

B.C.-Alberta Social Economy Research Alliance (BALTA)

SERC 1 WorkPlan – 2008-2009

General

1. SERC ID:
Social Economy Research Cluster 1 – Social Enterprises in Human Services and Housing

2. Has the workplan been ratified?

The workplan has been approved by SERC 1 and by the BALTA steering committee.

3. Are there any changes to the current SERC membership:

George Penfold – Shift from collaborator to co-investigator status. Since his initial appointment as a BALTA and SERC 1 member/collaborator, George has taken on a co-chair role with SERC 1 and will be leading a new SERC 1 project (A5 - Affordable Housing Assessment and Strategic Planning, Kootenay Region). A shift to co-investigator status is thus appropriate to these expanded roles.

Rebecca Pearson – New SERC 1 and BALTA member/collaborator. Rebecca has been associated with SERC 1 for the past year as a student research assistant on projects A1 and A3. She has recently completed her MBA degree and is working at VanCity Capital, which has previously been identified by SERC 1 and others as a valuable potential partner for BALTA. Rebecca is already playing an important role with Project A3 (The Non Profit Sector Capital Market in BC and Alberta) and will continue to do so, supervising a new student working on the next phase of the project. For both general and project specific reasons, Rebecca will be a valuable addition to SERC 1 and BALTA. (CV appended to end of this workplan.)

Change in Co-Chair – SERC 1 co-chair, John Restakis, will be taking a sabbatical beginning in August. While he will continue to work on activities related to Project A2, he will not be available for other BALTA engagement. SERC 1 member, Carol Murray, will be taking on John's position as acting executive director of the BC Co-operative Association and SERC 1 has approved her as John's replacement as SERC 1 co-chair effective August 1.

4. Have there been any changes to the strategic vision and plans through to 2011 of the SERC since the 2007-2008 workplan (see Sections 6 and 7 of that workplan). If yes, please explain those changes.

The basic vision for the SERC remains the same as laid out in the 2007-2008 workplan. Due to capacity issues, plans have taken longer to unfold than originally anticipated. All SERC 1 led projects continuing or beginning in 2008-2009 have been approved previously by the SERC and BALTA steering committee as part of the 2007-2008 workplan and are simply taking place according to revised timelines, in some cases with some revisions to implementation plans. One further project was approved

later in the 2007-2008 fiscal year (A5 – Affordable Housing Assessment and Strategic Planning, Kootenay Region) and will take place in 2008-2009.

During a January 19, 2008, meeting of the SERC, several other areas of potential research interest were identified. These will be considered for implementation in the 2009-2010 and 2010-2011 years. These include:

- Role of the labour movement/sector vis a vis the social economy;
- Labour market trends in Alberta and BC as they impact on the social economy, particularly with regards to human services and housing;
- Role of co-ops in health care;
- Alternative models re capital and the social economy – NB: This is not a duplication of project A3 re finance, but is a more theoretically oriented project addressing the nature of the relationship between the social economy and capital and new models of capital that would reflect social economy principles.

Most of these research areas would be cross-cutting, so SERC 1 may explore whether there is interest from other SERCs in these research areas.

Detailed 2008-2009 WorkPlan

5. Overview of research priorities for 2008-2009 and a rationale for these in terms of the criteria for assessment of workplans (see workplans policy).

No new SERC 1 led projects are proposed at this time for the 2008-2009 year. Instead, the focus will be on carrying through to fruition the research plans approved in 2007-2008. The rationale for pursuing these projects remains as presented and approved previously by the SERC and BALTA steering committee. The principal criteria related issue affecting the feasibility of this research has been one of capacity. This year's program should be more manageable for several reasons:

- The SERC's capacity has been increased with the addition of academic, George Penfold, who has taken on leadership of project A5 and co-chairing of the SERC.
- Two project leads, John Restakis and Bob McKeon, are taking sabbaticals/leaves in this coming year and will be able to focus significant time on their BALTA projects. In Bob's case, he is anticipating that he will be able to accomplish in 2008-2009 much of what he had originally intended to spread out over 2007-2008 and 2008-2009, bringing the research back on schedule.
- The SERC is adding Rebecca Pearson, who will play a very significant lead role in Project A3, supervising the student employed on the project.

One new cross-cutting project was developed by SERC 2 members with the intent that it would be co-funded by all three SERCs (D3 – Land Tenure and the Social Economy). SERC 1 has approved supporting this project, which will be led by SERC 2 members.

6. Brief summary of each proposed research project/activity. Append project proposal for each project.

Project Description	Budget, Resources and Other Support Requested from BALTA	In-Kind & Cash Support Provided from Other Sources (where known)
A1 – Innovative Use of Housing Co-operative Assets The project's research is finished and the final report is being completed early in the 2008-2009 program year.	Total = \$0	Total = ????? in-kind re researcher time
A2 – Co-operative Models of Social Care The project is into its third year and will examine the increasing role of co-ops in the design and delivery of social care and issues related to this.	Student - \$1,928 Total = \$1,928	In-kind time contributed by lead researcher Various in-kind supports re dissemination Total = ????? in-kind
A3 – The Non-Profit Sector Capital Market in B.C. and Alberta The project will look at a range of current and potential financing options for the social economy. It began late in 2007-2008 and will continue into this year with a new student hired.	Students- \$12,448 Student Travel - \$300 Support costs - \$100 Total = \$12,848	Time contributed by the project leads Other contributions? Total = ?????
A4 – The Role of Faith Based Organizations in the Social Economy This project will look at aspects of the current and potential role of faith based organizations with respect to the social economy.	Students- \$8,508 Student Travel - \$500 Support costs - \$500 Total = \$9,508	Time contributed by the lead researcher and other SERC members Total = ?? in-kind
A5 – Affordable Housing Assessment and Strategic Planning, Kootenay Region This is a project to do an assessment of housing needs and work with pilot communities to develop a strategy and action plan.	Students - \$14,266 Total = \$14,266	Time contributed by the lead and others Other contributions? Total = ?????
Project D3 – Land Tenure and the Social Economy An initial exploration of various forms of shared equity land tenure models relevant to the social economy, including both a literature review and collation of other related research within BALTA.	Student - \$2,210 Total = \$2,210 From other SERCs: \$8,935 (SERC 2 and SERC 3)	Total = \$?????
Total Budget Requested from BALTA	Students - \$39,360 Support costs - \$600 Student Travel - \$800 Total = \$40,760	

7. Identification of research and activity roles for those SERC members involved in research, including projects and activities identified under #7. Include which SERC members will lead and/or be involved with each project/activity.

Project	SERC Members Involved	Role Played
A1 – Innovative Use of Housing Co-operative Assets	Carol Murray	Co-lead, principal researcher and student supervisor
A2 – Co-operative Models of Social Care	John Restakis	Project lead and researcher Supervision of student(s)
A3 – The Non-Profit Sector Capital Market in B.C. and Alberta	Jenny Kain Martin Garber-Conrad Rebecca Pearson	Project co-leads Co-researcher & student supervision
A4 – The Role of Faith Based Organizations in the Social Economy	Bob McKeon Martin Garber-Conrad	Project lead and researcher Supervision of students Input into project
A5 – Affordable Housing Assessment and Strategic Planning, Kootenay Region	George Penfold	Project lead and student supervision

8. In any projects where SERC members will not be responsible for managing the project, identify how project leads for those projects will be arranged to ensure that such projects meet the priorities and research needs of the SERC.

All projects will be led by SERC members except Project D3, which will be led by SERC 2 members.

9. Explanation of any communication, dissemination and learning/animation plans/needs during the year, beyond those elements already identified in individual project proposals. What support would be needed from BALTA to assist with this?

These are generally covered within the individual project plans. Support will be provided where appropriate. No other plans have been made.

10. General plan for monitoring and evaluation of the research activities of the SERC. (Specific arrangements for individual projects should be described in each project proposal. This workplan section should speak to how the SERC intends to monitor and evaluate its overall progress.)

Project research reports and papers will be circulated for review by other SERC members. The SERC will meet regularly and will include analysis and synthesis of research results being achieved by the SERC, as well as discussions of issues arising re the SERC's and BALTA's functioning. The SERC will also input into the broader evaluation processes of BALTA.

BALTA – SERC 1 – Project Update for 2008-2009 Workplan

Project A2 – Co-operative Models of Social Care

Lead researcher, organization name and contact information:

John Restakis, B.C. Co-operative Association
Tel: 604-662-3906
restakis@bccca.coop

This project has three aspects at the present time:

- a) Completion of a report on Co-op Elder Care in Canada
- b) Completion of a research paper on Enabling Policy for Social Co-ops in BC
- c) Completion of chapter on social co-ops & the social economy in an upcoming volume – working title: The Unfinished Revolution

Completion of Report on Co-op Elder Care in Canada

This report is almost finished with the completion of research, dialogues sessions, and focus groups on the use of co-ops for elder care undertaken this fall and winter. The final report is scheduled for completion by May. It will be accompanied by a resolution calling for co-op sector support for a national campaign on co-op elder care to be presented to the CCA AGM in June.

Research Paper on Enabling Policy for Social Co-ops in BC

Student Ondrej Filip has been working with the project co-ordinator to complete this paper by May 30. A first draft has been finished and is currently under review. The paper focuses on existing obstacles and opportunities to the formation of social co-ops with respect to health care and access to training and the labour market by individuals on social assistance.

Completion of Chapter on Social Co-ops

The project co-ordinator has been granted a leave of absence for nine months commencing August 15 for the research and writing of the volume The Unfinished Revolution. The section on social co-ops and the social economy is already well underway with respect to research and the models to be documented, primarily in Italy. Further research and writing will continue this fall and winter with the section being scheduled for completion in May 2009.

Student Research Assistant – Work Outline

Ondrej Filip has been hired as the Research Assistant on this project to continue the work initiated by Allison Dunnet. Ondrej's contract ends May 31. His work focuses on the following:

- Circulating a questionnaire and conducting telephone and face-to face interviews with key informants;
- Conducting a literature review on policy and legislative issues relating to the development and operation of health care and social co-ops in BC with a focus on social assistance policy;
- Researching the use of tax and investment models for capitalizing non-profit social co-ops;
- Preparing a report on the findings.

The Lead Researcher has provided the Research Assistant with direction on the overall structure of the research and final report, the issues to be explored, the literature search, and the writing of the draft report.

Budget

The only anticipated costs are related to the student's continued employment for April and May, 2008:

Student base salary	\$ 1,750.00
Student Benefits/Overhead	<u>177.84</u>
Total Student Costs	\$ 1,927.84

BALTA – SERC 1 – Project Update for 2008-2009 Workplan (Revised June 2008)

Project A3 – The Non Profit Sector Capital Market in BC and Alberta

Lead and co-researchers, organization names and contact information:

Jenny Kain, City of Edmonton
Tel: 780-944-5512
jenny.kain@edmonton.ca

Martin Garber Conrad, Edmonton Community Foundation
Tel: 780-426-0015
martin@ecfoundation.org

Rebecca Pearson, Vancity Capital
Tel: 604-877-7557
rebecca_pearson@vancity.com

The first phase of this project is nearing completion. Project deliverables for Phase 1 included the following:

- A literature review including a ½ page summary of each key article reviewed (8-10 articles)
- Interviews with 2-3 key stakeholders already engaged in this area of work
- A description of 2 or 3 examples of models that are currently underway in Canada (2-3 pages each)
- Summary of all of the above elements in a research report for BALTA use
- Identification of a set of next steps for Phase 2 of the research

D. Budget and Contributions for Phase 2

Employment	Time Period	Costs	Total
Student Researcher Salary and Benefits – Phase 1 for month of April	April 1-30, 2008	\$800 + \$84 (10.5% benefits)	\$884
Student Researcher Salary and Benefits	June 1 to August 31, 2008	35 hours X 13 weeks @ \$23/hr = \$10,465 + \$1,099 (10.5% benefits)	\$11,564
Student Travel	June 1 to August 31, 2008	Mileage	\$300
Research Support Costs	June 1 to August 31, 2008	Phone calls, publication/research materials	\$100
Total			\$12,848

Phase 2

The anticipated timeline for Phase 2 of this project is 3 months – June to August inclusive. To complete Phase 2, Martin and Jenny are recommending that Rebecca Pearson, the former

student who worked on Phase 1 (and now an employee of VanCity Capital) be brought on as a SERC 1 participant in BALTA. Rebecca will be working full time with VanCity, an organization with a particular interest in the focus of this project and whom we had initially approached about being involved. Due to limited staff time, they were unable to get involved at project start up. Rebecca would provide this connection and be a great resource based on her completion of the phase 1 research as well as her area of interest and expertise.

We have identified a potential student who is interested in this research and can potentially be involved in Phase 2. We will work with BALTA staff to secure a student for the June 1 to August 31 period.

Project Objectives for Phase 2:

- a. To describe the current state of the non profit capital market in B.C. and Alberta including: an overview of what the market looks like in B.C. and Alberta, who the players are, what capital instruments are currently used, what the role and functioning of government is in this market, the current use of PRI's (program related investments) by foundations to allow non profits to access needed capital, etc.
- b. To examine the dollar value of non profit sector investments that could be accessed in BC and Alberta.
- c. To identify what a "successful" non profit sector capital structure looks like (e.g. what is the balance of government support and expanded types of capital support from other sources?).
- d. To identify the gaps in capital instruments in the non profit capital market in B.C. and Alberta and to make recommendations for the development of specific capital instruments that could respond to these gaps, particularly instruments that would target the development of assets in social economy organizations.
- e. To explore the potential for using private market based instruments more effectively to support social economy organizations.
- f. To explore the potential for developing a B.C./Alberta non profit capital market working group interested in moving the results forward.

Project Outputs for Phase 2:

- g. A research report produced and disseminated through BALTA, summarizing the current state of the non profit capital market in B.C. and Alberta and making recommendations for the development of specific new instruments, tools and approaches that could be implemented by the players involved to improve the ability of the non profit sector capital market to meet the needs of social economy organizations and to increase assets in the sector.
- h. A B.C./ Alberta non profit capital market working group formed.

BALTA – SERC 1 – Project Update for 2008-2009 Workplan (Revised June 2008)

Project A4 – Role of Faith Based Organizations in the Social Economy

Lead researcher, organization name and contact information:

Bob McKeon, Newman Theological College

Tel: 780-447-2993, Ext. 231

bob.mckeon@newman.edu

This is a revision of the proposal submitted in 2007. The project goals and other basic information remain unchanged. I have modified the timeline combining much of the work of year 1 and year 2 in the initial proposal into one year due to my increased availability and the availability of BALTA student research funding.

I. Revised Work Plan (May 2008 – June 2009)

Part 1: May –October 2008

- Conduct initial literature review and on-line searches on FBOs and the social economy
- Research value convergences between selected faith traditions and SE approaches
- Identify case examples of potential interest through communications within academic, social economy and faith-based networks.

Part 2: November 2008 – February 2009

- Conduct in-depth studies of relevant examples based on information surfaced in Phase I
- Identify distinct models of FBO involvement
- Prepare project descriptions and case studies of initiatives that illustrate best practice
- Submit proposals for academic presentations

Part 3: March 2009

- Document trends in FBO involvement and possibilities for growth and expansion in the social economy .
- Documentation of year's research

Part 4: April – June 2009

- Produce research outputs appropriate for academic, SE and faith sectors.
- Present at Canadian academic meetings (May-June)
- Plan next phase of FBO/SE project (2009-2010)

BALTA Financial Support Requested

Student support for year – see details below	\$ 8,508
Research support and documentation expenses (long distance phone, fax, copying , etc)	500
Student travel - local and within BALTA region	500
Total BALTA Funds Requested:	\$ 9,508

Student Employment Details:

Student works Sept, 2008 – March, 2009 (55 hours per month on average)
Assume Junior Researcher (Level 2) - \$20.00/hour

Student research payments

Employment		Months & Hours per month	Rate/Hr.	Total Salary	Benefits (10.5%)	Total
Junior Researcher Level 2	Sept. 1, 2008, to March 31, 2009	7 months and 55 hours per month	\$20.00	7,700.00	808.50	8,508.50

BALTA – SERC 1 – Project Update for 2008-2009 Workplan (Revised June 2008)

Project A5 – Affordable Housing Assessment and Strategic Planning, Kootenay Region

A. Lead researcher, organization name and contact information:

George Penfold, M.Sc., MCIP
Regional Innovation Research Chair for Rural Economic Development
Selkirk College
301 Frank Beinder Way
Castlegar, B.C., Canada, V1N 4L3
Phone: (250) 365-1434
Fax: (250) 365-1260
e-mail: gpenfold@selkirk.ca
<http://selkirk.ca/research/ric>

C. Timetable:

Phase 1:

Phase 1 is underway. Those parts of i), ii) that are based on secondary data have been completed. Assembling the demographic and Census data is completed. Special tax filer and migration data runs have been requested from Statistics Canada. Production of those reports has been delayed. Those results should now be available by the end of May. Analysis of assessment data and gathering municipal “development in progress or anticipated” will take longer. June 30, 2008 is a revised target date for the final Phase 1 report.

Phase2:

Timing for Phase 2 will have to be negotiated with pilot project partners. A reasonable time frame to consider for initiation to completion of a pilot project is 12 months from initiation. If pilot areas can be identified early in 2008, completion date is still targeted for March 31 2009.

D. Budget and Contributions

Employment	Time Period	Weekly Hours	Weeks	Rate/Hr. Rate	Total Salary	Benefits - 10.5%	Total
Junior Researcher	May 1, to August 31, 2008	20	21	1 month @ \$14/hr & 3 months @ \$16/hr	\$6,510.00	\$683.55	\$7,193.55
Junior researcher	September 1 to December 31, 2008	15	16	\$16.00	\$3,840.00	\$403.20	\$4,243.20
Junior researcher	January 1 to March 31, 2009	10	16	\$16.00	\$2,560.00	\$268.80	\$2,828.80
Total			53	\$16.00	\$12,910.00	\$1,355.55	\$14,265.55

A student has already been hired for the May 1 to August 31 period and has started work.

Rebecca Pearson
1830 Stephens Street, Vancouver, BC V6K 3V7
Tel: (604) 877-7557 / rebecca_pearson@vancity.com

Education

Masters of Business Administration, Sustainability & Business Specialisation 2006-2008
Sauder School of Business, University of British Columbia

Bachelor of Arts, Interdisciplinary Studies - Sustainable Development 1999-2003
Minor in Industrial Engineering and Operations Research
University of California at Berkeley, Berkeley, CA, USA

Professional Experience

Associate, Vancity Capital, Vancouver, BC 9/07-Present

Vancity Capital provides growth capital to smart, fast-growing, small- to medium-sized organizations that are based in BC. Vancity Capital is a subsidiary of Vancity, BC's largest credit union with over \$12 bln in assets.

Reporting to the CEO, Manage the Social Enterprise portfolio at Vancity Capital, structuring repayable financing for non-profit organizations, co-operatives, aboriginal ventures, social enterprises and sustainability oriented businesses. Responsible for strategic planning in collaboration with the board of directors.

Researcher, BALTA Project A1 Innovative Uses of Cooperative Housing Assets, 6/07-3/08

Under the supervision of BALTA Lead Researcher Carol Murray, completed a study of cooperative housing in BC and Alberta, focusing on potential innovative uses of cooperative housing assets. Conducted key informant interviews, focus groups, and data analysis.

Strategic Planning Consultant, Light House Sustainable Building Centre, Vancouver, BC
6/07-9/07

Light House Sustainable Building Centre is an enterprising nonprofit dedicated to advancing sustainability in British Columbia's built environment.

Reporting to Executive Director, developed a strategic plan to direct Light House's growth over the next two years. Conducted stakeholder consultation and worked with the board of directors to build consensus.

Founder & Director, Integral Finance, San Francisco, CA

5/03-8/06

Founded and directed Integral Finance, a financial planning and counselling practice that specialised in socially responsible investment and small business taxation. Offered a full suite of financial services to individuals and small businesses including: investment advising, tax planning and preparation, insurance advising, employee benefits development, and life goals planning.

Research Assistant, California PATH, U.C. Berkeley

5/00-5/02

California PATH is a multi-disciplinary research centre devoted to improving California's transportation systems, through cutting-edge research and pilot projects.

Worked on the CarLink II project, a carsharing pilot project in Palo Alto, CA, and ITS Decision, a website dedicated to providing objective information for policymakers regarding the performance of Intelligent Transportation Systems (ITS). Researched and wrote articles on the costs and benefits of various ITS technologies, and current trends in the international carsharing market.

Community Leadership & Service

VP Community Impact, Vancouver Net Impact Professional Club

2007-Present

The Vancouver Net Impact Professional Club's mission is to educate and facilitate opportunities for community impact where business professionals can leverage their skills to effect positive social and environmental change in our local communities and workplaces. My role is to create partnerships with local foundations, social enterprises, and other community organisations to create skilled volunteer opportunities for our membership.

President, Net Impact Club

2006-2007

Act as a spokesperson for Sustainability at Sauder School of Business. Organise educational programmes and events for MBA students related to sustainable business. Build connections between Sauder and the external Sustainability sector.

Honours and Awards

University of British Columbia - Sauder School of Business Sustainability Specialisation Scholarship

University of British Columbia - Sauder School of Business Dean's Entrance Scholarship

University of British Columbia - Sauder School of Business Fraser G. Wallace Scholarship

U.C. Berkeley Horace Albright Scholarship, for leadership in environmental issues

Women's Transportation Seminar Scholarship, Chapter and US National winner

Ford Motor Company Scholar, for excellence in Industrial Engineering

Interests

Cinema, drinking tea, cooking, sailing. Working on fluency in French.