

## Development Wheel Project PSG Final Survey: Most Significant Changes

<b>1. Changements dans la compréhension et la conscientisation par rapport au développement d'entreprise sociale</b>	
<p><b>Thème 1</b></p> <p><b>Au sein des organisations, institutions et partenaires qui ont fait partie du Comité provincial</b></p>	<ol style="list-style-type: none"> <li>1. The most significant change that has taken place in our organization has been a greater awareness and understanding of the social enterprise, while also having a useful tool at hand which guides us on the steps to take while allowing us to adapt as necessary. Also the guides and lists have allowed us to better understand how a project begins and is executed, the logical planning process, the needs of the community, the definition of social enterprise, the impact of social enterprise in the community, etc. It's also a tool that we will be able to use for development in the area of CED.</li> <li>2. The participants, who were all trained and actively involved in the project, have a better understanding of what the social enterprise actually is. They have a desire to know more in order to better help different groups and adequately support the development of various projects, which vary enormously in their field, scope, structure, etc. Also, they now understand better that the social enterprise can respond to the needs of the poor or persons with disabilities, but that it can also be an excellent model for different organizations and groups wishing to take charge of their own affairs while creating their collective enterprise.</li> <li>3. It is part of our mission to support the development of social enterprises.</li> <li>4. We have a better understanding of the challenges facing the social enterprise, for example, in the areas of organizational development, development of the enterprise, mobilization and strategic networking.</li> <li>1. Members of our organization are becoming more and more fluent in the language and concepts of the social enterprise while recognizing that we are social entrepreneurs. This has given us a common language, which allows us to have fruitful conversations on the subject. The RDD tool helped us to think more deeply, because in the past, we tended to confuse "the association" and "the business". Now the difference is much clearer.</li> <li>2. Better defining what the social enterprise actually is has made it easier for us to coordinate between various organizations wishing to engage seriously in this initiative.</li> <li>3. All the members of our staff have an increased awareness and understand that there is another voice in this economy. It is obvious to us that in order to improve socioeconomic integration for immigrants, the social economy and social enterprises will have a role to play.</li> <li>4. I knew that the RDD had been around for many years, but it wasn't a tool that I would intuitively turn to. But now I'm comfortable with the tool because it has been adapted and made more available and accessible.</li> <li>5. At the next staff meeting of the Ontario Trillium Foundation, I will raise the issue of the social enterprise again with my colleagues, and perhaps even create a discussion group or working group on social enterprises.</li> <li>6. After having given the workshop, I would have liked to have pursued even further and deepened the discussion since it was becoming more and more interesting to work with these organizations.</li> <li>7. We had already attended one training session in CED, which was a first step. And the RDD really brought in an element that reinforced our level of CED skills and practices. The content transferred well into the community, as did the technical aids and additional resources provided by the project.</li> <li>8. Previously, we supported this type of development, but not using this approach. Today, everyone follows the same process and the RDD has become the main development tool on the projects we lead and the projects we support.</li> </ol>

## Development Wheel Project PSG Final Survey: Most Significant Changes

	<p><b>9.</b> Since the very beginning of the project, I've been sending all the material I receive (updates, official reports, information and events, etc.) relating to CED and the social enterprise to all 61 CFDCs. The strong relationships that we have formed, thanks to the RDD project and particularly the coordinator, allow me to keep our network well informed.</p> <p><b>10.</b> The RDD process has now become a part of our organizational philosophy. Sometimes we adapt the tool to work with the various other development tools that we already use. Also, we are making better referrals and strengthening partnerships between various groups and projects, etc.</p> <p><b>11.</b> The CCO, along with the RDÉE and other participants, can help at certain stages of the development of social enterprises. We could work together to build this complementary approach in view of the different steps involved and our respective mandates.</p> <p><b>12.</b> At the beginning of the RDD project, whenever I mentioned social enterprises to my Board of Directors or to other people, 80% of them didn't know what it was. But now there has been a general raising of awareness. The RDÉE understood what it had to do, and that its strength is the development of social enterprises. In Ontario, there has been a general recognition of what the social enterprise is, and how strongly it contributes to community development and well being; its impact is definitely real and not marginal.</p> <p><b>13.</b> Previously, officers were able to mobilize groups, but it took a lot of effort. Thanks to the RDD, mobilization happens within the group since each individual now recognizes their importance in the group, which serves as a catalyst for the energy in the group, whereas before, it was the officers who had to bring about this mobilization. Success occurs when independence and autonomy are encouraged, not dependence upon technical support or upon the RDÉE. When it develops to the point of greater self-sufficiency, the RDÉE can concentrate on its true areas of success...</p> <p><b>14.</b> The idea of the RDD brought about a few changes in our community. We were faced with concrete things we had to do in order to help organizations to structure themselves and work together, especially so as to collectively tap into the available funding. The lists outline all the questions that a group would have to answer to a future financial partner.</p> <p><b>15.</b> There was a lot of resistance to the idea that the RDÉE would focus on social enterprises and that it would be involved in the social and cultural sectors. However, I think there 2 fundamental orientations in the mandate: the political, and preparing the groundwork for action and development.</p> <p><b>16.</b> There was a change in the way in which several of our officers perceived the project. Through better understanding of the tool, reading the guide and hearing colleagues who had used the tool and the process talk about their practices, several of them came to better understand the RDD, which was somewhat reassuring to them. They also understand the level of commitment and the investment of time and energy that is required. Several of them also realized that it would simplify their work and their interventions in different groups and projects. There is a change in attitudes, in habits and in practices.</p> <p><b>17.</b> The training, the exercises, the follow-up and the mentorship offered by the coordinator at the RDÉE Ontario were all very positive. The exchanges that took place between the participants encourage an attitude of mutual support and communication.</p>
<p><b>Thème 2 Au niveau provincial</b></p>	<p><b>18.</b> There has been a major change throughout the province in the level of interest in social enterprises. We often hear people referring to the RDD in committee meetings, but also in the community, at the RDÉE, in various CFDCs and in other organizations. So there has been an impact.</p> <p><b>19.</b> There are 2 steps: firstly, a general raising of awareness during the first year of the</p>

## Development Wheel Project PSG Final Survey: Most Significant Changes

	<p>project, followed by a willingness and a desire to align with the social enterprise as I understand it: a commercial enterprise by and for the community. Interest was heightened due to the level of funding available.</p> <p><b>20.</b> There was a change that can be stated either in terms of how people's attitudes and reactions changed, or in terms of how people communicate information on this type of development. People are generally better informed and more positive.</p> <p><b>21.</b> In Ontario, I think the idea has been explored even further. People consider the social enterprise and the solidarity economy to be the alternative to the wild-west economy. In Hamilton, in Toronto, at the UPMREF, people talk about the workshops and see them as a promising thing.</p> <p><b>22.</b> Having a provincial committee made up of key organizations and several project funders was the principal factor behind the social enterprise gaining in importance, with the RDD becoming one of the principal drivers of change.</p> <p><b>23.</b> More and more, one can see products in stores that come from the social and solidarity economy and fair trade. That also makes people think.</p> <p><b>24.</b> One realizes that certain political figures support these efforts: the minister, municipal councillors, different partners, etc.</p>
<p><b>Thème 3</b> <b>Au sein des organisations et de la communauté</b></p>	<p><b>25.</b> Participants are better informed about the different stages of development that they must achieve in the development of their social enterprise. They realize that the RDD is a useful tool that they can use to launch and support new projects.</p> <p><b>26.</b> It was through the first RDD training sessions that interest was generated. Following the training, people became interested in getting more information on the subject, for instance, the newsletter published by Économie solidaire de l'Ontario, different websites across various networks, etc.</p> <p><b>27.</b> Thanks to the RDD, I see that there is a greater understanding of the importance of the planning process. There has also been an increase in the number of funding applications submitted to the Foundation and several refer to the RDD. There is therefore a chain of events that is being created. The RDD comes up more and more frequently in discussions involving participants and social enterprise project applicants.</p> <p><b>28.</b> Many more projects make reference to the RDD. It is starting to become rooted in practice. When we evaluate projects that are looking for funding, we can see a connection between what they are proposing to do and the RDD process.</p> <p><b>29.</b> People have understood that it is a tool that is worth being used to support projects pertaining to the social enterprise. However, some individuals have halted development of their projects after realizing that it was headed in the wrong direction. After lengthy discussion, many end up making the right decision on the proper course of action. In this way, every individual raises his or her own awareness.</p> <p><b>30.</b> We have also noted differences between groups who have studied the RDD methodology and those who have not, for example, in terms of the level of discourse before and after using the RDD tool.</p> <p><b>31.</b> The RDD leads people to think differently, especially those who have participated in the workshops. Everybody knows that it's always the same people you find sitting around the table, but those who have attended the workshops have integrated the RDD into their way of thinking. People remember what the social enterprise is. The general impression is that our partners and the organizations we do business with seem to be better informed and have more refined development approaches.</p>

## Development Wheel Project PSG Final Survey: Most Significant Changes

**1. Changements dans votre pratique (outils, approches, stratégie, activité, cible, relations)** 16 répondants ont confirmé que la RDD a eu un rôle à jouer pour engendrer les changements suivants :

**Thème 1**  
**Changements quant aux stratégies et approches en développement**

- 1.** In addition to reinforcing our knowledge in project support, planning and strategic networking, it allowed us to change the way in which we see, evaluate and make recommendations for follow-up. It's more strategic and detailed.
- 2.** In terms assessing needs and follow-up within the group, the RDD allows participants to think clearly about the decisions they are making, and I can be assured that I am not influencing their decision.

## Development Wheel Project PSG Final Survey: Most Significant Changes

	<p><b>3.</b> This helped me to direct another group that wanted to head in a completely wrong direction.</p> <p><b>4.</b> Even if groups have the best of intentions, they won't succeed if they can't engage together. I was therefore able to facilitate with a group that had chosen to suspend its proceedings and engage in a period of reflection, following which they decided to abandon the project rather than continue wasting their time.</p> <p><b>5.</b> The RDD has helped me facilitate integrated processes for developing social enterprises at a sometimes very complex level. Suddenly people have become less focused on themselves, which allows the community to be open to the outside at the entrepreneurial level and not just the community level.</p> <p><b>6.</b> Thanks to the technical support included in the project, we were able to better help various groups.</p> <p><b>7.</b> The RDD has changed the way in which cases are processed and financing is granted to businesses. There is a different set of criteria for social enterprise applicants.</p> <p><b>8.</b> In the past, our interventions were more based on guesswork, but now we clearly hear and receive good ideas. Thanks to the tool, we now provide better assistance to groups, as well as help with funding the project. The seed money helps groups get started and reach significant milestones in their projects, and even allows them to make mistakes early on. We know that we will be providing a level of follow-on support appropriate to their structure in a collaborative capacity.</p> <p><b>9.</b> We can give the workshop to a number of different organizations in the same locality or the same region and we have seen a resulting multiplier effect: discussions among a number of different leaders and organizations, better identification of priorities, synergy in actions, etc. We also observed that giving the RDD to members of the same group increased cohesion in the group.</p> <p><b>10.</b> A better evaluation of how and with whom the RDÉE, the CCO and other organizations involved in this development should collaborate. It is important to maintain relationships of collaboration and complement each other's actions.</p> <p><b>11.</b> Despite the turnover in our staff, we are planning how we can continue to build capacity. Additionally, it is important to keep using the RDD since it gives us the necessary tools to develop the social enterprise.</p> <p><b>12.</b> The provincial committee functions as a sort of meeting and discussion group between the different actors in the sector. A number of partnerships were established, which made it easier to increase collaboration and build our organization's capacity. The foundations of an integrated movement that can contribute to the development of social enterprises are slowly taking shape.</p> <p><b>13.</b> We can say without a doubt that we have a new way of supporting this development. We modify the RDD, combining it with our own knowledge and experience, which gives it a flavour specific to the RDÉE.</p>
<p><b>Thème 2</b> <b>Changements concernant les outils et la documentation</b></p>	<p><b>14.</b> I use the RDD to support the development of social enterprises but also to support the development of community projects. I adapt it as I need to, depending on the context and the need.</p> <p><b>15.</b> In the past, we never really had a comprehensive tool to support development, but now it's clearer and everyone uses it regardless of the type of project.</p> <p><b>16.</b> It has given us a common language.</p>
<p><b>Thème 3</b> <b>Changements au niveau des capacités et compétences</b></p>	<p><b>17.</b> It has allowed us to be more efficient in processing applications since the tool allows me to evaluate the potential success of an organization's proposal while determining if the project is valid and whether the group is ready to execute it. If they aren't ready, we can refer them to the RDÉE and the CCO in order for them to receive the appropriate guidance. For groups who in our opinion are not ready to receive funding, we can</p>

## Development Wheel Project PSG Final Survey: Most Significant Changes

<b>individuelles et collectives</b>	<p>advise them to revise their project before resubmitting their application. The RDD allows us to achieve our goal of capacity building in the sector. If this project continues, the capacity of the sector will continue to increase, which in our view is much more important than the number of social enterprises created.</p> <p><b>18.</b> In addition to giving them assurance, our development officers are more qualified at diagnosing and solving problems and at formulating objectives.</p> <p><b>19.</b> I can use the RDD in different places and in various ways in my community. I use it often to remind myself of the steps to take. When I use it in a group setting, one of the first things I now do is introduce the tool to the group. What this allows me to do is to take stock of how the group is progressing and what is left for them to do. Even if they don't understand everything during our first meeting, it will allow them to see things as they truly are.</p> <p><b>20.</b> The RDD has allowed me to improve my tools and myself. I have further developed my own resources. Giving the workshop repeatedly has made me more comfortable but there was a huge time management challenge between this project and my other responsibilities. But the RDD has allowed me to change my perception of CED and to better understand the process.</p> <p><b>21.</b> For me personally, it has served to reinforce and confirm the things I had learned in CED, namely, that it is possible to create projects with groups who don't have the necessary means but who can succeed given the right relationships and alliances. This has allowed me to see beyond CED, into the social and solidarity economy. It comes down to rounding out our skill set and at lower cost.</p> <p><b>22.</b> It has helped to strengthen my knowledge in the area of follow-on support for projects while realizing the importance of building a strong foundation before trying to build anything on top of it. Community planning and networking are very important, and I am trying to find ways to support those activities more effectively.</p> <p><b>23.</b> Through the training, the discussions that followed and the various readings, this has helped me to understand our role in our new mandate, and to divest myself of my prior engagements as quickly as possible.</p> <p><b>24.</b> It is important to overcome the apprehension that certain officers have towards the RDD and try and expose them to this development process more often. Experience has shown us that as soon as someone attends a workshop, there is a tangible change. At the RDÉE, we use the tool and we speak with confidence about social enterprises when we meet people. It has given us courage. The ongoing support given by the coordinator was essential and very important.</p> <p><b>25.</b> Our sense of fulfillment is immediate because almost workshop participants very quickly express their satisfaction with what they have learned generally and more specifically on the development of the social enterprise.</p> <p><b>26.</b> In the past, I used to impose my way of working on others, but with the RDD, we have discussions pertaining to work plans and the importance of empowering organizations. In addition to conducting an effective diagnosis of the organization and evaluating their chances of success, it has allowed us offer them the technical assistance that is most appropriate for them, to provide counselling, and even assisting them with promotion, lobbying and execution.</p> <p><b>27.</b> The referral service that we offer allows us to give information and guidance to persons newly arrived in Canada. We wanted to further develop the idea of solidarity while offering practical workshops because it is important that the follow-on support be effective and offer concrete solutions through continuous practice.</p> <p><b>28.</b> The different charts, strength assessments, tables and checklists are very useful. In the past, we had a much less scientific method of doing things, but this has led us to ask questions that we wouldn't have asked in the past.</p>
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**Development Wheel Project**  
**PSG Final Survey: Most Significant Changes**

	<p><b>29.</b> The RDD project is first and foremost a research project, and we had prospecting objectives that involved an additional workload.</p> <p><b>30.</b> Nowadays I have stopped encouraging people to submit funding applications that are not sufficiently structured.</p> <p><b>31.</b> In our organization, and at every level, we are more aware of how important the social economy is. My observation is that there is still much work to be done, but between the development officers and the participants, we should have more opportunities to interact on the subject of our respective initiatives, on the projects we are supporting, and on our mutual support mechanisms.</p>
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## Development Wheel Project PSG Final Survey: Most Significant Changes

<b>3. Changements dans le degré et la qualité de la collaboration par rapport aux buts communs qui ciblent le renforcement des appuis pour le développement d'entreprises sociale en Ontario</b>	
<b>Thème 1</b>  <b>L'envergure de la collaboration</b>	<ol style="list-style-type: none"> <li><b>1.</b> The choice of provincial committee members was made in a very strategic fashion. Before a project got underway, everyone was invited... only this time, it was the people necessary for the project to succeed who were invited. Also, the RDD made it possible to have certain people around the table who are directly involved or wishing to become involved in economic development and employability. This strategic networking approach helped solidify the case for the social enterprise.</li> <li><b>2.</b> If organizations involved in this type of development (the CCO, the RDÉE and others) use it, it will allow them to better evaluate how and with whom they will be working.</li> <li><b>3.</b> The level of collaboration between the CCO and the RDÉE has increased.</li> <li><b>4.</b> The support and the collaboration of an external resource (the RDD project coordinator) was a significant help in fostering collaboration between the different actors.</li> <li><b>5.</b> The quality of collaboration is nonetheless limited by the amount of available resources. Even if development is more widespread elsewhere, here in Ontario it's relatively new. Even though we're accustomed to working in this space, the fact remains that the social enterprise remains a concept to be discovered.</li> <li><b>6.</b> Each one of the organizations is affected by a lack of resources, which limits our abilities to develop functioning partnerships between our organizations.</li> <li><b>7.</b> The role of the RDEE is to help and support various groups. It should understand that it cannot impose too much of a workload on the groups because they already have much to do.</li> <li><b>8.</b> I saw different people around the table rally to the same cause, each one talking about their roles and values. However, I'm deeply concerned by the level of expectation that has been created, and that the projects we're supporting need more money. There is general enthusiasm that should not be allowed to dissipate through inaction. Existing resources should be maintained if not increased.</li> <li><b>9.</b> When the Co-operative Development Initiative (CDI) submitted its stages of financing, I expressed my disagreement and spoke to them about the RDD. They then made the decision to take the RDD workshop. I will be giving this training at the pan-Canadian cooperative movement, to the CCC and the CCA, to around 8-9 people.</li> <li><b>10.</b> In certain regions, such as Niagara and Hearst, different partners have been connected. Thanks to the strategic planning process for community economic development and to the workshops given by the RDD in Niagara, people who were no longer speaking to each other began to communicate again and clarify what their vision was for the development of their community and decide on actions or priority projects to carry out. The result was a better understanding by all participants, a better coordination process between the various organizations and a greater respect for each other's work.</li> </ol>
<b>Thème 2</b>  <b>Collaboration concernant l'assistance technique</b>	<ol style="list-style-type: none"> <li><b>11.</b> After having participated in this project with several other partners, it has allowed me first of all to meet them and also to highlight the lack of resources supporting social enterprises: technical support and project support. There are a small number of development officers to support all the development projects that are being dreamed of and planned in Ontario. We are going to run out of resources. It is important to have supplementary resources.</li> <li><b>12.</b> Inviting RDÉE members as observers to the workshops I was giving allowed me to demonstrate that the RDD is very practical.</li> <li><b>13.</b> Technical support, which we managed as an intermediary organization, allowed us to</li> </ol>

## Development Wheel Project PSG Final Survey: Most Significant Changes

	<p>support a greater number of organizations with social enterprise projects under development. Without that resource, it would have been impossible for us to support as many projects as we did. We saw firsthand the impact created and the enormous need for access to similar funding on an ongoing basis.</p> <p><b>14.</b> On the committees where applications were being evaluated, which involved people from the RDÉE, the CCO and CONVEX, the process was very fair and democratic. We decided on a series of selection criteria and with the coordinator's help, we were able to create an application form and an evaluation template. There were some good discussions.</p> <p><b>15.</b> Having technical support allowed us to invest a greater amount of resources in the development of social enterprises while giving more credibility to the overall project and the organization managing the funding. We were not simply doing promotion or training to support the development of social enterprises, we gave technical assistance through our staff, as well as funding. However, this did create a level of expectation, in both the urban and rural settings, and a resulting overload for our staff.</p> <p><b>16.</b> In certain regions, it was a challenge to carry out the appropriate follow-up after having given out funding for technical assistance.</p>
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## Development Wheel Project PSG Final Survey: Most Significant Changes

4. Changements dans l'efficacité de l'approche que les organisations ou groupes communautaires prennent dans le développement d'entreprises sociales.	
<p><b>Thème 1</b></p> <p>Les changements concernant la sensibilisation, les connaissances, utilisation d'un langage commun</p>	<ol style="list-style-type: none"> <li>1. Organizations that have been through the process have a better understanding of the challenges that the social enterprise presents, and what is involved. They also realize that they are better organized and have good guidance. Finally they also understand that it takes time, effort, energy, and most importantly that it isn't for everybody.</li> <li>2. Thanks to awareness efforts, promoters understand that this is a long-term investment on their part, and not a quick fix.</li> <li>3. In the past, I noticed that certain groups were slow to get off the ground, went through ups and downs, but didn't seem to get discouraged and continued on. With the RDD, groups now have the courage to speak up if they are ready to change their strategic plan, or to modify the project if necessary, even though it is difficult to ask the tough questions.</li> <li>4. I work primarily with the different MREFs, and they do not have a good understanding of the process of starting a social enterprise in Canada. Their references in this area come from their home countries, which don't apply in the Canadian context. With the RDD, they fully understand that it isn't informal, and that it is necessary to work in a formal process. With courage, a good base of knowledge, a good process, they understand that their chances of success are good.</li> <li>5. One or two years ago, we did rough estimates to gauge how far the groups were coming along in their development. But the RDD allows us to conduct a thorough diagnosis of the situation, evaluate how far they have truly come along, and according to their level of in-depth knowledge, confirm the next steps to take and the work to be done. The level of investment in the group becomes obvious and if they are not ready to fully commit themselves, we as stakeholders don't accept any responsibility for it.</li> <li>6. For the artisan coop, during the last strategic planning session with the resource person, the leaders began to realize what actions had to be taken. This changed certain perceptions about the management of their social enterprise. At the upcoming AGM in June, there will be a working session to introduce the other members to this way of thinking and executing development.</li> <li>7. In the past, organizations would come to us with ideas that were not very well formed. "We could do this, or that". But since then, the awareness level has increased, and people better understand what they are getting into. There is also a noticeable change in philosophy and attitude in the different organizations and the applicant groups themselves; rather than focusing strictly on inputs, they are more focused on desired outcomes when creating their social enterprise.</li> </ol>
<p><b>Thème 2</b></p> <p>Exemples d'efficacité dans l'approche</p>	<ol style="list-style-type: none"> <li>8. It has happened in the past that we would try to conduct a diagnosis with an applicant group without being able to uncover the real reason why a project was bogged down. The RDD has made it easier to highlight and put into perspective several elements that had not previously been identified, which allowed the group to uncover the true stumbling block or problem in their project at its cause. Without the RDD, certain projects would no doubt be at a standstill.</li> <li>9. Several groups were worried about the development process and how it relates to the social enterprise. For some of them, the RDD allowed them to confirm that their idea was credible and worthwhile exploring. For others, it served to confirm the importance of not giving up but of innovating, exploring other avenues and opportunities.</li> </ol>

## Development Wheel Project PSG Final Survey: Most Significant Changes

	<p><b>10.</b> The workshop participants were very receptive to the content and absorbed it readily. They now have a guide, a series of steps to follow, and good direction. People understand that there is a lot more to be done than a business plan when starting a project. The chances of succeeding seem to have increased. Several asked “why didn’t we have this tool before?” and “can we adapt it to the development of community projects?”</p> <p><b>11.</b> Fewer people will be claiming that they are involved in the development of social enterprises and more will actually be doing it.</p> <p><b>12.</b> The Board of Directors better understands what needs to be done in order to support the development of our social enterprise.</p> <p><b>13.</b> My initial analysis of a group led me to believe that everything was going well. But the group was aware of a few of its weaknesses. They used the RDD to do a self-evaluation and now that organization is doing relatively well.</p> <p><b>14.</b> During the training, one social enterprise realized that it was imperative for them to review their mission and explore concrete solutions to respond to major deficiencies.</p>
<p><b>Thème 3</b></p> <p><b>Impact de l’assistance technique, accès au financement intégré au projet</b></p>	<p><b>15.</b> As far as the funding agencies are concerned, they are more receptive, since they see that organizations are better prepared when they apply for funding. At least one project funder has adapted the RDD process to evaluate project proposals, and a second may shortly follow suit.</p> <p><b>16.</b> Access to technical assistance allowed us to accelerate the development of social enterprises and move onto the next step.</p> <p><b>17.</b> Without this funding, certain social enterprises might not have passed beyond the study phase or the stage they were at.</p> <p><b>18.</b> The process forced people to develop transparent processes.</p> <p><b>19.</b> This funding was of critical importance, and served as an incentive and even a factor that led to the birth of several projects. At the same time we were mentioning the importance of going through a rigorous project development process to the various groups who had taken the workshop and completed a questionnaire on next steps, the groups had the opportunity to access financial resources that would truly support them at the stage they had reached; it’s something that was taken very seriously.</p> <p><b>20.</b> Certain groups from urban areas were ineligible for this funding and yet their desire to develop their social enterprise was unaffected.</p> <p><b>21.</b> The way in which the technical assistance was given allowed greater flexibility to adequately support the different stages of development of different projects.</p>

## Development Wheel Project PSG Final Survey: Most Significant Changes

5. Changements qui ont amélioré l'environnement pour le développement d'entreprise sociale en Ontario	
<p><b>Thème 1</b></p> <p><b>Changements en lien avec l'engagement et les relations</b></p>	<ol style="list-style-type: none"> <li>1. Project funders are more conscious now.</li> <li>2. Niagara is a good example of an environment in transition. Over the last 2 years, thanks to the technical assistance funded by a variety of partners of the RDD project and others, we have seen the partners engage in a coordinated effort to support the development of social enterprises. It's like a breath of fresh air, with in-depth self-reflection having taken place within the project applicant groups about what they are, where they are coming from and where they are going. The culture of "give us money and we'll act" is in the process of changing. People are realizing that they cannot do things in the same way anymore.</li> <li>3. There is a certain open-mindedness to be found at the community and political levels (governments, municipalities, funding programmes), at least in organizations that are related through this project. The social economy and social enterprises are perceived as an instrument for development. In the past, the social enterprise was generally associated with certain people, but now it is understood to be more diverse. Knowing that it can create prosperity in their communities, politicians will be more receptive.</li> <li>4. We are trying to confirm funding from two different sources in order to hire additional staff to support the development of social and cooperative enterprises in collaboration with the CCO.</li> <li>5. In the past, there were 5-6 partners for projects we would support. When we would say "you have to incorporate", there was always disagreement between the partners in the group over whether it was a wise course of action or not. Now we are on the same wavelength, more or less, and at least we can work more closely together with a shared language and references in common.</li> <li>6. There is definitely an interest in keeping good relations because there is a greater desire to discover and learn more about the social enterprise.</li> <li>7. There is a greater interest, recognition, commitment and community involvement, and not just in once community. It can even be said that in certain communities, it has become part of their economy.</li> <li>8. After working with better-organized companies, my prediction is that it will raise expectations for project funders and stakeholders. I think that people will begin to have less sympathy towards projects that are not well structured. This could be positive since it might raise the quality of the companies that get funding. On the other hand we should ask ourselves if it will lead to a biasing of the carrying capacity.</li> </ol>
<p><b>Thème 2</b></p> <p><b>Changements au niveau de la visibilité</b></p>	<ol style="list-style-type: none"> <li>9. The only indicator I have is that in the community, I hear people talking more and more frequently about the RDD.</li> <li>10. My perception is that there have been changes, newspaper articles glowingly presenting impressive statistics, news coverage of projects in development, workshops being announced, etc.</li> </ol>

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<b>Autres commentaires</b>	<p>In francophone Ontario, there is an increased awareness of the social enterprise and gradually people are talking to each other about the training experience and are learning more and getting familiar with the RDD tool and process. Whether in the case of meetings, workshops, focused follow-up or specific guidance, it all seems to have been positive. The most positive thing to come out of this experience was undoubtedly the creation of partnerships with organizations that are involved with this type of development in one way or another.</p> <p>The RDD mechanism is a comprehensive one, and anyone going through the process of developing a social enterprise goes through all the steps, uncovers answers to their questions and manages to self-evaluate to reveal their strengths and weaknesses, after which they go through the process as a whole and consolidate the dynamics and the development of the group and the enterprise while being strongly grounded in their environment. The process also leads to the empowerment of groups through their work, which allows stakeholders to carry out their support role. Tangible results can be observed from the training workshop and as the projects develop.</p> <p>The technical assistance was of critical importance and helped in a very positive way. It strengthened the capacity of the organizations, prompted them to think differently, to see possibilities they hadn't envisioned and to aim for self-sufficiency. The project and the process created an interesting dynamic in every region of Ontario. We integrated the content and we adapted it to suit the different needs we came across.</p> <p>The negatives were transformed into positives! There were moments of frustration, but they led to dialogue and changes in course from which we reaped significant results. Several people pointed out how significant this project has been for francophone Ontario. It allowed the different organizations to know each other better and develop complementary rather than competing approaches. It also allowed a discussion to take place on the subject of CED in Ontario while mobilizing a variety of actors around the same table to think together and talk about development. Some have completely absorbed and integrated the knowledge, but several people pointed out how important it was to gather up the necessary human and financial resources to continue to adequately support this promotion of social enterprises, as well as the customized technical support and the ongoing capacity building between all the different actors in order to serve the needs of urban and rural communities.</p> <p>The various organizations now seem to have understood that it is essential to plan well and to work together. The financial resources at our disposal are essential, and we should take advantage of them, as well as the support, the advice, the coordinating efforts...</p> <p><i>« Whatever the nature of the project, the RDD helped us. »</i></p>
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<p><b>Ce qui n'a pas changé ou éléments qui demandent toujours une attention</b></p>	<p>It would be important to be able to access French-language resources online, where one could easily find all the necessary resources and information in French (on the RDÉE, CCO or Économie solidaire de l'Ontario websites, for instance).</p> <p>It would also be important to establish a transition phase so that our investment over the last three years would not be lost. Afterwards, it would be important to mobilize the various partners in order to focus the necessary human and financial resources on continuing the project that the RDD has begun, whether it be for promotion, delivering workshops, planning assistance, ongoing support, and technical, financial and human resources adapted to the different needs: rural, urban, youth, women, ethno-cultural and racial minorities, persons with disabilities or special needs, etc.</p> <p>A movement is underway in Ontario, which can partially be traced back to the RDD. Funding is an important tool, as well as the importance of enacting public policies in Ontario and federally that support this development and recognize its importance. In this case, Quebec and the Chantier can be seen as a useful guide, but the political environment in Quebec is more receptive than in Ontario. Ontario is focused on big industry and not necessarily on the social economy and its collective forms of entrepreneurialism. Last summer, however, there was a funding announcement of several million dollars for social innovation, as well as a major event in Toronto on social entrepreneurship where Bay Street management was in attendance.</p> <p>The most important thing is to mobilize the different actors and organizations involved in order to encourage the provincial government and the banks and trusts to invest in this economy. The problem is not a lack of money, but rather a lack of conditions to encourage these types of investments.</p> <p>Communities are innovating and more than ever they are looking to develop projects that respond to their specific concerns.</p> <p>There is a heightened level of interest around the social enterprise, which means that resources will have to be evaluated or increased in order to meet the level of expectation that has been generated through all the workshops and the technical support that was offered.</p> <p>I think this has positioned us even more strongly in the field. The social enterprise wasn't even part of our vocabulary, but more and more we are positioning ourselves.</p> <p><b>« It has a snowball effect... »</b></p> <p>We observed a willingness to create a more integrated approach to the social economy in Ontario, particularly in the English-speaking community, for instance in organizations such as the Community Loan Fund, the Ottawa CED Network, the Coalition ontarienne de DÉC et d'Économie sociale, etc. Now that we have finished mourning the loss of the national social economy initiative, do we want to support the development of social enterprises in a more strategic fashion? What would the outcomes be for that kind of project?</p> <p>The fact that the RDD was limited to the Francophone community undoubtedly diminished its impact across the province. Should we be establishing strategic partnerships with other organizations in Ontario working in CED and the social economy to highlight social enterprises, and obtain the necessary resources to support their development in urban and rural areas?</p>
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We did not have enough time or resources to give the RDD workshop in every region of Ontario and to respond to the demand. Several people expressed the desire to continue to use, distribute and promote the RDD while working in collaboration and as a complement to those organizations already involved with the RDD and other initiatives. But the question is, will this continue once the provincial committee ceases its functions and when the coordinator will no longer be there to stimulate strategic thinking, information sharing, communication, mentorship and strategic networking?

Over the course of the last 31 months, we observed a number of challenges relating to human resources and staff turnover in several organizations involved in this process. Is there guaranteed and stable core funding for organizations who are primarily involved in the development of social enterprises? Should we be building solidarity so that we can demand the necessary resources to support this type of development?

It would seem that much remains to be done to support the development of social enterprises, even if stakeholders and funding partners are more informed on what a social enterprise is and what it needs in order to obtain support. But should an integrated system be put into place where all the different organizations would have their respective mandates supporting the development of social enterprises?

How can we continue to offer the RDD in a concerted fashion in the near future, and even develop other capacity-building activities in order to support the various stages of development of social enterprises: strategic planning, good governance, financial management, etc.?

A number of changes have taken place, particularly with some funding partners who now refer to the RDD in the evaluation process of certain types of funding applications. Is this a temporary practice or has there been a permanent shift in the evaluation process?

The various initiatives that have been advanced up to this point, for instance the 400 people who have been trained through this project, the successful completion of numerous social enterprise projects, the theme of the next AFMO conference, the training of key CDI personnel, the various activities carried out by RDÉE Ontario and the CCO, the creation of a "funder's forum" in Atlantic Canada, the process of dialogue taking place within the Économie solidaire de l'Ontario, etc. all confirm that a significant amount of work has been done. But how do we now continue to converge without competing with each other?

There were changes relating to commitment and the relationships between the different local stakeholders during the course of the project, and it would be important to do the proper follow up.

The rural environment has greatly benefited from this idea to develop social enterprises. But several participants pointed out the importance of finding adequate resources to extend the initiative not only rurally but also into the urban setting. How do we go about executing this?

In our various organizations, we all have very competent human resources who wish to continue improving their skills. What should we do in order to continue to build capacity, to best put these resources to use, to create an environment that encourages mutual learning and the sharing of techniques, tools and approaches?

We can all agree to be partners in the development of social enterprises, but do we all have the same understanding of what "partnership" means?

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PSG Final Survey: Most Significant Changes**

	<p>To better evaluate this development, should we create evaluation and monitoring mechanisms?</p> <p><i>Over the last 31 months, there has been a raising of awareness, a time to reflect and following that, a better positioning.</i></p>
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<p><b>Mon vote pour le changement le plus significatif ou le regroupement de changements dans un domaine.</b></p>	
<p><b>Ma raison pour choisir ce ou ces changements significatifs</b></p>	
<p><b>Mon vote pour le changement le plus significatif à travers tous les domaines est :</b></p>	
<p><b>Et ma raison pour ce choix est :</b></p>	