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# Work Integration Social Enterprises (WISE): Workshop Synthesis 2023

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Carleton University

RESEARCH REPORT  
SCSE–CSES

June 2023

**WISE**  
RESEARCH PROGRAM

**ESiR**  
PROGRAMME DE RECHERCHE

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The report is based on and draws on portions of the presentations and handouts during the day by various presenters. Thanks are extended to them.

Despite our efforts to ensure the accuracy of the information provided, errors are possible. Please do not hesitate to contact the authors if there are factual errors or for comments and suggestions.

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# **Work Integration Social Enterprises (WISE): 2023 Workshop Synthesis**

## **Entreprises sociales d'insertion par le travail (ESIT): Synthèse Atelier 2023**

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### **ABSTRACT**

This report summarizes the presentations and discussions at the February 24, 2023, workshop organized by the Social Research Division of Employment and Social Development Canada (ESDC). This workshop is part of a research program on work integration social enterprises (WISEs). During the workshop, six research teams presented the findings of their respective studies allocated in three blocks. The fourth block was a panel of WISE sector leaders followed by a questions and answers period. Concluding remarks were offered at the end of the day on the research program.

### **RÉSUMÉ**

Ce rapport est une synthèse des présentations et des discussions de l'atelier tenu le 24 février 2023 organisé par la Division de la recherche sociale au sein d'Emploi et Développement social Canada (EDSC). Cet atelier s'insère dans le cadre d'un programme de recherche sur les entreprises sociales d'insertion par le travail (ESIT). Durant la journée, six équipes de recherche ont présenté leurs résultats de leurs études respectives répartis en trois blocs. Le quatrième bloc était un panel de leaders du secteur ESIT suivi par une période de questions et réponses. Un mot de la fin a été offert sur l'ensemble du programme de recherche.

## TABLE OF CONTENTS

ABSTRACT .....	3
RÉSUMÉ .....	3
WORKSHOP DESCRIPTION .....	5
INTRODUCTORY REMARKS .....	6
Andrew Brown, Associate Deputy Minister, ESDC .....	6
BLOCK 1: PRESENTATIONS OF FINDINGS .....	7
Jean-Marc Fontan, Université du Québec à Montréal (UQAM) .....	7
Marcelo Vieta, University of Toronto .....	7
Discussion by Catherine Demers, ESDC .....	8
Questions and Answers .....	8
BLOCK 2: PRESENTATIONS OF FINDINGS .....	9
Mike Toye, CCEDnet/RCDÉC .....	9
Rosemary Lysaght & Kelley Packalen, Queen’s University .....	9
Discussion by Karen Hall, ESDC .....	10
Questions and Answers .....	10
BLOCK 3: PRESENTATIONS OF FINDINGS .....	11
Shawn de Raaf, SRDC/SRSA-BC & Rupert Downing .....	11
Shawn de Raaf, SRDC/SRSA-ON & Erin Chapelle .....	11
Discussion by Hugues Vaillancourt, ESDC .....	12
Questions and Answers .....	12
BLOCK 4: PANEL OF WISE SECTOR LEADERS .....	13
Simon Durand, Groupe Convex (ON) .....	13
Richard Gravel, Collectif des entreprises d’insertion du Québec (QC) .....	13
Mike Toye, CCEDNet (QC/ON) .....	13
Anne Jamieson, Toronto Enterprise Fund (ON) .....	14
Rupert Downing, BC Social Enterprise Network (BC) .....	14
Panel discussion .....	14
Additional comments .....	15
CONCLUSION FOR THE WORKSHOP .....	16
APPENDIX A – HYBRID WORKSHOP AGENDA .....	17

Note:

SRDC/SRSA = Social Research and Demonstration Corporation  
/ Société de recherche sociale appliquée  
CCEDnet/RCDÉC = The Canadian Community Economic Development (CED) Network  
/ Le Réseau canadien de développement économique communautaire (DÉC)

## WORKSHOP DESCRIPTION

The 2023 workshop was a continuation of the reflection arising from the February 2020<sup>1</sup> and February 2021<sup>2</sup> workshops and is part of a research program on work integration social enterprises (WISE) funded under the Employment Insurance Part II Expenditure Plan for Pan-Canadian Projects and managed by the Social Research Division of Employment and Social Development Canada (ESDC) of the Government of Canada. Patrick Bussière, Senior Director, Social Research, ESDC, and François Brouard, Full Professor, Carleton University, who acted as facilitator for the day, led the workshop.

The questions of the research program were:

- 1) Are WISEs effective in promoting the social and labour market integration of vulnerable individuals?
- 2) Which WISE models and type of training programs work best?
- 3) How does the success of interventions vary based on different circumstances and recipients?
- 4) What is the return on investment for government?

The meeting agenda is presented in Appendix A. The workshop included four main blocks:

Introduction and introductory remarks

Block 1 – Presentation of findings by two research teams

Block 2 – Presentation of findings by two research teams

Block 3 – Presentation of findings by two research teams

Block 4 – Panel of WISE sector leaders

Conclusion for the workshop

A social enterprise (SE) is a revenue-generating enterprise whose objectives are mainly social and whose surpluses are reinvested into the enterprise or into the community, instead of being motivated by the need to benefit shareholders and owners. A work integration social enterprise (WISE) can be defined as an organization using a real enterprise as a training location.

A synthesis report<sup>3</sup> compiled the findings of the six projects' final reports for the 2017-2022 period, highlighting significant lessons that were learned and identifies areas for future research. This report doesn't include the details of the findings for each research teams.

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<sup>1</sup> Brouard, F. (2020). *Work Integration Social Enterprises (WISE): Workshop Synthesis 2020*, Research report SCSE/CSES, Sprott Centre for Social Enterprises (SCSE/CSES), Sprott School of Business, Carleton University, March, 23p.

Brouard, F. (2020). *Entreprises sociales d'insertion par le travail (ESIT): Synthèse Atelier 2020*, Rapport de recherche SCSE/CSES, Sprott Centre for Social Enterprises / Centre Sprott pour les entreprises sociales (SCSE/CSES), Sprott School of Business, Carleton University, mars, 25p.

<sup>2</sup> Brouard, F. (2021). *Work Integration Social Enterprises (WISE): Workshop Synthesis 2021*, Research report SCSE/CSES, Sprott Centre for Social Enterprises (SCSE/CSES), Sprott School of Business, Carleton University, March, 30p.

Brouard, F. (2021). *Entreprises sociales d'insertion par le travail (ESIT): Synthèse Atelier 2021*, Rapport de recherche SCSE/CSES, Sprott Centre for Social Enterprises / Centre Sprott pour les entreprises sociales (SCSE/CSES), Sprott School of Business, Carleton University, mars, 34p.

<sup>3</sup> ESDC (2023). *Work Integration Social Enterprises (WISE) - Synthesis 2017-2022*, Report, Employment and Social Development Canada (ESDC), 31p

EDSC (2023). *Programme de recherche sur les entreprises sociales d'insertion par le travail (ESIT) - Synthèse 2017-2022*, Rapport, Emploi et Développement social Canada (EDSC), 39p.

## INTRODUCTORY REMARKS

### **Andrew Brown, Associate Deputy Minister, ESDC**

After acknowledging the traditional and unceded territory of the Anishinaabe Algonquin Nation, Andrew Brown welcomed participants to present results and discuss the WISE research program. The workshop marked the culmination of a major research program that ESDC has supported since 2017.

Social enterprises, including WISEs, are innovative agents of change for disadvantaged groups. That is why the Government of Canada, the provincial and territorial governments and the non-profit sector are continuing to invest in social enterprises. However, it is not always clear whether these investments are reaping the economic and social benefits desired. The goal of ESDC's WISE research program was to gain a more complete understanding of the effectiveness of WISEs in promoting the social and labour market integration of vulnerable groups.

This longitudinal research program was designed to assess the extent to which WISEs effectively helped improve socioeconomic outcomes for vulnerable populations, including persons with disabilities, at-risk youth, homeless people and people struggling with mental health and addiction. The WISE research program consisted of six main research projects, including four in Ontario, one in Quebec and one in British Columbia. The program involved more than 63 WISEs and approximately 800 participants.

The Department has committed to applying the results of the WISE research program and will continue to support other research in the field. Phase II of the program will therefore be launched very soon. This phase will allow researchers to gather further information and will bolster the Government of Canada's ongoing efforts to address the needs of vulnerable groups. It will hone in on a priority area for the Government of Canada and ESDC: social purpose organizations for labour market integration of Black populations and other racialized groups.

The WISE research program and Phase II will contribute to the evidence base for policies and programs in this area. The program will also continue to foster collaboration among researchers, professionals and policy and program experts working in the sector.

Words of appreciation and congratulations were extended to the research teams, the researchers, the WISEs and everyone who helped ensure this important research program delivered on its promises.

## **BLOCK 1: PRESENTATIONS OF FINDINGS**

Chaired by Catherine Demers, Associate Assistant Deputy Minister, Skills and Employment Branch, ESDC, there were presentations on longitudinal research and the results to date from two research teams.

In this first session we heard about the findings of research that focused on WISEs working with young adults in Montreal and at-risk youth in Ontario.

The first study, “*Effectiveness of WISE Working with Young Adults in Montreal : A Longitudinal Study*”, was presented by Jean-Marc Fontan. This project evaluated the longitudinal socio-economic impacts of Quebec WISE programs within the Collectif des entreprises d’insertion du Québec (CEIQ).

The second study, “*WISE Project for Training At-Risk Youth*”, was presented by Marcelo Vieta. This project looked at the socio-economic outcomes of WISE programs concentrating on the workforce integration of at-risk youth in Ontario.

### **Jean-Marc Fontan, Université du Québec à Montréal (UQAM)**

Jean-Marc Fontan presented the research project “*Effectiveness of WISEs working with young adults in Montréal: a longitudinal study*”. The purpose of the study was to understand what the training offered by WISEs brings to its participants (on several levels) and to show the effectiveness of this training for socio-occupational integration. The core objectives were to create and strengthen partnerships, describe and analyze the integration ecosystem and its developing context, identify and qualify selected WISE intervention models, conduct a longitudinal study with individuals participating in a WISE training program, and develop WISE reflexivity and self-assessment capacity.

### **Marcelo Vieta, University of Toronto**

Marcelo Vieta presented the research project “*WISE Project for Training At-Risk Youth*”. The goal was to follow youth who are trained for workforce integration by a group of organizations and to obtain information on whether their circumstances are improving economically, socially and psychologically for 3 years. The research objectives were to: assess how WISEs training youth-in/at risk for employment and skills development are achieving this goal over time; compare the impacts of WISEs with more conventional government-funded programs; analyze whether the economic and social return for WISEs are commensurate with the investment, using social accounting; and support capacity building efforts of the partner organizations. This project looked at two streams – WISEs and traditional employment models. The study tracked employment outcomes as well as wellbeing measures and access to services.

## Discussion by Catherine Demers, ESDC

The findings from the group's research definitely advance our understanding of how WISEs are helping at-risk youth and young adults. It is promising to hear that most participants developed both professional and social skills. It is also encouraging to learn that the development of critical job search skills and on-the-job skills helped reduce barriers related to workforce integration.

It was interesting to learn that the pathways to workforce integration are insufficient for some participants. WISEs will benefit from considering how individual profile characteristics (e.g., quality of health, distance from the labour market) could affect programming decisions.

Further research into how specialized and individual supports might be used to facilitate the adequate integration of vulnerable populations could be of particular interest.

## Questions and Answers

What is special about this type of organization (WISE)?

- These organizations address pre-employability.
- There are differences between WISE that are destinations for employment and those that offer skill development.

Have WISE helped with fundamental skills that help with transition to work in the long term?

- There is a need for more follow-up to look at long-term.
- The link is not clear. There is a need for better linkages with colleges and other organizations offering support.

Why compare WISE to non-WISE? Why not compare to more similar groups?

- We compared them because they had the same aim – work integration, even if they are different (training with experience inside or outside for experience)
- The non-WISE had many immigrants, who were just looking for some Canadian work experience.

Why don't we see better employment given the current labour shortages?

- The unfilled employment right now is not necessarily among the low skilled.
- Need further follow up to see real impacts



## BLOCK 2: PRESENTATIONS OF FINDINGS

Chaired by Karen Hall, Associate Deputy Minister, Income Security and Social Development Branch, ESDC, there were presentations on longitudinal research and the results to date from two research teams.

In the second session, we heard about the findings of research that focused on WISEs that support people with mental health and addictions challenges and WISEs that support individuals who are homeless or at risk of homelessness.

The first study, “*Alleviating Homelessness: WISE Research*”, was presented by Mike Toye. This project investigated the longitudinal socio-economic outcomes of WISE interventions for individuals in the Greater Toronto Area (GTA) who are homeless or at risk of homelessness.

The second study, “*Evaluating the Effectiveness of WISE in the Mental Health Sector*”, was presented by Rosemary Lysaght and Kelley Packalen. This study evaluated the outcomes of WISEs that focus on persons who face barriers such as addiction, disability, and who experience(d) mental illness, or mental health challenges.

### **Mike Toye, CCEDnet/RCDÉC**

Mike Toye presented the research project “*Alleviating Homelessness: WISE Research*”. This was a homelessness-focused project. The research questions were: To what extent are WISE partners promoting participants’ social and labour market integration?; How do participant impacts compare with non-WISE participants?; How do participant outcomes and experiences vary by WISE and by subgroup?; What features of WISE partners are particularly effective?; What is the return on investment for government financial support of this set of WISEs?

### **Rosemary Lysaght & Kelley Packalen, Queen’s University**

Rosemary Lysaght and Kelley Packalen presented the research project “*Evaluating the Effectiveness of WISE in the Mental Health Sector*”. It was a mental health sector based project. The main goals of the project were to answer these questions: Who works in WISEs – and why do they choose WISE?; How does WISE participation impact social and labour market integration for people with serious mental illness?; What difference can be seen in the level and nature of change in socio-economic indicators for people who remain in a WISE as compared with those workers who move on to other learning or employment options?

### **Discussion by Karen Hall, ESDC**

These two research projects have uncovered significant findings that are certainly relevant to the policy and program work done by ESDC. It was promising to hear that the employment outcomes of participants improved by the end of the study. It was also reassuring to hear that participants showed resilience and were able to bounce back with support, despite the difficulties they experienced. The range of supports that WISEs offer is evidently very important to WISE participants as they transition into the workforce.

It was also interesting to learn that WISE participants generally reported lower substance use risk scores. Future research will ideally continue to investigate how specialized WISE programming can support specific vulnerable populations.

It is our hope that the soon to be launched Phase II of the WISE research program will ensure the continuation of knowledge generation in this field and contribute to the Government of Canada's effort in addressing the needs of vulnerable groups.

### **Questions and Answers**

What is needed for WISE to scale up?

- Scaling issues are important to consider.
- This is difficult as COVID has caused some downsizing.
- Maybe some stigma are associated with these organizations within newcomer populations.

What about impacts on Indigenous WISE participants

- Harder to measure as they are more likely to be involved in “informal economy”

### **BLOCK 3: PRESENTATIONS OF FINDINGS**

Chaired by Hughes Vaillancourt, Director General, Social Policy Directorate, ESDC, there were presentations on longitudinal research and the results from two research teams.

In this third session, findings from two additional research projects were presented: “*Long-Term Case Studies of Work Integrated Social Enterprises in British Columbia*”; and “*Field Trials and Evaluation of WISE Programming in North Simcoe County*”.

Shawn de Raaf and Rupert Downing presented the BC project that looked into the longitudinal impacts of WISEs operating in the province focusing on factors of vulnerability (e.g., rurality, indigeneity).

Shawn de Raaf and Erin Chapelle presented the North Simcoe project that assessed the role of WISE interventions on the labour market outcomes and social inclusion of at-risk youth in the County.

#### **Shawn de Raaf, SRDC/SRSA-BC & Rupert Downing**

Shawn de Raaf and Rupert Downing presented the research project “*Long-Term Case Studies of Work Integrated Social Enterprises in British Columbia*”. The key target population were immigrants, persons with disabilities and Indigenous peoples in rural communities. The research questions were: What supports do WISEs need to hire vulnerable populations in a sustainable fashion?; What are the long-term employment outcomes for individuals who participate in WISE placement?; What sector supports and capacity building is needed to scale up and improve outcomes amongst WISEs?; What policy measures could improve the scale and impact of WISEs in BC?.

#### **Shawn de Raaf, SRDC/SRSA-ON & Erin Chapelle**

Shawn de Raaf and Erin Chapelle presented the research project “*Field Trials and Evaluation of Three WISE Programs in Northern Simcoe County Ontario*”. The research questions were: Does WISE model provide meaningful opportunities for vulnerable youth populations in rural communities to improve their labour market outcomes and social inclusion?; Does integrated training, mentorship and social entrepreneurship programming improve the skills, career activation, and employability of at-risk youth participants?; Does this type of intervention lead to improved social outcomes of participants?; Do participant outcomes vary across the project’s key subgroups of interest? A supplementary component of the evaluation examined the capacity of The Karma Project (KP) to supporting vulnerable youth in their employment journeys.

## **Discussion by Hugues Vaillancourt, ESDC**

The findings from the group's research undoubtedly help increase our understanding of how WISEs are helping people in remote locations. It was encouraging to learn that most of your respondents credited their WISE experience as having a positive role in their resiliency and adaptability in dealing with challenges particularly during the COVID-19 pandemic.

The fact that these respondents also reported that the WISEs helped them develop other important life and social skills, which contributed to their quality of life, signifies the role of these organizations in supporting their intended participants.

It is also promising to learn that gaining work experience or training, and the support of staff or colleagues at respective WISEs are some of the positive impacts that participants mentioned.

Overall, the two research projects produced a wealth of knowledge that would be relevant for policy and program work by ESDC. In addition, the findings pinpointed areas that invite further inquiry.

The Phase II of the WISE research program, expected to be launched soon, should generate additional knowledge in this area and contribute to the Government of Canada's effort in identifying and addressing the needs of vulnerable groups.

## **Questions and Answers**

How can we ensure that WISE grow and are sustainable?

- We need a change in the overarching social mission in Canada
- WISE need flexibility as they all serve very different regions/populations
- They need to be responsive to community needs
- Give them space and resources
- Crucial to understand how to support social innovators
- We need to develop the "ecosystem" that will allow them to grow and adapt to different situations
- Essential to make connections
- Need for support

Where WISE fit in the range of active employment measures?

- Need for more examination in Canada
- Mostly settled in Québec
- There is a need for more sophisticated assessment of entrants into WISE programs.

#### **BLOCK 4: PANEL OF WISE SECTOR LEADERS**

Facilitated by François Brouard, two main questions were asked to the panelists:

- Talk about your perspectives on the research results presented during the workshop. / What are the links you are making with your knowledge of the sector?
- What are the lessons learned from the research presented?

##### **Simon Durand, Groupe Convex (ON)**

Groupe Convex offers employment to people with intellectual disabilities. It has approximately \$5 million in operating revenue. There are a wide variety of WISEs, and the sector needs to be diversified and adapted to the various contexts and populations served. A balance must be struck in terms of funding (public support vs. profitability/profits).

##### **Richard Gravel, Collectif des entreprises d'insertion du Québec (QC)**

Part of our client base is little impacted by our work. Creating personalized programs for these people could smack of victimization, suggesting that they are personally responsible for knowing how to benefit from these programs. The labour market is rapidly changing. Jobs are getting more complex. People are continuing to face roadblocks. Onboarding and training issues are growing. We need to foster a culture of research and development to identify how to better adapt to the labour market and take stock of a varying client base.

##### **Mike Toye, CCEDNet (QC/ON)**

There is a need to build evidence for advocacy for the WISE model. WISE need support from governments. There are a wide range of practices and conditions. Outcomes are significant. Possible question: where do WISE fit into active employment measures? There is a need to examine all employment measures in Quebec and in other provinces.

Lessons learned:

Sustainable recognition is needed for these programs to thrive. Long term funding is essential. Part of the goal is to change and move the labour market, to be more human for everyone. WISEs should be and are leaders for that. Need to strengthen and refine the network.

**Anne Jamieson, Toronto Enterprise Fund (ON)**

It is not just about numbers and income, but mostly about social and health outcomes and positive impacts for those who integrate WISEs.

Lessons learned:

WISE work, we have the evidence. Challenges WISE face: Lost revenue because of COVID (catering), can't look for new markets because workers don't want/can't travel too far. Balance the business development side and the social side (needs and wants of those that work there). Need more funding to alieve that stress, to be able to focus on the social side. Attrition rates normal with vulnerable populations. We need to think of other ways to do research with this population. Statistics analysis maybe not the right way to capsulate the benefits and outcomes of WISE.

**Rupert Downing, BC Social Enterprise Network (BC)**

Need to do some policy work, how to integrate work of WISEs in employment measures. In British Columbia, need to collaborate with Indigenous communities, which most are already doing some WISE, but don't call it that.

**Panel discussion**

- We need to understand the intake in WISE. WISE works for some and not for others. We need to be able to identify what works for whom and direct participants accordingly.
- We need to build research capacity for WISE
- WISE have huge impacts on participants. However, these are often non-economic in nature and are therefore hard to quantify. They often help with: mental health, changes in behaviour (unintended consequences), etc.
- There are flaws in the design of our social assistance programs, such as claw backs that may limit willingness to transition to work, lowering the measured impacts of WISE.
- We have 200,000 unfilled jobs in Canada but employers are looking for people ready/qualified to work
- It is fundamental that WISE have long-term sustainability. Short-term funding will not work.
- It is not about moving people into jobs but actually changing the labour market to something where everyone can succeed.
- WISEs need room/platform to share "what works" and for whom.
- This is an economy Canadians want, they just do not know about it.
- WISE worked, despite COVID!
- Need partnerships between the sector, research and government.

**Additional comments**

*Jean-Marc Fontan:* The mutual agreement with government agencies is very important for ensuring ongoing support and funding. We do not necessarily have to set our sights on social enterprise profitability; rather, we should view these contributions as an investment to guarantee a minimum income for certain vulnerable populations. We need to build bridges with the informal labour market to ultimately draw its workers to the formal labour market, thereby helping more at-risk or immigrant populations.

*Shawn de Raaf:* Key piece happening when we think about further research involving WISE, to have a common understanding, could have been interesting to have common analysis and understanding.

*Rosemary Lysaght:* Ways that we can better organize to have some common understanding and measures based on this project. No resources to do this type of meta-analysis. Need for a better well organized form of support for this sector (need for policy support).

*Mike Toye:* The world is moving on this idea and need for more WISE. Quebec has been a leader, the rest of Canada need to catch up.

*Patrick Bussière:* OECD secretariat is aware of the WISE program, and are waiting for the final report.

## CONCLUSION FOR THE WORKSHOP

François Brouard ended the day by giving a historical overview of the WISE research program (see Table 1) and saying a few words on WISEs and the research conducted.

**Table 1 – Brief history of the WISE research program**

Date	Elements
2016 February	Discussion in building a research program on WISE
2016 August	Call for concepts
2019 February	Workshop 2019 (with 6 research teams)
2020 February	Workshop 2020 (with 6 research teams)
2020 March	Report on 2020 Workshop
2020 March ...	COVID pandemic
2021 February	Virtual Workshop 2021 (with 6 research teams)
2021 March	Report on 2021 Workshop
2023 February	Synthesis Report on 2017-2022 WISE research program Hybrid Workshop 2023 (with 6 research teams)
2023 June	Report on 2023 Workshop

Over the years, five meetings have been held, including four workshops with a periodic presentation of results. Three reports on the annual workshops and one synthesis report for the entire period have been published. The workshops were initially held in person, and then alternated between virtual and hybrid format.

WISEs are not all the same; they are a diverse group with diverse activities. They have different sources of funding and revenue. Their client bases vary and are found in urban and rural areas alike. Different WISEs have different solutions to offer. The study results show positive outcomes for WISEs and their client bases. WISEs transform the lives of many people.

During the longitudinal studies, the researchers tackled many challenges. The research teams used various research methods. The researchers and WISEs worked well together on the research teams, and this collaboration should continue moving forward. Each of the six research teams made a meaningful contribution.

WISE works! And evidence support it.

François Brouard ended the day by thanking the participants, as well as everyone who presented during the workshop. He extended special thanks to the workshop organizers, including all ESDC staff involved in the organization, simultaneous interpretation and seamless technical support.

Patrick Bussière thanked the participants for attending.



**APPENDIX A – HYBRID WORKSHOP AGENDA**

**2023 Work Integration Social Enterprise (WISE) Research Program**  
**Hybrid Workshop**



Date: Friday, February 24<sup>th</sup>, 2023  
 Time: 9:00 a.m. – 3:30 p.m.  
 111, Sussex (Algonquin room), Ottawa ON and Zoom

08:30 – 09:00	Login, troubleshooting for on-line participants
09:00 – 09:05	<b>Introduction and House Keeping</b> Patrick Bussière, Director, Social Research, ESDC
09:05 – 09:20	<b>Introductory remarks</b> Andrew Brown, Associate Deputy Minister, ESDC
09:20 – 09:30	<b>Setting the agenda</b> François Brouard, Carleton University (facilitator for the day)
09:30 – 10:30	<b>Block 1: Presentation of Findings</b>  <b>Chair and Discussant</b> Catherine Demers, Associate Assistant Deputy Minister, Skills and Employment Branch, ESDC  <b>The Effectiveness of WISE Working with Young Adults in Montréal: A Longitudinal Study</b> Jean-Marc Fontan, Université du Québec à Montréal (15 minutes)  <b>WISE Project for Training At-Risk Youth</b> Marcelo Vieta, Ontario Institute for the Study of Education (15 minutes)  Discussant (5 minutes); Questions and Answers (20 minutes)
10:30 – 10:45	Health Break
10:45 – 11:45	<b>Block 2: Presentation of Findings</b>  <b>Chair and Discussant</b> – Karen Hall, Associate Assistant Deputy Minister, Income Security and Social Development Branch, ESDC  <b>Alleviating Homelessness: WISE Research</b> Mike Toye, CCEDNet and Chair of the Social Innovation Advisory Council of the Government of Canada (15 minutes)  <b>Evaluating the Effectiveness of WISE in the Mental Health Sector</b> Rosemary Lysaght & Kelley Packalen, Queen’s University (15 minutes)  Discussant (5 minutes); Questions and Answers (20 minutes)

11:45 – 13:00	Lunch
13:00 – 14:00	<p><b>Block 3: Presentation of Findings</b></p> <p><b>Chair and Discussant</b> – Hughes Vaillancourt, Director General, Social Policy Directorate, ESDC</p> <p><b>Long-Term Case Studies of Work Integrated Social Enterprises in British Columbia</b> Shawn de Raaf, Social Research Demonstration Corporation (SRDC) and Rupert Downing, Coordinator of the BC Social Enterprise Network and Advisor to the Social Innovation Advisory Council of the Government of Canada (15 minutes)</p> <p><b>Field Trials and Evaluation of Three WISE Programs in Northern Simcoe County Ontario</b> Shawn de Raaf, SRDC and Erin Chapelle - Karma Project (15 minutes)</p> <p>Discussant (5 minutes); Questions and Answers (20 minutes)</p>
14:00 – 14:15	Health Break
14:15 – 15:15	<p><b>Block 4: Panel of WISE Sector Leaders</b></p> <p>Simon Durand, CEO, Groupe Convex</p> <p>Richard Gravel, Collectif des entreprises d’insertion du Québec</p> <p>Mike Toye, CCEDNet and Chair of the Social Innovation Advisory Council of the Government of Canada</p> <p>Anne Jamieson, Toronto Enterprise Fund</p> <p>Rupert Downing, Coordinator of the BC Social Enterprise Network and Advisor to the Social Innovation Advisory Council of the Government of Canada.</p> <p><b>Facilitator</b> – François Brouard, Carleton University</p> <p>Questions and Answers</p>
15:15 – 15:30	<p><b>Conclusion</b></p> <p><b>Concluding remarks</b> François Brouard, Carleton University</p> <p><b>Thank you and closing of the Worksop</b> Patrick Bussière, Senior Director, Social Research, ESDC</p>