

PRINCIPLES IN ACTION!



Manitoba 

▶ ▶ ▶ *Using*

CED Principles

To Build Strong Neighbourhoods

NEIGHBOURHOODS ALIVE! FORUM, FEBRUARY 22, 2002, WINNIPEG

Community Economic Development

CED (Community Economic Development) is a tool each of us can use to build a stronger neighbourhood. On February 22nd, Neighbourhoods Alive! presented a forum at the Aboriginal Centre of Winnipeg where representatives from Thompson to southern Manitoba learned the history of CED and how to apply it.

Forum participants were introduced to 11 CED principles that have become a unique part of Winnipeg development history over the last 15 years. The principles came from a group of Aboriginal and non-Aboriginal people struggling to create Neechi Foods -- a worker-run grocery in Winnipeg's inner city.

The forum introduced these principles and the whole continuum of development -- from projects that focus on building the community to more commercial forms of pure economic development. There were many diverse examples at the forum: from sewing star blankets to large financial institutions; from managing stores like Neechi Foods to managing stores in York Factory.

But the greatest gift presented at the forum, aside from new friends and new ideas, was the distillation of so many people's experiences into the 11 CED principles. As the many organizations in this booklet show, putting these principles into action can help each of us choose forms of economic development that build strong neighbourhoods.



Forum participants at Winnipeg's Aboriginal Centre.

History of CED Principles ▶ ▶ ▶

Economics for the market or economics for the community?

Economics professor John Loxley began the forum by presenting the 11 CED principles that have been developed in Winnipeg over the years. “You won’t find such principles laid out anywhere else in Canada,” he explained. “They are principles developed here by Aboriginal and non-Aboriginal members of the Winnipeg community.”

John introduced them by explaining their place in economic theory.

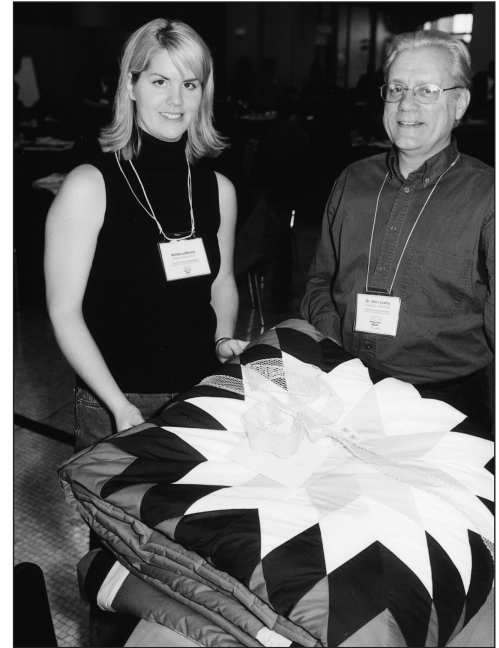
Economics is the exchange of goods and services, and the 11 CED principles represent a very different system of economics than the free market system that exists now. “The free market system works well in many circumstances,” said John. “But critics would say it leaves very big gaps for many people. It’s why we have poverty.”

Instead of simply the profit motive, CED principles look at economic exchanges as a chance to find a balance -- a balance between wealth and poverty, a balance between high income and low income sectors, a balance between economic gain and community gain. Some people would like to totally replace the free market system with a system based on the 11 CED principles. Many others see the principles as tools we can use, decision by decision, choice by choice, to improve our community.

John said the two key concepts in CED were linkages and leakages. When people make economic decisions to link with the people and businesses in their neighbourhood, they make all stronger. When this is not done, there are leakages. Traditional economic decisions don’t consider linkages and leakage. Thus you end up with decisions inevitably weakening the local economy and local neighbourhoods.

CED consciously uses economic decisions to strengthen the local neighbourhood, to build up local skills, to allow local decision-making. John gave housing as an excellent example of where CED decisions could be made. If houses are manufactured elsewhere and moved here, the construction money moves out of the neighbourhood, an example of leakage. But in most cases, houses are built here, creating linkages at many levels. The money is invested locally, developing local skills, improving the physical environment, providing opportunities for families to stay and stabilize the neighbourhood.

When all of these linkages are formally put together and stated, they create the 11 CED principles that were first stated in Winnipeg.



John Loxley is part of the unique Winnipeg heritage that created the CED principles. Just as the city's North End has moulded social consciousness; just as Aboriginal people are now adding traditional ideas; so John's courses at the U of M have shaped the consciousness of hundreds of students for decades. One former student, Kristy LeBaron, of Neighbourhoods Alive! presented John with a Star Blanket, sewn by Viola Stevenson and Irma Pierre of Northern Star Workers' Co-op, 211 Isabel (944-1440).





How Neechi Foods used CED principles to restore the balance

Louise Champagne of Neechi Foods told the Forum that CED is a natural part of a balanced traditional Aboriginal culture. “We had a community-based economic system long before the arrival of the commercial economy,” she said.

“Communal bands produced and shared everything that was needed. Production and consumption was balanced with society and the environment.”

As that traditional world has been engulfed by the world of commercial economics over the last 500 years, the sense of balance that marked the Aboriginal economy has been lost. That loss of balance for Aboriginal people has been devastating -- poverty, dysfunction, social problems.

Thus, in the 1980s, as Louise and a small group of activists worked in one of Winnipeg’s poorest neighbourhoods, “we couldn’t imagine that the way out of this mess was to take further steps into the commercial system.”

Instead, they set up a neighbourhood grocery store intentionally following the values of a community economic system. The step-by-step development of Neechi Foods also meant the step-by-step development of the 11 CED principles.

Whenever possible Neechi bought local goods and services -- fish, blueberries, wild rice from native co-ops. They produced local goods -- the best bannock in the city, baked by neighbourhood women. They set up as a worker co-op, putting profits, as wages, back into their own community (and absorbing losses too, during the lean years of the late ‘90s).

The list goes on -- providing local jobs, learning skills from accounting to stocking, learning to conduct business in democratic meetings. Improving public health meant a basket of fresh fruit for kids at the cash register. Neechi improved the neighbourhood, developed stability and, above all, provided human dignity.

The workers at Neechi developed the 11 CED principles through the difficult years of struggling to create their own business. Decision by decision, they saw the community system as the only way out of the devastation piled on their people by the commercial system.

And so, while Neechi has produced much over its 13 years to improve its own neighbourhood, it has also produced much more for the wider community -- the great richness of the 11 CED principles.



Louise Champagne at Neechi with customers at the kids’ basket of fresh fruits. Neechi is located at 325 Dufferin (586-5597).



Some of the members of the workers’ co-op that runs Neechi Foods.



Case studies from the tables

Participants at individual tables spent time on cases studies -- seeing how they could apply the 11 CED principles in a scenario. Most tables chose a scenario designing a youth program that could have a strategic effect on the local economy. Tables presented a wealth of ideas, from the simple to the complex. "Making a decision to take the kids to a local restaurant instead of a franchise is a strategic economic decision," said one participant. More complex ideas included business people as mentors, designing web sites and valuing all kids, especially those "at risk."



Papers, discussion and ideas at one of the tables.



Stephanie Heidenreich, from the University of Winnipeg, flip-charts ideas.



Grace Amos, from West Broadway's Odd Jobs For Kids, presents her table's case study.



Diversity of the tables: Stewart Disbrow, of Youth Justice; Stephanie Sinclair, of Aboriginal Single Window; and John Wilmot of Luxton Residents' Association.

Applying CED Principles ▶ ▶ ▶ ▶

Rebuilding houses and rebuilding neighbourhoods

A good example of a business applying CED principles through its work decisions is North End Housing.

“It’s important to rebuild the housing,” explained director Mary Williams, “but it’s just as important to rebuild the economic and social framework of the neighbourhood.”

North End Housing is rebuilding over 50 houses this year. The production of so many good quality homes is a massive change to the physical environment in an area that is seeing more and more boarded-up homes. Many people who had no hope of finding decent accommodation are now moving into renovated homes on a five-year rent-to-own lease. It’s a measure of neighbourhood stability and human dignity they haven’t been able to enjoy before.

Mary told the forum that many residents are now re-investing in their community, through socially-conscious work and in volunteer positions. For instance, some construction is done by students in Just Housing, a local skill development program. Graduates of that program have now found long-term employment -- nine of them have formed their own construction company that’s also doing much of the new work.

A new Aboriginal youth housing employment program has brought a high-energy group of young people into the mix. They’re planning and making their own decisions about building a house with supports for Aboriginal young people.

As well, the construction has added stability to a large number of North End businesses, since North End Housing always looks for local suppliers before going further afield.

If you count them, you’ll see the program applies all of the 11 CED principles, rebuilding not just houses, but the health of the entire neighbourhood.



Mary Williams and some of the high-energy Aboriginal youth who have recently joined North End Housing.



Housing is bursting out all over the inner city. Here, members of the Spence Neighbourhood Association show off a joint project between community and business, a house on Langside that’s part of the Real Estate Board’s Parade of Homes.

As well as the formal work sessions, participants had a chance to make new friends and explore new ideas at the many displays of CED enterprises in Winnipeg. Here, Robin, Shannon and Sue from Spence Neighbourhood Association check out the Up Shoppe, a women's clothing store operating at 384 Selkirk Ave. (582-3494).



The forum was opened by Linda Blomme, resident elder. After her prayer, she greeted a group of elementary students at Thunderbird House.

Using CED Principles To Build Strong Neighbourhoods ▶ ▶ ▶

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11 CED Principles

1. Use goods and services produced locally
2. Produce goods and services for local use
3. Re-invest profits locally
4. Employ local residents over the long term
5. Develop local skills
6. Make decisions locally
7. Improve public health
8. Improve physical environment
9. Stabilize neighbourhoods
10. Actively support human dignity
11. Actively support solidarity among self-reliant communities



Shauna MacKinnon explained the CED Lens to the forum. It's a tool the provincial cabinet has developed -- a way of looking at CED principles and asking "How can we incorporate these?" as they make choices about programs and activities.

11 CED Principles: ▶ ▶ ▶ ▶

To Strengthen Neighbourhoods

1 Use goods and services produced locally

2 Produce goods and services for local use

3 Re-invest profits locally

4 Employ local residents over the long term

5 Develop local skills

6 Make decisions locally

7 Improve public health

8 Improve physical environment

9 Stabilize neighbourhoods

10 Actively support human dignity

11 Actively support solidarity among self-reliant communities



Neighbourhoods Alive! is the Province of Manitoba's long-term, community-based social and economic development strategy to support revitalization efforts in specific neighbourhoods in Winnipeg, Brandon and Thompson.

Thanks to community organizers of the forum:

- Paul Chorney • Linda Williams
- Derek Pachal • Shannon Watson • Larry Wucherer
- Ruth Murdock • Colleen Robinson • Trudy Turner

This report was written by an independent source, based on his own notes of the forum and notes made by recorders at each table.



2. Produce Goods & Services For Local Use

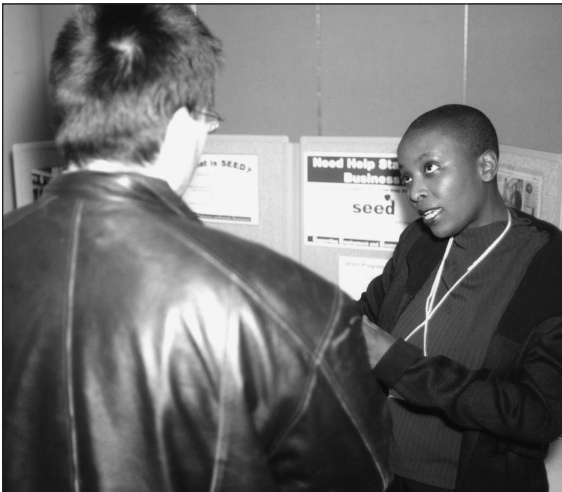
Many displays at the forum featured local goods and services. There are dozens of small micro-enterprises which are run by one person filling a unique niche. Small business people often turn their passion into a career. Shaun Murphy runs Lumber Lovers (772-3053) producing custom wood composters. Beside his display was Terrill Rankin of Wiggler Wranch (589-0241) who sells worms and conducts free worm workshops explaining the benefits of worms. (They cut composting time from a year to three months.)

There's truly every kind of service you can imagine produced locally, just waiting for your support.



Pamela Mason of Wolseley Family Place checks out Lumber Lovers and Wiggler Wranch.

3. Re-invest Profits Locally



Louise Simbandumwe was part of SEED Winnipeg's display at the forum. SEED is one of the pioneers of CED in Winnipeg, providing loans and support for dozens of small businesses operated by low-income people. SEED's main office is 400B Logan Avenue (927-9935).

A 1997 study of one North End neighbourhood dramatically showed the effects of investing, or not investing, local profits in the local neighbourhood.

Louise Simbandumwe (left) surveyed 32 social agencies and 41 businesses in the Lord Selkirk neighbourhood. The 32 agencies had a \$13 million payroll, but nearly \$10 million went to people who lived in other parts of the city.

Louise compared it to a "leaky bucket." It was a major factor in keeping neighbourhoods poor -- funds earned in one part of the city are spent in another part of the city.

That trend was reversed by ten smaller agencies who hired 60 out of their 90 employees locally. They were agencies like Andrews Street Family Centre and Native Women's Transition Centre who believe in a holistic approach to health, and in their neighbourhood. Those agencies include CED as part of their philosophy.

CED Principles in our Neighbourhoods



1. Use Goods & Services Produced Locally

The most fundamental principle of CED is supporting our own local economy when it comes to spending our money.

As John Loxley pointed out in his presentation, the market economy is based on our normal instinct to buy the cheapest or the most convenient product. It often takes a conscious choice to buy locally instead.

When organizers of the CED Forum were making their plans, they made a conscious decision to have most of the food catered by local outlets: the Aboriginal Centre's restaurant, (989-6386) Neechi Foods, Gunn's Bakery (247 Selkirk, 582-2364) and California Fruit (879 Main, 943-6034). It meant supporting locally-owned stores all within a few blocks of the Aboriginal Centre. One other caterer was Tall Grass Prairie Bakery (859 Westminster Ave., 779-4082) a fixture along Winnipeg's "granola belt", a strip of stores in Wolseley which has long been a hotbed of CED principles.

Trudy Turner, from the West End BIZ, told the forum of one program they're establishing to help their residents make the CED decision to buy locally. The West End is Winnipeg's cultural smorgasbord, with every type of food and service in its boundaries. Its motto is "We are the world."

All of these goods and services are being highlighted in a West End "Passport" book, with special deals for passport holders. The book and passport are being delivered free to each home in the neighbourhood (by local people, naturally).

The book, passport and accompanying promotional campaign will encourage local people to use local services. Contact Trudy if you're interested, 954-7900.

West End BIZ Director Trudy Turner told the forum you could buy anything in the West End, including Elizabeth Ogidan's hot tamarind candy. Elizabeth's store (Akin's International Foods, 562 Ellice, 779-8666) is one of the West End businesses taking part in the passport program.





11. *Actively Support Solidarity Among Self Reliant Communities*

CED isn't just a theory. You can make a difference today by choosing to support CED enterprises. The sample of 39 businesses below has been gathered from SEED Winnipeg and the Community Development Business Association. There are 17 others all through this report, everything from star blankets to tamarind candy, from child care to worm care. But there are dozens of others -- many in your own neighbourhood. What's most important is that you make your own list of local grocers, printers, craft makers and businesses that you can support and that support the 11 CED principles. That's how we'll build stronger neighbourhoods.

BUSINESS SERVICES, COURIER, FINANCIAL, TRAVEL

Assiniboine Credit Union: local financial co-op, 958-8588
Carisun Travel: specialists in travel to Cuba, 334-0136
Community Phone Tree: computerized bulk phone messages, 774-5196
DreamWeaver Management: creative project development, 224-4043
Hall Molgat Accountants: 943-9931
Manica Ribbon Recycling: 944-0461
Natural Cycle: citywide courier service, 957-5762
Seva Circle Management Services: consulting, training, 475-8592

CLEANING, ODD JOBS

Personalized Home Management Services: cleaning, 237-7752
SSCOPE: moving, recycling, 987-6300

COMMUNITY STORES

Humboldt's Legacy: environmentally friendly clothes, soap, etc 772-1404

CONSTRUCTION

Sunrise Vinyls: recycled vinyl products, outdoor structures, 339-1844

FOOD

Quatro Staggioni: restaurant (University Cresc.), catering, 269-8188
Food for Thought: restaurant (Main Street), catering, 772-3663
Andrews Street Family Centre Catering: 589-1721
Native Women's Transition Centre Catering: 989-8240
Wolseley Family Place Catering: 788-8052
Mary Jane's Cooking School Inc.: health, environment, homemaking, 775-2522
Organic Planet: organic fruits, vegetables and herbs, 772-0345
Community supported agriculture: a share of a local farm, 255-7027

GIFTS

Canadian Plains Gallery: Aboriginal centre, 943-4972
Cinnabar: jewellery, 582-3310
Concepts Unlimited: promotional items, 832-0929
Gretna Green: flowers, crafts 897--9197
The Screening Shoppe: silk screening, 947-0152
The Sedentary Nomad: fairly-traded artwork, 953-0800
Ten Thousand Villages: fairly-traded art, coffee and more, 261-6381
Thread Bear: uses 'found' objects to create art, 783-4030

HEALTH

Dr. Dan Rosin (Ph. D.): human resource wellness, 299-9399
Dragonfly Scent-Free Bodywork & Massage Therapy: 774-9547
Health & Healing: alternative nutritional foods, 783-9688

MUSIC, VIDEO, PERFORMANCE ART

Ladyslipper Art: storytelling, teaching, coaching, 489-6994
West End Cultural Centre: co-producing with community partners, 783-6918
Malanka Productions: video & film production, 774-5877

WRITING, PRINTING, DESKTOP PUBLISHING, SECRETARIAL SUPPORT

John Gushuliak & Assoc.: writing, editing, proofreading, 895-8008
Arbeiter Ring Publishing: worker-owned radical publishing house. 942-7058,
People & Ideas: communications and media strategies, 947-0552
The Creative Edge: desktop publishing, 287-8867
Access Business Services: secretarial support (from home) 589-5431



4. Employ Local Residents over the Long Term



One of the most significant steps towards employing local residents is the process now being started by Child and Family Services to transfer the care of Aboriginal children to Aboriginal-run agencies. About 70 % of the children in care are Aboriginal children. Now, family workers like Cheryl Wirch are finding Aboriginal families to care for Aboriginal children. The children get to stay in their neighbourhood. And the salaries for fostering them are spent in the neighbourhood. Cheryl (on the right in this picture) has found eight West Broadway families, including this mom, who open their homes to their own neighbourhood's kids. Cheryl works for Ma-ma-wi-wichitata Centre, an agency that has long adhered to CED principles.

5. Develop Local Skills



Two forum participants were Ruth Murdock and Colleen Robinson from Urban Circle Training Centre. For 11 years, Urban Circle has used the principles of the sharing circle and the Medicine Wheel to provide culturally-based job-training for Aboriginal people. Developing skills in a way that leads to success is part of CED. Programs training health care aides and family support workers have an 83 % employment rate. Urban Circle is at Unit H-2211 McPhillips St. (589-4433).

6. Make Decisions Locally

Even areas like university research can have CED implications.

In the winter of 2001/02, the University of Winnipeg conducted a study of rooming houses. Instead of hiring student researchers, they hired four rooming house residents. Not only did the four months work improve the financial status of the residents, the decisions they made significantly enriched the research results. Some of these residents have since gone on to work towards creation of a rooming house tenants' group.



7. Improve Public Health



Cindy Stroppa and Sandy Dzedzora of North Point Douglas Project For Women.

Improving the “population health” of a significant segment of the population is the philosophy behind a growing number of programs like the North Point Douglas Project for Women.

Now running out of the parent room at Norquay School, the program is bringing together women in the neighbourhood. There’s a phone, computer and newspapers, coffee and conversation, Thursday night gatherings for exercises, socializing, pot-luck dinner and badminton.

Now the women’s group is working with North End Renewal Corporation to move into an abandoned store. It’s at the centre of the community, the “Five Corners.” At one time, it was picketed because it was a centre for selling solvents that were destroying the lives of sniffers. Instead, soon it could become a centre for women spreading health into the community.

8. Improve Physical Environment



These kids surrounding Linda Williams at Broadway Neighbourhood Centre are a big part of the physical improvements taking part in that neighbourhood. When Linda began a neighbourhood improvement program 10 years ago, there were lots of kids with nothing to do and no money. She created Odd Jobs For Kids. The program now pays about 150 neighbourhood kids each year to do a variety of jobs -- many of them improving the physical environment of the neighbourhood. They earn \$6.50-\$7.50 an hour.

If you need a job done in West Broadway, phone Odd Jobs (783-1995). But there are similar programs in every part of Manitoba where teams of young and old get together to improve their physical environment -- community clean-ups, community gardens, playground structures in parks and school grounds. One program similar to Odd Jobs For Kids, that has a significant economic impact on participants is the provincial government’s Urban Green Team program, hiring young people each summer to improve neighbourhoods.



9. Stabilize Neighbourhoods

For 23 years, the Community Education Development Association (CEDA) has been a pioneer in building neighbourhood stability and applying CED principles.

CEDA has gone through many transformations, but has always been at the cutting edge of a huge variety of inner city initiatives, from housing to policing. Three years ago, CEDA decided to focus on North End neighbourhoods. Eight community workers now help residents organize a wide variety of programs: helping the women's group and the parent council in Pt. Douglas; helping Luxton residents organize around housing and safety; organizing a residents' group in Burrows Central.

CEDA is also organizing residents around wider issues that have an enormous neighbourhood impact, for instance, fighting the factors that block Aboriginal parents and kids in the school system, and fighting for fairer representation for inner city schools.

CEDA may be active in neighbourhoods, but it has always seen education as a central part of neighbourhood stability.



CEDA worker Jackie Sokoliuk works with her table at the forum.

10. Actively Support Human Dignity



Women at the Lord Selkirk Family Resource Centre prepare cookies for Christmas LITE.

One of the brightest lights in the Winnipeg CED environment is Christmas LITE -- a program that adds human dignity to Winnipegger's high sense of charity at Christmas.

Winnipeggers donate a huge amount of money at Christmas to deliver Christmas hampers to "those less fortunate." Christmas LITE goes several steps further.

Like other charities, LITE collects donations. But it uses some of that money to hire local people to make up the hampers -- several inner organizations provide baking, Neechi Foods supplies groceries. Instead of just receiving a hamper, inner city people are helping make the hampers, and enjoying the economic benefit.

As well, much of the LITE money goes to year-round support of programs that provide ongoing work for inner city people. The list of programs supported reads like a guide to CED programs in the city: North End Housing, Odd Jobs For Kids, Northern Star Workers' Co-op and much more.

To support Christmas LITE, send a donation to 509 Selkirk Avenue, Winnipeg, R2W 2M6 (942-8578).

COMMUNITY DEVELOPMENT



Another Way To

A North End story

The balance between community development and economic development is nowhere seen more clearly than in the work of the North End Community Renewal Corporation, a large scale development corporation working to revitalize the North End.

Executive director Gary Loewen sees community and economic development as two circles, and both are essential to a neighbourhood. North End Community Renewal forms partnerships with many organizations, offering its expertise to animate and strategize all kinds of development in the huge area north of the CPR tracks to Inkster Avenue.

In community development, the Renewal Corporation supports residents' associations, school parent groups and many other community groups like the North Pt. Douglas Women's Group. It has created a unique employment centre where community members get counselling with tools like PATH planning and personality testing.

In economic development, North End Community Renewal is going to bat for businesses, helping 30 businesses appeal high property taxes. They're negotiating with several large enterprises to relocate onto Selkirk Avenue, and in their own right have become property developers for four commercial buildings on the strip.

Somewhere in the middle along the continuum of community development and economic development is the point of balance -- CED. North End Community Renewal is helping North End Housing expand from redeveloping 10 houses a year to 50. They are working with Assiniboine Credit Union and North End Community Mission to set up a savings program which supplements low income people. They are helping SEED Winnipeg work with local people who are setting up small businesses.

For Gary Loewen, CED doesn't replace community development or economic development -- it is just a way to add balance to each.



With banks moving out of the inner city, North End Community Renewal helped Financial Foundations move into an old bank building on Selkirk Avenue. They opened in April and are now offering a variety of special financial services to the community, from savings programs to small business loans. They're located at 607 Selkirk Avenue (586-7822).

Mike Birch challenged us to look at CED as Entrepreneur of the Year, as awarded by the City of Winnipeg. His approach is business -- tying into the hub and spoke model. But there is a continuum in all development from social development at one end to pure economic development at the other. The job for those who care about the community is to find the balance. Birch make decisions to widen the CED to include social development to the forum, entrepreneurs are more than just business owners in these communities. It's from his own community development motivation to be an entrepreneur.



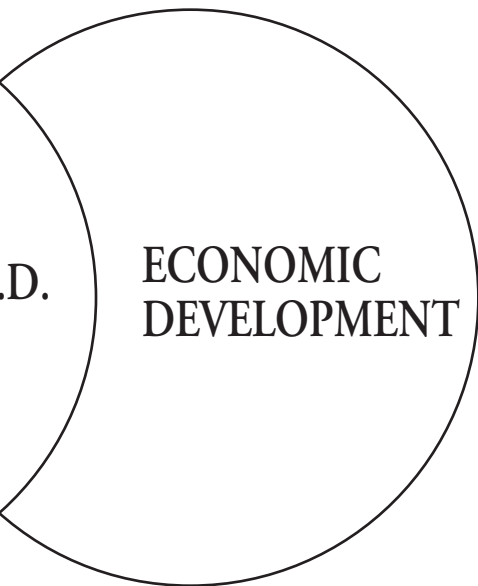
One of the favourite gathering spots in Winnipeg for radical food and radical ideas is Mondragon Bookstore and Coffee House. This worker-run vegetarian café is a venue for events exploring art, society and the economy, 91 Albert St. (946-5241).

To Look At CED ▶ ▶ ▶ ▶

ECONOMIC DEVELOPMENT

An entrepreneur's story

...CED in a different way. Mike is Aboriginal
...the I.H. Asper School of Business. His
...huge spending power of Aboriginal people.
...ment, from pure community development
...at the other. CED is where the two meet.
...community is to help entrepreneurs like Mike
...portion of the circle. As Mike explained
...an willing to build the strengths of their
...community that Mike gained the strength and



Mike Birch developed his vision of economics as a child on his home reserve -- going down to the docks, watching the planes unload merchandise and knowing he wanted to be part of this bigger world of buying and selling.

His first attempt came when he was 17, converting an old construction trailer into the Garden Hill Convenience Store. Then he came south, launching First Nations Cola, an enterprise that ended up losing three-quarters of a million dollars and plunging Mike into depression and drinking. He snapped out of it when his sister reminded him that he still had a vision. "I figured, I just paid \$3/4 of a million for my MBA," remembered Mike.

His vision was the same as it had always been -- to tap into the huge spending power of Manitoba's Aboriginal market. Today, he runs First Nations Buying Group which combines the spending power of northern reserves to gain reductions on everything from office supplies to insurance. The store he started at Garden Hill now employs 25 people; he's opened another at York Factory; he's setting up management agreements to teach other reserves how to run their own stores.

Mike's main motivator through failure and success has always been his own people. "Whether it's on the reserves back home or this huge reserve in Winnipeg that stretches from Portage and Main to the North End, we have to start

working together if we're going to have economic development in our communities," he told the forum.

Mike's enterprises have gained (and lost) money for himself. But he's also showing Aboriginal people they have the skills and the power to use economic development to make better communities.



The Aboriginal Centre is filled with organizations all devoted to improving opportunities for Aboriginal people. Steve Hoffman (whose grandfather was of the Shinnecock First Nation on Long Island, NY) runs Shinnecock Native Printers, B02-181 Higgins (589-4844)



Marc Constant, of the Aboriginal Council of Thompson, provides development advice on starting up businesses - logging operations, highway construction, airline services, housing and more. He and Mike Birch had a lot to talk about after Mike's speech at the forum.