Two, Emerging Tools, Issues, Ideas and Practices: Practitioners Learning from Each Other offered twenty-two sessions that gave practitioners the opportunity to discuss new practices, tools and lessons from innovative work across the country. Stream Three, Expanding our Knowledge, Strengthening our Competencies presented sixteen workshops of applied learning, focusing on specific tools, practices and issues. Stream Four, Scaling Up Proven Practices offered nine sessions that presented experiences and initiatives that have proven successful and discussed strategies for scaling up and building upon these successes. The fifth stream was organizational meetings, as both CCEDNet and CEDTAP held their annual and various committee meetings.

The workshops that sparked the most interest were the session on Social Entrepreneurship and the HRDC “Best Practices Workshop on Learning Communities,” with over 70 and 100 participants respectively.

A key workshop was ‘Youth Leadership in CED,’ presented by Victoria Morris, Executive Director of SEED Society in Christina Lake, BC, Shawna Lukowski, GenNext Associate and former Executive Director of the Prince Albert YWCA, and Stacy Barter, Youth Coordinator of the Columbia Basin Trust in Castlegar, BC. There were 20 participants, young people and adults alike, seeking information on how to meaningfully involve youth in their organizations. The three presenters started with a panel, speaking of their experiences working in CED, how they have been supported and the challenges they have faced in the process of becoming leaders. A much-enjoyed feature of the workshop was the use of games, exercises to illustrate teamwork, creativity in groups, and doing what might at first seem impossible. Small group discussion was followed by skits, most illustrating how youth are treated – exclusion, tokenism and disregard – and then another skit, illustrating the principles that would foster youth leadership and participation: listening, giving over power and responsibility, and choosing projects that interest youth. A group discussion followed about why the people present were involved in CED and why they want to work with youth. This informal workshop was a highlight for many.

Best Practices Workshop on Learning Communities

Following Minister Stewart’s keynote address, HRDC officials held a “Best Practices Workshop on Learning Communities” to provide participants with an opportunity to respond to the federal government’s Innovation Strategy, as laid out in the Knowledge Matters paper. The Minister impressed many by her full participation and her interpretation of the feedback, which advocated CED as a viable strategy.

The workshops that sparked the most interest were the session on Social Entrepreneurship & the HRDC “Best Practices Workshop on Learning Communities.”

Another key event was “Youth Leadership in CED”

*“Strengthening Community-Led Innovation”
2002 National CED Conference
Winnipeg, Manitoba*

There were presentations from two Community Learning Networks, the Vancouver Community Network in BC and the Random North Development Corporation in Newfoundland followed by working group sessions on three specific questions:

1. What practices/ approaches contribute to the development of skills and learning in your community?
2. What emerging issues or barriers are facing in developing community-led learning solutions?
3. What actions would you recommend or advise to increase the skills and adaptability of Canada's workforce?

In response to the first question, participants remarked that community-led learning and development are already addressing the social, economic and educational divides facing disadvantaged people and communities. Canada's Innovation Strategy needs to recognize that social and economic well-being is an aggregate of its communities, and community-led development and learning efforts are critical to that well-being. Finally, grass roots, ground-up approaches to creating learning cultures and fostering social and economic development are generating substantial outcomes compared with top-down approaches that generate dependency and complacency.

When asked the second question, participants replied that the barriers they face include government silos, eligibility and program criteria, lack of a clear federal policy mandate and framework to support community-led development, the digital divide, short-term funding arrangements and pilot projects that leave communities without the long-term core funding needed to manage and create long-term change.

The replies to question three were grouped into actions for community organizations, educational institutions and governments. For community organizations, the recommendations were to increase investment in the development of citizen-based leadership among volunteers and staff, and to expand co-operation between non-governmental organizations from different sectors. For educational institutions, the recommendation was to democratize learning by engaging in real partnership with communities. There were five recommendations for governments:

- i. Change the relationship with communities, moving to a stewardship role.
- ii. Improve funding criteria by removing eligibility barriers related to Employment Insurance and other programs.
- iii. Scale up what works, by supporting dialogue and peer learning on what works and why.
- iv. Create a CED policy mandate, to explicitly recognize CED and strategic investment by governments as an approach that links learning, capacity building, social development and community-led economic development.
- v. Invest in community-based lifelong learning.

Minister Stewart reflected the feedback and acknowledged that there is a definite need to create long-term funding commitments. Participants were

*Canada's Innovation
Strategy needs to
recognize that social
& economic well-
being is an
aggregate of its
communities, &
community-led
development &
learning efforts are
critical to that
well-being*

*"Strengthening Community-
Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

heartened by the apparent shared understanding and by the potential for CED to come to the fore with an integral role in Canada's skills and learning agenda.

CCEDNet Annual General Meeting (AGM) highlights

A major development at this year's AGM was the motion to change the Network's membership structure. Previously, CCEDNet had two categories of membership: Members and Friends. The primary difference between these two categories was that Friends did not have voting privileges and had a lower membership fee. The recommendation, based on the Membership Committee's research, was to eliminate the two categories, and recognize one inclusive definition of member with a barrier-free membership policy. Now all Members, individuals and organizations, receive CCEDNet privileges and benefits and have a single vote. Organizations are encouraged to have more than one staff person share in responsibilities and benefits as Member Associates. Individual are encouraged to join, however individual staff of organizational members cannot join as individuals. The barrier-free membership policy recognizes the financial challenges that many organizations and CED practitioners face, and encourages their participation at whatever membership rate is feasible.

CCEDNet's 2002-2005 Strategic Plan was also presented and discussed. It emphasized the building of an inclusive, member-led Network with the capacity to support its members and advance CED nationally.

The Board Elections resulted in the Board expanding from nine to eleven members, with Ify Uzor, Victoria Morris, Caroline Lachance and Kevin Edwards joining as new members. Mark Cabaj, Peter Frampton, Cathy Harrington, Natasha Jackson, Mike Lewis, Juan Tellez, and Ronnie VanWyk continued their terms, but Walter Hossli and Lynn Markell stepped down after completing their terms. Walter and Lynn were warmly thanked by the membership. CCEDNet has a diverse, talented Board committed to leading the Network.

A motion from the floor moved that CCEDNet integrate a gender, race and ethnicity component in all its research and analysis. This was adopted, leading to the formation of an Inclusion Task Force, as a Subcommittee of the Membership Committee. The day following the AGM, the Policy Council, Membership Committee and Practitioner Development Committee held meetings open to all conference participants.

Peter F. Drucker Award for Canadian Non-Profit Innovation

As part of the 10th anniversary celebration of the Drucker Foundation, the winner of the 2002 Drucker Award was presented at an Awards Ceremony luncheon on September 27th. The Drucker Foundation's purpose is to identify innovative work in the Canadian non-profit sector, recognize and celebrate that work and inspire others to action. The Peter F. Drucker Award for Canadian Non-Profit Innovation is given each year to a non-profit organization in recognition of a program that has made a difference in the lives of the people it serves, producing results that exemplify Peter F. Drucker's

A major development at this year's AGM was the motion to change the Network's membership structure. Previously, CCEDNet had two categories of membership: Members & Friends. Now all Members, individuals & organizations, receive CCEDNet privileges & benefits & have a single vote.



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

definition of innovation: change that creates a new dimension of performance. It is in this area – where needs are dramatic and financial resources are typically very limited – that the Drucker Foundation sees a particular challenge to encourage innovation. A cash prize of \$20,000 accompanies the Drucker Award, and a short documentary is made of the winning project. Honourable mentions receive a prize of \$2,000.

The winner of the 2002 Drucker Award, the Latin American Diabetes Program, was announced nationally at the Awards Ceremony luncheon. The Drucker Foundation was also pleased to announce that Financial Literacy, a program of the Mennonite Central Committee from Calgary, Alberta, was the 2002 Honourable Mention.



Evening Activities

There were two enjoyable evening events connected to the conference. The first was a Franco-Manitoban evening at Le Rendez-Vous. Excellent cuisine was followed by lively entertainment that had the crowd up dancing. The following evening the Manitoba Government hosted an event to showcase Manitoba's involvement in CED. This event was held in the historic Aboriginal Centre, with spectacular performances by Aboriginal dancers and excellent food provided by local CED businesses. Both evenings were enjoyable celebrations.



Site Visits

Unfortunately, a number of the planned site visits were cancelled. One visit was to three housing initiatives in the core areas of Winnipeg: West Broadway Housing Resource Center, Youth Builders and North End Housing Project. Linda Williams presented the West Broadway Neighbourhood Housing Resource Centre. This Centre encourages resident participants to build upon existing strengths to address neighbourhood issues. West Broadway encourages and works with landlords to ensure that the housing they are providing is both affordable and adequate for low-income families. Buildings deemed acceptable are given plaques, which are placed on their building exterior. The plaques have become a sought-after acknowledgement.

Allan McIntosh represented YouthBuilders, a program focused on education, work skills, employment and neighbourhood revitalization. Program participants spend part of their time working on academics and the remaining time employed in the renovation of homes in Winnipeg's inner city.

Mary Williams presented NorthEnd Housing Project, a non-profit charitable housing organization whose objective is to supply quality affordable housing to low-income families of the North End community.

An interesting initiative was Inner City Renovations, a for profit start-up. The company hires from within the communities and provides on-the-job training for 19 employees that would otherwise be considered unemployable. There are two journeymen carpenters employed to act as mentors and trainers. The company was formed through a coalition of five inner-city housing initiatives.

This conference was a watershed event for the Canadian CED movement. The number of participants, the level of expertise mobilized, & the high quality of knowledge offered were evidence of the strength & vibrancy of the movement

"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba

There was a site visit to the Aboriginal Centre of Winnipeg, Inc. (ACWI) with speakers Ella Mayer, Larry Wucherer, Candace Gower, and Jylie Pellissier-Lush. The ACWI was incorporated in 1990 as a non-profit organization and in 1992 purchased the historic Canadian Pacific Railway station. This building is now known as the Aboriginal Centre. The ACWI is controlled and operated by the Aboriginal community in Winnipeg as a community-based organization. The Aboriginal Centre offers many programs, including a Centre for Aboriginal Human Resources Development (CAHRD). CAHRD is a community-driven, non-profit organization serving Winnipeg's urban Aboriginal population. The purpose of the CAHRD is to assist Aboriginal people to prepare for and maintain successful employment. Also offered are education programs for high school completion and technical programs, with more than 500 students are enrolled in high school completion courses.

Closing Plenary Session

At the Friday closing plenary session, the panel consisted of Rupert Downing, Executive Director of CCEDNet, Garry Loewen of North End Community Renewal Corporation and Natasha Jackson of Black Community Workgroup of Halifax Cooperative, Ltd. Their synthesis of the preceding four days expressed CCEDNet's desire to work towards the inclusion of all voices, being respectful of differences and encouraging diversity. There have been improvements made but more can and will be done. The active involvement of youth and the increasing numbers of Aboriginal people at this conference were encouraging. A gender analysis shows widespread involvement of women but childcare facilities and full representation are still lacking.

There was praise for the progress of the Government Dialogue that brought together over 40 senior government officials, and their determination to continue the discussion using the CCEDNet's policy work as a guide. While there has been frustration expressed about the lack of government support for CED, there are many allies within government. Manitoba is a great example of co-operation between governments and communities that is producing excellent results. There were cautions about innovation, a concept attracting much attention and resources, to ensure that the focus is on innovation that aids CED work, to support communities. That CED is an innovative practice was reaffirmed.

The value of conferences and learning events was emphasized, with the peer learning and partnerships built being described as invaluable. While the growth of the movement is very encouraging, we were reminded that CED is not about the movement but focused on building healthy equitable communities.

All participants were encouraged to continue educating our local government representatives about the value of CED and to work to build the partnerships needed to be effective. There was a loud, long round for applause for the conference organizing committee for the excellent workshops and the supportive and educational atmosphere. The session closed with numerous comments from the floor, with many people remarking on how outstanding the conference had been and how their enthusiasm had been renewed.

While the growth of the movement is very encouraging, we were reminded that CED is not about the movement but focused on building healthy equitable communities.



*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

Conclusion

This conference was a watershed event for the Canadian CED movement. The number of participants, the level of expertise mobilized, and the high quality of knowledge offered were evidence of the strength and vibrancy of the movement. Practitioners are often isolated, so the scale and scope of this event was an excellent indication of how big, how diverse and how competent the CED field really is. The sector was able to see itself represented from coast to coast to coast, in English and French, by youth and elders. The CCEDNet National Policy Forum held in Vancouver in March 2001 was a two-day event with 160 participants. The 2nd annual CCEDNet conference in Halifax had 260 participants and at this event, 400 participants came together for four days. The numbers indicate the rapid growth of the field.

Participation from both the provincial and federal governments was encouraging. The Manitoba provincial government's acknowledgment of CED as an effective alternative to conventional approaches to economic development and their commitment to working together in the area of CED is valued. Unquestionably well received was Minister Stewart's emphasis on the absolute need to focus on social and economic development simultaneously, and her encouragement of CED as a concept. Minister Stewart's active participation was greatly appreciated.

The high competency level of the practitioners encourages us to increase our peer knowledge exchange, as there is much we can learn from one another. The diversity of CED activity across Canada and examples of the innovative initiatives creating real change for distressed communities was inspiring. CCEDNet, CEDTAP and CED supporters throughout the country can build upon the achievement of the 'Strengthening Community-Led Innovation' conference as we work to build the capacity of communities and their development organizations, and to advance evidence-based policy to better support community efforts to create their own sustainable futures.

CCEDNet, CEDTAP & CED supporters throughout the country can build upon the achievement of the 'Strengthening Community-Led Innovation' conference as we work to build the capacity of communities & their development organizations, & to advance evidence-based policy to better support community efforts

CCEDNet and CEDTAP express sincere thanks to the following organizations for sponsoring these events:

- Human Resources Development Canada
- Manitoba Department of Intergovernmental Affairs
- Western Diversification and the Community Futures Development Association of British Columbia
- The Muttart Foundation
- The Samuel and Saidye Bronfman Family Foundation
- The J.W. McConnell Family Foundation
- Investors Group
- Manitoba Hydro
- The Co-operators
- Great West Life/London Life Insurance
- Mennonite Central Committee
- Assiniboine Credit Union
- VanCity Capital Corporation
- Crocus Investment Fund

*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*

Presenters and Workshop Titles

Name	Title
Annis, Bob and Bill Ninacs	2.7 Forum on CED Education
Ballesteros, Lyssa and George Ohana	3.8 Le développement de l'avoir au Canada
Bérubé, Colin	2.21 Community Credit: Defining and Structuring a Sector
Bethell, Gini	2.8 Learning Communities (HRDC)
Born, Paul	4.5 Comprehensive Community-Based Initiatives
Cabaj, Mark	5.6 CCEDNet Practitioner Development Committee
Carriere, Jacques	3.14 Pistes d'innovation : Le diagnostic d'innovation de la Fondation Drucker
Carrière, Jacques and Sherri Torjman	4.6 Community-Led Innovation: Progress, Problems and Prospects in the CED Field
Carrière, Jacques	5.2 CEDTAP Annual Forum
Chagnon, Lucie	1.2 DÉC 101 - Concepts et enjeux centraux
Colussi, Michelle	1.6 CED 113 CED Planning: Getting Communities Ready, Willing and Able
Cote, Ethel	4.4 Batir des systemes de developpement local
Davidson-Hunt, Iain	3.18 Community Forestry Initiatives
Day, Allan	3.3 Local Action to Fight Poverty
Donkervoort, Marty	2.20 Employee Ownership Models as a tool for CED
Downing, Rupert	4.9 CED Dialogues Report: Moving Sectoral Alliances Forward
Ducharme, Frank	3.4 Linking Aboriginal Perspectives on Land...
Edel, Betty	3.10 Succession Planning
Edwards, Kevin	2.1 Team-Based Entrepreneurship
Edwards, Kevin	2.5 Research and Development: The Role in CED
Ferguson, Mary	3.2 The Sustainable Livelihoods Framework
Franck, Brad	3.6 Recipes for Success in Entrepreneurship Development
Grayson, Eunice	4.2 Scaling Up Innovation of Strategies that Include, Equip and Link People to the Workplace
Harrington, Cathy	2.15 Bridging the Two Solitudes
Harrington, Cathy	3.5 The Employment Development Continuum
Harrington, Cathy	5.1 CCEDNet Annual General Meeting
Harrington, Cathy	5.3 CCEDNet Strategic Plan 2002-2005 Consultation
Jedig, Diana	4.8 Rural Practice and Rural Policy
Kerk, Karen, Louise Simbandumwe and Vicki Austad	3.7 Asset Building in Canada: Successes, Challenges and Opportunities
Lachance, Caroline	3.12 Construire des partenariats en DÉC

"Strengthening Community-Led Innovation"
 2002 National CED Conference
 Winnipeg, Manitoba

LePage, David	3.9 ICT for CED
Leroux, Richard	1.8 Empowerment et DÉC
Lewis, Mike	3.1 A Citizen-Based Approach to Developing Community Visions, Goals, Strategies and Benchmarks
Lewis, Mike	4.7 The National CED Financing Initiative
Lewis, Mike	5.5 CCEDNet Policy Council Meeting
Lockyer, Roz, Melanie Conn and Carol Rock	2.14 Strengthening Women's CED
Loewen, Garry, Shauna McKinnon and Linda McFadyen	4.3 Building Local Development Systems: Are We Going Forwards or Backwards?
Lydon, Maeve	2.3 Building Entrepreneurial Learning Organizations
MacSween, Rankin	2.17 Management Issues and Solutions for Senior CEDO Managers
Madsen, Carol	2.12 La mise sur pied d'une fondation comme stratégie de financement du DÉC
Morris, Victoria, Shawna Lukowski and Stacey Barter	2.13 Youth Leadership in CED
Moscovitch, Allan	2.6 Demonstration Research Methods in Community Development
Nelles, Diane	3.13 Pathways to Innovation: The Drucker Innovation Diagnostix
Ninacs, Bill	1.7 CED 115 Empowerment and CED
Ninacs, Bill	2.23 Entrepreneuriat social
Parks, Ellie	1.1 CED 101 - Core Concepts and Issues
Perkins, Kevin and Sandra Mark	2.16 Urban Neighbourhood Initiatives
Perry, Stewart	1.3 CED 103 Overview of CED Tools and Techniques
Perry, Stewart	1.9 CED 119 Evaluation
Perry, Stewart	2.4 What is the Evidence that CED Works?
Poirier, Yvon	2.18 Growing the International Movement
Restakis, John	2.9 Local and Regional Networks as Drivers of Innovation and Development
Saenz, Maria, Jacques Carrière, Kate Roberts and Catherine Reid	2.22 Réseau international de savoir
Tellez, Juan	3.11 Building CED Partnerships
Tellez, Juan	5.4 CCEDNet Membership Committee
Twichell, Peter	4.1 YouthBuild USA
Usiskin, Len	2.19 Housing and CED
Van Doorselaer, Sean	2.2 Social Entrepreneurship
Van Gils, Pieter	3.16 Integrating Environmental Stewardship and CED
Van Gils, Pieter	3.17 Le maillage du DÉC et de l'environnement
Wilson, Gary and Anna Kirbyson	2.11 Creating Foundations to Support CED

*"Strengthening Community-Led Innovation"
2002 National CED Conference
Winnipeg, Manitoba*