

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

### SERC 3 WorkPlan – 2007-2008 Year

#### General

1. SERC ID:           SERC 3

2. SERC members involved in developing the workplan:

The following SERC members attended the initial workplan meeting in Vancouver in January: Mark Anielski, Mike Lewis, Stewart Perry, Dan Swinney and Veronica Vinge. Student Lena Soots also participated. These SERC members remained active in the workplan development during February-March and were joined at various points by other SERC members: Mark Cabaj, Pat Conaty and David Lepage.

Specific project proposals and Annex As were prepared by:

Mark Anielski	C3, C8
Jenny Kain & Mike Gismondi	C10
Mike Lewis	C5, C6
Mike Lewis & Jorge Sousa	C9
Stewart Perry	C11
Jorge Sousa	C4
Stuart Wulff & Mike Lewis	C7

3. Has the workplan been ratified?

The workplan has been ratified by the BALTA steering committee and implementation has begun.

4. New SERC members (if any):

No members new to BALTA were proposed at this time. It is possible that additional SERC members could be proposed in future months as we need to enhance research supervision capacity. Several projects will involve members of other SERCs in lead or other roles on a project specific basis, but they will not be joining SERC 3 as members. One SERC 1 member, Dr. Jorge Sousa, has a strong interest in being involved with SERC3 on a continuing basis and has been approved by the steering committee as both a SERC 1 and SERC 3 member.

5. New co-investigators (if any):

In addition to the current co-investigators in SERC 3 (Anielski & Lewis), several other SERC members will be playing direct roles in leading and managing research. Dr. Jorge Sousa and Dr. Stewart Perry have been approved by the steering committee as additional co-investigators:

**6. Statement of strategic vision for the SERC and its work for the balance of the project (February 2011). Include priorities, broad outcomes projected and rationale, making reference to BALTA's analytical domains, central research questions and strategic research priorities as relevant.**

Framing the Questions

SERC 3 has chosen to elevate key questions as being central to the strategic vision it advances for its work. Together they speak to context and how we understand the social economy – its drivers, the obstacles it faces and an analysis of its current efficacy in response to various specific contexts. In this sense they are meta-questions that are relevant across BALTA.

1. What are the existing economic, social and environmental conditions (human, social and natural capital assets) of well-being that currently exist in both provinces? This includes analysis of both the current state and trends, and inter-provincial comparison of key socio-economic-environmental indicators. We need to identify the strengths (assets) and weaknesses (liabilities) to well-being which are the basis for understanding the “demands” that the social economy is seeking to address.
2. What are the specific drivers of these demands and how do they manifest themselves in terms of social assets and deficits? How do these manifest themselves at various levels?
3. Who are the current players and actors in the social economy in both provinces?
4. How are they responding to societal needs, demands and trends as revealed in our indicators of socio-economic well-being? What are their respective strengths, weaknesses, opportunities and threats (SWOT)?
5. Do these organizations identify resource deficits or other capacity deficits to respond to these needs?
6. What other models of social enterprise exist in Canada or internationally that may serve as potential models for B.C. and Alberta?

Our Major Intended Outcome

The understanding of the dynamics, values and performance of the social economy will be significantly advanced at both the enterprise and development system levels, within each province and, comparatively, between the two provinces and in relation to best practices elsewhere.

Our Broad Research Priorities

SERC 3 has identified the following broad priorities for our research agenda over the next four years.

- 1. Strategic Framing of Context** – Contextual analysis that helps us understand the drivers, assets and deficits implicated in the evolution of the social economy.
- 2. Understanding the Development System** – The web of supports that support the formation and expansion of enterprises that use business means to advance social goals can be understood as a development system. It involves development finance

(equity and credit), human resource development, promotion planning, research, advocacy and technical assistance. Development systems can be analyzed at different scales. The extent to which such systems are organized, strategic and adequately resourced have a major impact on the scale and growth potential of the social economy. In addition, the extent to which linkages are strong (or not) between function focused organizations and territorial focused development organizations will be analyzed.

**3. Tracking Impacts** – Tracking progress at the enterprise, development system and policy level is necessary to improve practice, strengthen development systems and design more effective policy supports.

**4. Policy Research Asset/Gap Analysis** – It is evident from other jurisdictions that public policies and investment is one important component influencing the positive expansion of the social economy. Understanding selected jurisdictions and analyzing the specific contexts in Alberta and B.C. are an important area of research.

**5. Community Development Finance** – Community development finance is the provision of capital (in either equity or credit formats) for purposes of advancing community economic development and the social economy. It specifically integrates social goals into the financing equation, seeking a social and financial return on employed capital.

**6. Leadership Formation** – From how our children are socialized to the scarcity of development management talent (those social entrepreneurs and activists that mobilize, leverage and manage the processes that lead to community revitalization and advance of the social economy) is an area the SERC will be scoping out more clearly in the early stages of the BALTA evolution.

## **7. Preliminary plan for organizing of the SERC's work over the next four years to reach the projected outcomes.**

The SERC has not yet explicitly developed a four year plan. During the meeting in January, it was felt to be more important to develop a strong one year plan, within a strategic vision (see Section 6) and to get initial research projects operational. We will learn from this first year of research and will develop a longer term plan, based on this learning, as part of our planning for the 2008-2009 year.

At the same time, the broad directions of a four year plan are taking shape. The six broad research priorities form six research foci that will form the architecture of SERC 3's work over the coming four years. We have identified specific activities and projects for 2007-2008 in each of the six areas and will continue to develop further research in each of these areas over the course of the next four years. Some of the projects developed for 2007-2008 are multi-year projects, while others are explicitly intended to yield the basis for further projects and phases in subsequent years.

## **8. What priorities has the SERC identified for mapping?**

Given the focus of this SERC on infrastructure and tracking progress, and given the priorities identified above, there is an obvious and keen interest to ensure that mapping is not done only at the enterprise level. As outlined in the mapping paper written by Mike Lewis, the intermediary level is also important – for example a community

development corporation, a credit union involved in community development finance, the role of Community Futures Development Corporations, and more broadly, networks such as the provincially based CED and co-operative networks. We are interested in mapping the web of supports. As far as we understand, this concern is being taken into account by the mapping committee. It is expected that after the initial mapping is done, and after the initial results from research in year one begin to come in, there will likely be some specific priorities for mapping that will emerge from SERC 3.

One thing to note vis-à-vis SERC 3 and mapping is that the project focused on mining data from existing sources (C4) will no doubt feed useful information to the mapping team. This project is targeted for conclusion by the end of August.

**9. Identify SERC members who are prepared to play a role in supporting the mapping program.**

Veronica Vinge was designated as SERC 3's liaison representative to the Portraiture Committee. Mike Lewis also continues to play a supportive role with respect to management of the mapping program.

**Detailed 2007-2008 WorkPlan**

**10. One year priorities for research development and a rationale for these in terms of the criteria for assessment of workplans (see workplans policy).**

The six broad research priorities identified in Section 6 form the basic research priorities for 2007-2008. SERC 3 has identified specific activities and projects for implementation in 2007-2008 in each of the six areas, as noted below. The emphasis in this first year is on projects that provide some scoping and framework for research in subsequent years. (See sections 11 & 12 for project specifics.)

- 1) Strategic Framing of Context** – Includes strategic framing paper and projects C3 (Socio-Economic and Environmental Context, Profile & Trends in B.C. and Alberta), C4 (Preliminary Profile of the Size and Scope of the Social Economy in Alberta and B.C.) and C5 (From Social Economy to Solidarity Economy – Phase One).
- 2) Development Systems** – Includes projects C6 (From Social Economy to Solidarity Economy – Phase Two) and C7 (Nova Scotia Co-op Development System Case Study.- Phase Two: Analysis of Application in B.C. and Alberta).
- 3) Tracking Impacts** – Includes project C8 (Social Return on Investment Analysis Framework).
- 4) Policy Asset/Gap Analysis** – Includes projects C9 (CED and Social Economy Policy Inventory) and C10 (Municipal Government Support of the Social Economy).
- 5) Development Finance** – Includes project C11 (Credit Unions as a Financing Source for the Social Economy).
- 6) Leadership Formation** – Includes project C12 (Leadership Formation Scoping Paper).

Reflecting the broad mandate of SERC 3, this is a broad program of research. It addresses all of the BALTA domains and strategic research questions, speaking to the first five criteria for assessment of SERC workplans.

1. *The impact of inserting social processes of reciprocity, solidarity, and sustainability into economic life – Addressed in priorities 1, 2 and 5.*  
 The conceptual discussion in project C5 has potentially profound implications for how one understands the goals, practices and sought after partners in building an economy where social goals are re-embedded into economic life. This is further developed in project C6 which looks at the Montreal and Chicago cases in light of the two conceptual frameworks discussed in C5 (Pearce formulation adopted by BALTA for mapping guidance and a new formulation evolving out of discussions in the international context {NANSE & RIPESS}). The Nova Scotia case study (Phase One concluding in March 2007) will be interesting to review in light of this conceptual discussion as well, particularly as it has not had any relationship conceptually to the solidarity economy concept being currently developed.
2. *How territorial (CED) and social economy (enterprise) approaches can interact to enhance the overall potency of the social economy – Priorities 2, 4 and 5.*  
 The development system, policy and development finance projects will all track the linkages or lack thereof between territorial and function specific or model specific initiatives and policies. Together, these projects should assist BALTA in conducting the meta-analysis of results across projects. While the projects themselves will provide findings, the findings from a wide range of projects that are connected to various research interests of BALTA will be the raw material for analysis that attempts to synthesize, deepen the understanding of findings, validate various streams of research and define emergent research questions.
3. *The social economy as it exists – Addressed in all priorities.*  
 All of the proposed work contributes in various ways to this goal of understanding the social economy as it exists.
4. *The characteristics of exemplary practice wherever it occurs, i.e. what is working and why – Priorities 2, 4, 5 and 6.*  
 The Nova Scotia case study (C7), assuming it proceeds to phase two, is an opportunity for wider reflection on the results of exemplary practice. So too are the Montreal and Chicago cases (C6), which serve as raw material for application of two conceptual frameworks and analysis of how well each captures these two exemplary practice cases. The policy work (C9) will do some preliminary comparative analysis of inventory results based on Quebec and Manitoba policy frameworks. The municipal government project (C10) is partially focused on identifying and analysing best practice in government support for the social economy. The credit union project (C11) will ensure that at least a couple of the case studies contemplated down the road will be of credit unions thought to demonstrate exemplary practices, hopefully one rural and one urban. Lastly, while the leadership focus in this first year is a scoping paper (C12), we know from previous research and from the results emerging from the Nova Scotia case study that leadership is a crucial success factor. How such leadership is fostered, educated, etc. is thus a key element that must loom large in the scoping work being undertaken.
5. *Key issues, opportunities, and constraints for adapting and scaling up what is working in B.C. and Alberta – Addressed in all priorities.*

We believe all of our priorities and most of their related projects will, over time and when cross-analyzed, very much contribute to this analysis, one which will continue over the life of the BALTA node.

The projects are also intended to enable BALTA to leverage strategic benefits, as addressed in assessment criteria 6-8.

6. *Being directly relevant, even if only modestly, to addressing major cross-cutting trends and issues relevant to Canadians.*

The work of SERC 3 in year one is a modest beginning to profiling issues, practices and policy that, more or less, support or thwart the building of organized capacity that can be applied to priorities, opportunities and challenges where people live. The character of the relationships between the various factors that will be uncovered by research in each of SERC 3's priorities will, we hypothesize, speak to the overall resilience and capacity of communities and systems to adapt. To the extent this is the case, the research will advance BALTA a step towards better understanding factors that are increasingly important in light of such issues as climate change, peak oil, water quality and accessibility, food security and significant demographic change.

7. *Leveraging current social economy assets and resources to scale up exemplary practices and stimulate social innovation.*

While it might be argued that each of the projects contribute to this criterion, the projects with the most direct application, at least in the first year, are the two development system projects (C6 and C7). In particular, the Nova Scotia case study phase 2 project will provide a means to systematically engage social economy actors in Alberta and B.C. to identify assets and resources (as well as gaps) that might be leveraged more effectively in each province. Project C10 specifically addresses examining ways to scale up municipal government support for the social economy.

8. *Contributing to the building of strategic relationships and alliances relevant to the central purpose of BALTA;*

Again, the two projects under the development system priority (C6 and C7) have potential in this regard. The municipal government project (C10) explicitly identifies alliance building possibilities. The credit union project (C11) may also have potential.

While certain projects have been highlighted in this rationale regarding the assessment criteria, it also needs to be noted that many projects (e.g. C3, C4, C8, C9, C10 and C12) represent important scoping work in this first year that will provide an important base on which to build critical research work in future years. Thus, these projects are central to our longer term research strategy and will contribute in the longer term to addressing the strategic research questions and leveraging of strategic benefits.

This is a very ambitious research agenda for SERC 3 in the coming year. However, it should be manageable. The individual projects are well defined in the annexes in terms of objectives, plans, outputs and outcomes (criterion 9). Each project has also identified the necessary human and financial resources and plans for managing the work (criterion 10). It was clear that SERC 3 did not have adequate capacity to lead and manage all of these projects, but this is being addressed by recruiting members of

other SERCs, where relevant, to lead and manage specific projects (C4, C7, C9, C10). With this provision, the workplan should be manageable (criteria 10 and 11).

The resource requirements have been clearly specified and are generally manageable within the notional budgets given to the SERC (criterion 12). There are some requests for travel support which will need to be considered by the steering committee. Most of the projects include significant in-kind contributions and, in several cases, significant other cash contributions. In those projects that involve students, BALTA's policy on student employment and management is being followed, and the roles described for students provide substantial opportunities for student learning and other benefits (criterion 13). A couple of projects (C4 and C9) have proposed focused recruitment within the Edmonton area. This will require steering committee approval.

**11. Brief summary of each proposed research project/activity. Append project summary for each project (see Annex A template).**

See next two pages.

Project / Activity Description	Budget, Resources and Other Support Requested from BALTA	In-Kind & Cash Support Provided from Other Sources (where known)
<p><b>Activity – Strategic Framing Paper</b> This will elaborate each of the framing questions identified to demonstrate the efficacy of the questions and their relationship to each other.</p>	<p>No funding BALTA to assist in dissemination <b>Total = \$0</b></p>	<p>Time contributed by the author and by other SERC members reviewing the draft paper <b>Total = ?? in-kind</b></p>
<p><b>Project C3 – Socio-Economic and Environmental Context, Profile and Trends for B.C. and Alberta</b> This project will provide a general socio-economic profile of both provinces using key economic, social, health and some environmental indicators for comparative analysis of well-being conditions.</p>	<p>No project funding BALTA to assist in dissemination Funding of travel to BALTA meetings for Mark Anielski (already in BALTA budget) <b>Total = \$0</b></p>	<p><b>\$10,500</b> – Funding of consultant, Mark Anielski, by Athabasca University Time contributed by Mike Gismondi &amp; SERC members  <b>Total = \$10,500 + in-kind</b></p>
<p><b>Project C4 – Preliminary Profile of the Size and Scope of the Social Economy in Alberta and B.C.</b> This project will identify and analyse existing data in the non-profit, co-op and credit union sectors relevant to developing a profile of the SE sector that can be used immediately by CED and SE networks in Alberta and B.C.</p>	<p><b>Student - \$3,464</b> <b>Support costs - \$900</b>  BALTA to assist in dissemination  <b>Total = \$4,364</b></p>	<p>Student - \$2,000 from University of Alberta Jorge Sousa time contribution - \$11,200 UofA in-kind support – office space, admin. support, etc. - \$600  <b>Total = \$13,800</b></p>
<p><b>Project C5 – From Social Economy to Solidarity Economy: Changing Perspectives in a Volatile World (Phase One)</b> There is an emerging debate on the efficacy of definitions of the social economy. The language of the solidarity economy is starting to emerge. This project will produce a paper articulating the current state of discussion and resulting questions, then use the paper as a basis for key respondent interviews.</p>	<p><b>Travel - \$1,200</b> 4 days salary replacement for Mike Lewis already budgeted  <b>Total = \$1,200</b></p>	<p>Travel in-kind - \$1,500 Time contributed by the lead and secondary researchers - \$6,000  <b>Total = \$7,500</b></p>
<p><b>Project C6 – From Social Economy to Solidarity Economy: Changing Perspectives in a Volatile World (Phase Two)</b> This project will examine two case studies, in Chicago and Montreal, to explore the efficacy of social economy and solidarity economy definitions.</p>	<p>No added project funding 4 days salary replacement for Mike Lewis already budgeted  <b>Total = \$0</b></p>	<p>Researcher time - \$2,500 Dissemination time - \$1,500  <b>Total = \$4,000</b></p>
<p><b>Project C7 – Nova Scotia Co-operative Development System Case Study – Phase Two: Analysis of Application in B.C. and Alberta</b> This project will depend on the results of Phase One – If implemented, it will use the NS case study as a basis for analysis of co-op development in Alberta &amp; B.C.</p>	<p>If implemented, this project will be funded by the Rural Secretariat and will not require core BALTA funds  <b>Total = \$0</b></p>	<p>To be determined if the project proceeds  <b>Total = ?? in-kind</b></p>

Project / Activity Description	Budget, Resources and Other Support Requested from BALTA	In-Kind & Cash Support Provided from Other Sources (where known)
<p><b>Project C8 – Social Return on Investment Analysis Framework</b>  This project will develop a paper examining the current state of development in SROI analysis with a view of developing a suitable framework that would help measure the economic and social returns to human, social and economic capital from SE enterprise in B.C. and Alberta.</p>	<p>No project funding  BALTA to assist in dissemination  Funding of travel to BALTA meetings for Mark Anielski (already in BALTA budget)</p> <p><b>Total = \$0</b></p>	<p><b>\$4,500</b> – Funding of consultant, Mark Anielski, by Athabasca University  Time contributed by Mike Gismondi &amp; SERC members</p> <p><b>Total = \$4,500 + in-kind</b></p>
<p><b>Project C9 – CED and Social Economy Policy Inventory in B.C. and Alberta (Phase One)</b>  This first phase inventory project will focus on those aspects of federal &amp; provincial policy that support or thwart the social economy and will include development of a classification framework.</p>	<p><b>2 students - \$10,400</b>  <b>Support costs - \$1,500</b>  <b>Travel - \$500</b></p> <p>6 days salary replacement for Mike Lewis already budgeted</p> <p><b>Total = \$12,400</b></p>	<p>Lewis in-kind time contribution - \$3,000  Other in-kind time contributions to be determined</p> <p><b>Total = \$3,000 +</b></p>
<p><b>Project C10 – Municipal Government Support of the Social Economy Sector</b>  This project will explore municipal government support of the social economy and is a collaboration with the Prairies node of the CSE Hub and with CCEDNet.</p>	<p><b>Student - \$6,000</b>  <b>Support costs - \$400</b>  <b>Dissemination - \$250</b>  <b>Travel - \$500</b></p> <p><b>Total = \$7,150</b></p>	<p><b>Student - \$6,000</b> (from Athabasca University)  <b>Support costs - \$400</b>  <b>Dissemination - \$250</b>  <b>Travel - \$500</b>  In-kind time contributions from Gismondi &amp; Kain  <b>Total = \$7,150 + in-kind</b></p>
<p><b>Project C11 – Credit Unions as a Financing Source for the Social Economy</b>  This is the first year of a multi-year project exploring the actual and potential role of credit unions in supporting the social economy.</p>	<p><b>Student - \$4,000</b>  <b>Support costs - \$600</b>  <b>Travel - \$500</b></p> <p><b>Total = \$5,100</b></p>	<p>Stewart Perry time in-kind support – up to 20 days</p> <p><b>Total = ?? in-kind</b></p>
<p><b>Project C12 – Leadership Formation Scoping Paper</b>  This project will be developed and presented for approval once Veronica Vinge, the project lead, returns from a personal leave of absence from BALTA.</p>	<p>To be determined</p>	<p>To be determined</p>
<p><b>Total Budget Requested from BALTA</b></p>	<p><b>Students - \$23,864</b>  <b>Support costs - \$3,400</b>  <b>Dissemination - \$250</b>  <b>Travel – \$2,700</b></p> <p><b>Total = \$30,214</b></p>	

**12. Identification of research and activity roles for those SERC members involved in research, including projects and activities identified under #8. Include which SERC members will lead and/or be involved with each project/activity.**

<b>Project / Activity</b>	<b>SERC Members Involved</b>	<b>Role Played</b>
<b>Activity – Strategic Framing Paper</b> Draft paper in April Final paper in June	Dan Swinney SERC 3 members	Lead and author Feedback on draft paper
<b>Project C3 – Socio-Economic and Environmental Context, Profile and Trends for B.C. and Alberta</b> Two reports will be prepared by Dec.. Report 1 – Socio-Economic Context and Profile for B.C. and Alberta Report 2 – Analysis of Key Social, Economic and Environmental Drivers and Trends Affecting Alberta and B.C.	Mark Anielski Mike Gismondi Other SERC 3 members  Members of other SERCs	Lead and sole researcher Funder and sounding board Input and feedback on draft papers Feedback on draft papers
<b>Project C4 – Preliminary Profile of the Size and Scope of the Social Economy in Alberta and B.C.</b> Research report prepared by end of August 2007	Jorge Sousa  SERC 3 members Members of other SERCs	Lead researcher and supervisor of students Input and feedback Feedback on draft report
<b>Project C5 – From Social Economy to Solidarity Economy (Phase One)</b> Paper to be produced in April Interviews with selected practitioners and researchers based on paper	Mike Lewis Dan Swinney	Project lead and researcher U.S. interviews
<b>Project C6 – From Social Economy to Solidarity Economy (Phase Two)</b> Research paper by the end of August Possible CIRIEC conference paper	Mike Lewis & Dan Swinney	Project co-leads and co-writers
<b>Project C7 – Nova Scotia Co-operative Development System Case Study – Phase Two: Analysis of Application in B.C. and Alberta</b> Specific outputs to be determined, but some form of report(s)	Mike Lewis & Stewart Perry  John Restakis & Michele Aasgard Project co-leads to be confirmed Other involvement to be confirmed	Review of Phase One project and determination of basis for Phase Two Input into Phase Two and possibly project co-leads
<b>Project C8 – Social Return on Investment Analysis Framework</b> Draft paper in November Final paper in February 2008	Mark Anielski Mike Gismondi Other SERC 3 members  Members of other SERCs	Lead and sole researcher Funder and sounding board Input and feedback on draft papers Feedback on draft papers
<b>Project C9 – CED and Social Economy Policy Inventory in B.C. and Alberta (Phase One)</b> Classification framework in October Inventory by August 2008	Jorge Sousa Mike Lewis  Jean-Marc Fontan, John Loxley, Brendan Reimer, Rupert Downing	Project lead Project development and input Collaboration, including input into classification framework development

<b>Project / Activity</b>	<b>SERC Members Involved</b>	<b>Role Played</b>
<b>Project C10 – Municipal Government Support of the Social Economy Sector</b> Research reports, policy paper and plan/strategy document	Mike Gismondi & Jenny Kain Mark Roseland, Mary Beckie, Jean-Marc Fontan	Project co-leads and student supervision Input into project and feedback on student researcher and draft reports
<b>Project C11 – Credit Unions as a Financing Source for the Social Economy</b> Research plan for multi-year project Preliminary report on stage one results	Stewart Perry  A potential co-lead and other participants have yet to be identified	Initial project lead and student supervisor
<b>Project C12 – Leadership Formation Scoping Paper</b> Activities to be determined	Veronica Vinge Mark Cabaj Others to be determined	Lead Input to project design To be determined

**13. In projects where SERC members will not be responsible for developing and managing the project, identify how requests for proposals from researchers will be solicited and how the project relationship will be managed to ensure that such projects meet the priorities and research needs of the SERC.**

It is not planned that any projects this year would go to RFP. All projects are led by SERC 3 members or BALTA members from other SERCs.

**14. Explanation of how research results will be gathered, documented, stored, etc.**

Each project will have specific research methodologies and methods of data gathering and analysis. These are outlined to some extent in the Annex A for each project and will be further elaborated in the detailed project plans developed after projects are approved. Each project specifies outputs in the Annex A, including in all cases some form of research report. Several projects also include the development of one or more research papers. Research reports and papers will all be stored on the database being developed for BALTA and will be accessible through the BALTA website.

**15. Explanation of communication, dissemination and learning/animation plans/needs during the first year and what support would be needed from BALTA to assist with this.**

Several projects in this first year are developing a base for the subsequent research agenda of SERC 3 and have identified dissemination plans at this point only within BALTA. Thus, the only demands on BALTA capacity will be related to internal distribution and to preparing the research reports for inclusion on the BALTA website, though in some cases, once project results are known, decisions may be made to disseminate more widely. These include Projects C3, C8 and C11.

Other projects (C5, C6, C9 and C10) have plans or indications for wider dissemination outlined in their Annex As and will require some staff support in some cases. C5 and C6 have outlined initial dissemination plans involving only the project leads, but this could change as the work develops. C9 and C10 have not elaborated dissemination plans as yet, but their intended outputs and outcomes clearly relate to fairly wide dissemination that may require some BALTA staff support.

Project C4 is intended to develop a research report that can be useful to practitioners in engaging policy and funding decision makers. Initial dissemination will be within BALTA

and on the BALTA website, requiring minimal staff time. To some extent, this information will be used and disseminated by individual members of BALTA. However, some staff time will be required to disseminate the report to relevant practitioner organizations and networks within Alberta and B.C.

Projects C7 and C12 have yet to be developed. Any dissemination needs will thus need to be identified at that point.

In general, effective dissemination has not been fully addressed in the Annex As. Thus, this is an area that will require further attention when the project plans are further elaborated.

**16. General plan for monitoring and evaluation of the research activities of the SERC. (Specific arrangements for monitoring and evaluation will be worked out with BALTA's Monitoring & Evaluation Coordinator after approval of workplans.)**

Monitoring and evaluation will address both evaluation of the research projects and project results as well as evaluation of the students' performance, student learnings and potential impact on the students and their future careers. It is assumed that this will include a mix of written and other reporting, as outlined in BALTA's emerging approach to monitoring and evaluation. A specific plan and tools will be worked out with BALTA's evaluation coordinator, but will include such elements as:

- Written final reports on each project;
- Written interim reports near fiscal year-end for projects extending beyond the year-end;
- Written evaluations for each student employed, both self-assessments and supervisor assessments (Projects C4, C7, C9, C10 and C11);
- Some follow-up evaluation interviews and focus group sessions to explore other evaluation aspects;
- Some form of collective evaluation by the SERC of research results, SERC functioning, etc.

As noted in Annex C7, a decision to proceed with this project will be made after analysing the results of Phase One and assessing the potential value of a Phase Two project. Several other projects will have plans for further project development in subsequent years, either of the same project or related projects, based on the results of specific assessments identified in the Annex As.

**17. Describe how students involved in the proposed plan and projects will be adequately supervised and supported, and what steps will be taken to ensure a clear benefit to all students in terms of learning.**

Most projects involving students have already identified a lead researcher or researchers and specific arrangements to ensure effective student supervision (see Annexes C4, C7, C9, C10 and C11). Project C7 has not finalized project leads, but has already identified a core of people from which the leads and student supervision will be arranged. Project C-9 does not have a lead researcher identified as yet, but will not proceed until a project lead and student supervision are ensured. Project C11, which is intended to be a multi-year project, has an initial lead researcher identified and he is prepared to provide supervision to the initial student employed. However, he will be

exploring options for other project leads, including an academic co-lead, which would modify student supervision in subsequent years.

BALTA's Academic Coordinator will work with individual supervisors to ensure that each student contract and project makes provision for addressing learning objectives.

**18. Explain how the workplan addresses issues of academic/practitioner balance, gender equity and diversity in decisions about SERC membership, project identification and student recruitment.**

This SERC has only a small number of participant collaborators and those are predominantly practitioners. This problem has been somewhat addressed in the short term by recruiting academics from other SERCs to play a role in leading and supervising a couple of projects (C4, C10). This issue will be addressed in longer term planning for development of SERC 3.

There has been no specific attention to issues of gender equity or diversity in either the SERC membership or plans for student recruitment, though student recruitment will be monitored with respect to these parameters.