

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

**SERC 3 WorkPlan – 2008-2009**

**General**

1. **SERC ID:**  
**Social Economy Research Cluster 3 – Analysis, Evaluation and Infrastructure**
2. **Has the workplan been ratified?**  
The workplan has been approved by SERC 3 and by the BALTA steering committee.
3. **Changes to the current SERC membership:**
  - Dr. Paul Reed of Carleton University will become a BALTA collaborator and SERC 3 member as a result of his involvement with project C15. Dr. Reed is also the Senior Social Scientist with Statistics Canada.
4. **Have there been any changes to the strategic vision and plans through to 2011 of the SERC since the 2007-2008 workplan (see Sections 6 and 7 of that workplan). If yes, please explain those changes.**

The basic vision for the SERC remains the same as laid out in the 2007-2008 workplan and includes the following broad priorities:

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 the social economy. It involves development finance (equity and credit), human resource development, promotion planning, research, advocacy and technical assistance. 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 explore.

### **Detailed 2008-2009 WorkPlan**

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

Specific projects in 2008-2009 will address aspects of all six of these priorities:

- 1. Strategic Framing of Context** – Projects C9, C15, D3.
- 2. Understanding the Development System** – Projects C7, C9, C10, C12, C13, D3, D4, D5.
- 3. Tracking Impacts** – Projects C13, C15.
- 4. Policy Research Asset/Gap Analysis** – Projects C7, C9, C10, C13, D3.
- 5. Community Development Finance** – Projects C7, C10, C13, D3, D5.
- 6. Leadership Formation** – Projects C12, C14.

Rationales for specific projects are contained in each proposal. Broadly, this year's projects and workplan speak to the following criteria:

1. *The impact of inserting social processes of reciprocity, solidarity, and sustainability into economic life* – Projects C15, D3, D4, D5 and also others to varying degrees.
2. *How territorial (CED) and social economy (enterprise) approaches can interact to enhance the overall potency of the social economy* – Projects C7, C10, C13, D3, D4, D5.
3. *The social economy as it exists* – All projects to some extent, but particularly C7, C9, C10, C12, C13, C14, D4 and D5.
4. *The characteristics of exemplary practice wherever it occurs, i.e. what is working and why* – Projects C7, C12, C13, C14, D4 and D5.
5. *Key issues, opportunities, and constraints for adapting and scaling up what is working in B.C. and Alberta* – Projects C7, C9, C10, C13, C14, D4 and D5.
6. *Being directly relevant, even if only modestly, to addressing major cross-cutting trends and issues relevant to Canadians* – Projects C10, C15, D3 and D4.
7. *Leveraging current social economy assets and resources to scale up exemplary practices and stimulate social innovation* – Projects C7, C12, D4 and D5.

*8. Contributing to the building of strategic relationships and alliances relevant to the central purpose of BALTA – Projects C10, C14, and D5.*

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

- Several projects were developed and approved as part of the 2007-2008 SERC 3 workplan and are continuing. New proposals are not included for these continuing projects (C9, C10).
- It is anticipated that the results of Project C9 - CED and Social Economy Policy Inventory in B.C. and Alberta (Phase One) – will lead to a proposal for further research that will be submitted as an adjunct to this workplan later in the fiscal year.
- Project C7 was also approved as part of the 2007-2008 workplan, but was deferred for a year due to a postponement of Rural Secretariat funding. This project has gone through further evolution and a project update is appended. The project is now being co-led by the BC Co-operative Association, the Alberta Community & Co-operative Association and the Centre for Community Enterprise. The Rural and Co-operative Secretariats have jointly agreed to provide \$25,000 in funding. The full revised proposal to RS/CS is included with this workplan.
- Project C12 was initially proposed as part of the 2007-2008 workplan, but was deferred for a year. A proposal is included with this workplan.
- Project C13 was already approved in March 2008 by the SERC and BALTA steering committee. For convenience, the approved proposal is included with this workplan.
- New proposals are included for the following projects: C14, C15, D3, D4 and D5.

See next two pages.

<b>Project / Activity Description</b>	<b>Budget, Resources and Other Support Requested from BALTA</b>	<b>In-Kind &amp; Cash Support Provided from Other Sources (where known)</b>
<p><b>Project C7 – Exploring Applications of the Nova Scotia Co-op Development System in B.C. and Alberta – Phase II of the Nova Scotia Case Study</b> An action research project to explore applicability of the NS co-op development model as well as other means to strengthen co-op development in Alberta &amp; B.C.</p>	<p>SERC Travel - \$1,330  Total = \$1,330</p>	<p>Rural Secretariat &amp; Co-operative Secretariat are co-funding \$25,000.  In-kind volunteer time contributions = \$2,250  Total = \$27,250</p>
<p><b>Project C9 – CED and Social Economy Policy Inventory in B.C. and Alberta (Phase One)</b> This first phase inventory 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>Some student and other costs will be covered by BALTA funds disbursed to University of Alberta in 2007. New costs: Student - \$3,430  Total = \$3,430</p>	<p>Total = \$????</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>Student - \$3,620 Support costs - \$200 Dissemination - \$250 Student Travel - \$500  Total = \$4,570</p>	<p>Student - \$3,000 (from Athabasca University) Support costs - \$200 Dissemination - \$250 Travel - \$500 In-kind time contributions from Gismondi &amp; Kain Total = \$3,950 + in-kind</p>
<p><b>Project C12 – Scoping Existing Leadership Development to Strengthen the Social Economy</b> A scoping paper to identify the existing research and program situation regarding leadership development as it relates to the social economy.</p>	<p>Support costs - \$100 SERC Travel - \$1,000  Total = \$1,100</p>	<p>Co-researcher time in kind - \$5,000  Total = \$5,000</p>
<p><b>Project C13 – Return on Taxpayer Investment for Training Businesses (Quebec)</b> The project will review &amp; summarize, in English, existing research/evaluations from the Quebec experience, providing evidence that can be used by CED, social economy, training and employment networks in other provinces to promote provincial policy changes.</p>	<p>Student - \$5,000  Total = \$5,000</p>	<p>Total = \$????</p>
<p><b>Project C14 – Leadership in the Community Sector: Understanding Challenges, Competencies &amp; Needs of Practitioners in the Social Economy</b> Research that will support potential development of an MA program in CED and potentially be of broader relevance.</p>	<p>Student - \$3,315 Student Travel - \$600  Total = \$3,915</p>	<p>For related work: BCCA - \$2,000 UVic Centre for Non-Profit Mgmt. - \$3,000 UVic – in-kind office space &amp; support</p>

Project / Activity Description	Budget, Resources and Other Support Requested from BALTA	In-Kind and Cash Support Provided from Other Sources (where known)
<p><b>Project C15 – Taking Social Embeddedness into Account in Community Robustness and in the Social Economy</b>  A discussion paper addressing conceptual issues related both to the underlying principles of the social economy and issues related to measurement and evaluation with respect to the social economy.</p>	<p>Student - \$2,000  SERC Travel - \$1,200    <b>Total = \$3,200</b></p>	<p>In-kind contribution of Dr. Paul Reed = \$31,250    <b>Total = \$31,250</b></p>
<p><b>Project D3 – Land Tenure and the Social Economy</b>  An initial exploration of various forms of shared equity land tenure models relevant to the social economy, including both a literature review and collation of other related research within BALTA.</p>	<p>Student - \$2,210    <b>Total = \$2,210</b>    <b>From other SERCs: \$8,935 (SERC 2 and potentially SERC 1)</b></p>	<p><b>Total = \$????</b></p>
<p><b>Project D4 – Sustainable Infrastructure for the Social Economy: Cluster-Based Social Enterprise Models</b>  An examination of cluster-based models and their potential for enhancing organization effectiveness and social innovation.</p>	<p>Student - \$6,630  (\$5,801 in FY 2008-09 &amp; \$829 in FY 2009-10)    <b>Total = \$6,630</b>    <b>From other SERCs: \$6,630 (SERC 2)</b></p>	<p>In-kind time from Jorge Sousa (\$12,000) and Mark Roseland (\$12,000)    <b>Total = \$24,000</b></p>
<p><b>Project D5 – Credit Unions as a Financing Source for the Social Economy and Rural Community Re-investment</b>  This cross-cutting project is the second phase of the credit union research in Project C11 combined with rural community re-investment research proposed in SERC 2. (Proposal still to be submitted.)</p>	<p>Student - \$4,880  (\$4,270 in FY 2008-09 &amp; \$610 in FY 2009-10)  Student Travel - \$900  SERC Travel - \$1,125  Support costs - \$100    <b>Total = \$7,005</b>    <b>From other SERCs: \$7,005 (SERC 2)</b></p>	<p>In-kind time from Stewart Perry &amp; Sean Markey = \$15,000 +    <b>Support costs - \$100</b></p>
<p><b>Total Budget Requested from BALTA</b></p>	<p><u>2008-2009 Fiscal Year</u>  Students - \$32,646  Support costs - \$300  Dissemination - \$250  Student Travel - \$2,000  SERC Travel - \$4,655  <b>Total = \$38,521</b>  <u>2009-2010 Fiscal Year</u>  Students - \$1,439</p>	

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

<b>Project / Activity</b>	<b>SERC Members Involved</b>	<b>Role Played</b>
<b>Project C7 –Co-operative Development System Case Study – Phase Two: Analysis of Application in B.C. and Alberta</b>	Carol Murray (lead), Michele Aasgard & Mike Lewis (John Restakis in development) Michelle Colussi & Paul Cabaj as the consultants	Project planning and steering BCCA and ACCA will serve as project managers Project implementation
<b>Project C9 – CED and Social Economy Policy Inventory in B.C. and Alberta (Phase 1)</b>	Jorge Sousa Mike Lewis	Project lead Project development and input
<b>Project C10 – Municipal Government Support of the Social Economy Sector</b>	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 C12 – Scoping Existing Leadership Development to Strengthen the Social Economy</b>	Veronica Vinge Michelle Colussi	Lead Co-researcher
<b>Project C13 – Return on Taxpayer Investment for Training Businesses (Quebec)</b>	Margie Mendell Jean-Marc Fontan	Lead Collaborator
<b>Project C14 – Leadership in the Community Sector: Understanding Challenges, Competencies &amp; Needs of Practitioners in the Social Economy</b>	Lynne Siemens, UVic, and Mike Lewis John Restakis & Ian MacPherson	Co-Leads  Steering group members
<b>Project C15 – Taking Social Embeddedness into Account in Monitoring the State of the Social Economy and Community Resilience</b>	Paul Reed, Carleton University Mike Lewis	Lead Co-researcher
<b>Project D3 – Land Tenure and the Social Economy</b>	Mark Roseland & Mike Gismondi George Penfold	Co-leads Co-researcher
<b>Project D4 – Sustainable Infrastructure for the Social Economy: Cluster-Based Social Enterprise Models</b>	Mark Roseland & Jorge Sousa	Co-leads
<b>Project D5 – Credit Unions as a Financing Source for the Social Economy and Rural Community Re-investment</b>	Stewart Perry & Sean Markey	Co-leads

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

Project leads have been identified in each project proposal, either SERC 3 members or members of other SERCs or both. The one exception to this is Project C14, where the principal leadership and student supervision will come from University of Victoria personnel. However, in this case BALTA's principal investigator is involved in this

initiative and will ensure coordination with BALTA. SERC 3 has also identified the need for effective communication and coordination between this project and the other SERC 3 project focused on leadership development, Project C12. The lead personnel in both projects have agreed to liaise to ensure both projects maximize their effectiveness and complementarity.

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

These are generally covered within the individual project plans. Support will be provided where appropriate.

At its April meeting, the SERC discussed having some form of workshops in Vancouver and Edmonton around land trusts/banks and housing linked to a November visit of SERC 3 member, Pat Conaty. This would require some staff organizing support as well as involvement/support from relevant other SERC 1 and BALTA members.

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

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

**Appendix A**  
**Update – Project C7 – for 2008-2009**

**A. Project Title**

**Exploring Applications of the Nova Scotia Co-op Development System in B.C. and Alberta: Phase II of the Nova Scotia Case Study**

**B. Brief description of project and project objectives, outputs and proposed outcomes**

This project constitutes the second phase of a project initiated and implemented in 2006-2007. The initial project involved a case study of the Nova Scotia co-operative development system. This phase was completed at the end of March 2007 and a final report is now available.

Phase One was funded by the Rural Secretariat (RS). The Rural and Co-operative Secretariats will jointly fund Phase II (\$25,000). A detailed project proposal to RS/CS is available as an annex to this workplan.

**Revised proposed process and timeline:**

July - August 2008	Project design and development
September-December 2008	Project implementation
January - March 2009	Data analysis & report preparation

**C. Will this project be led and managed by a SERC member or members or will it require a request for proposals?**

The project will be led by BALTA members. B.C. Co-operative Association acting executive director and SERC 1 member, Carol Murray, is the project lead. The project steering committee also includes Michele Aasgard of the Alberta Community & Co-operative Association and Mike Lewis, BALTA Lead Investigator, on behalf of the Centre for Community Enterprise. CCE will be contracted to provide two consultants to do the work, both of whom are BALTA members (Paul Cabaj of SERC 2 and Michelle Colussi of SERC 3).

BALTA will provide a small amount of travel funding (\$1,330).

**D. Brief description of project roles and responsibilities for project participants (lead researcher, other researchers, student researchers, partner organizations).**

The project co-leads have developed the project proposal and continue to take a leadership role in project design and development.

The consultants will be extensively involved in the project implementation phase, as well as analysis and synthesis of project results.



## E. Budget

This project is largely funded by the Rural and Co-operative Secretariats, outside of the core SSHRC funded BALTA budget. The budget is as follows:

### Management, Staff and Consulting Resources

Project Management and Co-ordination (\$500 per diem x 10 days)	\$ 1,500
Research design and preparation of materials (\$500 per diem x 3 days)	6,500
Research Implementation (\$500 per diem x 20 days)	12,250
Drafting of final report (\$500 per diem x 5 days)	2,250
Travel and accommodation	2,600
Communications & misc. costs	1,230
<b>TOTAL</b>	<b>\$26,330</b>
<b>Made up of: Rural/Co-operative Secretariats</b>	<b>\$25,000</b>
<b>BALTA SSHRC funds for SERC members travel</b>	<b>1,330</b>
<b>In-Kind Contribution of B.C. Co-operative Association &amp; Alberta Community &amp; Co-operative Association</b>	<b>2,250</b>