



Beyond Co-Location: Clustering the Social Economy

~ Final Report ~

September 2009

Lena K. Soots
PhD Candidate
Simon Fraser University

Dr. Jorge Sousa
University of Alberta

Dr. Mark Roseland
Simon Fraser University

Copyright © 2009, Canadian Centre for Community Renewal (CCCR) on behalf of the BC-Alberta Social Economy Research Alliance

For further information, contact the BC-Alberta Social Economy Research Alliance, PO Box 1161, Port Alberni, B.C. V9Y 7M1, (tel) 250-723-2296
Website: www.socialeconomy-bcalberta.ca
e-mail: balta@xplornet.com

Author Information

Lena Soots is a PhD Candidate in the Faculty of Education and an Instructor/Researcher with the Centre for Sustainable Community Development at Simon Fraser University. She has worked with BALTA as a student researcher on various research projects since 2006 and is also serving as BALTA's student program coordinator.

Dr. Jorge Sousa is an assistant professor in the Department of Educational Policy Studies at the University of Alberta, in the specialization of Adult Education.

Dr. Mark Roseland is the director of the Centre for Sustainable Community Development, formerly the Community Economic Development Centre, at Simon Fraser University in Vancouver, Canada, and is a professor in SFU's Department of Geography.

This report has been produced as part of the research program of the BC-Alberta Social Economy Research Alliance (BALTA). Financial support from the Social Sciences and Humanities Research Council of Canada (SSHRC) is gratefully acknowledged.



Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada

Canada

The British Columbia – Alberta Social Economy Research Alliance (BALTA)

About BALTA

The British Columbia-Alberta Research Alliance on the Social Economy (BALTA) is a regional research collaborative that includes researchers from nine Alberta and BC universities and colleges (Athabasca University, Royal Roads University, Simon Fraser University, University of Alberta, University of British Columbia, University of Calgary, University of Victoria, Selkirk College, and St. Joseph's Theological College) as well as 20 social economy stakeholder organizations. Researchers from several universities and organizations outside Alberta and BC are also involved as research collaborators.

BALTA is a five-year research project (2006-2011) funded by the Social Sciences and Humanities Research Council of Canada (SSHRC). The overall project is working towards the reinsertion of social goals, reciprocity and solidarity into economic thinking and decision making, and aims to address the following primary research questions:

1. What are the scope and characteristics of the social economy in BC and Alberta?
2. What are the scope and characteristics of social economy innovations that are achieving demonstrable social and economic results, in the region and elsewhere?
3. What are the key issues, opportunities and constraints for adapting and scaling up whatever is working, both within and outside the region?

The project consists of three Social Economy Research Clusters (SERCs), focused on the following areas:

SERC 1 - Social Enterprise in Human Services and Affordable Housing

SERC 2 - The Social Economy in Rural Revitalization and Development

SERC 3 - Analysis, Evaluation, and Infrastructure Development

BALTA is the BC - Alberta Node within SSHRC's National Social Economy Suite. There are six regional nodes under the SSHRC research program with a national hub that facilitates research activities on a national basis.

For more information on BALTA, please contact:

Stuart Wulff (BALTA Coordinator)

balta@xplornet.com

For more information on the Cluster Project, please contact:

Lena Soots (Senior Student Researcher)

Simon Fraser University

lsoots@sfu.ca

Dr. Jorge Sousa (Project Supervisor)

University of Alberta

sousa@ualberta.ca

Abstract

Political and economic restructuring over the past 30 years has had a profound impact on the social economy, particularly for non-profit organizations. In the wake of state withdrawal of services and significant funding cutbacks, many non-profit organizations have taken on greater responsibility for addressing social needs and environmental concerns within communities with increasingly limited resources. Many non-profits are partnering with social enterprises in common spaces to share resources that is resulting in a reduction of overhead costs and creating greater efficiencies, often referred to as co-location. Social economy organizations are moving beyond co-location by adopting a clustering approach that has resulted in dynamic centres of social change and innovation. There is an absence of a coherent body of knowledge that allows one to understand the strategies and motivations that have resulted in the clustering approach. This project has three objectives:

1. Provide a literature review on the application of cluster models both within traditional economic sectors as well as within the social economy.
2. Identify exemplary cases (within BC and Alberta, across North America as well as abroad) in the form of short, descriptive case profiles.
3. Develop a case study framework to use in subsequent phases to understand organizational best practices and outcomes.

Based on an analysis of 14 exemplary cases four key patterns emerge:

1. Most centres are found in urban centres, located primarily in downtown cores or business districts.
2. There is a strong connection to heritage preservation and restoration.
3. There is a range of community animation and tenant engagement initiatives aimed at collaboration, innovation and learning.
4. Some of the newest models include for-profit companies, social enterprises and social entrepreneurs as well as non-profit organizations.

Table of Contents

Abstract.....	iii
1 Introduction.....	1
1.1 Research Questions, Intended Outcomes and Outputs.....	1
1.2 Significance to BALTA.....	2
2 Objective 1: Literature Review	3
2.1 Clusters and Cluster Theory	4
2.2 Industrial Ecology & Eco-Industrial Parks	6
2.3 The Clustering Approach to Supporting the Social Economy....	8
2.4 Opportunities & Possibilities	10
2.5 Identifying Trends, Gaps and Future Directions	12
3 Objective 2: Identification of Exemplary Cases	13
3.1 Exemplary Case Profile Summary Table	33
3.2 Discussion of Exemplary Cases.....	39
4 Objective 3: Development of Case Study Framework	40
4.1 Cluster Case Study Framework.....	42
5 Next Steps & Future Research – Proposed Phase 2.....	49
6 References & Sources	50
7 Appendix 1: Literature Review - Bibliography	54
8 Appendix 2: ANSER Conference (2009) Presentation – Slides	Error!

Bookmark not defined.Error! Bookmark not defined.

1 Introduction

Political and economic restructuring over the past 30 years has had a profound impact on the social economy, particularly non-profit organizations. In the wake of state withdrawal of services and significant funding cutbacks, many non-profit organizations have taken on greater responsibility for addressing social needs and environmental concerns within communities with increasingly limited resources. As many non-profits spend significant proportions of their funds on rent and wages, the new reality is that these organizations are working on shoestring budgets amid dwindling human resources. Consequently, there is often little left for projects, programs and service delivery. In response to these challenges organizations are pursuing the option of co-locating for a variety of purposes. For instance, many non-profits are partnering with social enterprises in common spaces to share resources that is resulting in a reduction of overhead costs and creating greater efficiencies.

The concept of co-location within the social economy is not new. Resource-strapped non-profit organizations have been sharing office space and photocopiers for decades; however, a new trend is emerging. Social economy organizations are moving beyond co-location by adopting a clustering approach that has resulted in dynamic centres of social change and innovation. These centres are not only providing much-needed space and resources to social economy organizations, but are also serving to break down silos, increase opportunities for collaboration and cooperation, create knowledge and learning networks and spark social innovation. Moreover, given the increasing need for inter- and cross- disciplinary approaches to complex social and ecological problems, organizational clustering has the potential to move beyond simple co-location to play a key role in the growth and development of the sector by serving as hotbeds for social innovation, collaboration and dialogical problem solving.

1.1 Research Questions, Intended Outcomes and Outputs

Based on recent trends, it is clear that non-profit clusters are emerging not only in response to infrastructure and resource challenges, but also to create stimulating environments for social innovation and change. However, knowledge about these models is dispersed with no on-going mechanism or research agenda to learn from existing facilities or to determine their effectiveness in supporting the social

economy and facilitating broader social change. The purpose of this research is to examine the benefits and challenges of how non-profit organizations have used the cluster model as a mechanism for developing sustainable infrastructure for the social economy. Furthermore, we explore the effectiveness of a clustering approach to enhancing organizational performance and stimulating social innovation within the sector. The guiding research questions for this project are:

- To what extent can non-profit cluster models provide sustainable infrastructure for the social economy?
- How can non-profit cluster models facilitate collaboration, innovation and learning within the social economy?

As an initial exploration, the intended outcomes of Phase 1 of this project is an understanding of the concept of clustering as well as an identification of exemplary cases and best practices for further research exploration. Specific Phase 1 outputs include:

- A literature review on the application of cluster models both within traditional economic sectors as well as within the social economy.
- Identification of exemplary cases (within BC and Alberta, across North America as well as abroad) in the form of short, descriptive case profiles.
- A case study framework to use in subsequent phases to understand organizational best practices and outcomes.

1.2 Significance to BALTA

BALTA's primary goal is to strengthen the foundations of the social economy in British Columbia and Alberta. This research project helps to achieve this goal in several ways. It addresses the real and identified need for securing the physical infrastructure and resources needed for social economy organizations to fulfill their mandates and serve their communities and constituents effectively. Furthermore, this project explores the relationships between organizations within the sector, how these relationships can be built and strengthened, and how collaboration, co-operation and reciprocity can be animated – not only as values, but as operating principles within the sector.

2 Objective 1: Literature Review

This literature review explores the clustering approach, both theoretically and conceptually through a review of the literature in the areas of cluster theory, industrial ecology, social innovation and organizational learning. In doing so, it provides a basis for understanding the role of these organizational cluster models in strengthening and supporting the growth and development of the social economy sector. The purpose of this literature review is to introduce the reader to a framework to understand the clustering model, and is not intended to be an exhaustive scan of appropriate literatures.

The clustering of social economy organizations is a fairly new phenomenon. As explained above, these organizations initially adopted the co-location approach as an *organizational survival* strategy. Successes found within a co-location context have encouraged innovative thinking that has largely been ad hoc, but has resulted in these innovative centres. Accordingly, there is an absence of a coherent body of knowledge that allows one to understand the strategies and motivations that have resulted in the clustering approach. In this project we focus on four main bodies of literature to examine this phenomenon¹. Those are:

1. Clusters and Cluster Theory
2. Industrial Ecology
3. Non-profit Organizations / Social Innovation
4. Organizational Learning

The first section of the literature review briefly discusses the concept of clusters and cluster theory as commonly presented in the commercial/industrial context and in economic development and economic geography literature. Following this, we highlight emerging trends and ideas related to clustering, including industrial ecology, eco-industrial parks, and multi-sectoral clusters. The next section discusses the emergence of cluster models within the social economy in response to shifting political and economic climates and discusses their potential in contributing to the overall growth and development of the sector through collaboration, social innovation and the creation of organizational learning communities.

¹ A copy of the initial bibliography can be found in Appendix 1

2.1 Clusters and Cluster Theory

Clustering is an established economic and industrial development strategy (Cote and Wallner 2006). Within the disciplines of economic geography and economic development, there is a well-established body of literature on 'clusters' and 'cluster theory' (Porter 1990, 1998a, 2000; Waits 1996; Cote and Wallner 2006; Feldman and Francis 2004; Held 1996; Motoyama 2008). Porter (2000: 16) argues that clusters have long been a part of the economic landscape, with geographic concentrations of particular industries dating back for centuries. He defines a cluster as "a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities" (Porter 2000:16). Similarly, Rosenfeld (1995) describes a cluster as geographically bounded concentration of interdependent businesses with active channels for business transactions, dialogue, and communications, and that collectively shares common opportunities and threats. According to Rosenfeld (1995), clusters generate specialized skills, new knowledge, innovative competition, opportunities for cooperation, tailored infrastructure, and often attract specialized support and other services and related businesses (Rosenfeld 1995).

The Silicon Valley in California is a highly successful example of a cluster with hundreds of companies providing goods and services to the computer technology industry within a relatively small geographic concentration. Similarly, Ottawa is often referred to as "Silicon Valley North" because of the concentration of networked companies involved with computer and information technology. The Emilia-Romagna region of northern Italy is often cited as an example of a regional cluster of co-operative enterprises (Asheim 2000).

2.1.1 The Cluster Advantage

From an economic point of view, there are strategic advantages to locating within an industrial cluster. Feldman and Francis (2004) refer to agglomeration economies, or the economies of scale, generated by locating in the same geographically-bounded space as other firms working on similar technologies or products. Clustering also provides access to labour markets and industry-specific

information. Porter (2000: 21) discusses the productivity benefits within clusters and points out that,

[e]xtensive market, technical, and other specialized information accumulates in the firms and local institutions within a cluster that can be accessed better or at lower cost, allowing firms to raise current productivity by getting closer to the productivity frontier.

Porter (2000) also discusses the complementarities present in clusters including market complementarities, complementary products and services, linkages with suppliers, 'downstream' industries and other industry channels. These complementarities benefit both individual firms as well as the industry as a whole. As Waits (2000: 42) points out, "the industry cluster concept has proved to be a powerful framework for companies to organize, work together, and work with government to meet their needs and promote their interests." Furthermore, Porter (1998a) asserts that a cluster framework can help capture "important linkages, complementarities, and spillovers of technology, skills, information, marketing and customer needs that cut across firms and industries", and can help identify "opportunities for coordination and mutual improvement in areas of common concern." (Porter 1998a: 205).

Feldman (2000), Hotz-Hart (2000), and Porter (2000) discuss the innovative potential within clusters as a result of inter-organizational exchange, knowledge spillovers and competitive pressure. Christensen et al (2002) argue that it is the collective nature of clusters that allows for the simultaneous dynamics of competition and cooperation to spur innovation. Proximity within clusters allows for interaction and exchange between organizations that stimulate innovation. Related to this interaction, Asheim (2000) discusses a new theoretical understanding of innovation as a *social* process in which interactive learning is looked upon as a fundamental aspect of the innovation process. Further to this, Asheim (2000) points to the role of clusters in creating a 'learning economy' which "emphasizes the importance of organizational and institutional innovations to promote cooperation primarily through the formation of dynamic, flexible learning organizations." (Asheim 2000: 427). Organizational learning moves beyond traditional approaches to organizational development and is being recognized as an important and

necessary process to ensure organizational resilience and sustainability in the context of changing and uncertain economic and environmental climates (Senge 2006; Senge et al 2006; Wheatley 2005; Natraas and Altomare 2002).

2.1.2 Emerging Cluster Trends - Beyond Industrial Districts

Beyond industrial districts, cluster models are being used to realize broader environmental and social benefits as well. Scholarly writings on industry clusters and cluster development have focused primarily on economic development and paid little attention to social and/or environmental sustainability (Martin and Mayer 2008). Emerging ideas and trends related to clustering include the application of principles of industrial ecology, eco-industrial parks, and multi-sectoral clusters.

2.2 Industrial Ecology & Eco-Industrial Parks

Industrial ecology is a form of industrial clustering that incorporates ecological principles into its design and function. Industrial ecology pays particular attention to the ecological limits of the planet and argues that our current industrial systems are unsustainable. As Dale (2006: 4) argues,

[W]e need to engage in deliberative design and redesign of our present industrial systems; industries can no longer muddle along independently of one another, in isolation from other communities and with disregard for the cumulative impacts of our activities on natural systems.

Simply put, industrial ecology is an industrial strategy that aims to prevent pollution and waste as well as increase the productivity of material and energy resources through innovative product design and recycling schemes (Spiegelman 2006). Fundamental to industrial ecology is identifying and tracing flows of energy and materials through various systems. Garner & Keoleian (1995: 2) outline the primary goal of industrial ecology:

[The] goal of industrial ecology is to change the linear nature of our industrial system, where raw materials are used and products, by-products, and wastes are produced, into a cyclical system where the wastes are re-used as energy or raw materials for another product or process.

Eco-industrial parks (EIPs) are industrial clusters that utilize the principles of industrial ecology to go beyond the economic benefits of clustering to realize ecological and social benefits as well. According to Lowe (2001: 21), an eco-industrial park is:

...a community of manufacturing and service businesses located together on a common property. Member businesses seek enhanced environmental, economic, and social performance through collaboration in managing environmental and resource issues. By working together, the community of businesses seeks a collective benefit that is greater than the sum of individual benefits each company would realize by only optimizing its individual performance.

The goal of an EIP is to improve the economic performance of the participating companies while minimizing their environmental impacts. This is accomplished through green infrastructure design, energy efficiency and inter-company partnering. An EIP also seeks benefits for neighboring communities to assure that the net impact of its development is positive (Lowe 2001).

Cote and Wallner (2006) cite several examples of eco-industrial parks around the world, including the Bruce Energy Centre in Ontario, where steam and condensation from an electricity-generating station are used as process inputs for several other industries; and, Kalundborg in Denmark, where a bilateral energy exchanges have been created with a number of companies using steam, hot water, gas, sulfur, fly ash and gypsum.

2.2.1 Multi-sectoral Clusters

Multi-sectoral clusters are also emerging as the public, private and non-profit sectors are increasingly coming together to address complex social and ecological issues and create economic efficiencies. The MaRS centre in Toronto is an example of a multi-sectoral cluster designed to bring organizations from different sectors together for the purpose of stimulating innovation and supporting emerging companies. Located in the heart of Toronto's Discovery District at the site of the old Toronto General Hospital, MaRS was designed to "accelerate the commercialization of Canadian innovation by uniting the disparate worlds of science

and technology with industry and capital” (MaRS 2009). Incorporated as a non-profit organization, the MaRS Centre includes (MaRS 2009):

- Research facilities for some of the area’s top scientists and incubation facilities for young companies;
- A cluster of professional services firms and investors, technology transfer offices, research and community networking organizations and mid-sized and established global companies;
- State-of-the-art conference and multi-media facility as well as the programming required to animate the shared spaces and maximize the impact of cluster development.

Austin (2000) argues that converging political, economic, and social pressures are necessitating cross-sectoral collaboration. Innovation clusters such as MaRS bring a variety of sectors together under one roof to help foster and support the kind of collaboration and innovation needed to address the problems of the 21st century.

2.3 The Clustering Approach to Supporting the Social Economy

As discussed previously, political and economic restructuring over the past 30 years has had a profound impact on organizations within the social economy, particularly non-profit organizations. As social and environmental problems have grown in magnitude and complexity, non-profit organizations have proliferated.

Furthermore, these organizations have taken on greater responsibility for meeting social needs and addressing environmental issues in the wake of state withdrawal of services and funding cutbacks. Traditional funding sources and institutional capacities have not kept pace with these demands (Austin 2000).

In a competitive market-based economy, many non-profit organizations and social enterprises find it difficult to secure and maintain stable, affordable, quality work environments that allow for efficient and effective operations (Brotsky 2004). Many non-profit organizations work on shoestring budgets and rely heavily on volunteer labour. Consequently, workspace is often the second largest budget expense after salaries (NCN, 2008) and high overhead costs take valuable resources away from project development and delivery. Lack of affordable space has forced dislocation on many non-profit organizations, both in times of economic boom (due to rising

commercial rents), and in times of government and funding cutbacks. Dislocation disrupts programming and increases financial burdens (Brotsky 2004). These challenges, common across all types of non-profit organizations, have significant implications for the social economy sector. The ability of organizations to effectively fulfill their mandates and provide quality services to their communities and constituents depends on their ability to secure and maintain access to critical infrastructure and resources.

In response to these challenges, the clustering of non-profits has emerged as a collective organizational model to provide necessary physical infrastructure and resources as well as to facilitate co-operation, collaboration and network building within the sector. Sometimes referred to as multi-tenant non-profit centres, non-profit shared spaces or co-location facilities, incidences of these clustering organizations are springing up all over North America and Europe. Beyond co-location and the provision of physical space, these non-profit cluster models are intended to facilitate strategic collaboration and alliance building amongst organizations within the social economy.

As in other sectors, the social economy suffers from silos that cause division, competition and fragmentation. Non-profit cluster models are designed to break down these silos and provide space where organizations can not only work more effectively to achieve their own mandates, but where co-operation and collaboration are values that are actually practiced among organizations for the purpose of achieving broader social change. The centres themselves come in a variety of forms, but generally share several key features (Brotsky 2004):

- they are composed of multiple tenant organizations (primarily non-profits and social enterprises);
- they exist in a physical site, usually consisting of one or more buildings closely situated; and
- they have the explicit purpose to provide affordable, stable work environments, to build capacity, and to support the missions of the tenant organizations.

Some multi-tenant non-profit centres provide space and services to the larger community in addition to their tenant organizations through space rentals, workshops and consulting services. Often found in downtown core neighbourhoods and business districts, non-profit clusters create new hubs of social and economic

activity and contribute to urban renewal. Brotsky (2004) points out that the place-based nature of these centres creates dynamic hubs for the broader community to meet and organize, thereby extending the cluster benefits to the local community. The physical buildings also take a variety of forms, with many in preserved and renovated heritage buildings or newly developed state-of-the-art 'green' buildings. In both cases, the physical infrastructure often embodies the values of the organizations that work within. The layout of these spaces is often intentionally designed to facilitate collaboration, co-operation, as well as the cross-pollination of ideas and, and spawn new and innovative initiatives.

2.4 Opportunities & Possibilities

As discussed previously, there is increasing need for inter- and cross- disciplinary approaches to the complex social, economic and ecological problems facing society today. Collaboration, innovation and learning are key processes in addressing these issues in long-term, sustainable ways. The social economy is well situated to advance social, economic and ecological sustainability, and non-profit cluster models can offer the infrastructure, resources and environment necessary for collaboration, innovation and learning.

2.4.1 Collaboration

Non-profit organizations are increasingly forming alliances, partnerships and collaborations both within and across sectors in order to achieve social goals (Guo & Acar 2005). Some forms of collaboration are voluntary, while others are mandated from higher authorities and funders. A review of the literature (in Parker & Selsky 2004) suggests that collaboration offers new ways for organizations to acquire expertise and access to resources (Faulkner & de Rond 2000; Gomes-Casseres 1996; Trist 1983), cope with increasingly turbulent environments (Emergy & Trist 1965; Gray 1985), anticipate potential problems, and learn to adapt and change in uncertain times (Roberts & Bradley 1991). Non-profit clusters and shared spaces bring organizations together in a physical locale, thereby increasing opportunities for collaboration and cooperation. The extent to which collaboration actually occurs and is successful depends on a variety of factors and is an area for further research and exploration.

2.4.2 Social Innovation

The economic development and economic geography literature describes the innovative potential of clusters (Feldman 2000; Hotz-Hart 2000; Porter 2000). Social innovation is becoming a buzz word to capture new ideas, models and initiatives that are created for social benefit. Phills et al (2008: 36) define social innovation as,

...a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions, and for which the value created accrues primarily to society as a whole rather than private individuals.

Closely related to social entrepreneurship and social enterprise, the underlying objective of social innovation is to create social value. As primary actors within the social sector, non-profit organizations are well situated to stand at the forefront of social innovation. Goldenberg (2004: iv) argues that,

Non-profit organizations can foster and lead innovation at the community level. They bring to social and economic challenges their in-depth knowledge of the community, hands-on experience, flexibility, creativity and responsiveness, entrepreneurial skills, and a holistic approach – some of the very ingredients essential to 'social learning' and innovation.

However, as we have discussed, the ability of non-profit organizations to innovate is severely hampered by limited resources, insufficient funds and insecure infrastructure. Non-profit clusters and shared space models address these barriers and create environments conducive to stimulating social innovation. Drawing on lessons from the industrial cluster literature, the potential for innovation increases with proximity and inter-organizational interaction. Phills et al (2008: 37) discuss the conditions required for social innovation,

Social innovation may indeed involve finding and training more social entrepreneurs. And it may entail supporting the organizations and enterprises they create. But it will certainly require understanding and fostering the conditions that produce solutions to social problems.

Non-profit clusters and shared space models have the potential to foster the conditions necessary for social innovation and the development of solutions to complex social and ecological problems. However, 'social innovation' is a relatively

new and under-studied phenomenon, and there is currently no research that explores the inter-organizational dynamics within non-profit clusters. The degree to which non-profit clusters create the conditions for the emergence of social innovation is another area for further research.

2.4.3 Learning Communities

One of the key outcomes of these new organizations is the development or creation of a learning community, which may or may not be intentional. Learning communities are defined as a group of people who share common values, beliefs and goals, and will demonstrate this commonality through actions that benefit the group as a whole rather than individuals alone. There are a number of significant implications for strengthening the social economy by establishing these learning communities. These centres not only involve the sharing of space and resources, but there is an active sharing of expertise regarding business practices and can be regarded as sites of learning rather than of business alone. According to Bradford (2003), learning communities "...discusses the strategic importance of social learning to all manner of innovation, from new technologies for business to new mechanisms for bridging cultural differences" (3).

Furthermore, Bradford (2003) clearly argues that breakthroughs need to go beyond the sharing of values, "...breakthroughs depend on repeated face-to-face contact as ongoing, in-person discussion builds trust and leads to a common understanding of viable solutions." (3) Establishing a learning community within these sites is pivotal for actors aimed at developing strategies leading to social change or to provide services in ways that can have greater regard to the needs of the general public.

2.5 Identifying Trends, Gaps and Future Directions

Our investigation of the literature leads to the identification of several important research gaps in this area. First, knowledge of non-profit cluster models is sparse with no on-going mechanism or research agenda to learn from existing facilities or to determine their effectiveness in furthering and supporting the social economy and facilitating social change. Second, although these centres are often described as places of 'collaboration and cooperation', there is very little empirical evidence supporting this or exploring the individual and collective organizational outcomes of

cluster participation. Finally, given the need for social innovation to address the complex social and ecological problems facing society today, further research into the degree to which non-profit clusters and shared spaces create the conditions for the emergence of social innovation is required.

The intention of the literature review was not only to provide a basis for understanding the role of non-profit cluster models in strengthening and supporting the growth and development of the social economy sector, but also to produce a conference paper to share our findings and stimulate discussion in this area. In fulfilling this intention, a co-authored paper was presented in May at the 2009 Association for Non-profit and Social Economy Research (ANSER) in Ottawa, under the title: *Collaboration, Innovation and Organizational Learning: An Exploration of Non-profit Clustering and Shared Spaces*.²

3 Objective 2: Identification of Exemplary Cases

As mentioned previously, the concept of co-location is not new and there are hundreds of examples around the world of centres that house non-profit organizations. For example, the San Francisco-based Nonprofit Centers Network lists 200 such facilities in its directory. Given our interest in sustainable infrastructure, collaboration, innovation and learning within the social economy, the criteria for the identification of exemplary cases focused on these areas of interest. A variety of methods were used to identify cases including internet research, interviews with key informants, and snowball sampling techniques.

The following case profiles describe several centres in Canada, the United States and abroad that are intentionally moving **beyond co-location** to foster and facilitate collaboration, innovation and/or learning within the social economy. Here, we profile 14 centres based on the following broad criteria:

- Intention to foster and facilitate collaboration, innovation and learning amongst organizations;
- Demonstration of sustainability principles; and

² A full copy of the conference paper can be found through the BALTA website:

<http://www.socialeconomy-bcalberta.ca/>

A copy of the ANSER conference presentation slides can be found in Appendix 2.

- Commitment to broader social change.

The centres profiled in this report were selected based on their applicability to the reviewed literature as well as ease of access to information about each case. The following is a list of North American centres and one international case. Each centre is profiled in the next section.

Canada

- Kahanoff Centre (Calgary AB)
- Storehouse 39-3-10 (Calgary AB)
- Tides Renewal Centre (Vancouver BC)
- Centre for Social Innovation (Toronto ON)
- 401 Richmond (Toronto ON)
- Artscape Wychwood Barns (Toronto ON)
- Common Roof (Barrie & Orillia ON)
- The Hub Halifax (Halifax NS)

United States

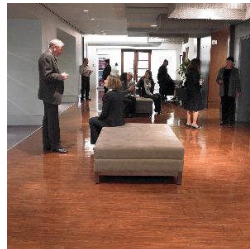
- Thoreau Center for Sustainability (San Francisco CA)
- Thoreau Center for Sustainability (New York NY)
- Jean Vollum Natural Capital Center - Ecotrust (Portland OR)
- NonProfit Center – Third Sector New England (Boston MA)
- David Brower Center (Berkeley CA)

International

- The Hub (United Kingdom)

CANADA

Kahanoff Centre (Calgary, AB)



Located in one of Calgary's business re-development districts, the Kahanoff Centre is considered a landmark for the non-profit sector and has been providing office space for Calgary's non-profit sector for almost a decade. An initiative of the Kahanoff Foundation, the Kahanoff Centre consists of 11 floors of office space and state of the art conference facilities. The Centre currently houses 20 non-profit and provides opportunities for interaction and collaboration amongst organizations working on similar issues. In January of 2009, the Kahanoff Centre implemented 'green operations' policies to reduce their environmental impact.

The Conference Centre offers reduced rates to charitable and non-profit organizations and also serves community-minded private sector organizations that want to reflect the principles of social responsibility. The Conference Centre hosts meetings, retreats, workshops, forums and other events to help support local community groups. The Conference Centre is currently undergoing a major expansion project scheduled to be completed in 2010 to provide more space and options for the non-profit sector.

The Kahanoff Foundation, a private charitable foundation, was established in 1979 by Sydney Kahanoff, a Calgary oil and gas executive and philanthropist. The Foundation was established with a mandate to provide funding for creative and innovative charitable organizations and programs in Israel and Canada with a focus in Calgary. The Kahanoff Foundation selects areas for strategic focus and community investment that reflect opportunities and challenges in these diverse communities.

<http://www.thekahanoffcentre.com/>

Storehouse 39-3-10 (Calgary, AB)



Storehouse 39-3-10 is an umbrella non-profit organization consisting of three founding agency partners: Community Kitchen Program of Calgary Society, NeighbourLink of Northwest Calgary, and Calgary Eye Way Society - each working to address issues of poverty and homelessness in Calgary. Storehouse 39-3-10 was established to enable these organizations to co-locate and collaborate under one roof to achieve greater efficiencies and expand their program capacity.

With contributions from the federal and provincial government, foundations, corporate and private donors, Storehouse 39-3-10 purchased a building which is now being converted into shared warehouse space, meeting rooms, training and board rooms, copy and mail rooms, and reception areas. In addition to the three founding agencies, Storehouse 39-3-10 offers space and resources to other non-profit organizations at reasonable rates.

Beyond co-location, Storehouse 39-3-10 is committed to collaboration. The organization's mission is to "maximize collaboration among Storehouse 39-3-10 members and optimize efficiency in service delivery, to make a difference in the well-being of Calgarians in need". To this end, partner agencies have already created 4 collaborative initiatives: Helpline; Infants and Children Under 2 program; Run, Jump & Play program for children ages 2-6, and; Pre-employment Programs.

<http://www.storehouse39.ca/>

Tides Renewal Centre (Vancouver, BC)



The Tides Renewal Centre is located in the newly renovated Flack Block in downtown Vancouver and stands at the intersection of Cambie and Hastings, adjacent to the Woodward's re-development. The Renewal Centre boasts an impressive green renovation by the developer, the Salient Group, and is a hub of social entrepreneurship and social change thinkers.

A collaboration between Tides Canada and Renewal, a philanthropic organization dedicated to the creation of a triple bottom line economy, the Renewal Centre is home to several pioneering social entrepreneurs including: Renewal, Tides Canada, Hollyhock Leadership Institute, Penner & Associates, Forest Ethics, Raised Eyebrow, Rainforest Solutions Project, Bullfrog Power Inc., Octopus Strategies, Inc., IdeaLever, and Across Borders Media.

<http://www.renewalpartners.com/collaborations/tides-renewal-centre>

Centre for Social Innovation (Toronto, ON)



The Centre for Social Innovation (CSI) is a dynamic space in downtown Toronto. Housed in a renovated historic building on Spadina Avenue, the CSI is home to more than 100 organizations, projects and individual innovators. The membership of the Centre represents the full diversity of the social mission sector – from grassroots community projects to social enterprises, the members are active in areas from health and the environment to arts and social justice. The Centre is a demonstration of state-of-the-art eco-restoration and design with indoor bicycle parking, rooftop gardens, solar water heating and a 250 square foot living wall.

Tonya Surman of the Commons Group and Margie Zeidler of Urbanspace Property Group came together in 2003 to envision a shared space for the social mission sector in Toronto. With the knowledge that the social mission sector faces capacity and resource challenges, they entered the discussion with the questions: How can we improve access to office facilities, lower the cost of administration and let organizations focus on their mission? How can we tear down the silos that keep organizations apart? How can we best become a catalyst for social change? With the help of the Ontario Trillium Foundation and the Harbinger Foundation, the CSI opened its doors to 14 founding tenants in June 2004. Since that time an additional floor with 14,000 square feet has been added and tenancy has grown to over 100.

The purpose of the CSI is to create space that sparks and supports social innovation by providing people with exposure to new ideas, connections, and systems and structures to help turn the seeds of ideas into reality. The experience within the

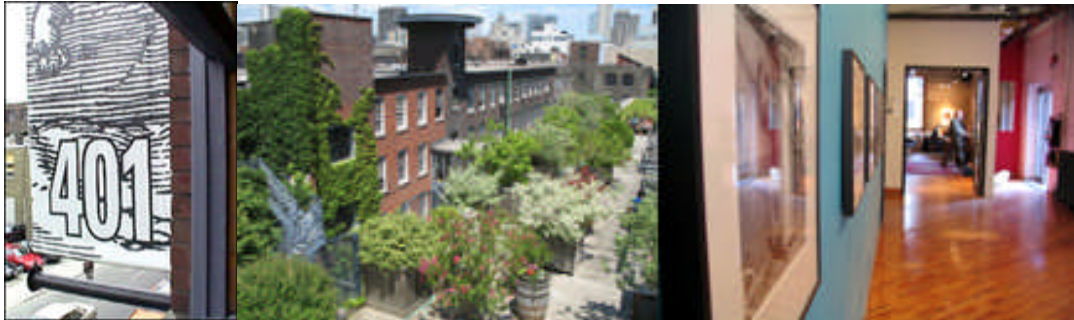
CSI over the past 5 years has revealed that the best spaces for social innovation are a mix of “utility and whimsy”, with functional work environments and unstructured social space. By balancing these characteristics, the CSI has created a dynamic that stimulates new ideas.

The CSI also has a core staff of 4 people dedicated to animating the community and providing opportunities for learning. From formal capacity building workshops to informal social mixers and open-space style message walls, the staff animates the community and provides the conditions for interaction, collaboration and learning. In addition to providing space for tenant organizations, the CSI has also created a space of shared learning for the whole of Toronto’s social mission community, hosting hundreds of workshops and welcoming over 10,000 visitors since opening its doors in 2004.

The Centre for Social Innovation has achieved incredible success in a short period of time. Based on its success and increased interest in shared space models, the CSI provides consultation services both locally and internationally to help create spaces that foster social innovation and spur social change.

<http://www.socialinnovation.ca>

401 Richmond (Toronto, ON)



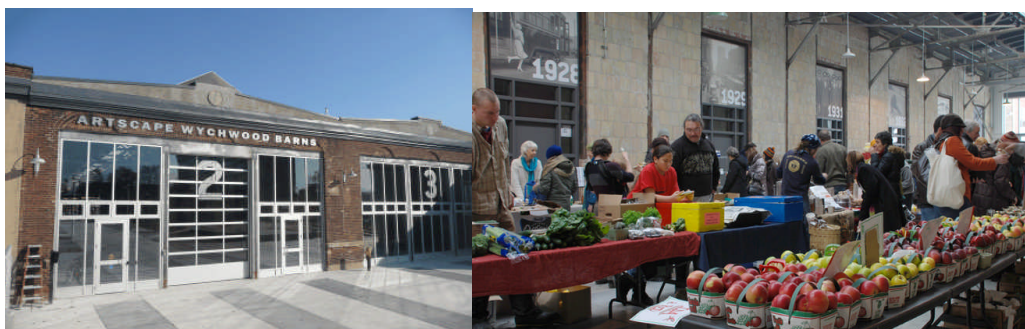
401 Richmond is a historic warehouse in downtown Toronto that is home to over 140 cultural producers and micro-enterprises. The building houses a diversity of organizations from artists, designers and independent film makers to healing arts and charitable organizations. Although 401 Richmond does not cater exclusively to the non-profit sector, it is an example of a cluster that is creating synergies and innovations across sectors.

“...at 401 Richmond the vibrant mix of tenants has come to know each other and collaborate on projects. The synergy of tenants and practices supports and fosters both business and creativity. Physical and ideological infrastructures have been put in place: a newsletter, café/gathering place, an arts-enriched early learning centre, community courtyard, and roof garden. All these enhance the commercial, cultural and community activities within these four walls”. (www.401richmond.net).

The municipal government has referred to 401 Richmond as one of Toronto’s key arts centres, and visitors from all over the world have come to the building to learn how to blend business with the arts to establish a viable urban community. 401 Richmond was awarded the 1999 Award of Merit from Toronto Heritage for outstanding adaptive re-use of a historic building. The building is also a demonstration site for sustainability principles with vertical gardens and living walls, an extensive green roof, recycling programs and on-going eco-restoration initiatives.

<http://www.401richmond.net>

Artscape Wychwood Barns (Toronto, ON)



The Artscape Wychwood Barns are located in Toronto's St. Clair and Christie neighbourhood and provide 60,000 square feet of multifaceted community centre space where "arts and culture, environmental leadership, heritage preservation, urban agriculture and affordable housing are brought together to foster a strong sense of community." (www.torontoartscape.on.ca).

Since 2001, Artscape - a not-for-profit, urban development organization that revitalizes buildings, neighbourhoods, and cities through the arts - has been working with the City of Toronto and The Stop Community Food Centre to create the Wychwood Barns. Formerly the historic Wychwood TTC streetcar repair barns, the Artscape Wychwood Barns officially opened in 2008 and are now home to 26 artists and their families, 17 individual artists and 13 non-profit and environmental organizations.

The Barns were designed as a creative space where new and innovative ideas can flourish. The sustainable food systems education centre run by The Stop Community Food Centre is a central feature of the site. Other non-profit organizations also provide educational programming focused on arts and the environment. The Barns also provide year-round space for community festivals and special events and act as a meeting place for the local neighbourhood.

The Barns are the first heritage building redevelopment project in Ontario to seek LEED Certification. Some of the LEED features of the Barns include: stormwater

harvesting, potable water use reduction, ground source heating and cooling and a photovoltaic “white roof”.

Artscape is committed to learning and knowledge exchanges that build community assets through hosting workshops and conferences, initiating research and sharing publications. Artscape is collaborating with the MaRS Discovery District, Martin Prosperity Institute and the City of Toronto to host the Creative Places + Spaces Conference in October 2009. The conference is a forum to bring together global perspectives on collaboration and connect them with local change-makers.

<http://www.torontoartscape.on.ca/places-spaces/artscape-wychwood-barns>



The Common Roof is a community-based social enterprise providing sustainable and professional workspace for human-service and non-profit organizations. The Common Roof not only provides stable, affordable workspace, infrastructure and shared services to enhance organizational efficiency and effectiveness, but also provides opportunities for cross-organizational collaboration between partner organizations. Partner organizations include:

- New Path Foundation
- Simcoe Outreach Services (SOS)
- Catulpa Community Support Services Inc.
- Canadian Mental Health Association, Barrie Simcoe Branch
- New Path Youth and Family Services
- Children's Treatment Network Simcoe York.

The Common Roof is an initiative of the New Path Foundation, a philanthropic foundation committed to meeting the needs of children, youth and families. The Foundation works to ensure the availability of human and financial resources for innovative programs within Simcoe County. By encouraging an increasing flow of recourse from individual and corporate donors, New Path Foundation creates and manages funds to meet the identified needs of children, youth and families.

<http://www.thecommonroof.ca>

<http://www.newpath.ca>

The Hub Halifax (Halifax, NS)



Based on “The Hub” model from the UK, The Hub Halifax is dedicated to providing space to individual entrepreneurs and organizations committed to social change. Located in downtown Halifax, the Hub provides flexible and affordable workspace and offers a place to build networks and relationships and experience “creative collisions” towards innovation. Economies of scale allow for affordable infrastructure and shared services. The Hub also provides event and meeting space to the broader community.

The Hub has a team of “hosts” that attract a diverse membership and work to connect and animate the community of tenants. As a member of the global “Hub” network, the Hub Halifax is part of a global learning community committed to creating spaces and places of change. The Hub Halifax opened in 2009.

<http://thehubhalifax.ca>

United States

Thoreau Center for Sustainability (San Francisco, CA)



The Thoreau Centre for Sustainability is a multi-tenant non-profit centre located in the historic Presidio, a national park in San Francisco, California. The Center serves as a living model of the Presidio's original vision – a global centre dedicated to addressing the world's most environmental, cultural, and social challenges. The Centre is named after the American writer and naturalist, Henry David Thoreau because of his belief in democracy and advocacy for living in harmony with nature. The Center is designed to incorporate both sustainable "green" building principles as well as historic preservation.

The Thoreau Center has over 150,000 square feet of space in 12 buildings and houses over 60 tenant organizations committed to promoting a diverse and sustainable world. To enhance the work of its organizational tenant, the Thoreau Center not only provides a physical workspace, but also supports the community through facilitating a regular program of educational events, communication tools, social gatherings, and informational and art gallery exhibits. Through the Center's program development office, organizations are encouraged to participate in community-building activities and information sharing.

New tenants are introduced to the Community Charter and Stewardship Program which seek to explicitly acknowledge each tenant's commitment to being a member of a community, not just an occupant of the building. The Charter outlines shared community values, the Thoreau Center's purpose and organizing principles and the

responsibilities of all parties involved in creating a vibrant organizational community.

The Thoreau Center for Sustainability is operated by Tides Shared Spaces, a Tides initiative designed to increase the capacity and effectiveness of social change organizations and the non-profit sector by creating, operating, and promoting the development of quality, affordable non-profit work spaces.

The Center is also the home of the NonProfit Centers Network (NCN) - a community of nonprofit and philanthropic leaders and professionals from the financial, real estate, and public sectors dedicated to sharing knowledge and networks for creating and operating quality workspace for non-profit organizations. The NCN is a program of Tides Shared Spaces and serves the non-profit sector through hosting international conferences and regional workshops, web-based seminars, on-line directories and forums, consultation and the dissemination of publications and resources.

Thoreau Center for Sustainability <http://www.thoreau.org/san-francisco/>

Nonprofit Centers Network <http://www.nonprofitcenters.org>

Tides Shared Spaces <http://www.tidessharedspaces.org/>

TIDES Thoreau Center New York (New York City, NY)



A Tides Shared Space initiative and a sister-centre to the Thoreau Center in San Francisco, the TIDES Thoreau Center in New York is an environmentally sustainable workspace shared by twelve nonprofit organizations and programs. Located across from the New York Stock Exchange, it is the first shared community and conference space for non-profit organizations in Lower Manhattan. Thoreau Center New York provides quality work and program space for non-profit organizations working towards social change.

The Center's renovation used an environmentally sustainable architectural plan incorporating elements such as recycled building materials, non-toxic paints and energy efficient mechanical systems and was awarded LEED Certification for Commercial Interiors. Other aspects of the center's sustainable operations include the use of clean renewable energy, nontoxic cleaning products and extensive recycling programs.

<http://www.thoreau.org/new-york/>

The Jean Vollum Natural Capital Center - Ecotrust (Portland, OR)



The Natural Capital Centre is a renovated warehouse located in Portland's Pearl District. Formerly an industrial area, the Pearl District is a fast-growing mixed-use neighbourhood of converted warehouses, shops, galleries and new housing. Ecotrust initiated the creation of the centre to serve as a marketplace that fosters the "ideas, goods, and services of a conservation economy". The building was renovated to respect the character of the original 1895 design while incorporating environmentally-innovative materials and techniques. The Centre has become Portland's flagship green building and has been acclaimed by civic leaders as an important contribution to the city's landscape.

The Centre houses close to 20 tenants including non-profits, social enterprises, government offices and business groups gathered around the themes of sustainability and community building. The outdoor clothing company, Patagonia, known for its environmental ethic is the retail anchor in the 70,000 square foot building. The Centre also houses Ecotrust's headquarters and a mix of non-profit and business tenants gathered around the themes of sustainable forestry and fisheries, green building and financial investment. The Centre was created with the intention to create a space that fosters innovation, relationship building and the free flow of ideas.

The renovation of the centre included the preserving the brick and timber character of the original 1895 structure while incorporating environmentally-innovative materials and techniques. The Natural Capital Center was awarded LEED Gold Certification and was the first restoration of an historic building to be given the LEED Gold rating.

<http://www.ecotrust.org/ncc/>

NonProfit Center – Third Sector New England (Boston, MA)



The NonProfit Centre of Boston is the first mission-based, multi-tenant centre in Massachusetts created exclusively to house progressive social change organizations. The Center’s mission is to “foster collaboration, enhance organizational stability, and further build the power of Boston-based third sector organizations committed to progressive social change.”

Located in a LEED Certified, eco-renovated heritage building in the heart of Boston’s political and financial hub, the NonProfit Center is a vibrant community of non-profit organizations of all sizes. Developed by Third Sector New England (TSNE), the NonProfit Center has over 110,000 square feet and nine floors of affordable office space and currently houses 30 tenant organizations. The center also offers numerous meeting rooms equipped with state-of-the-art communications technology. Meeting rooms are made available to tenants and other 501(c)3 nonprofit organizations. In addition to affordable, stable rent and access to resources, TSNE also offers programs and services to non-profit organizations in the areas of: capacity building, innovation, financial support and training.

The NonProfit Center is committed to strengthening the sector and creates opportunities for collaboration and shared initiatives amongst tenant organizations. The tenants share an overall commitment to learn and implement practices that contribute to the overall sustainability of their organization, the centre and the community.

<http://www.nonprofitcenterboston.org>

David Brower Centre (Berkeley, CA)



The David Brower Center in Berkeley California opened its doors in the spring of 2009. Originally conceived as a “vibrant community of like-minded individuals and organizations committed to a just and ecologically sustainable society”, the David Brower Center has 50,000 square feet of space and offers both offices and program facilities to individuals and organizations working with social and environmental missions. The Center was created to strengthen and support these organizations with the provision of healthy, stable work environments designed to foster and promote creative collaboration and facilitate cross-sector communication and partnerships. There are currently 25 tenant organizations committed to social and environmental missions. The Center also hosts regular seminars, workshops and exhibits providing the broader community with opportunities to learn about social and ecological justice.

With a LEED Platinum rating, the David Brower Center is considered the ‘greenest building in Berkeley’ and demonstrates leading technologies in ecological efficiency and design. Some key design features include:

- Construction using 53% recycled materials;
- Photovoltaic panels which will double as a sun shade device;
- 100% daylighting of all office areas;

- Collection and reuse of rainwater for irrigation and toilet flushing;
- Extremely low energy mechanical systems using radiant heating and cooling within the building's concrete structural slabs;
- Solar shading devices on all south-facing windows;
- High efficiency lighting with automatic controls to limit use when adequate daylight is available;
- Co2 sensors that call for extra fresh air if required; and
- Exterior and interior materials that ensure healthy air quality, maximize recycled content, avoid off-gassing, and minimize environmental impacts from production and transportation.

The Brower Center was built adjacent to Oxford Plaza, an affordable family housing development with ground-floor retail. Although independently owned, the Brower Center and Oxford Plaza were designed together as a mixed-use, transit oriented development.

<http://browercenter.org>

INTERNATIONAL

The Hub - UK



Based in the UK, The Hub is a social enterprise with the purpose to inspire and support imaginative and enterprising initiatives for a better world. Recognizing the crisis of access, scale, resources and impact, The Hub was designed to create places around the world for social entrepreneurs to access space, connections, resources, knowledge, experience and investment.

The Hub is a global network of people from a wide range of professions, backgrounds and cultures working at 'new frontiers' to tackle the world's most pressing social, cultural and environmental challenges. The Hub network is dedicated to designing spaces and hosting events and experience that foster innovation, collaboration and learning. There are now 20 Hubs worldwide in the following locations: Amsterdam, Bay Area, Berlin, Bombay, Bristol, Brussels, Cairo, Halifax, Johannesburg, London (Southbank, Kings Cross, Islington), Madrid, Milan, Porto, Rotterdam, Sao Paulo, Stockholm, Tel Aviv, and Toronto.

The Hub not only creates spaces for local innovators to meet and connect, but also facilitates a global network of learning and exchange. Hub learning events include high profile Hub Lectures, "thought dinners" and inter-disciplinary "innovation labs", as well as open-source Hub Lunches and international conferences.

<http://www.the-hub.net>

3.1 Exemplary Case Profile Summary Table

Name	Location	Established	Composition / # of Tenants	Sustainability Features	Collaboration, Innovation, Learning Initiatives	Notes / Comments
CANADA						
Kahanoff Centre	Calgary AB	2001 (need to confirm)	<ul style="list-style-type: none"> 11 floors of office space Conference facilities 20 tenant orgs 	<ul style="list-style-type: none"> Implemented 'green operations' policies in January 2009 	<ul style="list-style-type: none"> Opportunities provided for interaction and collaboration amongst orgs working on similar issues. 	<ul style="list-style-type: none"> "opportunities for collaboration" unspecified.
Storehouse 39-3-10	Calgary AB	2006	<ul style="list-style-type: none"> 3 tenant orgs (founding orgs make up umbrella org) Meeting space and resources provided to other non-profits 	<ul style="list-style-type: none"> None specified 	<ul style="list-style-type: none"> Created as a collaboration between 3 founding orgs to enable combined service delivery and programming. 	<ul style="list-style-type: none"> Focus on poverty and homelessness 4 collaborative projects: <ol style="list-style-type: none"> 1. Helpline 2. Infants & Children 3. Run, Jump & Play Program 4. Pre-employment Program
Tides Renewal Centre	Vancouver BC	2009	<ul style="list-style-type: none"> 11 tenant orgs Non-profits, social enterprises and for-profit 'social entrepreneurs' 	<ul style="list-style-type: none"> Heritage building preservation LEED certified interior 	<ul style="list-style-type: none"> No specific projects or initiatives, but shared space "provides opportunities for interaction and learning". 	
Centre for Social Innovation	Toronto ON	2004	<ul style="list-style-type: none"> 100+ tenants Non-profits, social enterprises, social entrepreneurs 	<ul style="list-style-type: none"> Heritage building preservation + eco-restoration Bicycle parking Rooftop gardens Solar hot water Living wall 	<ul style="list-style-type: none"> Open concept and open-space design allows for planned and spontaneous interaction. Workshops, social events 4 full time staff committed to animating the community and creating an environment that fosters innovation and collaboration. 	<ul style="list-style-type: none"> Engaged in advocacy, network building, community outreach and engagement, and policy development.
401 Richmond	Toronto ON	1994	<ul style="list-style-type: none"> 140+ tenants Mixed: artists, designers, non-profits, cultural, healing arts, etc. 	<ul style="list-style-type: none"> Heritage building preservation and adaptive re-use Vertical gardens, living 	<ul style="list-style-type: none"> Designed to create a 'community' of tenants – features include: newsletter, café, courtyard, 	

				<ul style="list-style-type: none"> walls Green roof garden Extensive recycling initiatives 	learning centre	
Artscape Wychwood Barns	Toronto ON	2008	<ul style="list-style-type: none"> 56 tenants 26 artists & families; 17 individual artists; 13 non-profits orgs 	<ul style="list-style-type: none"> Heritage building preservation LEED certification Stormwater harvesting Potable water use reduction Ground source heating and cooling Photovoltaic 'white roof' Environmental and art education 	<ul style="list-style-type: none"> Commitment to learning and knowledge exchange Hosting workshops and conferences Distribution of publications Initiating research Upcoming collaborative conference: Creative Places + Spaces Space for community events, festivals, etc. 	
Common Roof	Barrie & Orillia ON	Recent (no date available)	<ul style="list-style-type: none"> 6 tenant orgs (focus on children, youth and families) 	<ul style="list-style-type: none"> None specified 	<ul style="list-style-type: none"> Opportunities provided for cross-organizational collaboration between partner organizations 	<ul style="list-style-type: none"> "opportunities for collaboration" unspecified.
The Hub Halifax	Halifax NS	2009	<ul style="list-style-type: none"> 27 members Social entrepreneurs, social enterprises. 	<ul style="list-style-type: none"> Eco-conscious renovations 	<ul style="list-style-type: none"> The Hub is designed as a space for dynamic interaction and 'creative collisions'. Open space design Hosting events, workshops, community gatherings Part of the global hub network – a learning community for social change agents. 	<ul style="list-style-type: none"> Workspace is dynamic and changing. Membership packages include monthly, weekly, daily and hourly space options.
UNITED STATES						
Thoreau Center for Sustainability	San Francisco CA	1996	<ul style="list-style-type: none"> 12 buildings, 150,000 sqf 60+ tenants Non-profits and social enterprises Home of the Nonprofit Centers Network 	<ul style="list-style-type: none"> Heritage preservation in Presidio National Park Renovations included 'green' building design. Named after Henry David Thoreau, the centre works to incorporate the principles of democracy and sustainability into all of its operations. Community Charter & 	<ul style="list-style-type: none"> The community of tenants is supported through the facilitation of regular educational events, communication workshops, social gatherings, and informational and art gallery exhibits. As the anchor tenants, the Nonprofit Centers Networks 	

				Stewardship Program outlining shared community values and commitments.	and Tides Shared Spaces work continuously to research, share knowledge and create learning opportunities for non-profit organizations (both within the Thoreau Centre and through its global network). ▪ NCN and Tides Shared Spaces host international conferences and regional workshops, web-based seminars, on-line directories and forums, consultation and disseminate publications and resources.	
TIDES Thoreau Center	New York City NY	2007	<ul style="list-style-type: none"> ▪ Primarily non-profit orgs and individuals working towards a healthy environment and just society. ▪ 9 tenant organizations ▪ Home of Tides Shared Spaces 	<ul style="list-style-type: none"> ▪ As the sister-centre of the Thoreau Centre for Sustainability in San Fran, the NY Center shares a vision and commitment to democracy and sustainability. ▪ The building's renovation used an environmentally sustainable architectural plan incorporating elements such as recycled building materials, non-toxic paints and energy efficient mechanical systems. ▪ Aspects of the center's sustainable operations include the use of clean renewable energy, nontoxic cleaning products and extensive recycling programs. 	<ul style="list-style-type: none"> ▪ The community of tenants is supported through the facilitation of regular educational events, communication workshops, social gatherings, and informational and art gallery exhibits. 	
Jean Vollum Natural Capital	Portland OR	2001	▪ 20 tenant orgs	▪ Heritage building	▪ Ecotrust created the centre	No specific collaboration or

Center (Ecotrust)			<ul style="list-style-type: none"> ▪ Non-profits, social enterprises, government, businesses (all focused around sustainability and community building). ▪ Anchor tenants – Ecotrust and Patagonia 	<p>preservation.</p> <ul style="list-style-type: none"> ▪ Renovation of the centre included the preserving the brick and timber character of the original 1895 structure while incorporating environmentally-innovative materials and techniques. ▪ Awarded LEED Gold Certification. ▪ First restoration of an historic building to be given the LEED Gold rating. ▪ The Centre has become Portland’s flagship green building 	as a marketplace for innovation and ideas, and a place where organizations with similar values and vision could work together.	learning initiatives mentioned.
NonProfit Center – Third Sector New England	Boston MA	2004	<ul style="list-style-type: none"> ▪ 9 floors, 110,000 sqf ▪ 30 tenant orgs ▪ Non-profit orgs of all sizes ▪ Established by Third Sector New England 	<ul style="list-style-type: none"> ▪ Heritage building preservations ▪ LEED Certified renovations 	<ul style="list-style-type: none"> ▪ Centre’s mission is to “foster collaboration, enhance organizational stability, and further build the power of Boston-based third sector organizations committed to progressive social change.” ▪ TSNE offers programs and services to non-profit organizations in the areas of: capacity building, innovation, financial support and training. ▪ Committed to strengthening the sector and creating opportunities for collaboration and shared initiatives amongst tenant organizations. ▪ Tenants share an overall commitment to learn and implement practices that 	

					contribute to the overall sustainability of their organization, the centre and the community.	
David Brower Center	Berkeley CA	2009	<ul style="list-style-type: none"> ▪ 50,000 sqf ▪ 25 tenant orgs ▪ Individuals and organizations working with social and environmental missions (including the Centre for Ecoliteracy) 	<ul style="list-style-type: none"> ▪ New building ▪ LEED Platinum Certification ▪ "The greenest building in Berkley" ▪ Key design features: <ul style="list-style-type: none"> ➤ Construction using 53% recycled materials; ➤ Photovoltaic panels ➤ 100% daylighting of all office areas; ➤ Collection and reuse of rainwater for irrigation and toilet flushing; ➤ radiant heating and cooling ➤ Solar shading ➤ High efficiency lighting with automatic controls ➤ Co2 sensors ➤ Exterior and interior materials that ensure healthy air quality, maximize recycled content, avoid off-gassing, and minimize environmental impacts from production and transportation. 	<ul style="list-style-type: none"> ▪ Created to strengthen and support these organizations with the provision of healthy, stable work environments designed to foster and promote creative collaboration and facilitate cross-sector communication and partnerships. ▪ Hosts regular seminars, workshops and exhibits providing the broader community with opportunities to learn about social and ecological justice. 	
INTERNATIONAL						
The Hub	United Kingdom	2005	<ul style="list-style-type: none"> ▪ Global network of spaces for social entrepreneurship and social innovation ▪ Caters to social entrepreneurs, social enterprises and non-profit orgs. ▪ 20 hubs worldwide in: 	<ul style="list-style-type: none"> ▪ Nothing specified, although most hub facilities around the world incorporate heritage preservation and/or ecological design and renovation. 	<ul style="list-style-type: none"> ▪ The Hub network is dedicated to designing spaces and hosting events and experience that foster innovation, collaboration and learning. ▪ Facilitates a global network of learning and exchange. 	The Hub example extends the 'cluster' model into a network of clusters committed to social change and continuous learning.

			Amsterdam, Bay Area, Berlin, Bombay, Bristol, Brussels, Cairo, Halifax, Johannesburg, London (Southbank, Kings Cross, Islington), Madrid, Milan, Porto, Rotterdam, Sao Paulo, Stockholm, Tel Aviv, and Toronto		Hubs around the world share ideas, experience and learning through the hub network. ▪ Global Hub learning events include high profile Hub Lectures, Thought Dinners and inter-disciplinary Innovation Labs, as well as open-source Hub Lunches and International Conferences.	
--	--	--	--	--	--	--

3.2 Discussion of Exemplary Cases

The literature review revealed important research gaps related to non-profit shared spaces; and, the interviews conducted during our investigation of exemplary cases exposed a growing interest in shared-space models within the social economy, as well as an explicit need for more research (from both practitioners and academics) to further understand innovative organizational models that support the growth and development of the sector. The cases profiled and summarized above are examples of non-profit cluster models that are intentionally taking shared space beyond co-location to realize greater organizational, sectoral and societal benefits. These cases provide a starting point for further research and exploration.

There is a wide variety of models, approaches, compositions and initiatives even amongst the cases that fall within our criteria; however, from the cases highlighted, several patterns emerge. First, most centres are found in urban centres, most often downtown cores or business districts. Centres in urban areas often attempt to engage and attract the broader community (either through space rentals or hosting events). In these cases, community attraction and involvement serves to raise the profile of the tenant organizations as well as the sector as a whole.

Second, there is a strong connection to heritage preservation and restoration. An interesting area for further research is to explore the connection between non-profit clusters and broader community restoration and renewal initiatives. Third, there is a range of community animation and tenant engagement initiatives aimed at collaboration, innovation and learning. Some examples (such as the Centre for Social Innovation) have full time staff committed to fostering these, others (such as Storehouse 39-3-10) established the collaborative relationships first, while others simply create space and allow relationships to emerge. Further research could explore which approach yields the most success.

Finally, some of the newest models (such as the Hub Halifax and the Tides Renewal Centre) include for-profit companies, social enterprises and social entrepreneurs as well as non-profit organizations. This extension beyond the traditional boundaries of the non-profit sector, illustrates the increasingly blurred sectoral boundaries

associated with the current realities of social change. This varied composition also increases the potential for cross-sectoral collaboration and learning.

In terms of our interest in collaboration, innovation and learning and BALTA's interest in strengthening the foundations of the social economy, three cases from the 14 profiled here stand out: The **Centre for Social Innovation** in Toronto, the **Thoreau Centre for Sustainability** in San Francisco, and the **global HUB network**. Each of these cases not only focus on their own tenant and local communities, but are also working in the areas of policy, advocacy, establishing networks, building alliances, fostering innovation and broadening the impact of the social economy. As a Canadian example, the Centre for Social Innovation stands out as particularly exemplary due to its rapid overall success in the areas of governance, community animation, collaboration and partnerships, network and alliance building, sector advocacy, continuous learning, and commitment to sustainability.

These exemplary cases provide opportunities to delve into the research gaps identified in the literature, namely: the lack of empirical evidence demonstrating collaborative and cooperative outcomes and the need to understand the conditions for emergence of social innovation. Furthermore, given the growing interest in shared spaces amongst social economy organizations, these examples serve as concrete examples of organizational models that are moving beyond co-location to realize broader social and sectoral benefit and provide opportunities for exploring replicability.

4 Objective 3: Development of Case Study Framework

The third objective in Phase 1 of the cluster research was to develop a case study framework for analysis of non-profit cluster models. Given BALTA's general interest in case study research, the existing *BALTA Case Study Framework* was adapted to include areas relevant to social economy clusters, including:

1. Governance models
2. Real estate development
3. Development finance
4. Collaboration, Innovation and Learning

One of BALTA's priorities is to examine the potential for scaling up successful social economy innovations. Understanding governance, real estate development, and development finance in addition to mechanisms for collaboration, innovation and learning are important for determining the replicability of case studies.

The following is a modified framework for researching non-profit cluster model case studies. One of the things we want to explore with regards to social economy clustering and non-profit shared spaces is the impact of the shared space experience on the tenant organizations. Therefore, it is worth conducting an abbreviated survey with some of the tenant organizations to investigate the benefits and outcomes of tenancy in a shared space. To this end, a supplementary tenant survey has also been developed by extracting and modifying key sections from the case study framework to use with individual organizations. If a tenant organization proves to be an exemplary or worthwhile case to explore more fully for other BALTA research purposes, the full case framework can be used.

4.1 Cluster Case Study Framework

Section 1- The Case
1-A - Preliminary Considerations
How does the case match the BALTA criteria as a part of the "social economy" of BC/AB?
What significance or guiding considerations led to the selection of this case for study? Do you see this case in any major way as representing a new or emergent trend, force, or the like?
Originally, who actually chose and/or recommended this case for study? With what in mind? Who, if any person or group, had indicated an interest in having this case studied <u>before</u> you began the inquiry?
How significant in the overall social economy would you say is the <u>sector</u> (or category) represented by this case? Why?
What audience(s) is your own final case report designed for? Who or what sort of groups do you particularly want to read it?
1-B - Identifying Data
Name of the organization/initiative
Full address [if possible, also note a contact person and telephone]
Year of incorporation [if formal incorporation came substantially late in the life of the case, or if no incorporation or incorporation is irrelevant, note the circumstances and the date of establishment otherwise]
Section 2 – Context
Location and territory served. Please use these territorial categories: urban, suburban, small urban, rural, First Nation, provincial, national. Even if the case is of a community of interest, a territorial dimension needs to be specified.
What circumstances/factors led to the establishment of the initiative? What problems or opportunities was the initiative intended to resolve or take advantage of? The history of the initiative.
"Prior market characteristics" – i.e., what might be considered the <u>pre-existing</u> demand that is linked to this initiative/organization and its avowed outputs (be they services, products, community changes, or whatever).
Additional information about the context that you believe would help others to understand the meaning and significance of the case – local events, geography, demographics, history of the category of the focus activity; e.g., resource extraction for fisheries; social housing; day care, etc.
Section 3 – Goals/Mandate
Why did the organizers adopt a social economy approach for this initiative (as opposed to a private sector or public sector approach)?
Main objective(s) of the initiative/organization, in the general terms used by the group. If you obtained explicit vision or mission statements, please attach.
Core activity of the initiative [for enterprises, use Stats Can terminology to ensure comparability]. Limit your description here to actual activities - do not include impacts, which will be dealt with in later sections.
Core aims of the initiative – include social, economic, ecological, and other, as relevant to the case.
Short, medium, long-term goals – here include anything that sheds light on their ideas

about the future
Describe the strategies being employed to address the problems behind the establishment of the initiative
Specific group/community being targeted (i.e., unemployed, women, poor, immigrants, or a specific neighborhood, etc.)
Has there been any history of significant change in their activity or goals or structure (cf. Section 5)? Describe.
Make sure the information in this Section relates to info in Sections 9-12, and vice versa
Section 4 – Real Estate Development / Development Finance
Who owns the building? How was the building secured for your purposes?
Who were the players in the real estate development of the project and what were their roles?
How was the project financed? How is it sustained financially?
Section 5 – Partners
Name and rank in importance (with your rationale for the ranking) any active organizational partners in this initiative and explain their roles (include specific contact names, if possible, and identify their roles).
Have there been any significant changes in partnership relations? Describe.
Why is the partner involved here – that is, what are they themselves trying to achieve by the partnership?
Has the initiative increased the community's capacity to develop effective partnerships? If yes, how? [Cf. Sec.8]
Section 6 – Management Structure/Organizational Format
Legal structure (i.e., non-profit, co-op, division or project of non-profit, for-profit, etc.)
What is the governance structure of the centre?
Describe the ownership / leasing model and the roles and responsibilities of the landlord, intermediary, tenant organizations.
Describe the criteria and/or process for tenant selection.
If a Board is in place, how is it selected? Describe the make-up of the Board (i.e., all local residents, government representatives, etc.). Note if any significant turnover, as provided in bylaws or for other reasons.
Who/what sponsoring organization, if any, began the initiative and/or is currently leading the initiative/enterprise? Specify how the local community was/is involved.
Number of staff: Break down by full-time, part-time [clearly define categories]. Also, where these would be significant to the initiative, break down by percentage (or numbers) in terms of diversity: disabled, gender, age, ethnicity, education, "new Canadians," other classifications [use census data categories where possible]. Also, if relevant, look at the recruitment/retention picture.
Present similar data on volunteers, where these are important participants.
Describe the decision-making process within the management structure. [Specify if and how employees, community members, and other participants have been empowered through the initiative] Consider formal and informal power relations when these are significant.
Describe how the initiative has supported people or communities to exert greater control over their economic and social affairs. Indicators must be specified – probably not quantitative, but some indications.
Has any use been made of advisory committees and of consultants? Describe.
Describe any specific strategy (including annual revisions of the strategic plan) in place to adapt the activities of the initiative to changing conditions.
If membership is a feature, provide numbers and characteristics as well as their relation to the legal structure and their level of engagement.
Section 7 – Financial Status

Annual operating budget (specify year, which should be the same for all other data in this section).
Annual sales (in dollars). Differentiate between sales in a general market and sales to a government body.
Source(s) of all <u>annual</u> income, and amounts. [Use either percentages or raw figures and provide them by these categories - grants, contracts, market sales of goods or services, gifts, other.]
Asset base (basically this is intended to indicate any ready financial capital or real property resources).
Wage and salary costs.
Is there a policy for the distribution of surpluses or profits? If yes, describe and explain how this policy supports the social and other goals of the initiative.
Describe, if appropriate, any plans for self-sufficiency (i.e., to become independent of grants/gifts).
Provide examples (if any) of <u>leveraging</u> funding into additional support for the initiative. Be sure to include equity and loans as well as any grants, etc.
If volunteer services actually represent a quite significant financial contribution, describe here, but do not include any figures in the above description of <u>income</u> . Perhaps number of hours of service can be cited.
Comment on any trends or special events that are significant for understanding financial status.
Section 8 – Roles of Government, Foundations, Corporations, Banks
What has been the level of <u>investment</u> (if any) by any of these for the case? [This does not pertain to annual income figures or annual operating grants; include here only loans or equity arrangements and describe what the investor expects as a return, both financial and other.]
Describe any joint ventures – that is, businesses jointly owned by the organization and some private or public partner(s).
Are there any other significant government or private activities intimately related and interacting with this case? [This is intended to pick up something important that you feel is not otherwise treated, so do not include what is already reported re partnerships in Section 4]
What government policies/programs directly impact the initiative? Provide details. (If there are significant policies/programs in the <u>private</u> sector that directly impact the case in ways you think are important to note, describe these too.)
Who are the organization's main on-going contacts within governments or corporations, etc., and/or what are their roles in their own organizations?
Section 9 – Capacity Building
Describe the focus of any individual capacity-building activities (e.g., job training) within the initiative. Include both formal and informal (e.g., on-the-job training) activities.
If training has occurred, specify the number of individuals trained annually [break down by gender, age, ethnicity, etc., when this would appear a significant feature].
Describe any opportunities for learning and knowledge exchange within the centre. Who facilitates and coordinates these?
Has the capacity been increased for the local community or for specific organizations within it? If yes, specify how knowledge and skills within the community have been enhanced. (Note: this can be asked referring to the tenant community, and also asked of individual organizations re: the communities they serve)
Describe any internal capacity challenges (i.e., in terms of technical or management skills) faced by the case organization. How have these been met or not? What are the internal capacity challenges of tenant organizations? How is the centre working to address these challenges?

Are organization staffers able to access training and skill development opportunities? If yes, describe.
To what extent does the organization play a role in the improvement of the capacity of other organizations? Describe. (this may be a redundant question depending on the answers given above)
Compare and link items in this Section with items in Sections 3, 9-12.
To what extent (if any) is collaboration and co-operation amongst tenant organizations happening? Describe any collaborative projects/initiatives that have emerged within the centre.
Is collaboration and co-operation amongst tenant organizations encouraged? If yes, how? Who facilitates this?
Section 10 – Impacts and Outcomes
NOTE: Sections 9-12 (Impacts and Outcomes) can be used to gather information on the impacts for the community of tenants within the centre. This information can also be gathered for individual organizations to examine organizational performance and impact. A separate survey for individual tenant organizations has been developed and follows this framework.
Does the organization track potential impacts/outcomes of the initiative? If so, how? Include any specific evaluation studies.
Pay particular attention to distinguishing intended beneficiaries and unintended beneficiaries.
Consider any spin-offs (in organizations or functions) or any innovations, new organizations.
What new innovations/projects/initiatives have been born out of the centre? Were these a result of individual or collaborative action?
Section 11 – Social Impacts/Outcomes
Has the social capital (i.e., useful relationships) within the target community been enhanced by the initiative, and if so, how? [Use quant. or qual. indicators; e.g., look for increased activities or give examples.]
Has the initiative led to other improved community relationships and/or increased collaboration within the community? If yes, provide details.
Has the initiative been a force for improved equity and perceptions of equity – i.e., a sense of fairness among groups or sectors?
Is there a greater sense of hope and confidence in the future in the community? How is this manifest?
Section 12 – Economic Impacts/Outcomes
Has the economic well-being/capacity of the community been increased through the initiative? If yes, provide evidence and stats where possible (i.e., increases in incomes or financial assets, new businesses established, new services or products made available, new or improved housing units, etc.).
Provide the number of jobs directly created through the initiative. Distinguish these from number of jobs retained and from number of jobs indirectly created.
If applicable, describe how barriers to employment have been reduced.
Where relevant, consider efficiencies in cost controls.
Consider offsets to public costs (decreased welfare benefit needs, etc.)
Section 13 – Impacts/Outcomes re Ecology and Community Health/Well-being
Were there any attempts to deal with ecological issues? Was the physical environment in anyway impacted by the initiative? Describe.
Describe how the overall resilience/well-being of the community (or targeted sectors) has been enhanced by the initiative. If it has not, explain why. [Consider resilience as community capacity to adapt to change (e.g., reduce the negatives from externally-caused

events such as closing of a railroad station, construction of a highway, potential business closings, weather disasters, etc.); and describe the means of improved resilience (e.g., early warning systems, etc.).]
What new institutional resources have been furthered by the initiative that have had an overall community effect—such as opening new pre-natal services with consequent decline in birth problems/fatalities?
Section 14 – Participation in Research
Does the organization participate in research activities? If yes, what are they? If not, explain (lack of capacity, lack of opportunity, concerns over potential negative effects, etc.). Include here any systematic attention to tracking outcomes/impacts, if not noted for Section 9.
Describe the networks (if any) that the organization relies on for sharing information and learning from other initiatives (conferences, list serves, etc.).
What does the organization believe to be key research needs in its area of the social economy, or in general?
Note how the organization was related to the case study itself, participated in it.
Section 15 – Respondents’ Insights
“What have been the main challenges faced in the creation and functioning of this project?”
“What might have been done differently (presumably better) in initiating the project and in the type of strategies that were employed?”
“What do you identify as the main barriers to growth or performance of the project over the past year?” [It may be necessary to provide categories and probes for the respondent, such as “Besides inadequate funding?” or “Internal factors?”, etc.]
“What would you identify as the main barriers to growth or performance of the project over the coming year or so?” [Again, provide categories, as needed.]
“What would you stress to an outsider (I mean someone like a government officer, or another Social Economy practitioner, or newspaper reporter, or a major corporation representative) as the most significant conclusions to draw from the experience of your organization/initiative?” [Note: respondent may see different stresses as appropriate for different audiences.]
Section 16 – Methodological Observations
Who was interviewed (by what means and for what length of time), and what were their roles in re this initiative or organization? [Include and specify those with whom communication was by email.]
How ‘accessible’ [candid, free, available] were the respondents? (whenever significant, include variations among respondents and provide your interpretation for the variety.)
What differences in perspectives or factual items arose? (And how might these be interpreted?)
Aside from formal/informal interviews, explain and describe your use of any observational methods (e.g., attending meetings at the organization)? What was their significance for the case study?
What other sources of information were used (documents, press accounts, etc.), and what was their significance?
<u>Before</u> you began this study, were any major/unusual obstacles foreseen in gathering the information? How did that turn out? What about any major/unusual obstacles encountered that were not foreseen?
Section 17 – Implications
Here should be a discussion that in essence gives the reporter’s own views on that question in Section 14 that was posed to the organizational respondents (“What would you stress to an outsider...”).
Also, we need your discussion of what this report holds for the whole idea of strengthening

and scaling up social economy activities – i.e., the central overall aim of the BALTA project.

Supplementary Tenant Organization Survey

Section 1 – Identifying Data
Name of the organization/initiative
Full address [if possible, also note a contact person and telephone]
Year of incorporation [if formal incorporation came substantially late in the life of the case, or if no incorporation or incorporation is irrelevant, note the circumstances and the date of establishment otherwise]
Section 2 – Context
Location and territory served. Please use these territorial categories: urban, suburban, small urban, rural, First Nation, provincial, national. Even if the case is of a community of interest, a territorial dimension needs to be specified.
What circumstances/factors led to the establishment of the initiative? What problems or opportunities was the initiative intended to resolve or take advantage of? The history of the initiative.
"Prior market characteristics" – i.e., what might be considered the <u>pre-existing</u> demand that is linked to this initiative/organization and its avowed outputs (be they services, products, community changes, or whatever).
Additional information about the context that you believe would help others to understand the meaning and significance of the case – local events, geography, demographics, history of the category of the focus activity; e.g., resource extraction for fisheries; social housing; day care, etc.
Section 3 – Goals/Mandate
Why did the organizers adopt a social economy approach for this initiative (as opposed to a private sector or public sector approach)?
Main objective(s) of the initiative/organization, in the general terms used by the group. If you obtained explicit vision or mission statements, please attach.
Core activity of the initiative [for enterprises, use Stats Can terminology to ensure comparability]. Limit your description here to actual activities - do not include impacts, which will be dealt with in later sections.
Core aims of the initiative – include social, economic, ecological, and other, as relevant to the case.
Short, medium, long-term goals – here include anything that sheds light on their ideas about the future
Describe the strategies being employed to address the problems behind the establishment of the initiative
Specific group/community being targeted (i.e., unemployed, women, poor, immigrants, or a specific neighborhood, etc.)
Has there been any history of significant change in their activity or goals or structure (cf. Section 5)? Describe.
Make sure the information in this Section relates to info in Sections 9-12, and vice versa
Section 4 – Tenancy
What were the motivations behind becoming a tenant in a non-profit shared space?
How long have you been a tenant?
Describe the benefits you have experienced from being a tenant in this space.
Section 5 – Collaboration, Innovation and Learning
Has your organization partnered or collaborated with other organizations in the centre?
What was the outcome?

Do you feel that the centre offers opportunities for learning and knowledge exchange between and amongst organizations? Describe your experience of these...
Have any new innovations/projects/initiatives been born as a result of your tenancy and experience here at the centre?
Section 6 – Impacts and Outcomes
Does the organization track potential impacts/outcomes of the initiative? If so, how? Include any specific evaluation studies.
Pay particular attention to distinguishing intended beneficiaries and unintended beneficiaries.
Consider any spin-offs (in organizations or functions) or any innovations, new organizations.
Section 7 – Social Impacts/Outcomes
Has the social capital (i.e., useful relationships) within the target community been enhanced by the initiative, and if so, how? [Use quant. or qual. indicators; e.g., look for increased activities or give examples.]
Has the initiative led to other improved community relationships and/or increased collaboration within the community? If yes, provide details.
Has the initiative been a force for improved equity and perceptions of equity – i.e., a sense of fairness among groups or sectors?
Is there a greater sense of hope and confidence in the future in the community? How is this manifest?
Section 8 – Economic Impacts/Outcomes
Has the economic well-being/capacity of the community been increased through the initiative? If yes, provide evidence and stats where possible (i.e., increases in incomes or financial assets, new businesses established, new services or products made available, new or improved housing units, etc.).
Provide the number of jobs directly created through the initiative. Distinguish these from number of jobs retained and from number of jobs indirectly created.
If applicable, describe how barriers to employment have been reduced.
Where relevant, consider efficiencies in cost controls.
Consider offsets to public costs (decreased welfare benefit needs, etc.)
Section 9 – Impacts/Outcomes re Ecology and Community Health/Well-being
Were there any attempts to deal with ecological issues? Was the physical environment in anyway impacted by the initiative? Describe.
Describe how the overall resilience/well-being of the community (or targeted sectors) has been enhanced by the initiative. If it has not, explain why. [Consider resilience as community capacity to adapt to change (e.g., reduce the negatives from externally-caused events such as closing of a railroad station, construction of a highway, potential business closings, weather disasters, etc.); and describe the means of improved resilience (e.g., early warning systems, etc.).]
What new institutional resources have been furthered by the initiative that have had an overall community effect—such as opening new pre-natal services with consequent decline in birth problems/fatalities?
Section 10 – General experience and comments
Describe your general experience within the centre...
Is there anything else that you would like to emphasize or add?

5 Next Steps & Future Research – Proposed Phase 2

Based on the research conducted in Phase 1, our exploration of non-profit shared spaces reveals the following:

- A growing interest in shared space models within the non-profit and social economy sectors;
- The existence of long-established and successful shared infrastructure models in Canada;
- The emergence of creative and innovative models in Canada that are pushing the sector in new directions and achieving significant outcomes;
- The explicit need for research (from both practitioners and academics) to further our understanding of innovative organizational models that support the growth and development of the sector.

A logical next step is to conduct case study research with one or two exemplary cases to gain a more in-depth understanding of what is working elsewhere and why. Therefore, we propose a Phase 2 that consists of an exploration of 1 or 2 case studies within the Canadian and/or North American context and focuses on the following key areas:

- collaboration, alliance-building and organizational networks
- social innovation generation
- organizational learning communities
- advocacy and policy
- leadership

Criteria for case study selection include demonstrable success in at least 3 of the 5 above areas. General guiding research questions for this phase include:

- 1) What are the real and potential benefits of shared space models for social economy organizations?
- 2) How can the shared space experience be leveraged to strengthen the social economy sector?
- 3) What can be learned from exemplary Canadian cases of shared space models?

6 References & Sources

- Asheim, B. T. (2000). "Industrial Districts: The Contributions of Marshall and Beyond", in G. Clark, P. Feldman and M.S. Gertler (Eds) *The Oxford Handbook of Economic Geography*. pp. 413-431.
- Austin, J. E. (2000). "Strategic Collaboration Between Nonprofits and Business", *Nonprofit and Voluntary Sector Quarterly*. Vol. 29, No. 1. pp. 69-97.
- Bradford, N. (2003). *Cities and Communities that Work: Innovative Practices, Enabling Policies*. Discussion Paper F132, Family Network. Canadian Policy Research Networks.
- Brotsky, C. (2004). "Making Space for the Nonprofit Sector", *The NCRP Quarterly*. National Committee for Responsible Philanthropy. Spring 2004. pp. 1-4.
- Christensen, P., McIntyre, N., and Pikholz, L. (2002). *Bridging Community and Economic Development: A Strategy for Using Industry Clusters to Link Neighbourhoods to the Regional Economy*. Shorebank Enterprise Group.
- Cote, R. P., and Wallner, H. P. (2006). "From Clusters and Networks to Islands of Sustainability", in Cote, R., Tansey, J., and Dale, A. (Eds), *Linking Industry and Ecology: A Question of Design*. Vancouver: UBC Press, pp. 114-133.
- Centre for Social Innovation (CSI) (2009). <http://socialinnovation.ca>. Viewed: May 2009.
- Dale, A. (2006). "Linking Industry and Ecology in Canada: A Question of Design", in Cote, R., Tansey, J., and Dale, A. (Eds), *Linking Industry and Ecology: A Question of Design*. Vancouver: UBC Press, pp. 4-11.
- Ecotrust (2009). <http://www.ecotrust.org/ncc/>. Viewed: May 2009.
- Feldman, M. P. and Francis, J. L. (2004). "Homegrown Solutions: Fostering Cluster Formation", *Economic Development Quarterly*. Vol. 18, No. 2. pp. 127-137.
- Garner, A. and G. A. Keoleian (1995). *Industrial Ecology: An Introduction*. Pollution Prevention and Industrial Ecology, National Pollution Prevention Center for Higher Education, University of Michigan.
- Goldenberg, M. (2004). *Social Innovation in Canada: How the non-profit sector serves Canadians...and how it can serve them better*. Canadian Policy Research Networks Inc.
- Guo, C. and Acar, M. (2005). "Understanding Collaboration Among Nonprofit Organizations: Combining Resource Dependency, Institutional and Network

- Perspectives", *Nonprofit and Voluntary Sector Quarterly*. Vol. 34, No. 3. pp. 340-361.
- Held, J. R. (1996). "Clusters as an Economic Development Tool: Beyond the Pitfalls", *Economic Development Quarterly*. Vol. 10, No. 3. pp. 249-261.
- Hotz-Hart, B. (2000). "Innovation Networks, Regions, and Globalization", in G. Clark, P. Feldman and M.S. Gertler (Eds) *The Oxford Handbook of Economic Geography*, pp. 432-450.
- Lowe, E. A. (2001). *Eco-industrial Park Handbook for Asian Developing Countries*. A Report to Asian Development Bank, Environment Department, Indigo Development, Oakland, CA.
- MaRS Discovery District (2009). <http://www.marsdd.com/About-MaRS.html>. Viewed: May 2009.
- Martin, S. and Mayer, H. (2008). "Sustainability, Clusters and Competitiveness: Introduction to Focus Section", *Economic Development Quarterly*. Vol. 22, No. 4. pp. 272-276.
- Motoyama, Y. (2008). "What Was New About the Cluster Theory? What Could It Answer and What Could It Not Answer?", *Economic Development Quarterly*. Vol. 22, No. 4. pp. 353-363.
- Nattrass, B. and Altomare, M. (2002). *Dancing with the Tiger: Learning Sustainability Step by Natural Step*. Gabriola Island: New Society Publishers.
- Nonprofit Centres Network (NCN) (2009). <http://www.nonprofitcenters.org/>. Viewed: May 2009.
- Parker, B. and Selsky, J. W. (2004). "Interface Dynamics in Cause-Based Partnerships: An Exploration of Emergent Culture", *Nonprofit and Voluntary Sector Quarterly*, Vol. 33, No. 3. pp. 458-488.
- Phillis, J. A. Jr., Deiglmeier, K., and Miller, D. T. (2008). "Rediscovering Social Innovation", *Stanford Social Innovation Review*. Fall 2008. pp. 34-43.
- Porter, M. E. (1990). *The Competitive Advantage of Nations*. New York: Free Press.
- Porter, M. E. (1998a). "Clusters and competition: new agendas for companies, governments and institutions", in M. Porter, *On Competition*. Boston: Harvard Business School Press.
- Porter, M. E. (2000). "Location, Competition, and Economic Development: Local Clusters in a Global Economy", *Economic Development Quarterly*. Vol. 14, No. 1. pp. 15-34.

- Rosenfeld, S. (1995) "Business Clusters in America: Strategies and Synergies." Draft prepared for Organization for Economic Cooperation and Development, Paris, France.
- Senge, P. M. (2006). *The Fifth Discipline: The Art and Practice of the Learning Organization*. Currency Publishers.
- Senge, P. M., Laur, J., Schley, S., and Smith, B. (2006). *Learning for Sustainability*. SOL – the Society for Organizational Learning.
- Spiegelman, J. (2006). "From Waste Management to Industrial Ecology", in Cote, R., Tansey, J., and Dale, A. (Eds), *Linking Industry and Ecology: A Question of Design*. Vancouver: UBC Press, pp. 225-241.
- Thoreau Center for Sustainability (2009). <http://www.thoreau.org/san-francisco/>. Viewed: May 2009.
- Waits, M. J. (2000). "The Added Value of the Industry Cluster Approach to Economic Analysis, Strategy Development and Service Delivery", *Economic Development Quarterly*. Vol. 14, No. 1. pp. 35-50.
- Wheatley, M. (2005). *Finding our Way: Leadership for an Uncertain Time*. Berrett-Koehler Publishers Inc.

Web Links:

The Kahanoff Centre

<http://www.thekahanoffcentre.com/>

Storehouse 39-3-10

<http://www.storehouse39.ca/>

Tides Renewal Centre

<http://www.renewalpartners.com/collaborations/tides-renewal-centre>

Centre for Social Innovation

<http://www.socialinnovation.ca>

401 Richmond

<http://www.401richmond.net>

Artscape Wychwood Barns

<http://www.torontoartscape.on.ca/places-spaces/artscape-wychwood-barns>

The Common Roof

<http://www.thecommonroof.ca>

New Path Foundation

<http://www.newpath.ca>

The Hub Halifax

<http://thehubhalifax.ca>

Thoreau Centre for Sustainability

<http://www.thoreau.org/san-francisco/>

Nonprofit Centers Network

<http://www.nonprofitcenters.org>

Tides Shared Spaces

<http://www.tidessharedspaces.org/>

Tides Thoreau Centre

<http://www.thoreau.org/new-york/>

Jean Vollum Natural Capital Centre

<http://www.ecotrust.org/ncc/>

NonProfit Center – Third Sector New England

<http://www.nonprofitcenterboston.org>

David Brower Center

<http://browercenter.org>

The HUB

<http://www.the-hub.net>

Interviews Conducted:

- Tonya Surman – Centre for Social Innovation (Toronto)
- Roxanne Hanson – Non-Profit Centres Network (San Francisco)
- Keith Seel – Institute for Non-profit Studies (Mt. Royal College, Calgary)
- Christine Bennet – City of Calgary
- Brian Hoffart – Calgary United Way
- Diane Kaplan-Vinokur – University of Michigan
- Joel Solomon – Tides Renewal Centre (Vancouver)
- Steve Ballageer – Tides Renewal Centre (Vancouver)
- Sera Thompson – The Hub Halifax
- Joanne Macrae – The Hub Halifax

7 Appendix 1: Literature Review - Bibliography

Cluster Theory / Networks

- Allen, J. H., and Potiowsky, T. (2008). "Portland's Green Building Cluster: Economic Trends and Impacts", *Economic Development Quarterly*. Vol. 22, No. 4. pp. 303-315
- Basant, R. (n.d.). *Knowledge Flows and Industrial Clusters*. A background paper commissioned by the International Development Research Centre (IDRC)
- Christensen, P., McIntyre, N., and Pikholtz, L. (2002). *Bridging Community and Economic Development: A Strategy for Using Industry Clusters to Link Neighbourhoods to the Regional Economy*. Shorebank Enterprise Group.
- Cote, R. P., and Wallner, H. P. (2006). "From Clusters and Networks to Islands of Sustainability", in Cote, R., Tansey, J., and Dale, A. (Eds), *Linking Industry and Ecology: A Question of Design*. Vancouver: UBC Press, pp. 114-133
- Department of Trade & Industry – UK. (n.d.). *A Practical Guide to Cluster Development*. A Report to the Department of Trade and Industry and the English RDAs by Ecotec Research and Consulting.
- Feldman, M. P. and Francis, J. L. (2004). "Homegrown Solutions: Fostering Cluster Formation", *Economic Development Quarterly*. Vol. 18, No. 2. pp. 127-137
- Held, J. R. (1996). "Clusters as an Economic Development Tool: Beyond the Pitfalls", *Economic Development Quarterly*. Vol. 10, No. 3. pp. 249-261
- Martin, S. and Mayer, H. (2008). "Sustainability, Clusters and Competitiveness: Introduction to Focus Section", *Economic Development Quarterly*. Vol. 22, No. 4. pp. 272-276
- Montana, J. P. and Nenide, B. (2008). "The Evolution of Regional Industry Clusters and their Implications for Sustainable Economic Development: Two Case Illustrations", *Economic Development Quarterly*. Vol 22, No. 4. pp. 290-302
- Motoyama, Y. (2008). "What Was New About the Cluster Theory? What Could It Answer and What Could It Not Answer?", *Economic Development Quarterly*. Vol. 22, No. 4. pp. 353-363
- Porter, M. E. (2000). "Location, Competition, and Economic Development: Local Clusters in a Global Economy", *Economic Development Quarterly*. Vol. 14, No. 1. pp. 15-34

Reid, N., Smith, B. W., and Carrol, M. C. (2008). "Cluster Regions: A Social Network Perspective", *Economic Development Quarterly*. Vol. 22, No. 4. pp. 345-352

Rosenfeld, S. (1996). "Bringing Business Clusters into the Mainstream of Economic Development." *European Planning Studies Journal*, Volume 4

Waits, M. J. (2000). "The Added Value of the Industry Cluster Approach to Economic Analysis, Strategy Development and Service Delivery", *Economic Development Quarterly*. Vol. 14, No. 1. pp. 35-50

Industrial Ecology

Allenby, B. R. (1999). *Industrial Ecology: Policy Framework and Implementation*. NJ: Prentice Hall

Ayres, R. U. and Ayres, L. W. (Eds) (2002). *A Handbook of Industrial Ecology*. Northampton, MA: Edward Elgar Publications

Cote, R., Tansey, J., and Dale, A. (Eds), *Linking Industry and Ecology: A Question of Design*. Vancouver: UBC Press

Green, K. and Randles, S. (Eds) (2006). *Industrial Ecology and Spaces of Innovation*. Northampton, Mass: Edward Elgar Publications

Spiegelman, J. (2006). "From Waste Management to Industrial Ecology", in Cote, R., Tansey, J., and Dale, A. (Eds), *Linking Industry and Ecology: A Question of Design*. Vancouver: UBC Press, pp. 225-241

Non-Profit / Social Innovation

Arsenault, J. (1998). *Forging Nonprofit Alliances*. San Francisco, CA: Jossey-Bass. A publication of the National Alliance for Nonprofit Management, 1899 L Street, NW, Suite 600 (3rd floor). Washington, DC 20036

Austin, J. E. (2000). "Strategic Collaboration Between Nonprofits and Business", *Nonprofit and Voluntary Sector Quarterly*. Vol. 29, No. 1. pp. 69-97

Bradford, N. (2003). *Cities and Communities that Work: Innovative Practices, Enabling Policies*. Discussion Paper FI32, Family Network. Canadian Policy Research Networks.

Brotsky, C. (2004). "Making Space for the Nonprofit Sector", *The NCRP Quarterly*. National Committee for Responsible Philanthropy. Spring 2004. pp. 1-4

Carl, J. and Stokes, G. (1991). "Fostering Innovation and Respect", *Nonprofit World*. Vol. 9, No. 5. pp. 18-26

- Christensen, C. M., Baumann, H., Ruggles, R., and Sadtler, T. M. (2006). "Disruptive Innovation for Social Change", *Harvard Business Review*. December 2006. pp. 94-101
- Connor, J. A., Kadel-Taras and Vinokur-Kaplan, D. (1999). "The Role of Nonprofit Management Support Organizations in Sustaining Community Collaborations", *Nonprofit Management and Leadership*. Vol. 10, No. 2. pp. 127-136
- Dees, J. G. (1998), "Enterprising Nonprofits", *Harvard Business Review*. January-February 1998. pp. 54-67
- Drucker, P. F. (1998). "The Discipline of Innovation", *Harvard Business Review*. November-December 1998. pp. 149-157
- Friedman, Victor. (2000). *Incubator for Social Entrepreneurship: Creating Partnerships for Second Order Social Change*. Paper presented at the Biennial Conference of ISTR (the International Society for Third Sector Research), Dublin, Ireland, July 5-8, 2000.
- Guo, C. and Acar, M. (2005). "Understanding Collaboration Among Nonprofit Organizations: Combining Resource Dependency, Institutional and Network Perspectives", *Nonprofit and Voluntary Sector Quarterly*. Vol. 34, No. 3. pp. 340-361
- Goldengerg, M. (2004). *Social Innovation in Canada: How the non-profit sector serves Canadians...and how it can serve them better*. Canadian Policy Research Networks Inc.
- Jaskyte, K. (2004). "Transformational Leadership, Organizational Culture, and Innovativeness in Nonprofit Organizations", *Nonprofit Management and Leadership*. Vol. 15, No. 2. pp. 153-168
- Kohm, Amelia. (1998). Cooperating to survive and thrive: Innovative enterprises among nonprofit organizations. *Nonprofit World*, 16 (3), 36-44.
- McDonald, R. E. (2007). "An Investigation of Innovation in Nonprofit Organizations: The Role of Organizational Mission", *Nonprofit and Voluntary Sector Quarterly*. Vol. 36, No. 2. pp. 256-281
- Moss Kanter, R. (1999). "From Spare Change to Real Change: The Social Sector as Beta Site for Business Innovation", *Harvard Business Review*. May-June 1999. pp. 122-132
- Phillis, J. A. Jr., Deiglmeier, K., and Miller, D. T. (2008). "Rediscovering Social Innovation", *Stanford Social Innovation Review*. Fall 2008. pp. 34-43

Senge, P., Scharmer, C. O., Jaworski, J., and Flowers, B. S. (2004). *Presence: An Exploration of Profound Change in People, Organizations and Society*. NY: Doubleday

Vinokur-Kaplan, D. and Connor, J. A. (1998). "Nonprofit Incubators: Comparative Models for Nurturing New Third Sector Organizations", *ISTR Working Paper Series*, NonISTR Third International Conference, July 8-11, 1998. Universite de Geneve, Geneva, Switzerland.

Westley, F., Zimmerman, B., and Quinn Patton, M. (2006). *Getting to Maybe: How the World is Changed*. Random House Canada.

Organizational Learning

Argyris, C. And Schon, D. A. (1996). *Organizational Learning II: Theory, Method, Practice*. Addison-Wesley Publishing.

Brown, J. S., and Duguid, P. (2000). "Organizational Learning and Communities of Practice: Toward a Unified View of Working, Learning and Innovation", in Lesser, E., Fonaine, M. A., and Slusher, J. A., (Eds). *Knowledge and Communities*. Boston: Butterworth-Heinemann

Burke, W. W. (2008). *Organization Change: Theory and Practice*. Sage Publications.

Clarke, S. and Roome, N. (1999). "Sustainable Business: Learning-Action Networks as Organizational Assets", *Business Strategy and Environment* (8), pp. 296-310.

Easterby-Smith, M., Snell, R., and Gherardi, S., (1998). "Organizational Learning: Diverging Communities of Practice?". *Management Learning*. Vol. 29(3). pp. 259-272

Fenwick, T. (2007). "Developing organizational practices of ecological sustainability: a learning perspective". *Leadership and Organization Development Journal*. Vol. 28, No. 7. pp. 632-645

Hitt, W. D. (1995). "The Learning Organization: some reflections on organizational renewal". *Leadership and Organization Development Journal*. Vol. 16, No. 8. pp. 17-25

Kim, D. H. (2004). "The link between individual and organizational learning", in Starkey, K., Tempest, S., and McKinlay, A. (Eds). *How Organizations Learn: Managing the Search for Knowledge*. London: Thomson, pp. 29-50

Lahteenmaki, S., Toivonen, J., Mattila, M. (2001). "Critical Aspects of Organizational Learning Research and Proposals for its Measurement", *British Journal of Management*, Vol. 12. pp. 113-129

- Lesser, E., and Prusak, L. (2000). "Communities of Practice, Social Capital and Organizational Knowledge", in Lesser, E., Fonaine, M. A., and Slusher, J. A., (Eds). *Knowledge and Communities*. Boston: Butterworth-Heinemann
- Lesser, E. L., and Storck, J. (2001). "Communities of Practice and Organizational Performance". *IBM Systems Journal*. Vol. 40, No. 4. pp. 831-841
- Ortenblad, A. (2002). "Organizational Learning: a radical perspective", *International Journal of Management Reviews*. Vol. 4, Issue 1, pp. 87-100
- Perkins, D. D., Bess, K. D., Cooper, D. G., Jones, D. L., Armstead, T., Speer, P. W. (2007). "Community Organizational Learning: Case Studies Illustrating a Three-Dimensional Model of Levels and Orders of Change". *Journal of Community Psychology*. Vol. 35, No. 3. pp. 303-328
- Senge, P. M. (2006). *The Fifth Discipline: The Art and Practice of the Learning Organization*. Currency Publishers
- Senge, P. M., Laur, J., Schley, S., and Smith, B. (2006). *Learning for Sustainability*. SOL – the Society for Organizational Learning
- Wenger, E. (2000). "Communities of Practice and Social Learning Systems". *Organization*. Vol 7(2). pp. 225-246
- Wheatley, M. (2005). *Finding our Way: Leadership for an Uncertain Time*. Berrett-Koehler Publishers Inc.