

*Fiche de renseignements  
sur l'économie sociale*

*Social Economy Fact Sheet*

Linking, Learning, Leveraging: Social  
Enterprises, Knowledgeable Economies and  
Sustainable Communities

Projects by Cluster

*Social Enterprise Development*



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<b>Project Title:</b>	Community Resilience in the City of Sault Ste. Marie
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Sustainability, Public Policy
<b>Keywords:</b>	Culture, Cross-sectoral Collaboration
<b>Academic Partners:</b>	Linda Savory-Gordon, Algoma University (principal investigator)
<b>Student Researcher:</b>	Jude Ortiz, Algoma University (Project facilitator - PhD student - internship )
<b>Contact:</b>	<a href="mailto:linda.savory-gordon@algomau.ca">linda.savory-gordon@algomau.ca</a>
<b>Community Partners:</b>	Sault Ste. Marie Economic Development Corporation, Destiny Sault Ste. Marie, Communities Quality Improvement, Sault College of Applied Arts and Technology, ULERN, John Howard Society of SSM, Algoma Health Unit, Arts Council of Sault Ste. Marie and District, YMCA Youth Employment Strategy, Sault Youth Council, Sault and District Labour Council, Community Economic and Social Development Programme, Algoma University College, Ministry of Community and Social Services, Northern Credit Union, United Way, Lake Superior Conservancy and Watershed Alliance, Accessibility Advisory Committee, SSM, Garden River First Nation, Enterprise Centre Sault Ste. Marie, Ontario Meetis Aboriginal Association
<b>Date of Completion:</b>	March 2009
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Report</li><li>2. Holistic planning approach</li><li>3. Increased awareness of resiliency</li><li>4. Conference presentation in Hearst</li></ol>
<b>Project Description:</b>	Community Resilience in the City of Sault Ste. Marie is a community-based initiative focused on assisting the community to become more resilient by working cross-sectorally to achieve more durable and effective results from their investment of time, talent, and resources.



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### Specific Project-Level Research Objectives:

- Complete a portrait of Sault Ste. Marie
- Increase awareness of resilience
- Improve planning processes to incorporate a holistic approach (multisector planning approach)
- Networking
- Build links among northern Ontario communities
- Share knowledge

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<b>Project Title:</b>	Penokean Hills Farms Marketing Project, Phases I and II
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University (co-investigator)
<b>Student Researcher:</b>	David Thompson, Algoma University (internship) Brandon Lawrence, Algoma University (Phase II internship)
<b>Contact:</b>	<a href="mailto:alicia.mills@algomau.ca">alicia.mills@algomau.ca</a>
<b>Community Partners:</b>	Alicia Mills, Algoma University (principal investigator, marketing intern) Penokean Hills Farms Ontario Cattlemen's Association Northern Quality Meats East Algoma CFDC and Sault Ste. Marie Area CFDC
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Report</li><li>2. Article</li><li>3. Increased sales of local beef</li><li>4. Business planning and marketing</li><li>5. Community events and networking (relational marketing)</li></ol>
<b>Project Description:</b>	The purpose of this project was to assist local farmers in determining a marketing strategy and organizational arrangements for the marketing of local beef, and possibly other food products. Researchers found that although there was substantial local demand for beef, the local abattoir did not have sufficient capacity to meet the demand. The research process assisted with leveraging other resources, namely a marketing firm with expertise in local beef sales and product branding, and farmers are now developing a marketing co-operative to address production issues.



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### Specific Project-Level Research Objectives:

- Increased awareness of locally-produced beef and Penokean Hills Farms brand
- Increased capacity of the agricultural community to benefit from sales into local area market.
- Improved food security and environment

### Finding:

The farmer members of Penokean Hills Farms worked in partnership with student intern Alicia Mills to develop a marketing plan. Through her involvement with the project, Alicia has acquired community development, marketing, and networking skills. She has also strengthened her public speaking skills and her ability to share what's going on in the community with others. From the farmers' perspective, the work has created opportunities for collaboration with farmers across the region and beyond. Information is being shared through the Ontario Cattlemen's Association with other producers in Ontario and Alberta, and groups in Manitoba are also looking to this project for inspiration. The project has facilitated educational and work experience for students, community partners, and academics. There has been a great expansion of knowledge for many people at different levels. In May 2007, a Colombian delegation from Asiprocor visited to learn about this project and indicated the experience was excellent for knowledge sharing and creating a global connection.

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<b>Project Title:</b>	Recovery of the Collective Memory and Projection into the Future: ASOPRICOR, Phases I and II
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University College (co-investigator)
<b>Student Researcher:</b>	Jose Reyes, ASOPRICOR, Algoma University College (principal investigator, intern and international MA student)
<b>Contact:</b>	<a href="mailto:gayle.broad@algomau.ca">gayle.broad@algomau.ca</a>
<b>Community Partners:</b>	Francisca Baez (Agua de Dios), Maria Eva Bergano (ASOPRICOR), Marco Aurelio Campos (Jerusalem Copaltri, Colombia), Yesid Campos (Tocaima de ASOPRICOR, Colombia), Wilson Cantor (Tocaima Cordhupaz, Colombia), Gonzalo Castiblanco (Jerusalem Copaltri, Colombia), Sonia Cocuname (Agua de Dios, Colombia), Freddy Emelio Munoz (Jerusalem Copaltri, Colombia), Aureliano Paez (Viota el Progreso, Colombia), Emiliano Pedreros (Jerusalem de Asomager, Colombia), Gilma Reyes (ASOPRICOR, Colombia), Endi Danovis Terreros (Viota el Progreso, Colombia), Guillermo Valero (Tocaima de ASOPRICOR, Colombia), Janeth Valero (ASOPRICOR), Luis Eduardo Yela (Tocaima Cordhupaz, Colombia)
<b>Date of Completion:</b>	Phase I was completed in 2007. Phase II (investigation, including data collection and analysis and expansion of the process within the communities) is in progress.
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Reports</li><li>2. Journal articles</li><li>3. Chapter in book</li><li>4. Conference presentations</li><li>5. Master's thesis</li></ol>
<b>Project Description:</b>	This Participatory Action Research project is examining the intergenerational issues related to building the community's capacity to continue its efforts in holistic development and explore opportunities to build/extend networks of learning



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at regional, national, and international levels. The Community Economic and Social Development program at Algoma University College is partnering with ASOPRICOR, a rural association engaged in holistic development in Colombia. There are 12 municipalities (600 families) involved and the organization has been working in the Alto Magdalena area and outlying communities since 1978. ASOPRICOR's mission is: holistic development of rural and urban communities; organisations of communities to maintain their autonomy, and community, economic, and social development. Activities and Findings to Date The first phase of the project, the preparation stage, is complete. Activities included ongoing communications between the Canadian and Colombian teams; nine meetings of the co-ordination team in Colombia; an assembly of the ASOPRICOR membership; three training sessions in research methodology for community facilitators, ASOPRICOR board members, and the research secretary; and a meeting of the children of ASOPRICOR members. As a result of the discussions outlined above, ASOPRICOR has identified three major stages to the research: definition of the research; data collection; and analysis, approval, and publication. Researchers have completed the definition of the research, addressing: context, identity, and objectives of the research ASOPRICOR's spirit of resistance, recuperation, autonomy, and development of alternatives in consideration of culture, politics, economy, and interaction with nature what has ASOPRICOR been doing to date; what does it need to do? with which method? resources on hand and resources needed definition and role of community facilitators; definition and role of focus communities tools for data collection; the training process; the evaluation process plan for the next five years

### **Specific Project-Level Research Objectives:**

- Networking
- Building links between Canada and Colombia
- Sharing knowledge
- Strengthening social economy projects in Colombia

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<b>Project Title:</b>	<b>Garden River First Nation Performance of Hiawatha</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Alice Corbiere, Algoma University College Margot Francis, Brock University Karl Hele, University of Western Ontario
<b>Community Partners:</b>	Batchewana First Nation Garden River First Nation Garden River Arts Committee
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Performance of the play</li><li>2. Report</li><li>3. Lectures, papers</li></ol>
<b>Project Description:</b>	This action research project brought together members of two First Nations - Batchewana and Garden River - for the purpose of re-interpreting Henry Longfellow's poem "The Song of Hiawatha" from a contemporary Anishinaabe perspective within the community of Garden River First Nation. The project also resulted in a new initiative - a re-enactment of the negotiating and signing of the Robinson-Huron Treaty of the 1860s.

### Specific Project-Level Research Objectives:

- To engage in the creative development of a new version of Hiawatha through establishing a dialogue between Floyd Favel, Alanis King, the Garden River Arts Committee, and Anishinaabe youth artists and elders
- To research the original sources for Hiawatha including Anishinaabe mythology and First Nations history, along with Longfellow's poem, to highlight the major themes to be addressed in a contemporary version of Hiawatha
- To produce a draft text for a contemporary version of the play
- To perform a mini-version of this new play at the Garden River Pow Wow in August 2006





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### **Findings:**

- To determine the conditions required to mount a full production of the new version of Hiawatha in 2007
- To increase cultural awareness
- To share knowledge
- Networking

### The play

1. provided youth with training in writing, acting, and producing community arts events
2. assisted youth in re-interpreting the history of Anishinaabe/European contact and re-representing that legacy in artistic form
3. increased individual and community esteem, pride and participation through creative exchange
4. developed relationships between professional actors and youth who may be interested pursuing careers in arts and culture
5. developed youth knowledge of Anishinaabe history and mythology

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<b>Project Title:</b>	<b>Women and Community Economic Development in Northern Ontario</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University College (principal investigator)
<b>Student Researcher:</b>	Madison Saunders, Algoma University College (internship)
<b>Community Partners:</b>	Rosalind Lockyer, PARO Centre for Women's Enterprise Marg Scott, North Superior Training Board Kirsti Tasala, PARO Centre for Women's Enterprise Canadian Women's CED Council
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Conference
<b>Project Description:</b>	<p>The Northern Ontario Women's Economic Development Conference is the first regional economic development conference devoted to advancing business development opportunities for women. It is open to individuals who share a vision for developing innovative, women-centred solutions to help build strong and sustainable Northern Ontario communities.</p> <p>The Northern Ontario Women's Economic Development Conference (NOWEDC) took place April 29-30, 2008 in Thunder Bay and was an enormous success.</p> <p>Hundreds of women from around the region came together to develop innovative solutions to build strong and sustainable Northern Ontario communities. NOWEDC was the first regional economic development conference specifically focused on advancing the contributions and impacts of women in economic and social development in the North.</p>



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### **Specific Project-Level Research Objectives:**

- Raise and celebrate the profiles of northern women involved in community economic and business development
- Provide learning opportunities while encouraging participatory, holistic practices that empower women and grow business and community economic development
- Increase women's awareness of and access to innovative and effective programs and support.
- Provide a forum as a catalyst towards finding northern women-centred solutions for rural communities, including those facing severe and sudden downturns in their local economy
- Stimulate growth in the north through partnerships and networks that will enhance the development of innovative northern solutions that are environmentally, socially, and economically sustainable
- Develop and maintain a network, particularly within northeastern Ontario, as there are fewer services and programs provided

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<b>Project Title:</b>	Community Supported Agriculture (CSA)
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Cecilia Fernandez, Algoma University (principal investigator)
<b>Student Researcher:</b>	Miranda Mayhew, Algoma University
<b>Community Partners:</b>	Lee-Ann Chevrette, Community Supported Agriculture
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	CSA tool (manual on how to start a CSA) Meeting with stakeholders Final report
<b>Project Description:</b>	<p>The goal of this project is to create a handbook for new Community Supported Agriculture (CSA) start-ups.</p> <p>What is community supported agriculture (CSA)?</p> <ul style="list-style-type: none"><li>• an alternative food supply system that gives local people the power to help protect the environment</li><li>• a system that connects local growers to local consumers in co-operation</li><li>• a model that helps develop a healthy regional food supply system</li><li>• a system that helps build a strong local economy</li><li>• a method of empowering people on an individual basis, then on a community basis, and eventually on a regional, national and even global basis</li><li>• often described as “farming with a face on it” or “putting the culture back into agriculture”</li></ul> <p><b>Specific Project-Level Research Objectives:</b></p> <ul style="list-style-type: none"><li>• Networking</li><li>• Building links among northern Ontario communities</li><li>• Sharing knowledge</li><li>• Increasing awareness of local produce</li><li>• To assist new Community Supported Agriculture Groups in their start-up</li></ul>



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through the production of a handbook

### **Findings:**

The handbook that was developed describes the CSA philosophy, its significance, and the organizational model, which is open and flexible, depending on the members' and farmers' needs, and has varying levels of member participation payment arrangements. It also describes how to set up a CSA group, tips for making the group a success, a checklist, and a brief case study of the Just Picked CSA, formed in 2004.

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<b>Project Title:</b>	Indigenous Women and Work
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University College (principal investigator)
<b>Student Researcher:</b>	Christine Sy, Trent University (scholarship and Master's thesis)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Master's Thesis Conference presentation: CCEDNET, Winnipeg, 2009
<b>Project Description:</b>	<b>Specific Project-Level Research Objectives:</b> <ul style="list-style-type: none"><li>• Raise and celebrate the profiles of indigenous women involved in community economic and business development</li><li>• Networking</li><li>• Building links among northern Ontario communities</li><li>• Sharing knowledge</li><li>• Increasing understanding of indigenous women's experience of work</li></ul> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=230">http://usaskstudies.coop/socialeconomy/?page_id=230</a></p>



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- Project Title:** Knowing Traditional Territory: An Inter-Generational Dialogue
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node)  
[www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Gayle Broad, Algoma University (co-investigator)
- Student Researcher:** Sheila Gruner, Algoma University and OISE/UT (principal investigator and PhD Student - scholarship)
- Community Partners:** Fort Albany First Nation  
Economic Development Officer Christopher Metatawabin  
Community advisory groups (health centre, education authority  
Peetabeck Academy, youth group, local knowledge holders)
- Date of Completion:** In progress (2010)
- Deliverables:** Community presentations  
Conference presentations  
Report
- Project Description:** This project is aimed at supporting the development of meaningful space for inter-generational dialogue and community-driven research concerning the importance of land-relationships for Fort Albany First Nation. In the spirit of oral tradition, an audio documentary will be produced by community youth and others who will interview elders, adults, and their peers concerning the importance of traditional territory for economic and social well-being. Research of sounds and key sites will emphasize the importance of the Albany River as a source of history and identity for the community of Fort Albany.
- Specific Project-Level Research Objectives:**
- Develop a process with community groups to promote involvement by youth, adults and elders to plan a documentary project
  - Provide basic training in community research to community members of Fort Albany First Nation
  - Participate as a research group in a river expedition involving an inter-generational group.



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### **Findings to date:**

- Produce research material (audio or written) on key issues related to the role of land for community well-being
- Increase understanding of the social economy from indigenous perspectives
- Discussions among diverse groups of Fort Albany First Nation advanced towards establishing a process for community research and audio documentary production
- Research training workshop planned with focus on community research and ethics, identification of key concepts, sites for learning, and strategies to engage youth, adults, and elders in collaborative activities
- Exploration of strengths and challenges related to language, traditional land practice, inter-generational dialogue, and learning on the land

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<b>Project Title:</b>	The Community Research Hub: A Case Study of Social Economy
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Capacity Building
<b>Keywords:</b>	Training, Social Enterprise Development
<b>Academic Partners:</b>	University of Winnipeg Judith Harris
<b>Contact:</b>	<a href="mailto:j.harris@uwinnipeg.ca">j.harris@uwinnipeg.ca</a>
<b>Student Researcher:</b>	Brock Legge, University of Winnipeg (internship)
<b>Community Partners:</b>	Sandra Leone, Spence Neighbourhood Association Inonge Aliage, Spence Neighbourhood Association Joan Hay, House of Opportunities
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Final report</li><li>2. Market feasibility study</li><li>3. Business plan</li><li>4. Brochure</li><li>5. Website</li><li>6. Modules</li><li>7. Community Learning Circles</li><li>8. Conference presentations (national and local)</li><li>9. National and local presentations</li><li>10. Article in policy journal</li><li>11. Policy position paper</li></ol>
<b>Project Description:</b>	The focus of this social economy project is on determining the viability and structure of community-based social enterprise, specifically; it is a study of the initial stages of an enterprise that provides services to meet demand for research



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on and in the inner city. It examines the steps needed to create a sustainable social enterprise. The project is also contributing to understanding of the social economy by describing employment conditions and social relations of a non-profit that is integrated with the neighbourhood economy.

Karl Polanyi (1983) has identified four economic patterns: free market, redistribution, reciprocity and domestic administration. The social economy encompasses these four patterns and any sustainable social enterprise must identify and take into consideration local livelihoods that are expressed in these four patterns.

The Spence Neighbourhood Association (SNA) has confirmed that residents in the inner city have developed valuable research skills working as interviewers and project staff for, among others, faculty at the University of Winnipeg (Capacity Inventory Project, 2006), and in positions in the private sector. The Community Research Hub (CRH) is taking on contracts and employing residents in quality community-based research. Community workers and researchers have found that funds earmarked for community development often flow to people and organizations outside of the target community, defying the principles of CED that many of these funding sources would prefer to promote.

The research will determine whether basic community research skills can be supplied as a sustainable enterprise, eventually providing services beyond the boundaries of the inner-city. CRH workers will provide a range of services from surveying and focus group facilitation to translation, transcription and courier services, drawing on local knowledge including awareness of the social dynamics of the multiethnic city core. Workers and residents, based on their awareness of the social and economic relations that define the social economy, are constructing the research hub. The approach is action research, combining on-going community consultation, market survey, development of training modules, interviews with CRH workers and employers, and study group learning and discussion.

### **Specific Project-Level Research Objectives:**

- To design a training module
- To conduct training
- To link workers to employers
- To organize community learning circles



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- To monitor work of Community Research Hub workers
- To establish working relations with the University of Winnipeg, the Social Planning Council of Winnipeg, and the Canadian Centre for Policy Alternatives (Manitoba)
- To interview residents
- To evaluate social enterprise
- To organize workshops on policy implications
- To produce academic papers

### Findings to Date:

Some of the outcomes to date include:

- A survey of almost one hundred people in the research industry to determine research needs
- Three services selected: door-to-door, on-site interviewing ; focus groups ; community consultations
- Developed and distributed a brochure for the summer research season
- Development of a business plan
- Completed 6 training modules, training 5 people in each of 12 sessions.
- Core group has already had some paid work on a variety of contracts
- Developing policies and procedures as work progresses and more contracts come in
- Participated in Congress 2007 at the University of Saskatchewan
- Brocke Legge conducted a literature review on social enterprises and co-ops, assisted with the business plan, assisted with focus groups, and presented a paper at the student workshop connected with Congress 2007.

The Community Research Hub is establishing a three-part integrated learning structure that will facilitate an exchange of knowledge among workers and people in the community and between the community and the university researcher. The three parts are:

1. Learning Circles: Informal gatherings to allow for sharing of ideas, consisting of two-hour meetings up to six times per year.
2. Workshops: More formal presentations on predefined topics for purposes of business, professional, and personal development. Presentations would be approximately 2 hours and would take place four times per year.
3. Training: Classroom training in research theory and practice, train-the-trainer sessions and opportunities for apprenticing. Sessions would be two and a half hours, twelve times per year.



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<b>Project Title:</b>	Harvest Moon Society Marketing Co-operative: Building Social Capital through an Alternative Food Economy
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Food Security
<b>Keywords:</b>	Alternative Food Systems, Capacity Building
<b>Academic Partners:</b>	University of Manitoba Stephane McLachlan
<b>Student Researcher:</b>	Colin Anderson, University of Manitoba (internship)
<b>Contact:</b>	<a href="mailto:c_anderson@umanitoba.ca">c_anderson@umanitoba.ca</a>
<b>Community Partners:</b>	Jo-Lene Gardiner, Harvest Moon Society Celia Guildford, Harvest Moon Society
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Literature review</li><li>2. Academic publications</li><li>3. Conference papers</li><li>4. Communications tools (website development related to research but also a communication tool for HMS marketing group brochure describing research and best practices)</li><li>5. Press releases</li><li>6. Articles for local and regional newspapers and television</li><li>7. Workshops at Harvest Moon Festival regarding local food, social enterprise development, sustainable agriculture</li><li>8. Master's thesis</li></ol>
<b>Project Description:</b>	Rural areas in Canada are currently facing a myriad of issues contributing to rural decline and are in the process of redefining themselves to adjust to a changing rural landscape. While the economic dynamics of community development are important, it is clear that social and environmental components are necessary as



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well. The roles of the voluntary sector and co-operatives in simultaneously building social and economic capital are increasingly recognized and play a central role in rural rejuvenation. However, most studies of this nature have focused on urban communities.

The Harvest Moon Society and the University of Manitoba Environmental Conservation Laboratory are working collaboratively with a group of producers in southwestern Manitoba who are in the early stages of developing a producer-driven collective marketing co-operative. The producer group has self-identified as a social enterprise committed to increasing the profitability of production, building healthy communities and environment, and working towards a just and sustainable food system.

### **Specific Project-Level Research Objectives:**

- Identify how new generation co-operatives, and specifically those focused on local food systems, increase social cohesion and social capital within the immediate marketing group, the larger communities in which they are nested, and among the diverse stakeholders represented in the food system.
- Describe group dynamics and evolving nature of social cohesion and capital within this emerging rural social enterprise
- Explore role of social capital in local sustainable food systems
- Evaluate role agricultural co-operatives play in managing risk and adapting to BSE and future stressors
- Use a combination of individual interviews, focus groups, and questionnaires to gain insight into the social economy as it relates to local food systems
- Employ participatory action research methods that will at once give voice to producers, benefit the community, and contribute to the theoretical literature on the linkages between the social economy and risk and adaptation in rural communities.

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<b>Project Title:</b>	Eat Where You Live: Building a Social Economy of Local Food in Western Canada
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Joel Novek, University of Winnipeg (principal investigator)
<b>Student Researcher:</b>	Cara Nichols, University of Manitoba
<b>Community Partners:</b>	Paul Chorney, Manitoba Food Charter
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• 2 to 3 articles published in academic journals</li><li>• presentations at academic conferences</li><li>• summary report of major findings designed for organizations involved in food security</li><li>• Master's thesis in City Planning</li></ul>
<b>Project Description:</b>	<p>The subjects of this research project are social enterprises engaged in the production and distribution of local food in Manitoba and Saskatchewan. This includes community farms, community gardens, farmers' markets, and co-operative food distribution networks. The research objective is to assess the possibilities for expanding the social economy of local food as an alternative to the dominant global food system. It will also examine the obstacles faced by social enterprises in the food sector and suggest means by which they may be overcome and food security increased.</p> <p>The methodology will be essentially qualitative, relying on interviews with key actors committed to developing and maintaining social enterprises in the food sector. Members of these community organizations will be actively involved as participants in the research. The goal is to achieve an understanding of their day-to-day experiences.</p> <p>We expect to shed light on some of the daunting challenges faced by community</p>



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organizations attempting to produce and distribute food to their clients and patrons. We also hope to highlight the success stories — those social enterprises that have succeeded in the food sector and the lessons that can be derived from their success.

From a policy point of view, we will specify the obstacles that must be overcome if the social economy of local food is to flourish. We hope to suggest concrete measures that can be put in place by government that will directly benefit social enterprises engaged in the food sector.

### **Specific Project-Level Research Objectives:**

- To access possibilities for improving local food security through the social economy with specific focus on Winnipeg and Saskatoon
- To examine the obstacles faced by social enterprises and community organizations in the food sector
- To offer means by which these obstacles may be overcome

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<b>Project Title:</b>	<b>Aboriginal Funding Database</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator)
<b>Student Researcher:</b>	Cara Spence, University of Saskatchewan (internship) Karen Lynch, University of Saskatchewan (internship)
<b>Community Partners:</b>	Dwayne Docken, Urban Aboriginal Strategy
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Database posted at the Urban Aboriginal Strategy website.
<b>Project Description:</b>	<p>In response to the community's demand for a more responsive and transparent process for the funding of programs geared towards Aboriginal people, the UAS Steering Committee sought to develop a comprehensive database that would compile information regarding funding sources that are available to the urban Aboriginal community. This database would provide an integrative funding mechanism to support community-driven initiatives and collaborative partnerships by coordinating the mandates and programs of several organizational bodies, including governmental departments, First Nations and Métis agencies, community-based organizations, and the non-profit sector. Through multi-sector collaboration and access to the maximum resources available to the Aboriginal community, it is hoped that the funding database will contribute to effective strategic planning to address challenges facing the urban Aboriginal community in Saskatoon.</p> <p><b>Specific Project-Level Research Objectives:</b></p> <ul style="list-style-type: none"><li>• To identify all sources of funding available, specific to Aboriginal people, within the City of Saskatoon</li><li>• To transfer the funding resources into a database that would be converted by a third party (penTECH solutions) into a searchable web page</li></ul>





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### **Findings:**

The first goal was completed via web-based searches. The data gathered was based on the information posted on the organizations' websites. In some cases, organizations were contacted directly to clarify the information. The majority of the funding resources are government-based departments and organizations.

The second goal entailed transferring the compiled research into an Access database that was in turn used by penTECH solutions to create a web page, now accessible on the Urban Aboriginal Strategy (UAS) website at <http://www.saskatoonuas.org/Fundorgs.php>.

The project goals and outcomes fit with the UAS Saskatoon vision for a collaborative funding and granting model. The data collected informs the amount of funding and granting resources that are available for organizations who deliver programming for Aboriginal people living in Saskatoon.

Contingent upon a sustainability model with periodical updating, the funding database has the potential to become an important tool for community-based organizations and policy makers to direct change in Saskatoon.

[http://usaskstudies.coop/socialeconomy/?page\\_id=184](http://usaskstudies.coop/socialeconomy/?page_id=184)



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<b>Project Title:</b>	A New Vision for Saskatchewan: Changing Lives and Systems through Individualized Funding for People with Intellectual Disabilities
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Public Policy
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator)
<b>Contact:</b>	<a href="mailto:findlay@edwards.usask.ca">findlay@edwards.usask.ca</a>
<b>Student Researcher:</b>	Karen Lynch, University of Saskatchewan
<b>Community Partners:</b>	Saskatchewan Association for Community Living Judy Hannah
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Clear understanding of IF and IFS models, Report
<b>Project Description:</b>	<p>This study is about individualized funding (IF) and individually funded services (IFS). Both IF and IFS help people with intellectual disabilities to choose and purchase the supports and services that they need to live the life they want to live. IF and IFS is all about what people want in their lives. The report that results from this study tells you about the different types of IF and IFS programming available in different places around the world.</p> <p>Both IF and IFS type programs offer individuals and their families more control and say in what type of services and supports are assessed. This choice is what we expect to have. Having an intellectual disability should not limit the amount of choices one has in one's life. If the Government of Saskatchewan adopts IF and IFS programming, it will mark an exciting time—a time of opportunity and choice.</p>

[http://usaskstudies.coop/socialeconomy/?page\\_id=210](http://usaskstudies.coop/socialeconomy/?page_id=210)



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<b>Project Title:</b>	Cypress Hills Ability Centres, Inc.: Exploring Alternatives
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Louise Clarke, University of Saskatchewan (principal investigator) Maria Basualdo, University of Saskatchewan (academic investigator)
<b>Student Researcher:</b>	Chipo Kangayi, University of Saskatchewan (International Masters Student, Agricultural Economics - internship)
<b>Community Partners:</b>	Cypress Hills Ability Centres, Inc.
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Training for focus groups that work with persons with developmental disabilities and cross-disabilities</li><li>• Materials for focus group</li><li>• Report</li><li>• Presentation</li></ul>
<b>Project Description:</b>	Cypress Hills Ability Centres Inc. (CHACI), established in 1989, provides vocational and residential services to persons with developmental and/or multiple disabilities in Shaunavon, Swift Current, and surrounding area. CHACI's vocational day programs are designed to strengthen participants' pre-vocational and vocational skills. CHACI also assists Saskatchewan Association Rehabilitation Centres in the administration and operation of a provincial beverage container recycling program, along with leftover paint and electronics recycling, and paper shredding. CHACI's residential services (e.g., Houston House and Shaunavon Group Home) enable adults with intellectual and/or multiple disabilities live as independently as possible in a supportive family-like environment in the local community. Finally, CHACI provides transit services to and from school, work, or medical appointments for persons with physical disabilities and/or a history of mental health issues.



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CHACI is looking at the feasibility of expanding its programs and services to meet even further the needs of persons with cross disabilities. It is likely that there are persons with cross disabilities in Swift Current and the South West Region who are either not receiving services or traveling to Saskatoon to receive them. It is important to identify these people and determine their needs, along with industry trends regarding options for vocational training.

Using a participatory action research approach, this project will develop an understanding of the operations at Cypress Hills Ability Centres Inc. by identifying the characteristics of the clients whom the organization is currently serving. Researchers will also attempt to identify the needs of persons with cross disabilities not attending CHACI, as well as services offered by and opinions of social services, disability organizations, marginalized groups, education councilors, youth groups, and government agencies to identify gaps in service, potential alliances, and possible funding sources. The goal is to fill gaps in service rather than duplicate a service already operating successfully elsewhere.

### **Specific Project-Level Research Objectives:**

- To identify existing programs and services for persons with cross-disabilities in Swift Current and surrounding area
- To examine feasibility of expanding programs and services for persons with disabilities

[http://usaskstudies.coop/socialconomy/?page\\_id=197](http://usaskstudies.coop/socialconomy/?page_id=197)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

**Project Title:** Advancing the Saskatchewan Co-operative Sector: Mapping Development Needs of Co-operatives in Emerging, Under-represented, and Struggling Sectors

**Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Theme:** Capacity Building

**Keywords:** Co-operatives, Communication, Public Policy

**Academic Partners:** Isobel Findlay, University of Saskatchewan (principal investigator)

**Contact:** [findlay@edwards.usask.ca](mailto:findlay@edwards.usask.ca)

**Student Researcher:** Michael Chartier, University of Saskatchewan (Masters student, CSC - internship)

**Community Researcher:** April Bourgeois, St. Mary's University (community internship)

**Community Partners:** Saskatchewan Co-operative Association  
Prairie Labour Workers Co-op Council

**Date of Completion:** In progress (2010)

**Deliverables:**

1. Research Report
2. Additional outcomes to be determined

**Project Description:** The purpose of this study is to identify specific development needs of co-operative organizations operating in emerging, under-represented, and/or struggling sectors. The following co-operative sectors have been identified as areas of interest:

- Affordable housing co-operatives
- Aboriginal led co-operative organizations, in particular, but not limited to, those in northern Saskatchewan
- Agricultural and horticultural co-operatives, including value-added, organic, and marketing/processing co-operatives
- Child-care co-operatives



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- Alternative energy co-operatives
- Labour co-operatives
- Miscellaneous enterprises, which many include recreational, ethnic, municipal, educational, and food/restaurant based organizations

### **Key research objectives are:**

- Determine the possible areas of growth and areas of concern for individual groups and organizations
- Determine the various means of growth for the individual organizations within each sector, including identification of the types of assistance required by each group — e.g., advisory, technical, financial
- Identify the agencies that have traditionally supported emerging and struggling co-operative sectors, including both governmental and non-governmental organizations
- Identify the various partnerships, collaborative projects, and relationship building exercises that the individual co-operative organizations have undertaken or plan to undertake
- Determine the various methods by which the Saskatchewan Co-operative Association may assist emerging and struggling co-operative organizations

### **Specific Project-Level Research Objectives:**

To identify specific development needs of co-operative organizations operating in emerging, under-represented, and/or struggling sectors.

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**Project Title:** Leading a Vibrant Co-operative Sector: A Communications Strategy for Saskatchewan Co-operative Association

**Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Academic Partners:** Isobel Findlay, University of Saskatchewan (principal investigator)

**Student Researcher:** Maria Chedrese, University of Saskatchewan (Undergraduate, Political Studies - internship)

**Community Partners:** Victoria Morris, Saskatchewan Co-operative Association

**Date of Completion:** In progress (2010)

**Deliverables:** Research Report, Additional outcomes to be determined

**Project Description:** This project aims to develop a communications strategy that solicits input, develops appropriate responses, and advances member interests in public policy, education, youth engagement, member services, and new co-operative development.

The outcomes of this communications-based research will enable the Saskatchewan Co-operative Association to develop a comprehensive communications strategy with and on behalf of co-operatives as community-based organizations.

**Specific Project-Level Research Objectives:**

- To analyze and propose strategies for co-operative development



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<b>Project Title:</b>	Investing in the Successful Reintegration of Aboriginal People Returning from Incarceration in Federal, Provincial, and Youth Institutions
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator) Darlene Lanceley, University of Saskatchewan
<b>Student Researcher:</b>	Gloria Lee, University of Saskatchewan (internship) Nicola Chopin, University of Saskatchewan (internship) Susan Verbeke, University of Saskatchewan (Undergraduate, Political Studies - internship)
<b>Community Partners:</b>	Saskatchewan Economic Development Association Urban Aboriginal Strategy
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Research Report
<b>Project Description:</b>	<p>This report is an outcome of the networks and relationships among and between business/economic development organizations, community service organizations, various government agencies, and the communities that they serve. The idea of measuring the “softer” aspects of economic and community development within the network of organizations that serves Southwest Saskatchewan and the City of Swift Current came from key stakeholders within that network.</p> <p>The objectives of this study were to provide a literature review and environmental scan of existing programs and support returning from incarceration in federal, provincial, and youth institutions. Phase I of the project was to identify programs to the target group. Phase II, to follow under a separate proposal, will include addressing program and service delivery existing initiatives and encouraging and developing new programs and services to fill the gaps found in Phase I.</p>

### Specific Project-Level Research Objectives:





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- To complete a literature review and environmental scan of existing programs and support services to returning Aboriginal community members from incarceration in federal, provincial, and youth institutions
- To identify gaps in services and supports
- To map existing skills training initiatives within the Saskatchewan corrections system
- To map groups, existing programs, and potential initiatives that may dovetail into skills training provision inside correction institutions
- To map transitional programming back into community
- To identify potential industry groups and employers who have current and future labour needs, plus associate skill sets required
- To identify economic groups and employers who may be open to partnering on skills training and work placements
- To identify and record best practices on skills training within the corrections system and transitional community based programs in Canada and Internationally
- To generate recommendations on feasible skills training opportunities along with potential partners, processes, etc.

### Finding to Date:

While the focus of the research was on education, training, and employment opportunities, it became obvious that success depended largely on stable shelter and the safety of those returning from incarceration. The current policies and mandates of organizations, institutions, and programs limit the capacity to address effectively the multiple needs and barriers faced by these individuals. This status quo style of program delivery is no longer acceptable. Best practices that demonstrate success in supporting and working with the Aboriginal target group should include partnerships that are creative and prepared to stretch beyond the limitations of what have become standard responses, such as “our policy states” or “our mandate is,” to complex and multiple issues.

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<b>Project Title:</b>	Sharing our gifts: The Story of Ohpahow Wawesecikiwak Arts Marketing Co-operative Limited
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator)
<b>Student Researcher:</b>	Arlene Bear, University of Saskatchewan (University of Saskatchewan, ITEP - internship) Dwayne Pattison, University of Saskatchewan, Centre for the Study of Co-operatives (internship)
<b>Community Partners:</b>	Marie Prebushewski (Thickwood Hills Business Learning Network)
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Research Report
<b>Project Description:</b>	The Artisan Co-operative of Big River First Nation is responding to the need of communities to establish business enterprises to create income and build capacity within the community of artisans. The study will identify key factors that contribute to the success of organizations that face challenges.

### Specific Project-Level Research Objectives:

- To study organizational governance, communications, transparency and accountability, member engagement and organizational learning
- To study the integration of traditional values and world views
- To identify policies and practices that ensure transparency and accountability are integrated into the organization and are accepted by its members
- To ensure the executive within the organization is accountable to its members, to its external partners, and to the communities of which Big River First Nation is a part
- To engage the membership in a way that encourages their participation in the activities of the organization and see the organization as a place of learning and cultural revitalization
- To develop an organization that serves as a legitimate representative of its



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### Findings:

members in negotiations with outside bodies such as community, marketing agencies, and funding agencies

- To identify how organizations move from a largely representative role to playing a greater role in improving the social, cultural, environmental, and economic conditions of Big River First Nation
- To ensure that the policies and practices adopted by the organization are meaningful to its members
- To assess if the values of the organization reflect the values of the artisan community
- To understand how the traditional governance of the artisans can be integrated into the formal governance of the co-operative organization and vice versa

The report—Sharing Our Gifts: The Story of Ohpahow Wawesecikiwak Arts Marketing Co-operative Limited (of Big River First Nation)—documents the ways in which the Arts Marketing Co-op is responding to the need of its community to establish business enterprises to create income and build capacity among its artisans. The study will identify key factors that contribute to the success of organizations.

- To study organizational governance, communications, transparency and accountability, member engagement and organizational learning
- To study the integration of traditional values and world views
- To engage the membership in a way that encourages their participation in the activities of the organization and see the organization as a place of learning and cultural revitalization
- To develop an organization that serves as a legitimate representative of its members in negotiations with outside bodies such as community, marketing agencies, and funding agencies
- To identify how organizations move from a largely representative role to playing a greater role in improving the social, cultural, environmental, and economic conditions of Big River First Nation

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<b>Project Title:</b>	<b>Empowerment through Co-operation: Disability Solidarity in the Social Economy</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Brett Fairbairn, University of Saskatchewan (academic supervisor) Kathleen James-Cavan, University of Saskatchewan (academic supervisor)
<b>Student Researcher:</b>	Kama Soles, University of Saskatchewan (Masters Student - scholarship)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Master's Thesis, Presentations
<b>Project Description:</b>	Recognizing that multi-stakeholder co-operatives provide flexible structures that empower disadvantaged groups, promote social integration, and develop community involvement, and embody the four elements identified in successful efforts at empowerment: access to information, inclusion and participation, accountability and local organizational capacity, my project seeks identify obstacles to co-operative formation for people with disabilities and illustrate possibilities for community empowerment through co-operative development.

### Specific Project-Level Research Objectives:

- To uncover the potential of the multi-stakeholder model of co-operatives to empower people with disabilities by building capacity and solidarity within the community to enhance social capital and social efficiency
- To help shape policies needed to foster social inclusion and empower people with disabilities
- To help build disability solidarity in the social economy through co-operative development
- To frame such involvement in the social economy and community development in a language of empowerment, equality, and inclusion

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<b>Project Title:</b>	Co-operative Marketing Options for Organic Agriculture
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Michael Gertler, University of Saskatchewan
<b>Student Researcher:</b>	Jason Heit, University of Saskatchewan (scholarship)
<b>Community Partners:</b>	Bill Rosher, Canadian Organic Certification Co-operative Walter Nisbet, Canadian Organic Certification Co-operative
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Final Report / Paper</li><li>2. Recommendations for co-operative enterprise</li><li>3. Conference presentations</li><li>4. Meetings</li></ol>
<b>Project Description:</b>	<p>In the last thirty years, organic food has become increasingly popular among consumers seeking healthy and sustainable food options. Accordingly, the number of organic producers in Canada and in the province of Saskatchewan, in particular, has grown substantially. Still, organic producers continue to cope with issues of market access, reliable price and market information, and asymmetrical power relationships in the marketplace that result in lower returns to producers. As a result, organic producers continue to consider co-operative and joint-marketing options as a means to deal with market problems and provide them and their communities with the economic and social benefits that can be achieved through co-operative marketing. The objective of this research report is to explore and assess the potential options for organic producers seeking to develop new co-operative processing and marketing initiatives or to further develop existing co-operative marketing enterprises.</p>

### Specific Project-Level Research Objectives:

- Review relevant literature and inventory the Saskatchewan experience in co-operative marketing of organic grains and specific crops
- To explore and assess the potential options for organic producers seeking to



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develop new co-operative processing and marketing initiatives or to further develop existing co-operative marketing enterprises

### **Findings to date:**

The report profiles and analyzes some of the co-operative marketing enterprises that organic field crop producers in Saskatchewan have developed over the past thirty years. It discusses potential enterprise models for producer groups wanting to develop co-operative or producer-owned firms for marketing organic field crops. The report also provides recommendations for organic producers wanting to develop new or existing co-operative marketing enterprises.

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<b>Project Title:</b>	Evaluation of Saskatoon Urban Aboriginal Strategy
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator) Maria Basualdo (academic assistant - community research liaison)
<b>Student Researcher:</b>	Cara Spence, University of Saskatchewan (internship)
<b>Community Partners:</b>	Dwayne Docken, Urban Aboriginal Strategy
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<p>The purpose of this comprehensive evaluation is to review the administrative structure and processes that have been established by the UAS (Urban Aboriginal Strategy) Saskatoon project, and provide recommendations to assist in the future success of the UAS as it moves beyond the pilot stage. In consideration of the UAS mandate to identify local needs of Aboriginal people and to develop innovative ways to address these needs, this research aims to evaluate whether the UAS project was managed and delivered as it was designed; in turn, meeting the needs of the people it was intended to serve.</p> <p><b>Specific Project-Level Research Objectives:</b></p> <ul style="list-style-type: none"><li>• Questionnaires</li><li>• Focus groups</li><li>• Interviews</li></ul>
<b>Findings:</b>	<p>Results of questionnaires, focus groups, and interviews with individuals representing the various components of the UAS project have been organized around the following themes:</p> <ul style="list-style-type: none"><li>• The substantial contribution of UAS funds in building capacity and strategic planning for the community</li><li>• Communication and relationship building among the Steering Committee, Service Canada, and the community</li></ul>



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- Allocation and delivery of funds
- Transparency and accountability issues
- Long-term commitment of the UAS to the community
- Partnerships and collaboration between Aboriginal and non-Aboriginal communities and organizations

In the context of these themes, the following recommendations have been developed:

- Facilitate long-term funding options through the security of the UAS as a sustained community presence.
- Enhance the awareness of the UAS project within the larger community including: the UAS mandate, structure, committee representatives, and funding opportunities.
- Develop a comprehensive communication strategy.
- Formalize clear criteria, guidelines, deadlines, reporting mechanisms, and contact information for the funding process.
- Ensure flexible and expeditious fund allocation.
- Develop a formalized process, including Terms of Reference, Steering Committee requirements, Project Coordinator qualifications, evaluation protocol, and Conflict of Interest guidelines.
- Establish a local, third-party organization to manage and distribute funds.
- Enhance capacity within the UAS structure in order to better provide services and to enhance local control in administering the UAS.
- Secure commitment of support from all levels of government.
- Refine and institute the Sustainable Collaborative Community Model in the city of Saskatoon.

[http://usaskstudies.coop/socialconomy/?page\\_id=240](http://usaskstudies.coop/socialconomy/?page_id=240)





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**Project Title:** Beyond Local: Building Urban-Rural Solidarity Through Food Relationships

**Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Academic Partners:** Stephane McLachlan, University of Manitoba (principal investigator)  
Colin Anderson, University of Manitoba (Co-investigator, Co-director, Co-producer)

**Student Researcher:** Alam Ashraf  
Soon Hee  
Joey Goertz

**Community Partners:** Jo-Lene Gardiner, Harvest Moon Society (community advisor)  
Celia Guildford, Harvest Moon Society (community advisor)

**Date of Completion:** In progress (2010)

**Deliverables:**

1. Video documentary
2. Journal Article (Journal of Agriculture and Human Values)
3. Website
4. Research brochures
5. Conference presentations (Local – Manitoba Food Charter Food Security Conference 2009 and National – Congress 2009: Canadian Association of Food Studies Annual Conference)
6. Report
7. PhD Thesis

**Project Description:** Canadian farm families are facing increasing adversity related to rising input costs, fluctuating commodity prices, disease, drought and declines in rural infrastructure and services. However, farmers have been long accustomed to adversity and are finding ways to adapt to a changing rural and farm landscape. Across Canada, local food marketing collectives are emerging and finding increased social, economic and environmental value as an alternative to the global export-oriented agro-food system. At the same time, a growing demand by consumers for locally produced food is prompting and supporting these initiatives. In Phase I of this project (below) we followed one such farmer group, the Harvest Moon Society Local Food Initiative, through the development phase



## *Fiche de renseignements sur l'économie sociale*

## *Social Economy Fact Sheet*

of their marketing collective. Through interviews with farmers, consumers and retailers, we found that priorities regarding local food differed greatly within and among these stakeholder groups. However, all found the concept of “local food” to be attractive. Indeed, local food has the potential to connect multiple stakeholders around a common set of values and to build greater awareness regarding differences in their values. It is important to better understand the role of local food initiatives in the social economy and to create accessible educational and informational material as a tool to bridge gaps in understanding between participants in local food systems.

### **Specific Project-Level Research Objectives:**

- Characterize local food initiatives as a response and alternative to the global agro-food system
- Identify the role and success that local food initiatives have in reducing risk associated with rural decline
- Identify the degree that local marketing is shaped by regional variables
- Evaluate the ways in which local marketing generates social capital and the degree to which this capital increases farm-level resilience to future crises.

[http://usaskstudies.coop/socialconomy/?page\\_id=251](http://usaskstudies.coop/socialconomy/?page_id=251)



## *Fiche de renseignements sur l'économie sociale*

## *Social Economy Fact Sheet*

**Project Title:**

Assessing Partnership and Collaboration for Improving Quality of Life for people with disabilities. What is the Role of the Social Economy?

**Associated Node:**

Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node)  
[www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Academic Partners:**

**Student Researcher:**

**Community Partners:**

Cypress Hills Ability Centres, Inc.

**Date of Completion:**

In progress (2010)

**Deliverables:**

**Project Description:**

This project will conduct research that reveals opportunities for improving the quality of life for people with disabilities in south western Saskatchewan. The project will explore and facilitate partnerships and collaboration for integrated planning between CHACI, Community Living Division Saskatchewan Social Services, and the School Divisions around the transition from school to CHACI's programs and services. It will also explore the opportunities that the social economy can create for improving the quality of life for people with disabilities in south western Saskatchewan.

[http://usaskstudies.coop/socialeconomy/?page\\_id=726](http://usaskstudies.coop/socialeconomy/?page_id=726)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Mapping Health Disparity: The Role of the Social Economy in Duck Lake
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Catherine Leviten-Reid, University of Saskatchewan, Centre for the Study of Co-operatives (principal investigator)
<b>Student Researcher:</b>	Erin Nicolas (University of Saskatchewan, undergraduate, ITEP)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	
<b>Project Description:</b>	<p>This project will complete an Asset Map in the communities of Duck Lake, Beardies, and the rural municipality. An Asset Mapping of these communities would indicate which services are in place and help us to reflect on what the barriers are to receiving those services.</p> <p>It will also explore the opportunities that the social economy can create for improving the quality of life of people living in this area. The project will map the resources in the area; determine how they can be better utilized by the residents; and examine whether this information can be used to implement new services within the community.</p> <p>The goal of the project is to improve access to health services in the Duck Lake area and understand barriers and disparities between groups accessing health care within the Duck Lake school division boundary (town, rural municipality, and reserve).</p> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=731">http://usaskstudies.coop/socialeconomy/?page_id=731</a></p>



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## Social Economy Fact Sheet

<b>Project Title:</b>	<b>Course Development: Management of Co-operatives</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Michael Benarroch, University of Winnipeg (principal investigator)
<b>Student Researcher:</b>	
<b>Community Partners:</b>	Vera Goussaert, Manitoba Co-op Association
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<p>This research project aims to design a course outline, syllabus, and reading package for a “Management of Cooperatives” course that will be offered at the University of Winnipeg (Faculty of Business and Economics) in the fall of 2010. Current undergraduate and graduate level courses at different universities across Canada that examine cooperatives will be researched in the development of this project.</p>

Cooperatives aim to meet the social and economic goals of their membership while their equal distribution of profits and their democratic decision making process differentiate them notably from other types of businesses, especially private firms. For this reason, those involved with cooperatives require a different management and governance education than the mainstream education that is primarily geared toward the private enterprise model. However, undergraduate classes on the management of cooperatives are not part of the curricula in most Canadian universities.

Cooperative management education has been identified as a priority need by the cooperative community in Manitoba, and this research will address this by designing a complete university level class curriculum that will be the first of its kind in Manitoba at the post-secondary level, and the first of its kind at an undergraduate level in Canada.

[http://usaskstudies.coop/socialeconomy/?page\\_id=959](http://usaskstudies.coop/socialeconomy/?page_id=959)



## *Fiche de renseignements sur l'économie sociale*

## *Social Economy Fact Sheet*

- Project Title:** A Global Market in the Heart of Winnipeg: Measuring and Mapping the Social and Cultural Development of the Central Market for Global Families
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Jino Distasio, University of Winnipeg (principal investigator)
- Community Partners:** Bill Millar, Knox Centre
- Date of Completion:** In progress (2010)
- Deliverables:** Report
- Project Description:** Central Market is a multi-ethnic market open to all who enjoy shopping or selling in an open air market with culturally unique foods, listening to live and traditional music from various cultures, watching live entertainment, meeting new friends, and supporting the creation of safer, healthier neighbourhoods. The diversity of the newcomer population who reside in the Central Park neighbourhood, many refugee and immigrant families, provides a wonderful opportunity for cultural and social interaction in a public space. This Market is an example of newcomer residents working with a community organization to build economic and social strength, while engaging all ages of residents to provide an affordable cultural and healthful amenity.
- The goal of this research project is to examine the design, operation, and maintenance of the Central Market and to document the experiences of the neighbourhood members and larger Winnipeg community. Research methods include focus groups, interviews, and community engagements to maximize the neighbourhood input while developing internal capacity. Examining how this Market has changed the lives of individual's and groups is of particular interest as it is hoped the final deliverable of this study will provide a road map for other communities faced with similar socio-cultural and economic challenges. Social enterprise development, financing strategies for social enterprises, and measuring the mapping the social economy will be addressed through this project that will examine how the community mobilized to now having a fully functioning market place.

[http://usaskstudies.coop/socialeconomy/?page\\_id=961](http://usaskstudies.coop/socialeconomy/?page_id=961)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Urban Aboriginal Economic Development: Learning Circles
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Christine Sy, Algoma University (principal investigator)
<b>Student Researcher:</b>	Natalie Waboose, and Derek Rice
<b>Community Partners:</b>	The Aboriginal Development Centre The Sault Ste. Marie Learning Circle
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<p>The Aboriginal Business Development Centre initiated a project to develop a stronger national network around urban aboriginal economic development called the National Network for Urban Aboriginal Economic Development.</p> <p>The network established Learning Circles in communities across Canada to start the process of sharing knowledge that will help the network focus on effective community and economic development to improve people's lives.</p> <p>Learning Circles facilitate knowledge exchange and capacity building; they feature discussions on particular issues, themes, or questions that are central to the lives of participants.</p> <p>The Sault Ste. Marie Learning Circle is a diverse group of men and women across ages, indigenous and non-indigenous roots and Nations. Participants come to the Learning Circles from a variety of organizations, agencies, and positions within the city, both paid and unpaid.</p>

### Specific Project-Level Research Objectives:

To access knowledge about:

- what development strategies are most effective
- what programs make the most significant positive difference, and



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## *Social Economy Fact Sheet*

- how best to develop community capacity

To establish an effective and supportive policy context that can enable the success of community efforts.

[http://usaskstudies.coop/socialeconomy/?page\\_id=967](http://usaskstudies.coop/socialeconomy/?page_id=967)





# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Labour Market Study: A Community Based Research Report
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University (principal investigator) Annie Austin, Naadmaadwiuk Coordinator
<b>Student Researcher:</b>	Christine Sy Natalie Waboose Heather Schmidt
<b>Community Partners:</b>	Deanna Jones, Garden River First Nation Holly Niganobe, Mississauga First Nation Marsha Trudeau, Sagamok Anishnawbek Colleen King, Atikameksheng Anishnawbek
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<p>The North Shore Tribal Council / Naadmaadwiuk Employment and Training Unit offer employment and training programs and services that also include funding initiatives. Their goal is to “help Anishinaabe people obtain employment and careers to foster their personal goals”.</p>

NORDIK was contracted to identify the employment, education, and training needs, as well as existing capacity and strength of the five participating First Nations: Garden River First Nation, Atikameksheng Anishnawbek, Sagamok Anishnawbek, and Mississauga First Nation. The project will inform and assist the North Shore Tribal Council and local employment agencies to meet the employment and training needs of the communities they serve.

### Specific Project-Level Research Objectives:

To access knowledge about:

- what development strategies are most effective
- what programs make the most significant positive difference, and



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

- how best to develop community capacity

To establish an effective and supportive policy context that can enable the success of community efforts.

### Findings to date:

The research indicated that the Anishinaabek peoples within the five participating First Nations face many challenges to finding suitable employment. Some of the most significant barriers include:

- lack of employment opportunities,
- lack of variety of types of work, and
- lack of employment that fits well with Anishinaabek values.

Some of the strengths in overcoming the barriers include:

- partnerships between and among service providers and other community organizations,
- supportive programs, and
- the continuity of Anishinaabek culture.

[http://usaskstudies.coop/socialeconomy/?page\\_id=969](http://usaskstudies.coop/socialeconomy/?page_id=969)



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*Social Economy Fact Sheet*

Linking, Learning, Leveraging: Social  
Enterprises, Knowledgeable Economies and  
Sustainable Communities

Projects by Cluster

*Financing Strategies for Social Enterprise*



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Sustainable Financing for the Social Economy, Phases 1 and 2
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Wanda Wuttunee, University of Manitoba
<b>Student Researcher:</b>	Lois Gray, University of Manitoba (scholarship)
<b>Community Partners:</b>	Russ Rothney, Assiniboine Credit Union Martin Chicilo, Affinity Credit Union
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Final reports</li><li>2. Articles in stakeholder publications/newsletters</li><li>3. Information on websites</li><li>4. Presentations at public forums and conferences</li><li>5. Working paper</li><li>6. Add to the examples of successfully financed social economy organizations</li></ol>

**Project Description:** This 2 phase project intends to assist organizations involved in financing social enterprises to develop and deliver financial products and services that meet the various long- and short-term financing needs of this client group.

### Specific Project-Level Research Objectives:

#### PHASE 1

- Identify and describe the providers and types of financing instruments available to social enterprises in the study region: Manitoba, Saskatchewan, Northern Ontario

#### PHASE 2

- examine sustainably financed social enterprise models currently operating
- identify and/or develop practical tools/models that will assist financing bodies in providing funds to the social economy



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The ultimate goal is to assist organizations involved in financing social enterprises to develop and deliver financial products and services that meet the various long- and short-term financing needs of this client group.

### **Findings to date:**

Organizations identified in phase 1 included government-backed loan guarantee programs, credit unions and banks, and community-based and private funds. The methodology included telephone/email surveys supplemented with key informant interviews, email and in-person interviews, and Internet research. Sixteen of the forty-six agencies approached provided information to researchers. Survey results, a discussion of the social enterprise finance environment, and finance agency profiles are included in the final report.

Phase 2 focuses on financing from the social enterprise perspective, including an examination of financing strategies as they change throughout the life of the enterprise.

The final report includes a discussion of the role of finance for social enterprises, outlines the “Five Stage Enterprise Development Path,” and concludes with four case studies of independent social enterprises in Winnipeg, highlighting key elements in their history and strategies.

[http://usaskstudies.coop/socialeconomy/?page\\_id=215](http://usaskstudies.coop/socialeconomy/?page_id=215)



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## Social Economy Fact Sheet

<b>Project Title:</b>	An Economic Analysis of Canadian Credit Union Microfinance Schemes
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Finance
<b>Keywords:</b>	Credit Unions, Microfinance
<b>Academic Partners:</b>	University of Saskatchewan Murray Fulton, Wu Haotao
<b>Contact:</b>	<a href="mailto:murray.fulton@usask.ca">murray.fulton@usask.ca</a>
<b>Student Researcher:</b>	Wu Haotao, University of Saskatchewan (International PhD Student - scholarship)
<b>Community Partners:</b>	Martin Chicilo, Affinity Credit Union (community supervisor) Russ Rothney, Assiniboine Credit Union (community supervisor) Derek Gent, Vancity Community Foundation (community supervisor)
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	PhD Thesis One academic conference presentation
<b>Project Description:</b>	To examine the factors explaining performance of microfinance loans extended by credit unions to Social Economy enterprises  <a href="http://usaskstudies.coop/socialeconomy/?page_id=217">http://usaskstudies.coop/socialeconomy/?page_id=217</a>



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	<b>Financing Aboriginal Enterprise Development: The Potential of Using Co-operative Models</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Lou Hammond Ketilson, University of Saskatchewan (principal investigator) Kim Brown, University of Saskatchewan
<b>Community Partners:</b>	Michael Mills, Indian and Northern Affairs Canada David Elgie, Indian and Northern Affairs Canada
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Questionnaire</li><li>2. Report</li><li>3. Presentation</li></ol>
<b>Project Description:</b>	<p><b>Specific Project-Level Research Objectives:</b></p> <ul style="list-style-type: none"><li>• To explore the potential for AFIs to evolve by becoming credit unions or trust companies and the motivation to do so</li><li>• To examine the process, challenges, and benefits of setting up Aboriginal credit unions</li><li>• To determine the changes presently taking place in the credit union system</li></ul> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=218">http://usaskstudies.coop/socialeconomy/?page_id=218</a></p>



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*Social Economy Fact Sheet*

Linking, Learning, Leveraging: Social  
Enterprises, Knowledgeable Economies and  
Sustainable Communities

Projects by Cluster

*Governance of the Social Economy*





# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Self-determination in Action: The Entrepreneurship of the Northern Saskatchewan Trappers Association Co-operative
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Capacity Building
<b>Keywords:</b>	Indigenous People, Governance
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator) Maria Basualdo, University of Saskatchewan (academic investigator)
<b>Contact:</b>	<a href="mailto:findlay@edwards.usask.ca">findlay@edwards.usask.ca</a>
<b>Student Researcher:</b>	Dwayne Pattison, University of Saskatchewan (Masters student - internship)
<b>Community Partners:</b>	Clifford Ray, Northern Saskatchewan Trappers Association
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Research report</li><li>2. Presentations</li></ol>
<b>Project Description:</b>	<p>This research study—based on a literature review, participant observation, and semi-structured interviews (individual and group)—focuses on these key areas:</p> <ul style="list-style-type: none"><li>• Integration of traditional trapper governance and co-operative governance</li><li>• Member participation</li><li>• learning, and</li><li>• cultural revitalization</li></ul> <p>Building on its cultural values and its own measures of success that include but are not limited to the economic, the NSTAC is strengthening its internal and external legitimacy while redefining the meanings of the co-operative in trapping terms, finding ways to bridge the traditional Aboriginal and co-operative principles and values.</p>



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### Specific Project-Level Research Objective:

- To explore collaborative governance models, organizational communications, transparency and accountability, and the integration of traditional trapper values and worldviews

### Findings:

Nearly forty years after being established, the Northern Saskatchewan Trappers Association (NSTA) has transformed its organizational structure, incorporating as a not-for-profit co-operative at the beginning of 2007. From the standpoint of the government, the primary funder of the organization, the restructuring enhances and formalizes the NSTA's operational accountability and transparency. To ensure the legitimacy of the co-op and its board of directors in the eyes of its members, the benefits of the co-operative model and of legal incorporation need to be effectively communicated. To build trust with its major stakeholders, the newly established co-operative must effectively address the needs and concerns of its predominantly Aboriginal membership, respecting their values and traditions and engaging their participation, while also balancing the demands of government and present and future partners. The final report, based on a literature review, participant observation, and semi-structured individual and group interviews, focuses on these key areas:

1. Governance structures, policies, and practices
2. Member participation, learning, and cultural revitalization
3. Legitimate representation of members in negotiations with government and other outside bodies
4. Integration of traditional trapper governance and co-operative governance

The report concludes with recommendations to strengthen internal and external legitimacy; to promote the leadership, vision, and goals as well as multiple bottom lines related to educational, environmental, employment, justice, health, and other benefits to traditional trapping culture; to enhance the NSTA's organizational, financial, and business capacity; to communicate more broadly the community and educational capacity building of NSTA activities; and to strengthen partnerships with community and other organizations.

[http://usaskstudies.coop/socialeconomy/?page\\_id=211](http://usaskstudies.coop/socialeconomy/?page_id=211)



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**Project Title:** Toolkit for Empowering Practices in Social Economy Governance and Planning

**Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node)  
[www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Theme:** Capacity Building

**Keywords:** Governance, Toolkit

**Academic Partners:** University of Saskatchewan  
Murray Fulton

**Contact:** [murray.fulton@usask.ca](mailto:murray.fulton@usask.ca)

**Student Researcher:** Karlah Rudolph, University of Saskatchewan (scholarship)

**Community Partners:** Canadian Co-operative Association  
Quintin Fox

**Date of Completion:** In progress (2010)

**Deliverables:**

1. A website with ready-to-use planning tools, participatory processes, and checklists for governance tasks, etc. (Social Economy Governance Portal)
2. Presentations
3. Case studies
4. Specially commissioned research papers designed to fill gaps in existing knowledge
5. Report

**Project Description:** **Specific Project-Level Research Objectives:**

To create a website of downloadable resources for use in organization training

- To provide research and specific models that achieve participation/inclusion/sense of community ownership
- To review learnings from Quebec multistakeholder co-operatives
- To provide tools for standards of good governance
- To define and map democratic values



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- To provide information for practical board training, board management, and board-staff relations
- To study cultural and governance barriers in governance planning created by language and socio-economic differences
- To study the challenges in managing diversity

[http://usaskstudies.coop/socialeconomy/?page\\_id=228](http://usaskstudies.coop/socialeconomy/?page_id=228)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Self-Assessment of Democratic Character in Organizations
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Capacity Building
<b>Keywords:</b>	Diagnostics, Self-assessment, Governance
<b>Academic Partners:</b>	University of Saskatchewan Brett Fairbairn
<b>Contact:</b>	<a href="mailto:brett.fairbairn@usask.ca">brett.fairbairn@usask.ca</a>
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Case Study</li><li>2. Presentations</li><li>3. Best Practices</li><li>4. Report</li></ol>
<b>Project Description:</b>	<p>Brett has prepared a trial version of a Self-Assessment of Democratic Character in Organizations (version 1.2 – October 2006).</p> <p>This questionnaire is intended to help social enterprises and other organizations analyse their democratic practices with a view to recognizing what they do well and what they want to work on. The development of the questionnaire is also interactive: those using it are invited to send results and comments back to Brett, who will revise and update the questionnaire and compile a database of shared results.</p> <p><b>To assist in the research:</b></p> <ol style="list-style-type: none"><li>1. Please answer the questions as they apply to an organization to which you belong – groups complete the questionnaire together</li><li>2. Please comment in the right-hand column on questions that seem particularly useful or not (use reverse if necessary)</li></ol>



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3. Please fill in the last page and return a copy or summary of your questionnaire to the researcher, Brett Fairbairn

To download the questionnaire, go to  
[www.usaskstudies.coop/socialeconomy/cluster3/](http://www.usaskstudies.coop/socialeconomy/cluster3/)

The following documents are available to provide additional information:

- The PowerPoint slides:  
[www.usaskstudies.coop/socialeconomy/cluster3/](http://www.usaskstudies.coop/socialeconomy/cluster3/)
- The brief:  
[www.usaskstudies.coop/socialeconomy/files/Meanings\\_of\\_democracy\\_v2.pdf](http://www.usaskstudies.coop/socialeconomy/files/Meanings_of_democracy_v2.pdf)

### Specific Research Objectives:

This project aims to develop a practical way to understand and assess democratic character of organizations in the social economy, which consists of co-operatives and nonprofit enterprises including community economic development and Aboriginal economic development. The key product of the research will be a self-assessment questionnaire for use by organizations interested in democratic practice. Organizations are invited to use the questionnaire; to provide comments and suggestions; and to report results. The researcher will distribute revised questionnaires based on evaluation of the feedback. Other products may include a database of results and publications about the questionnaire, its development, patterns in the ways different types of organizations assess themselves, benchmarks for questionnaire results, and what these things show about participants' ideas concerning democracy.

[http://usaskstudies.coop/socialeconomy/?page\\_id=213](http://usaskstudies.coop/socialeconomy/?page_id=213)



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## Social Economy Fact Sheet

<b>Project Title:</b>	Cognition and Governance in the Social Economy: Innovation in Multistakeholder Organizations
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Social Innovation, Capacity Building
<b>Keywords:</b>	Democratic Governance
<b>Academic Partners:</b>	University of Saskatchewan, University of Quebec at Montreal Brett Fairbairn, Murray Fulton, Marie Bouchard
<b>Student Researcher:</b>	Karlah Rudolph, University of Saskatchewan (MA Student - scholarship)
<b>Contact:</b>	<a href="mailto:brett.fairbairn@usask.ca">brett.fairbairn@usask.ca</a>
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Case studies</li><li>2. Presentations</li><li>3. Best practices</li><li>4. Report</li></ol>
<b>Project Description:</b>	At root this research is about a single question: how do systems of governance help (or hinder) citizen-driven organizations to innovate in how they serve societal needs? It examines specific examples from the social economy in order to draw insights that will be applicable for practitioners, academic researchers, and policy makers. Social innovation is typically the outcome of co-operation and exchange of knowledge among diverse actors who are concerned about solving a problem. Our interest in this project is the role of organizational governance in innovation: how processes involving both boards of directors, exercise of ownership rights, representation of stakeholders, the roles of volunteers and member committees, reporting and accountability processes, and so on, contribute to new ideas for service and new direction for the organization.



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## *Social Economy Fact Sheet*

For the social economy (and for its distinct modes of innovation), the democratic character of governance is particularly important. Research on organizations has increasingly focused on processes of cognition as keys to explaining organizational change and adaptation. The question of cognitive processes — perceptions and mental models — within organizations is complemented by the question of how organizations are embedded in wider social structures. We focus on cognitive and governance processes in social-economy enterprises that have multi-stakeholder dynamics.

The project involves case studies of such organizations in different sectors and regions of Canada. Within these organizations, we examine boards of directors, committees, and stakeholder representation to document the extent to which governance structures mediate among stakeholder groups and provide a nexus for interaction and formulation of ideas; and we examine the degree to which shared ideas and awareness of stakeholder identities and interests actually permeate organizational cognition.

### **Specific Project-Level Research Objectives:**

- To examine how systems of governance help (or hinder) citizen-driven organizations to innovate in how they serve societal needs
- To study specific examples of social economy organizations to draw insights and lessons about the connections between governance and innovation in multistakeholder community environments; insights and lessons will be applicable for practitioners, academic researchers and policy makers
- To partially address questions about “best practices” in the social economy recently raised by two federal policy studies in Canada (PRI 2005; HRSDC 2006)

[http://usaskstudies.coop/social-economy/?page\\_id=191](http://usaskstudies.coop/social-economy/?page_id=191)





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## Social Economy Fact Sheet

<b>Project Title:</b>	Collaborative Governance Model Initiatives
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Social Innovation, Capacity Building
<b>Keywords:</b>	Democratic Governance
<b>Academic Partners:</b>	Brett Fairbairn University of Saskatchewan (principal investigator)
<b>Contact:</b>	<a href="mailto:brett.fairbairn@usask.ca">brett.fairbairn@usask.ca</a>
<b>Student Researcher:</b>	Rob Dobrohoczki University of Saskatchewan (PhD student, CSC - internship)
<b>Community Partners:</b>	Urban Aboriginal Strategy, Saskatchewan Association for Community Living
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Research Report
<b>Project Description:</b>	<p>The objective of this study is to identify key factors that contribute to the success of social economy organizations that have successfully used collaborative governance models, particularly when it comes to funding issues. The goal of this research is to inform the social economy cluster on collaborative governance, as well as lay groundwork for the future internship projects related to this. Some of the main issues identified include:</p> <ul style="list-style-type: none"><li>• What literature is available on collaborative governance models? Much of this project may involve bringing together literature reviews from diverse fields.</li><li>• What are the public policy implications? How do collaborative governance models fit within existing policy? What are the difficulties of thinking “outside the box” in terms of new ways of government expenditure and accountability in delivering programs and funding?</li><li>• How are diverse stakeholders able to come together in a collaborative gover-</li></ul>



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nance model, particularly at funding tables? What factors lead to the success of such models? What factors are problematic?

- What is the role of different epistemes in framing process (i.e., traditional Aboriginal governance processes and socio-political rather than medical models of disability)?
- What approaches to dealing with government are more successful and why? How does the history of the relationships among the stakeholders affect the collaborative governance process? How does the collaborative process affect the relationships?
- What is needed to move pilot projects into mainstream policy?

The output of the research will take three forms, which will be at various stages of completion given the nature of the internship, with two subsequent internships over the following eight months.

### **Specific Project-Level Research Objectives:**

- To identify literature on collaborative governance models
- To consider how collaborative governance models operate within existing policy
- To determine how to move pilots into mainstream policy
- To determine success factors (including epistemes and stakeholder relationships)



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*Social Economy Fact Sheet*

Linking, Learning, Leveraging: Social  
Enterprises, Knowledgeable Economies and  
Sustainable Communities

Projects by Cluster

*Measuring and Mapping the Social Economy*



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## Social Economy Fact Sheet

<b>Project Title:</b>	<b>Community Economic Development Initiatives, Practices and Supports: How the Social Economy Contributes to Francophone Communities in Northern Ontario, Manitoba and Saskatchewan</b> <b>Initiatives, pratiques et appuis au développement économique communautaire: la participation de l'économie sociale dans la construction des capacités des communautés francophones: Nord de l'Ontario, Manitoba et Saskatchewan</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Mapping
<b>Keywords:</b>	Francophone, Co-operatives
<b>Academic Partners:</b>	l'Université Laurentienne Rachid Bagaoui, Élisabeth Labrie, Christian Howald
<b>Contact:</b>	<a href="mailto:rbagaoui@laurentian.ca">rbagaoui@laurentian.ca</a>
<b>Community Researcher:</b>	Monique Beaudoin, le Comité de Recherché sur l'économie sociale du nord de l'Ontario
<b>Community Partners:</b>	Art du développement, Conseil de la coopération de l'Ontario, Conseil de la Coopération de la Saskatchewan, Conseil de développement économique des municipalités bilingues du Manitoba, Économie solidaire de l'Ontario, Réseau canadien de développement économique communautaire, RDÉE Ontario, RDÉE Saskatchewan, Union culturelles des franco-ontariennes, Université du Québec de l'Outaouais, Université Laurentienne.
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Journal article, Training tools, Conference presentation, Report
<b>Project Description:</b>	Initiatives aimed at Francophones and the institutional support they receive have been widely documented elsewhere (e.g. Quebec), but this is not the case in some regions outside of Quebec, and while the social economy is the subject of sustained interest among researchers and practitioners, more systematic study of these initiatives in other provinces and regions is lacking. Our principal goal is to



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report on the state of the social economy among Francophones in three provinces – Ontario, Manitoba and Saskatchewan – as well as identify regional differences and similarities

### **Specific Project-Level Research Objectives:**

- Case study of social economy
- Overview of the situation
- Networking
- Building links between northern Ontario communities and communities in Manitoba and Saskatchewan
- Sharing knowledge

[http://usaskstudies.coop/socialeconomy/?page\\_id=206](http://usaskstudies.coop/socialeconomy/?page_id=206)



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## Social Economy Fact Sheet

**Project Title:** Linking, Learning, Leveraging: Sustainable Social Economy Organizations in Rural, Southeast Saskatchewan: A Research Report

**Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Academic Partners:** Isobel Findlay, University of Saskatchewan (principal investigator)

**Student Partner:** Lori Blondeau, University of Saskatchewan (PhD Student - internship)  
Jonathan Anuik, University of Saskatchewan (PhD Student - internship)  
Heather Williamson, University of Saskatchewan (Undergrad Student - internship)

**Community Partners:** Kapachee Training Centre (Fort Qu'Appelle)

**Date of Completion:** In progress (2010)

**Deliverables:**

1. Clear identification of social economy actors
2. Report
3. Article
4. Presentations

**Project Description:** This research study includes profiles of social economy organizations in the area including their history and goals, activities and practices, resources and governance. The social economy is conceptualized quite broadly to include enterprises and organizations that have a strong commitment to social as well as economic goals, and are generally characterized by governance structures that promote (democratic) participation by stakeholders. In addition to an inventory of actors and activities, the study traces interactions and relationships (actual and potential) among social economy organizations, and between these organizations and other relevant entities.

**Findings to date:** Rural Area Observations

- Rural de-population in non-Aboriginal communities corresponding with an increasing Aboriginal population struggling with globalization and global economic forces
- Limited resources for social enterprise



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- Race, class, and gender divisions persist; segregated communities along Aboriginal and non-Aboriginal lines
- A growing Aboriginal population and increased organization and capacity lead development
- A history of cultural diversity and interaction but also of colonialism and segregation

### Rural Area Findings

- Perceptions that government policy has abandoned rural Saskatchewan
- Labour shortage and depopulation in towns, despite a growing young Aboriginal population
- Distance and isolation a key obstacle for social economy actors in rural areas
- Reliance on volunteers and community interaction: the informal economy
- Social economic enterprises inevitably must confront the history of a colonial past
- Rural areas are building on their strengths in innovative ways

[http://usaskstudies.coop/socialconomy/?page\\_id=201](http://usaskstudies.coop/socialconomy/?page_id=201)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	<b>Community Resilience, Adaptation, and Innovation: The Case of the Social Economy in La Ronge</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator)
<b>Student Partner:</b>	Kim Brown, University of Saskatchewan (internship)
<b>Community Partners:</b>	Northland College
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Clear identification of social economy actors</li><li>• Report</li><li>• Article</li><li>• Presentations</li></ul>
<b>Project Description:</b>	<p>It is important to understand the similarities, differences, and contributions of the social economy in urban, rural, and northern contexts so that communities across Saskatchewan can take full advantage of the social economy's unique ability to address critical economic, social, and cultural issues. However, because development is often framed as either urban or rural, there remains too little understanding of the social economy—including co-operatives, mutuals, not-for-profits, and voluntary sector organizations associated with alternative development models, people before profits, and democratic participation—in the northern context. This case study on the social economy in the northern Saskatchewan community of La Ronge has three key objectives: to identify social economy actors in La Ronge; to document the economic, social, and cultural contributions of the social economy to the community; and to highlight the opportunities and challenges facing the social economy in La Ronge. Data was collected from secondary sources, direct observation and twelve face-to-face, semi-structured interviews with key participants from leading social economy organizations in La Ronge.</p>

### Specific Project-Level Research Objectives:

- Mapping the social economy in a northern setting in Saskatchewan





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### Findings to date:

#### La Ronge Observations

- Isolation and globalization: economic leakage and new opportunities
- Innovation in both established and new social enterprises (La Ronge Co-op, Northern Entertainment Co-operative)
- Transitory population: sustainability problems among non-Aboriginal population, especially government and mining sector skilled workers
- Growing young Aboriginal population and potential workforce
- Race, class, gender dynamics persist
- Levels of bureaucracy: two municipalities, reserve lands administered by the Lac La Ronge Indian Band, high federal and provincial government presence in the unofficial capital of northern Saskatchewan
- Many departments administer the northern region, not the community of La Ronge itself.
- Many development agencies exist

#### La Ronge Findings

- Highway and new technologies bring new opportunities (tourism, mining) but also new problems (economic leakage) that innovative social economy players are addressing
- A culture of big government — development corporations are a key organizational form for the community
- Transitory population: some innovative players in the social economy are working to correct this with education, training, and support (KCDC, Northlands College, La Ronge Childcare Co-operative,) realizing the potential labour pool in the Aboriginal population
- Little co-ordination among development agencies and social economy actors for the same pool of grants Co-op and credit union key players in the new Chamber of Commerce, but new innovative co-ops emerging (Northern Entertainment Co-operative)
- Layers of bureaucracy and jurisdiction with little co-ordination
- A history of cultural tolerance, interaction, and collaboration in living in the North; however, class and underlying race and gender divisions persist
- Potential for addressing labour market and economic demands locally by developing social economy enterprises involved in education, training, and quality of life

[http://usaskstudies.coop/socialeconomy/?page\\_id=202](http://usaskstudies.coop/socialeconomy/?page_id=202)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

- Project Title:** Growing Pains: Social Enterprise in Saskatoon's Core Neighbourhoods
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Isobel Findlay, University of Saskatchewan (principal investigator)
- Student Partner:** Mitch Diamantopoulos, University of Saskatchewan (internship)
- Community Partners:** Quint Development Corporation
- Date of Completion:** Completed
- Deliverables:**
- Clear identification of social economy actors
  - Report
  - Article
  - Presentations
- Project Description:** Over the last decade, unique community economic development (CED) and social enterprise (SE) innovations in Saskatoon's core neighbourhoods (the Core) have provided some compelling new directions and possibilities for building stronger, more inclusive, and more prosperous communities. There is much to be learned from the renewal of the Core. And there is much to be learned about the social economy: as a mode of production (how development is done: democratically, for common benefit to balance the private market and state); as an alternative or parallel development paradigm (how development should be done); and as an alternative cultural matrix of discourse, alliance, and identity (how we should talk, think, and work together). Although many challenges, obstacles, and disappointments emerged in our dialogue on the community-led redevelopment of the Core, these conversations also tell a story of compelling achievements and of promising opportunities to build on new foundations.
- Specific Project-Level Research Objectives:**
- Mapping of the social economy in an urban setting in Saskatchewan.



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## Social Economy Fact Sheet

### Findings to date:

#### Saskatoon's Core Neighbourhoods Observations

- Suburbanization and globalization drive decline
- Widespread poverty, unemployment, and social exclusion
- Affordable housing issues and transience weaken social ties
- Social dislocation drives youth drop-outs and conflicts with law
- Urban in-migration and Aboriginalization create new challenges and opportunities
- Strong CED and social economy innovation in groups like QUINT
- Emerging social enterprise opportunities

#### Saskatoon's Core Neighbourhoods Findings

- Resource scarcity and competition hampers organizational stability and capacity
- Widespread burn-out among staff, volunteers, and board members
- Need for education on CED and social economy, on culture's role in community revitalization
- Need for specialist social enterprise infrastructure and unifying initiatives and vision
- High degree

[http://usaskstudies.coop/socialconomy/?page\\_id=203](http://usaskstudies.coop/socialconomy/?page_id=203)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Mapping Social Capital in a Network of Community Development Organizations
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Mapping Social Capital, Regional Development
<b>Keywords:</b>	Michael Gertler, University of Saskatchewan (principal investigator)
<b>Academic Partners:</b>	Jason Heit, University of Saskatchewan (internship)
<b>Student Researcher:</b>	michael.gertler@usask.ca
<b>Contact:</b>	South West Centre for Entrepreneurial Development Karen Bonesky
<b>Community Partners:</b>	Completed
<b>Date of Completion:</b>	1. Report 2. Presentations
<b>Deliverables:</b>	
<b>Project Description:</b>	<p>In recent years, Southwest Saskatchewan has been the stage for initiatives and collaborations among business/economic development organizations, community service organizations, government and their agencies, and the private sector. The resulting networks, strategies, and mindset changes suggest that behind the economic success and achievements that the region has experienced is a current of social capital—relationships, co-operation, and common visions and goals for a group, community, or region.</p> <p>This report is an outcome of the networks and relationships among and between these players and the communities that they serve. The idea of measuring the “softer” aspects of economic and community development within the network of organizations that serves Southwest Saskatchewan and the City of Swift Current came from key stakeholders within that network.</p> <p><b>Specific Project-Level Research Objectives:</b></p>



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- To assess the current situation
- To identify which groups and organizations comprise the network
- To determine how those groups and organizations work together
- To determine how they characterize their relationships/linkages
- To determine what projects/collaborations have flowed from the connections established at the Entrepreneurial Centre (EC)
- To endeavour to provide the foundation for further projects that will attempt to design and develop a social capital assessment tool that measures the non-economic contributions that the EC and its network organizations provide to the surrounding community

[http://usaskstudies.coop/socialeconomy/?page\\_id=207](http://usaskstudies.coop/socialeconomy/?page_id=207)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Measuring and Mapping the Impact of Social Economy Enterprises: The Role of Co-operatives in Community Population Growth
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Rose Olfert, University of Saskatchewan (academic supervisor) Mark D. Partridge, Ohio State University (academic supervisor)
<b>Student Researcher:</b>	Chipo Kangayi, University of Saskatchewan (International MA student - scholarship)
<b>Community Partners:</b>	Rhiannen Putt, Co-operatives Secretariat (community advisor) Albert Daoust, Co-operatives Secretariat (community advisor)
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• National level maps of co-op incidence</li><li>• Workshop presentation</li><li>• Report</li><li>• Master's thesis</li></ul>
<b>Project Description:</b>	The major objective is to investigate the impact of co-operatives on community growth and vitality.

### Why Investigate the Impact of Co-operatives?

- The research proposes that as a form of social enterprises, cooperatives create and enhance the social capital within communities. These attributes may enhance communities, especially rural, to be viable and attractive
- This premise is supported by a growing concern for the decline of most rural communities in most regions in Canada.



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### Specific Project-Level Research Objectives:

- To evaluate the impact of co-operatives on population change in the communities in which they are situated
- To provide an understanding of how co-operatives vary spatially
- To assess how the different types of co-operatives impact local communities
- To provide the visual depiction of the incidence and impact of co-operatives

### Findings:

- In addition to Co-operatives Secretariat data, researchers used a set of geographically coded socio-economic variables to estimate a model of population change.
- Choice of dependent variable is vital because an area's growth vitality and growth is best measured by its population dynamics.
- At the national level there was no marginal effect of co-op impact on community growth. However, some positive co-op effects were found when geography was reduced to regions and by co-op type. These results suggest there maybe scope for co-ops to built on their social capital attributes. Further research in this regard maybe informative.
- The spatial distribution of co-operatives across western, central, and eastern Canada has been mapped. The northern territories are not accounted for due to data limitations. Saskatchewan seems to exhibit the densest co-ops.
- Data collected by the Co-operatives Secretariat show that there are 7,073 active co-operatives in these parts of Canada.

[http://usaskstudies.coop/socialconomy/?page\\_id=209](http://usaskstudies.coop/socialconomy/?page_id=209)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Evaluation of Crocus Co-operative
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Catherine Leviten-Reid, University of Saskatchewan, Centre for the Study of Co-operatives (principal investigator)
<b>Student Researcher:</b>	Julia Bidonde, University of Saskatchewan (PhD student CH&EP)
<b>Community Partners:</b>	Crocus Co-op
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Final Report</li><li>• Presentation</li><li>• Journal Articles</li></ul>
<b>Project Description:</b>	<p>This project will focus on an evaluation of the different programs Crocus has for its members. Special attention will be paid to the Transitional Work Program and the Fuel with Food Program that operates out of Crocus' kitchen.</p> <p>The evaluation will look at the short and long-term impacts Crocus has on both its members and the greater community . These may include:</p> <ul style="list-style-type: none"><li>• Increased quality of life</li><li>• Less time incapacitated due to illness</li><li>• Increased social well-being</li><li>• Skill enhancement</li><li>• Less exclusion/more awareness &amp; education</li><li>• Alleviation of poverty</li></ul> <p>The project will assist Crocus in developing/enhancing mechanisms for collecting information to support ongoing evaluation methods.</p> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=720">http://usaskstudies.coop/socialeconomy/?page_id=720</a></p>





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## Social Economy Fact Sheet

<b>Project Title:</b>	Mapping Social Economy Organizations in Ontario
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	
<b>Student Researcher:</b>	
<b>Community Partners:</b>	Denyse Guy, Ontario Co-operative Association Michael Hall, Imagine Canada Cathy Barr, Imagine Canada
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Research report
<b>Project Description:</b>	Mapping Ontario's social economy involves the creation of a data set indicating the size and scope of the province's social economy as well as information on a set of related issues such as the challenges experienced by organizations in the social economy. The mapping exercise used in this project is based upon a broad, inclusive definition of the social economy and involves the following organization types: nonprofits, co-operatives and credit unions, social-purpose businesses, and mutual insurance companies. This research builds upon existing work. The National Survey of Nonprofit and Voluntary Organizations (Hall et al., 2004) on the size and scope of the nonprofit and voluntary organizations in Canada, undertaken by Statistics Canada, provided a wealth of information on nonprofits in Ontario. The survey has been adapted for use primarily by co-operatives and credit unions but also for social-purpose businesses (businesses serving hard-to-employ persons with challenges such as psychiatric handicaps) and mutual insurance companies (a small group in which policy holders are members with voting rights and that serves farm communities mainly in southwestern Ontario).
<b>Specific Project-Level Research Objectives:</b>	The objective of the research is to improve the capacity of the co-operative and credit union sectors to serve their members and to improve the relationship between the sector and government. Responses to the questionnaires will provide the



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sectors with information that demonstrates the size, scope, and role of co-operatives and credit unions in Ontario and identify constraints that Ontario co-ops face in completing their missions.

### **Findings to date:**

As of April 15, 2008, 795 questionnaires have been answered.

[http://usaskstudies.coop/socialeconomy/?page\\_id=208](http://usaskstudies.coop/socialeconomy/?page_id=208)



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## Social Economy Fact Sheet

<b>Project Title:</b>	Measuring the Effectiveness of Social Enterprises
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Evaluation
<b>Keywords:</b>	Performance Indicators
<b>Academic Partners:</b>	Lou Hammond Ketilson, University of Saskatchewan (principal investigator) Jessica Gordon Nembhard, Visiting Scholar, University of Saskatchewan (co-investigator)
<b>Contact:</b>	<a href="mailto:hammondk@edwards.usask.ca">hammondk@edwards.usask.ca</a>
<b>Student Researcher:</b>	Pat Thomas, P.A. Thomas Chartered Accountant, Saskatoon
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Literature review</li><li>2. Report of survey results</li><li>3. Measurement toolkit</li></ol>
<b>Project Description:</b>	<p><b>Research objectives are:</b></p> <ul style="list-style-type: none"><li>• To review social accounting literature for applicability to social enterprise</li><li>• To survey measurement methods in use in the node</li><li>• To develop a toolkit of indicators and measurement scales</li></ul>

[http://usaskstudies.coop/socialeconomy/?page\\_id=222](http://usaskstudies.coop/socialeconomy/?page_id=222)



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## Social Economy Fact Sheet

- Project Title:** Mapping the Social Economy of Manitoba and Saskatchewan
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Lou Hammond Ketilson, University of Saskatchewan (principal investigator)  
Tom Carter, University of Manitoba
- Student Researcher:**
- Date of Completion:** In progress (2010)
- Deliverables:**
- Maps showing location by type
  - Analysis of impact of presence in neighbourhoods
  - Journal article
  - Conference presentations
  - Report
- Project Description:** **Specific Project-Level Research Objectives:**
- To update two existing databases, one in Winnipeg and one in Saskatoon
  - To measure the impact by physically “mapping” the not-for-profit organizations and social enterprises
  - Data collection may involve a survey

[http://usaskstudies.coop/socialeconomy/?page\\_id=221](http://usaskstudies.coop/socialeconomy/?page_id=221)



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## Social Economy Fact Sheet

- Project Title:** Mapping the Impact of Credit Unions in Canada
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Rose Olfert, University of Saskatchewan
- Student Researcher:**
- Date of Completion:** In progress (2010)
- Deliverables:**
- Maps showing density of credit unions in Canada
  - Report
- Project Description:**
- Specific Project-Level Research Objectives:**
- To map the presence of credit unions in Canada
  - To assess geographic spillovers in terms of population growth and retention
- [http://usaskstudies.coop/socialeconomy/?page\\_id=219](http://usaskstudies.coop/socialeconomy/?page_id=219)



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## Social Economy Fact Sheet

<b>Project Title:</b>	Mapping the Nature and Extent of the Social Economy in Aboriginal Communities
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Lou Hammond Ketilson, University of Saskatchewan (principal investigator) Gayle Broad, Algoma University College
<b>Student Researcher:</b>	<ul style="list-style-type: none"><li>• Case studies</li><li>• Meta-analysis of case studies</li><li>• Report</li></ul>
<b>Deliverables:</b>	This project intends to document the types of social economy organizations in Northern Ontario, Manitoba, and Saskatchewan.
<b>Project Description:</b>	<p><b>Specific Project-Level Research Objectives:</b></p> <ul style="list-style-type: none"><li>• To document the types of social economy organizations in Northern Ontario, Manitoba, and Saskatchewan</li></ul> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=220">http://usaskstudies.coop/socialeconomy/?page_id=220</a></p>



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Mapping Ethnocultural Organizations in Brandon and Rural Manitoba
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Dr. Robert Annis, Rural Development Institute, Brandon University (principal investigator) Jill Bucklaschuk, Rural Development Institute, Brandon University (co-investigator) Alison Moss, Rural Development Institute, Brandon University (co-investigator)
<b>Student Researcher:</b>	Monika Sormova, Brandon University (master's student - internship)
<b>Community Partner:</b>	Hope Roberts, Immigrant Services Network, Brandon
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report, Online resources
<b>Project Description:</b>	Developing strong, resourceful ethnocultural organizations that can meet newcomers and members' needs impacts the successful settlement and retention of immigrants in communities. Ethnocultural organizations must be encouraged to build capacity as they have an important role to play in ensuring welcoming communities, community economic development, and immigrant service provision. The objective of this research is to increase understandings of ethnocultural organizations in rural centres. This project will take recommendations from a CED report on ethnocultural social enterprises and build linkages between ethnocultural communities and social enterprises while also generating ideas and opportunities for ethnocultural organizations to build capacity to address the key issues and needs of its members.

### Specific Project-Level Research Objectives:

- To increase understanding about ethnocultural organizations in rural centres, including what factors contribute to the successful development of these organizations as well as what barriers hinder their establishment.
- To explore how these organizations operate without the resources, opportunities, and networks of large, urban centres.



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- To take recommendations from the CED report on ethnocultural social enterprise and build linkages between ethnocultural communities and social enterprises while also generating ideas and opportunities for ethnocultural organizations to build capacity to address the key issues and needs of its members.

[http://usaskstudies.coop/socialeconomy/?page\\_id=249](http://usaskstudies.coop/socialeconomy/?page_id=249)





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## Social Economy Fact Sheet

- Project Title:** When Every Day Brings a New Emergency: Building Community Resilience to Disaster in a High-Risk Neighbourhood
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Judith Harris, University of Winnipeg (principal investigator)
- Community Partner:** Kate Sjoberg, Spence Neighbourhood Association  
Patricia Masniuk, Community Research Hub, Winnipeg
- Date of Completion:** In progress (2010)
- Deliverables:**
- Literature review
  - SWOT and research training
  - Focus groups and research training
  - One popular and one scholarly article on the Community Resilience
  - Report
- Project Description:** This project focuses on the role of the social economy in increasing community resilience to crisis situations. It will map conditions and services in the social economy that “make the community vulnerable or enhance its ability to respond to and recover from emergencies”. High-income neighbourhoods can easily contain and quickly recover from small emergencies. Inner-city neighbourhoods are more vulnerable to sudden accidents that can escalate into disasters for those “living on the edge”. In the case of a natural or man-made disaster, there is little to buffer the poor, people with disabilities, and the marginalised. This research will provide resilience profiles of three communities in Winnipeg in order to highlight the challenges to inner-city communities in preparing for emergencies.

### Specific Project-Level Research Objectives:

To answer the following questions:

- What are the risks experienced by high-risk communities in day-to-day living (“everyday emergencies”)?
- How do people in low-risk and high-risk communities perceive emergency and disaster preparedness?
- How resilient are people in low-risk and high-risk communities to



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emergencies and disasters?

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<b>Project Title:</b>	<b>Outcomes and Organizational Form in the Child Care Sector: How do Co-operatives Compare?</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Catherine Leviten-Reid, University of Saskatchewan (principal investigator)
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<p>What kind of organizations should deliver child care? Is there a specific role for co-operatives?</p> <p>Ownership and organizational form in the child care sector is a frequent topic of political, public, and academic debate. It most recently surfaced in response to the threat of multinational investment in Canadian child care centres, and in the differing political positions on the role of the commercial sector in child care delivery.</p> <p>The debate has traditionally focused on the role of nonprofit versus commercial providers; the specific contribution of co-operatives in the delivery of quality care has been unclear. Both practically and theoretically, co-operatives seem well positioned to deliver child care services. What does the empirical evidence show?</p> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=323">http://usaskstudies.coop/socialeconomy/?page_id=323</a></p>



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## *Social Economy Fact Sheet*

<b>Project Title:</b>	Profile of Community Economic Development in Manitoba
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Brendan Reimer, Canadian CED Network (principal investigator)
<b>Student Researcher:</b>	Karen Rempel, University of Brandon
<b>Community Partner:</b>	Canadian CED Network
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<p>This research project will engage community economic development and social economy actors in Manitoba in identifying the range of activities that demonstrate community-based, integrated, and participatory approaches to building stronger and fairer local economies, reducing poverty and homelessness, and creating more sustainable communities. The participatory action research methodology will ensure that the research process draws out a full range of activities to profile and builds lasting partnerships and relationships throughout the province.</p> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=957">http://usaskstudies.coop/socialeconomy/?page_id=957</a></p>



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## Social Economy Fact Sheet

<b>Project Title:</b>	A Case Study in Building Respectful Relations in the Social Economy
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University (principal investigator)
<b>Student Researcher:</b>	Sean Meades Astrid Johnston
<b>Community Partner:</b>	Sioux Lookout Anti-Racism Committee
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report
<b>Project Description:</b>	This case study will explore how an anti-racism committee has developed and grown over the past 20 years, building relationships across cultures and within the community itself.

While some researchers have referred to the role of mutual relationships in the economy as “social capital”, others have critiqued this concept, pointing out that trust and respect, two of the founding principles for strong relationships, can only be developed over time and with substantial effort, and that opportunistic use of such relationships can erode their foundation.

SLARC has clearly made a major impact on the social economy of Sioux Lookout through conflict resolution programs, a multicultural youth centre, and developing longstanding relationships between First Nations and non-native citizens. This study looks at the experiences of SLARC in order to better understand the process of building respectful relations in the social economy.

[http://usaskstudies.coop/socialeconomy/?page\\_id=963](http://usaskstudies.coop/socialeconomy/?page_id=963)



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## Social Economy Fact Sheet

<b>Project Title:</b>	Sault Ste. Marie Labour and the Social Economy: A Case Study
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	David Thompson, Algoma University (principal investigator)
<b>Student Researcher:</b>	Amie Harnish Al Fraser
<b>Community Partner:</b>	Sault Ste. Marie and District Labour Council
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<p>Sault Ste. Marie has been the home of a strong labour movement since the 1940's. In 2009 the Sault Ste. Marie and District Labour Council is celebrating its 50th anniversary of providing a collective voice and action on issues of concern to workers. At the same time, labour's role and contribution to the local social economic fabric of the community has not always been appreciated or noticed.</p> <p>Sault Ste. Marie Labour and the Social Economy: A Case Study explores the nature and extent of labour's involvement in the social economy of Sault Ste. Marie as a way of celebrating and making more visible the major contribution that labour has made to the City of Sault Ste. Marie. This study enhances the social economy discourse by examining trade unions, whose major contributions have been under-represented in research in English-speaking Canada.</p> <p>The trade unions in Sault Ste. Marie have contributed to the social economy in reducing poverty with the creation of housing co-operatives, credit unions, employee buyouts, and alternative health care centres. Trade unions have also had a major impact in informing policies on workplace safety legislation.</p>



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### **Specific Project-Level Research Objectives:**

- Establish the nature of trade union involvement in the social economy
- Establish the extent to which trade unions have contributed to the social economy
- Identify opportunities for future participation by unions in the social economy, and
- Raise awareness within the community of trade union involvement, opening the door to potential future community partnerships.

[http://usaskstudies.coop/socialeconomy/?page\\_id=965](http://usaskstudies.coop/socialeconomy/?page_id=965)



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**Project Title:** Exploring the Social Economy in Saskatchewan: Urban, Rural and Northern

**Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Academic Partners:** Isobel Findlay, University of Saskatchewan (principal investigator)

**Date of Completion:** In progress (2010)

**Deliverables:** Report

**Project Description:** The project is designed to synthesize and deepen analyses of preliminary research in urban, rural, and northern settings. In addition to the development of a comprehensive inventory of actors and activities, we will want to understand the interactions and relationships among social economy organizations, and between these organizations and other relevant entities. This may involve “mapping” relationships and resource flows, spheres of activity and influence, and partnerships/collaborations of various kinds—to give a strong sense of the strengths, opportunities and challenges facing the social economy in Saskatchewan.

[http://usaskstudies.coop/socialeconomy/?page\\_id=975](http://usaskstudies.coop/socialeconomy/?page_id=975)





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*Social Economy Fact Sheet*

Linking, Learning, Leveraging: Social  
Enterprises, Knowledgeable Economies and  
Sustainable Communities

Projects by Cluster

*Developing Policy Frameworks for the Social  
Economy*



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## Social Economy Fact Sheet

<b>Project Title:</b>	Culture, Creativity, and the Arts: Achieving Community Resilience and Sustainability through the Arts in Sault Ste. Marie
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Linda Savory-Gordon, Algoma University - CESD (co-investigator)
<b>Student Researcher:</b>	Jude Ortiz, Algoma University college (principal investigator - PhD Student - internship)
<b>Community Partner:</b>	Arts Council of Sault Ste. Marie and District Community Development Corporation (funder)
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Report
<b>Project Description:</b>	This project investigates the role that the arts play in increasing community resilience by providing opportunities for engagement, increasing pride, optimism, developing and deepening social relations, networks and critical consciousness of the interdependent and interconnectedness of a community. It also provides a socio-economic impact assessment of the contribution the arts make to the city of Sault Ste. Marie.

### Specific Project-Level Research Objectives:

- To increase awareness of the socio-economic impact of the arts in the city of Sault Ste. Marie
- To inform policy making

### Findings:

The final research report was presented to the Arts Council. The report has been endorsed by several other groups and is being presented to city council for its endorsement. There have been several positive outcomes to date:

- There is now a much better understanding within the community leadership about the connection between culture and economy.
- The research has produced documentation that the arts community can use



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to move forward and use as a basis for funding leverage.

- The experience of participating in the research has revitalized the arts association and, thereby, the community and, ultimately, the whole community.
- The research has provided the Arts Council with something around which to crystallize their planning and has contributed to a community building process.

[http://usaskstudies.coop/socialeconomy/?page\\_id=193](http://usaskstudies.coop/socialeconomy/?page_id=193)

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<b>Project Title:</b>	<b>Social Enterprises and the Ontario Disability Support Program: Policy Perspective on Employing Persons with Disabilities</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University College (principal investigator)
<b>Student Researcher:</b>	Madison Saunders, Algoma University College (internship)
<b>Community Partner:</b>	Canadian Community Economic Development Network (CCEDNet)
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Policy Paper (published online at the CCEDNET Website - note to site manager - get link)</li><li>• Four Case Studies</li></ul>
<b>Project Description:</b>	<p>The purpose of the research is to identify areas for policy improvement related to social enterprises that employ persons receiving assistance under the Ontario Disability Support Program (ODSP).</p> <p><b>Specific Project-Level Research Objectives:</b></p> <ul style="list-style-type: none"><li>• To expand the knowledge of policy challenges facing social enterprises that employ ODSP recipients</li><li>• To strengthen models of employment and training service delivery to recipients of ODSP</li><li>• To facilitate peer learning of social enterprise practitioners, and ODSP employment service delivery agents</li><li>• To improve income security programs across Canada through conducting high-quality research on services and programs delivered to low-income people with disabilities living in the Province of Ontario</li></ul>
<b>Findings:</b>	<ul style="list-style-type: none"><li>• Neo-liberal policy environment has created a “culture of fear,” which restricts access by ODSP recipients, by creating fear of loss of benefits</li><li>• Processes of separating employment services from employers does not reflect the reality of employment obstacles for ODSP recipients</li></ul>



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- Social co-operatives appear to be a valid employment solution for ODSP recipients
- Successful social enterprises employing recipients of ODSP do exist, including Out of This World Café and Sistering's artisan co-operative

### **Policy Recommendations**

- Governments should create a culture that supports the employment of persons with disabilities
- ODSP should be amended to be more supportive of recipients and also of collective/group employment opportunities for persons with disabilities
- Policies should acknowledge the expertise, funding, and support required to make appropriate workplace accommodation
- There should be increased funding to organizations that provide support services to social enterprises
- Government should take a proactive role in the development of new social enterprises, including social co-ops and worker co-ops, which show promise for employment opportunities for persons with disabilities
- Procurement policies should identify social enterprises as preferred service providers
- There should be recognition of social enterprises as stakeholders in communities and in policy making, and public education about the role social enterprises play in building a cohesive and inclusive society

[http://usaskstudies.coop/socialconomy/?page\\_id=214](http://usaskstudies.coop/socialconomy/?page_id=214)



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<b>Project Title:</b>	Coalition for Algoma Passenger Trains, Phases I and II
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Linda Savory-Gordon, Algoma University (principal investigator)
<b>Student Researcher:</b>	Bonnie Gaikzheyongai, Algoma University
<b>Community Partner:</b>	Sharon Sayers, Algoma University Diane Merini, Algoma University (co-investigator)
<b>Date of Completion:</b>	Phase I - Completed ; Phase II - In Progress
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Influence Policy</li><li>• Increased awareness of the importance of the train</li><li>• Meetings with stakeholders</li><li>• Opportunities / pre-feasibility study</li><li>• Website</li><li>• Report</li></ul>
<b>Project Description:</b>	<p>Coalition for Algoma Passenger Trains (CAPT) is a regionally-based group of individuals, businesses, and other interests who recognize the significant social, economic, employment, cultural, historical, and environmental value of Algoma's Wilderness Passenger and Tour Trains. The organization is dedicated to preserving and enhancing remote passenger train service in the District of Algoma, Ontario, Canada. For more information about the project and related documentation, see the project website at <a href="http://www.captrains.ca">www.captrains.ca</a>.</p> <p><b>Specific Project-Level Research Objectives:</b></p> <ul style="list-style-type: none"><li>• Networking</li><li>• To build links among northern Ontario communities</li><li>• To build links among Aboriginal and non-Aboriginal communities</li><li>• To improve passenger rail service in northern Ontario</li><li>• To develop a regional tourism strategy based on the rail corridor</li><li>• To share knowledge</li></ul>



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### **Findings:**

CAPT has grown steadily since its inception in the spring of 2006. Activities have included town-hall meetings, which have attracted a broad spectrum of interests — tourism operators, camp owners, train employees, municipal representation, artists, and members of two First Nations communities — the development of a website, a letter-writing campaign, and numerous meetings with municipal and regional government representatives. Media coverage has been excellent. Some specific outcomes include:

- Held a major media event called “ALL ABOARD”, a spectacular three-day train ride through northern Ontario’s wilderness from Sault Ste. Marie to Toronto, with presentations from communities along the line and overnight stays in Hearst and Cochrane; the event showcased northern Ontario’s wilderness passenger and tour trains and the vital importance of public investment in rail service as infrastructure.
- Secured funding for an operational plan and economic impact study for passenger train services; the comprehensive study determined that there is potential for the ACR line to be successfully revitalized, with the rapidly growing wilderness tourism industry. The study confirmed that a revamped wilderness rail corridor could have economic benefits in terms of new jobs, wealth creation, increased tax revenues, and quality of life.
- Presented opportunity study results to town-hall meetings
- Developed a strategic plan
- Twenty-one municipalities passed resolutions supporting the work
- Build relationships among the Anglophone, Francophone, and First Nations communities who worked on the project

### **Next steps include:**

- Meetings with stakeholders in smaller communities and First Nations along the rail corridor to build consensus on how to move forward
- Continuing advocacy with various levels of government to promote renewed investment in rail service

[http://usaskstudies.coop/socialconomy/?page\\_id=190](http://usaskstudies.coop/socialconomy/?page_id=190)



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<b>Project Title:</b>	<b>The Importance of Policy for Community Economic Development: A Case Study of the Manitoba Context</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	John Loxley, University of Manitoba (co-investigator)
<b>Student Researcher:</b>	Dan Simpson, University of Manitoba (internship)
<b>Community Researcher:</b>	Brendan Reimer, Canadian Community Economic Development Network (principal investigator)
<b>Community Partners:</b>	<ul style="list-style-type: none"><li>• CEDTAS (Community Economic Development Technical Assistance Service)</li><li>• Department of Rural Development, Brandon University</li><li>• Canadian Community Economic Development Network</li><li>• Canadian Community Investment Network Cooperative</li><li>• Canadian Centre for Policy Alternatives – Manitoba</li><li>• Community &amp; Economic Development Committee of Cabinet, Province of Manitoba</li><li>• SEED Winnipeg</li><li>• Community Futures Partners of Manitoba</li><li>• Community Ownership Solutions</li><li>• CEDA (Community Education Development Association)</li><li>• PATH Employment Development Centre</li><li>• Manitoba Research Alliance on CED in the New Economy</li><li>• United Way of Winnipeg</li><li>• Thompson Neighbourhood Renewal Corporation</li></ul>
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Final report</li><li>• Conference presentations (national and local)</li><li>• National and local presentations</li><li>• Article in policy journal</li><li>• Policy position paper</li></ul>





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### Project Description:

This Participatory Action Research project will engage community economic development and social economy actors in Manitoba in identifying policy priorities that will support the sector in building stronger communities and will identify various effective strategies and models of policy advancement. The project will include a scan of existing policy and programs in Manitoba as well as a comparative analysis with the policy context in Quebec, this later component completed in partnership with the National Social Economy Research Hub. The research will also consider various effective models of policy advancement in order to design more effective policy implementation strategies.

### Specific Project-Level Research Objectives:

- Inventory existing policy and programs supportive to CED and the social economy
- Compare the policy context of CED in Manitoba with CED/social economy support in Quebec
- Identify priorities for enhanced policy and program support
- Transform the information into knowledge owned by both the CED/social economy actors and policy makers through participatory research
- Ensure that policy and program recommendations/priorities are implemented through effective advancement models
- Share gained knowledge nationally

### Findings:

- Social democratic governments have been important promoters of CED/social economy; political pressure on governments is essential for CED
- Legislation, institutional support, and financial support do have an impact; these are stronger and more coherent in Quebec than in Manitoba
- Unlike Manitoba, Quebec uses the social economy extensively to provide important social services
- Threats to CED include bureaucratization and professionalization, increasing geographical scale and hence remoteness from the support base
- Quebec has been successful in institutionalizing long term finance, outside of government, with government, credit union and labour pension fund support; Manitoba has been less successful
- There is a great need for the promotion of social enterprise approaches in Manitoba; CCEDNet has a role to play here
- Manitoba's CED framework and lens hold the promise of greatly stimulating CED through government initiatives



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- The social economy sector in Quebec has more influence on policy formulation than it does in Manitoba
- Promoting the social economy/CED in Manitoba will require the building of broad-based political alliances, as in Quebec; the CED movement should, therefore, embrace and see itself as an integral part of broader economic, social, and political struggles

[http://usaskstudies.coop/socialeconomy/?page\\_id=252](http://usaskstudies.coop/socialeconomy/?page_id=252)



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<b>Project Title:</b>	<b>Enabling Policy Environments for Co-operative Development: A Comparative Experience</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Chris Clamp, Southern New Hampshire University
<b>Student Researcher:</b>	Monica Juarez Adeler, University of Saskatchewan (International PhD Student - internship)
<b>Community Partners:</b>	Cindy Coker, SEED Winnipeg (principal investigator)
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Final Report</li><li>• National and local presentations</li><li>• Policy position paper</li></ul>
<b>Project Description:</b>	<p>This research project will identify effective tax policy models and strategies of policy advancement for the co-operative sector. The project will draw on a comparative analysis of tax models from Spain (Mondragon Co-op) and Italy (Emilia Romagna region) and will include a scan of tax policy and legislation regarding co-operatives in Manitoba, Saskatchewan, and northern Ontario. The objective of this research is to analyze different tax policies that have played a key role in the development of the co-operative sector and in creating sector controlled, self-sustaining co-operative development and financing tools by exploring the possibilities of parlaying the research results from the international models into appropriate models in Canada, with specific consideration to the Manitoba context.</p> <p>This research will build on existing literature regarding tax models and policies, supports and barriers, and the various factors that contributed to the sustainability of co-operative development in various parts of the world. A review of the tax legislation in key tax systems (namely Spanish, Italian, and Canadian at the federal/provincial levels) will also be necessary.</p>

### Specific Project-Level Research Objectives:



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- To answer “what and how does tax policy enable co-operative development?”
- To identify appropriate tax policy that played a key role in individual co-op development and growth of co-operative development and support organizations
- To understand factors that contributed to development and sustainability of co-operative organizations
- To make recommendations to stakeholders (i.e., government and co-op sector)
- To share gained knowledge nationally

### **Findings:**

#### **The following outcomes are being anticipated:**

- that tax policies will be identified as a key factor impacting how the social economy can be enhanced through improved support for co-operative development
- research will reveal effective models applicable to the Canadian or Manitoba context
- research will lead to policy recommendations for government and the co-operative sector that will address gaps and barriers, as well as enhanced support, influencing co-operative development
- research will also identify effective strategies for advancing the recommended policy changes

[http://usaskstudies.coop/social-economy/?page\\_id=189](http://usaskstudies.coop/social-economy/?page_id=189)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Exploring Key Informants' Experiences with Self-Directed Funding: A Research Report
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator)
<b>Student Researcher:</b>	Nicola Chopin, University of Saskatchewan (internship) Susan Verbeke, University of Saskatchewan (Undergraduate, Political Science - internship) Kim Assailly, (Masters Student, Political Science - internship) Meron Johnston (Undergraduate, Political Science - internship)
<b>Community Partners:</b>	Judy Hannah, Saskatchewan Association for Community Living Trina Kingfisher
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Clear understanding of IF and IFS models</li><li>• Report</li><li>• Presentations to diverse audiences (academic, non-academic, policy)</li></ul>
<b>Project Description:</b>	Self-Directed Funding (SDF) models provide public funds to individuals with intellectual disabilities to help them fulfill their unmet needs and allow them to reach their goals. SDF is based on principles of self-determination, choice, and equality. In a more functional sense, SDF allows persons with disabilities to choose and purchase which programs and services will support them. With these principles in mind, this report seeks to examine the complexities, challenges, and strengths associated with SDF models.

### The literature review and interviews focus on:

- sustainability of SDF
- accountability measures related to the allocation of funds, including the design of appropriate reporting requirements
- quality and risk management to ensure clients' funds are managed properly



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- labour market and staffing issues related to the availability and retention of personal support workers
- equity among different user groups

### **Specific Project-Level Research Objectives:**

- To understand the impact of IF and IFS on recipients (self-advocates or persons with intellectual disabilities), their families, relevant community members (personal aide attendants, service providers, etc.), and representatives of government bodies at both the local and provincial levels
- To examine outcomes and impact on community structures, program delivery, and policy

[http://usaskstudies.coop/socialeconomy/?page\\_id=246](http://usaskstudies.coop/socialeconomy/?page_id=246)



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## Social Economy Fact Sheet

- Project Title:** Social Economy Public Policy Survey
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Cristine de Clercy, University of Western Ontario
- Community Partners:** Brendan Reimer, Canadian Community Economic Development Network, Prairies
- Date of Completion:** In progress (2010)
- Deliverables:**
- Book chapter
  - Journal article
  - Two conference papers
  - General public presentation
- Project Description:** **Specific Project-Level Research Objectives:**
- To create an inventory of the social economy policies of the Northern Ontario, Manitoba, and Saskatchewan node of the Canadian Social Economy Project
- [http://usaskstudies.coop/socialeconomy/?page\\_id=227](http://usaskstudies.coop/socialeconomy/?page_id=227)



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## Social Economy Fact Sheet

<b>Project Title:</b>	<b>Social Economy Leadership: Lessons in Organizational Entrepreneurship and Governmental Partnerships</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Public Policy
<b>Keywords:</b>	Sustainable Policy
<b>Academic Partners:</b>	University of Western Ontario Cristine de Clercy
<b>Contact:</b>	<a href="mailto:c.declercy@uwo.ca">c.declercy@uwo.ca</a>
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ol style="list-style-type: none"><li>1. Book</li><li>2. Journal article</li><li>3. Book chapter</li><li>4. Three conference papers</li><li>5. Public lecture</li><li>6. Two newspaper articles</li></ol>
<b>Project Description:</b>	<p><b>The research objectives are:</b></p> <ul style="list-style-type: none"><li>• To investigate what distinguishes sustainable from unsustainable policies</li><li>• To study important inputs and institutions in Social Economy policy sustainability</li><li>• To study how Social Economy groups challenge policy barriers and change them (as well as fail to change them)</li><li>• To investigate how tax policy enables Social Economy development and how alternative tax policy options might foster Social Economy development</li></ul>





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## Social Economy Fact Sheet

**Project Title:**

The Promise and Potential of Worker Co-operatives in Canada

**Associated Node:**

Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Theme:**

Public Policy

Worker Co-ops

**Keywords:**

University of Saskatchewan

**Academic Partners:**

Isobel Findlay, Len Findlay

[findlay@edwards.usask.ca](mailto:findlay@edwards.usask.ca)

**Contact:**

Mitch Diamantopoulos, University of Saskatchewan (PhD student - scholarship)

**Student Researcher:**

In progress (2010)

**Date of Completion:**

1. PhD Thesis
2. One academic presentation
3. One journal article

**Deliverables:****Project Description:**

The research objective is to examine the policy framework for the development of worker co-ops in Canada.

[http://usaskstudies.coop/socialeconomy/?page\\_id=224](http://usaskstudies.coop/socialeconomy/?page_id=224)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

- Project Title:** “Re-engaging Citizens”: Co-operatives as Public Policy Instruments for Democratic Renewal
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Isobel Findlay, University of Saskatchewan (academic supervisor)
- Student Researcher:** Rob Dobrohoczki, University of Saskatchewan (PhD Student - scholarship)
- Community Partners:**
- Date of Completion:** In progress (2010)
- Deliverables:**
- PhD Thesis
  - Three academic conference presentations
  - One journal article
- Project Description:** This dissertation examines the potential of co-operatives as public policy instruments within the social economy to promote socio-economic and political engagement in the face of globalizing trends that entrench inequalities and weaken local autonomy.
- Specific Project-Level Research Objectives:**
- Review co-operative law and legislation and the policy context historically and culturally
  - Examine the potential of co-operatives to represent new spaces of resistance within globalization
  - Examine the role of co-operatives in public policy, international trade arrangements, and international conventions, identifying room for public policy innovation based legal structure
- Findings to date:**
- Co-operatives are fundamentally different from for-profit corporations in their socio-economic impact on communities, which provides policy reasons to promote them
  - International trade arrangements, supported by international convention, permit room for innovative policy premised on corporate form rather than



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national treatment to support and sustain local communities, at once promoting both a fair globalization while sustaining local community

[http://usaskstudies.coop/socialeconomy/?page\\_id=212](http://usaskstudies.coop/socialeconomy/?page_id=212)



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## Social Economy Fact Sheet

<b>Project Title:</b>	Adult Education and the Social Economy: Re-thinking the Communitarian Pedagogy of Watson Thomson
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Howard Woodhouse, University of Saskatchewan (Academic Supervisor)
<b>Student Researcher:</b>	Michael Chartier, University of Saskatchewan (MA scholarship student)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	MA Thesis, One academic conference presentation
<b>Project Description:</b>	<p>In late 1944, Watson Thomson, a Scottish-born educator, organized and directed a Saskatchewan-wide adult education division. With similarities to the earlier Antigonish Movement in Nova Scotia, the program attempted to facilitate the formation of a network of co-operative enterprises aimed at the cultural, social and economic development of the Canadian Prairies. It is my contention that the reclamation of Thomson's educational framework, as described and contextualized through the story of Saskatchewan's Adult Education Division, can provide effective methodological consideration for contemporary adult education.</p>

### Specific Project-Level Research Objectives:

- To provide an in-depth narrative of the activities of the Saskatchewan Adult Education Division throughout 1945
- To provide an in-depth analysis of the Personalist philosophy of Watson Thomson
- To isolate and standardize a pedagogical framework based on Thomson's educational activities and Personalisme
- To discuss the application of Thomson's framework to contemporary adult education initiatives and opportunities



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### **Findings to date:**

Thomson's philosophy is based on a combination of Guild Socialism, Adlerian Psychology, and Monetary Reform. The Saskatchewan Adult Education Division had helped with the development of nearly a hundred community-based study groups and enterprises by the time Thomson was forced to resign.

[http://usaskstudies.coop/socialeconomy/?page\\_id=216](http://usaskstudies.coop/socialeconomy/?page_id=216)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	Anishinaabek Communities of the Boreal and the Impacts of Roads: Paving the Way Towards a Social Economy?
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Wanda Wuttunee, University of Winnipeg (academic supervisor)
<b>Student Researcher:</b>	Alon Weinberg, University of Manitoba, Department of Native Studies (Master's student - scholarship)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	Report, Radio Documentary
<b>Project Description:</b>	<p>This research project will involve looking at long-term changes to land use by members of 2-3 Anishnaabek communities of the boreal forest of eastern Manitoba and Northwest Ontario, especially as it pertains to the access to the community by year-round roads, or lack thereof. Of the three communities with whom I project to work, one will be a community not currently connected by all-weather roads, Poplar River, Manitoba. The other 1 or 2 will be communities whose members bear memory or orally-transmitted histories of the changes that came when the communities were connected by all-weather roads, likely Hollow Water, MB and Grassy Narrows, ON. The main method of gathering information will be through primary informants of each community sharing oral history on the changes that their communities have undergone, especially with regards to social, ecological, and economic factors. Secondly, archival material will be sought to indicate the various roles played by the agency of the Anishnaabe community members, the agency of governmental departments, and the agency of industrial corporations. Current perspectives on all-year roads will be sought amongst elders and youth alike in Poplar River, as they are situated within the Manitoban East Shore Wilderness and their community is leading the call for a World Heritage Site in this area.</p> <p>I endeavour to undertake additional research that will serve to contextualize my thesis but will be the focus of the Linking, Learning and Leveraging aspect of</p>



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my project. Namely, research will be conducted to ascertain the indicators that have been and are currently being used to evaluate the well-being of First Nations communities, especially by governmental bodies such as the federal Department of Indian and Northern Affairs and the provincial Aboriginal and Northern Affairs. These indicators often are the engines of policy in the North and in Canada's colonialist history have often been qualitatively at odds with the indicators used by Aboriginal peoples themselves in determining and evaluating their own quality of life. To better situate today's question of whether all-weather roads should be built in what is currently the world's largest contiguous tract of unroaded boreal forest, a vast Anishinaabe homeland, community members along with First Nations governments within these communities will be surveyed to understand what vision of a quality life is held by the people today.

In determining if the social and cultural needs of these Anishnaabek communities are being addressed by current economic plans for the region, especially regarding the plans to construct roads, resiliency of these communities to past negative impacts will be evaluated through analysis of the anticipated gap between governmental and community indicators of life quality and community health. Furthermore, through primary informants' oral histories and the contemporary experiences of community members, a comparison will be made between the benefits and negative impacts of formal versus informal economical activity in Anishnaabek communities of the boreal. This comparison shall be used to further critique and evaluate stated governmental policies in this region, with an eye on cultural continuity and long-term health and social well-being of the communities with whom research shall be conducted.

[http://usaskstudies.coop/socialeconomy/?page\\_id=979](http://usaskstudies.coop/socialeconomy/?page_id=979)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

<b>Project Title:</b>	<b>Municipal Government Support of the Social Economy Sector: An Analysis of Best Practices</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Theme:</b>	Public Policy Municipal, Social Economy
<b>Keywords:</b>	
<b>Academic Partners:</b>	Cristine de Clercy, University of Western Ontario (academic supervisor) Richard Milgrom, University of Manitoba (academic supervisor)  <a href="mailto:c.declercy@uwo.ca">c.declercy@uwo.ca</a>
<b>Contact:</b>	Robyn Webb, University of Manitoba (Master's Student - scholarship)
<b>Student Researcher:</b>	In progress (2010)
<b>Date of Completion:</b>	
<b>Deliverables:</b>	1. MA Thesis 2. One academic presentation
<b>Project Description:</b>	<b>Research objectives are:</b> <ul style="list-style-type: none"><li>• To explore the relationship between municipal governments, community economic development and the Social Economy</li><li>• To more clearly identify the unique role the municipal policy plays in promoting community economic development</li><li>• To point out gaps and barriers that exist at the municipal level</li><li>• To distinguish models of best practices in municipal policy</li></ul> <a href="http://usaskstudies.coop/socialeconomy/?page_id=223">http://usaskstudies.coop/socialeconomy/?page_id=223</a>





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## *Social Economy Fact Sheet*

<b>Project Title:</b>	<b>Houses and Communities: Learning from a Case Study of Co-operative Assisted Home Ownership in Saskatchewan</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Michael Gertler, University of Saskatchewan (principal investigator) Isobel Findlay, University of Saskatchewan (co-investigator)
<b>Student Researcher:</b>	Cara Spence, University of Saskatchewan (internship) Jane Dimnik, University of Saskatchewan (Undergraduate, Social Work - internship)
<b>Community Partners:</b>	Eric Leviten-Reid, Community Development and Research Consultant Quint Development Corporation
<b>Date of Completion:</b>	In progress (2010)
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Report</li><li>• Presentations</li><li>• Journal Articles</li></ul>
<b>Project Description:</b>	Saskatchewan has spawned significant organizational and program innovations designed to help low-income households to meet their needs for housing. Assisting home ownership via a multi-household co-operative model is one such initiative. Formalized in 1996 as the Neighbourhood Home Ownership Program (NHOP), this framework was intended to allow low-income households that had relied on rental housing to successfully achieve home ownership. As vehicles for self-help and social learning, these housing co-ops were also seen as tools to promote the wellbeing of inner-city communities. The proposed case study of assisted home ownership (in Saskatoon and, by extension, in other locales) is designed to reveal strengths and limitations of such models, and factors that promote or restrict success. The study goes beyond the systematic documentation of a particular housing initiative. Drawing on other examples and employing methodologies designed to reveal neighbourhood as well as household impacts, it considers the efficacy and cost-effectiveness of such programs in meeting housing needs and in supporting other dimensions of inner-city renewal. It also considers broader lessons for program design where the goal is to promote home ownership



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options for low- and moderate-income households.

The project is designed as collaborative, action- and policy-oriented research. It is also designed to contribute to scholarship on affordable housing with findings published in academic as well more popular venues. The research team will systematically examine outcomes and current challenges, and identify potentially viable responses. The specific research modalities include:

1. A targeted review of relevant documents including outcome-tracking data and recent literature on affordable home ownership and community development;
2. Key informant interviews and focus groups with program participants and organizational partners to document household and community outcomes, as well as lessons learned about assisted home ownership and community development;
3. Analysis of housing market and related trends, including housing prices, construction costs, mortgage rates and income data.
4. A stakeholder workshop to review preliminary research findings, and to consider implications for affordable housing programs, assisted home ownership, and community development efforts in Saskatchewan.

### Specific Project-Level Research Objectives:

- Documenting social and economic impacts of assisted home ownership at household and neighbourhood levels, and, where possible, providing estimates of the (economic and social) returns on investment that these represent;
- Identifying lessons learned by program partners (participating families, community organizations, financial institutions, and government agencies,) about how assisted home ownership initiatives can best address housing and related challenges;
- Assessing the implications of housing markets and related trends for affordability and for the future of programs designed to create home ownership opportunities;
- Exploring options for affordable housing and assisted home ownership initiatives drawing on insights gained about conditions and factors that promote or inhibit success.

[http://usaskstudies.coop/socialconomy/?page\\_id=273](http://usaskstudies.coop/socialconomy/?page_id=273)



# Fiche de renseignements sur l'économie sociale

## Social Economy Fact Sheet

- Project Title:** South Bay Park Rangers Employment Project for Persons Living with a Disability: A Case Study in Individual Empowerment and Community Interdependence
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Isobel Findlay, University of Saskatchewan (principal investigator)
- Student Researcher:** Julia Bidonde (PhD student, CH&EP)  
Alyssa McMurtry (Journalism student, Carleton University)  
Jonie Colleen Daigneault (High School Student, Rossignol High School, Ile-a-la Crosse)  
Danielle Corrigan (High School Student, Rossignol High School, Ile-a-la Crosse)
- Community Partners:** Martin Durocher, Gary Tinker Federation for the Disabled Inc.
- Date of Completion:** Completed
- Deliverables:**
- Research Report
  - Presentations
  - Journal Articles
  - Video about this case study to create awareness about disability issues
- Project Description:** This case study tells the story of the South Bay Park Rangers employment program for people with disabilities in the Northern Saskatchewan Village of Ile-a-la Crosse. The program allows individuals to achieve on-the-job training, seasonal employment, work skills and experience, and independence without leaving their home community.
- This report discusses the situation in Canada for people with disabilities, issues facing Aboriginal people with disabilities, and particular issues in the North. In this way the report aims to help people understand the impacts of the Park Rangers program on the people involved, their families, caregivers, and their community. It also suggests ways to build on program strengths to make it more effective and a model for other communities.

[http://usaskstudies.coop/socialeconomy/?page\\_id=469](http://usaskstudies.coop/socialeconomy/?page_id=469)



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## *Social Economy Fact Sheet*

- Project Title:** Exploring Social Entrepreneurship in Saskatchewan
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Lee Swanson, University of Saskatchewan (principal investigator)
- Student Researcher:** Andrew Thomas Korchinski (undergraduate student, Edwards School of Business)
- Community Partners:** SEDA (Saskatchewan Economic Development Agency)
- Date of Completion:** In progress (2010)
- Deliverables:**
- Final Report
  - Presentations
  - Journal Article
- Project Description:** In recent years the field of social entrepreneurship has gained increased attention from researchers, practitioners, and governments as a potential solution to many of society's most pressing issues. This study aims to uncover new insights on social entrepreneurship in Saskatchewan. New knowledge will help better conceptualize needs, barriers, or insights for practitioners. This research will identify how key informants view social entrepreneurship.

[http://usaskstudies.coop/socialeconomy/?page\\_id=718](http://usaskstudies.coop/socialeconomy/?page_id=718)



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## Social Economy Fact Sheet

<b>Project Title:</b>	Factors Affecting the Decisions of International Students and their Spouses to Settle in Saskatchewan/Canada
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Joe Garcea, University of Saskatchewan (principal investigator)
<b>Student Researcher:</b>	Kim Assailly, University of Saskatchewan
<b>Community Partners:</b>	International Students Office, University of Saskatchewan and University of Regina
<b>Date of Completion:</b>	In progress (2020)
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Research Report</li><li>• Presentations</li><li>• Journal Articles</li></ul>
<b>Project Description:</b>	<p>The purpose of this research is to examine the views of graduating and recently graduated international students on the following matters:</p> <ul style="list-style-type: none"><li>• The adequacy of information and support for international students in the following areas: Immigration programs, Employment opportunities, and Social/community integration</li><li>• Factors affecting the decision of international students and their spouses to apply, or not apply, for: A Post-Graduate Work Permit and to work/live in a particular region of Saskatchewan or Canada; or Permanent Resident status either through the Saskatchewan Immigrant Nominee Program, Temporary Work Permit, or through the Canadian Experience Class.</li><li>• The extent of interest in, and knowledge of, employment opportunities in the private, government, co-operative and non-profit sectors;</li><li>• Ways that the social economy and university sectors could improve employment and entrepreneurial opportunities for graduating, or recently graduated, international students and their spouses;</li><li>• Ways that the Saskatchewan provincial immigration officials can improve communication with international students and their spouses who are already living in Saskatchewan to ensure that they are aware of the policies and the</li></ul>



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services available to them if they are interested in staying in the province.

[http://usaskstudies.coop/socialeconomy/?page\\_id=727](http://usaskstudies.coop/socialeconomy/?page_id=727)



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<b>Project Title:</b>	Lessons Learned on the Justice Trapline
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator)
<b>Student Researcher:</b>	
<b>Community Partners:</b>	Northern Saskatchewan Tappers Association Co-operative
<b>Date of Completion:</b>	In process (2010)
<b>Deliverables:</b>	
<b>Project Description:</b>	<p>The main purpose of this project will be to conduct research across Canada and other jurisdictions on the lessons learned about placing Aboriginal people awaiting trial on the trap lines. The study will focus on convicted people with disabilities, and convicted youth offenders.</p> <p>Lessons learned from other places will support the efforts of NSTAC to develop a program that would suit the Northern Aboriginal people.</p> <p><a href="http://usaskstudies.coop/socialeconomy/?page_id=729">http://usaskstudies.coop/socialeconomy/?page_id=729</a></p>



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## *Social Economy Fact Sheet*

**Project Title:** Building a Long Term Strategy for People with Disabilities: The Case of Ile-a-la-Crosse

**Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)

**Academic Partners:** Isobel Findlay, University of Saskatchewan (principal investigator)

**Student Researcher:**

**Community Partners:** Northern Village of Ile-a-la-Crosse

**Date of Completion:** In process (2010)

**Deliverables:**

**Project Description:** This project will explore and facilitate partnerships between the Northern Village of Ile-a-la-Crosse and Cognitive disability Workers in Northwest Saskatchewan. It will explore the opportunities that the social economy can create for improving the quality of life for people with disabilities in Northern Saskatchewan.

[http://usaskstudies.coop/socialeconomy/?page\\_id=724](http://usaskstudies.coop/socialeconomy/?page_id=724)





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## *Social Economy Fact Sheet*

<b>Project Title:</b>	<b>Building Social Economy Support in Urban Settings</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Louise Clarke, University of Saskatchewan (principal investigator)
<b>Student Researcher:</b>	Emily Champ (University of Saskatchewan, Masters Student, Political Studies)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	In process (2010)
<b>Deliverables:</b>	
<b>Project Description:</b>	<b>Specific Project-Level Research Objectives: Expected Deliverables:</b> <ol style="list-style-type: none"><li>1. Final Report</li><li>2. Journal Articles</li><li>3. Presentations</li></ol> <a href="http://usaskstudies.coop/socialeconomy/?page_id=721">http://usaskstudies.coop/socialeconomy/?page_id=721</a>



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<b>Project Title:</b>	Self Directed Funding Supporting National Partnership Building and Developing a Model That Can Work for All
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Isobel Findlay, University of Saskatchewan (principal investigator)
<b>Student Researcher:</b>	
<b>Community Partners:</b>	Saskatchewan Association for Community Living
<b>Date of Completion:</b>	In process (2010)
<b>Deliverables:</b>	
<b>Project Description:</b>	This project will track the work from a national discussion group about individualized funding, trying to develop a truly ideal framework of individualized funding based on the work developed already.  <a href="http://usaskstudies.coop/socialeconomy/?page_id=733">http://usaskstudies.coop/socialeconomy/?page_id=733</a>



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<b>Project Title:</b>	<b>Inuit Harvesting, the Social Economy, and Political Participation</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Wanda Wuttunee, University of Manitoba (academic supervisor)
<b>Student Researcher:</b>	Warren Bernauer, University of Manitoba (MA student, Department of Native Studies - scholarship)
<b>Community Partners:</b>	Baker Lake Concerned Citizens Committee (BLCCC)
<b>Date of Completion:</b>	In process
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Final report</li><li>• Thesis</li><li>• Journal articles</li><li>• Presentations</li></ul>
<b>Project Description:</b>	<p>This study explores the ways in which the Baker Lake Concerned Citizens Committee (BLCCC) aids harvesters in interacting with the Canadian political system with regards to economic development planning, with a focus on Areva Resources' proposed Kiggavik uranium mine. In doing so, it conceptualizes Inuit harvesting activities in Nunavut as a component of the social economy, by arguing that the concept of social economy needs to be expanded to include modes of production other than capitalism, as well as non-European forms of social organization. As the nature of harvesting economies and Inuit views of development appear to be largely consistent with the aims of social economy, there is considerable opportunity for social enterprises to learn from Inuit communities and worldviews. Furthermore, by including Inuit harvesting in the social economy dialogue, it provides an avenue for Inuit harvesting – an often neglected sphere of the economy of Nunavut - to receive additional attention in discussions of community development.</p> <p>This study will explore the issues harvesters have when attempting to engage the regulatory process, and the methods the BLCCC has utilized to overcome these barriers.</p>



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Research will be a combination of key informant interviews and observation in the community. I intended to volunteer with either the Baker Lake HTO or BLCCC during my time in the community, which will provide assistance to local harvesters and a great deal of insight for this study.

[http://usaskstudies.coop/socialeconomy/?page\\_id=983](http://usaskstudies.coop/socialeconomy/?page_id=983)



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<b>Project Title:</b>	<b>Breathing Northwinds: Networking Northern Arts</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	Gayle Broad, Algoma University (co-investigator) Jude Ortiz, Algoma University college (co-principal investigator, PhD Student)  Sean Meades, Dalhousie University (undergraduate, youth internship)
<b>Student Researcher:</b>	Community Arts Ontario (CAO)
<b>Community Partners:</b>	Trillium NORDIK Institute Theatre Group
<b>Date of Completion:</b>	In process (2010)
<b>Deliverables:</b>	<ul style="list-style-type: none"><li>• Report</li><li>• Database of artists, arts organizations, institutions and arts-related businesses</li><li>• Needs assessments in 5-7 communities</li><li>• Conference in October 2010</li></ul>
<b>Project Description:</b>	This project builds on the previously completed project, Culture, Creativity, and the Arts: Achieving Community Resilience and Sustainability Through the Arts in Sault Ste. Marie (CL5-01-NO). It brings together artists and community members to identify cultural assets, integrating them into strategic development plans to create healthy, sustainable communities in Northern Ontario. The project focuses on increasing awareness, participation and education and employment opportunities in the sector as well as improving networks and communication within and between communities.

[http://usaskstudies.coop/socialeconomy/?page\\_id=1091](http://usaskstudies.coop/socialeconomy/?page_id=1091)



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<b>Project Title:</b>	<b>Ken MacDougall: The Enjoyment of Form</b>
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	
<b>Student Researcher:</b>	Ian Roberts, Algoma University (Masters Student, Theatre - internship)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Report, Documentary Film
<b>Project Description:</b>	This documentary explores the contributions of local artist Ken McDougall, who brought together a community of artists, community activists, businesses and local institutions to celebrate the contribution of art to building a shared Northern identity.

[http://usaskstudies.coop/socialeconomy/?page\\_id=1093](http://usaskstudies.coop/socialeconomy/?page_id=1093)



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<b>Project Title:</b>	Rural Youth Research Internship Research Project: The Impact of Community Futures Development Corps.
<b>Associated Node:</b>	Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) <a href="http://www.usaskstudies.coop/socialeconomy">www.usaskstudies.coop/socialeconomy</a>
<b>Academic Partners:</b>	David Thompson (principal investigator)
<b>Student Researcher:</b>	Ashleigh Sauve, (student - internship)
<b>Community Partners:</b>	
<b>Date of Completion:</b>	Completed
<b>Deliverables:</b>	Report
<b>Project Description:</b>	<a href="http://usaskstudies.coop/socialeconomy/?page_id=1096">http://usaskstudies.coop/socialeconomy/?page_id=1096</a>



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Linking, Learning, Leveraging: Social  
Enterprises, Knowledgeable Economies and  
Sustainable Communities

Projects by Cluster

*International Research*





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- Project Title:** Recovery of the Collective Memory and Projection into the Future: ASOPRICOR, Phases I and II
- Associated Node:** Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies and Sustainable Communities (Northern Ontario, Manitoba, and Saskatchewan Node) [www.usaskstudies.coop/socialeconomy](http://www.usaskstudies.coop/socialeconomy)
- Academic Partners:** Gayle Broad, Algoma University College (co-investigator)
- Student Researcher:** Jose Reyes, ASOPRICOR, Algoma University College (principal investigator, intern and international MA student)
- Community Partners:**
- Francisca Baez (Agua de Dios)
  - Maria Eva Bergano (ASOPRICOR)
  - Marco Aurelio Campos (Jerusalem Copaltri, Colombia)
  - Yesid Campos (Tocaima de ASOPRICOR, Colombia)
  - Wilson Cantor (Tocaima Cordhupaz, Colombia)
  - Gonzalo Castiblanco (Jerusalem Copaltri, Colombia)
  - Sonia Cocuname (Agua de Dios, Colombia)
  - Freddy Emelio Munoz (Jerusalem Copaltri, Colombia)
  - Aureliano Paez (Viota el Progreso, Colombia)
  - Emiliano Pedreros (Jerusalem de Asomager, Colombia)
  - Gilma Reyes (ASOPRICOR, Colombia)
  - Endi Danovis Terreros (Viota el Progreso, Colombia)
  - Guillermo Valero (Tocaima de ASOPRICOR, Colombia)
  - Janeth Valero (ASOPRICOR)
  - Luis Eduardo Yela (Tocaima Cordhupaz, Colombia)
- Date of Completion:** In progress (2010)
- Deliverables:**
- Reports
  - Journal articles
  - Chapter in book
  - Conference presentations
  - Master's thesis



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### Project Description:

This Participatory Action Research project is examining the intergenerational issues related to building the community's capacity to continue its efforts in holistic development and explore opportunities to build/extend networks of learning at regional, national, and international levels. The Community Economic and Social Development program at Algoma University College is partnering with ASOPRICOR, a rural association engaged in holistic development in Colombia. There are 12 municipalities (600 families) involved and the organization has been working in the Alto Magdalena area and outlying communities since 1978. ASOPRICOR's mission is: holistic development of rural and urban communities; organisations of communities to maintain their autonomy, and community, economic, and social development. Activities and Findings to Date The first phase of the project, the preparation stage, is complete. Activities included ongoing communications between the Canadian and Colombian teams; nine meetings of the co-ordination team in Colombia; an assembly of the ASOPRICOR membership; three training sessions in research methodology for community facilitators, ASOPRICOR board members, and the research secretary; and a meeting of the children of ASOPRICOR members. As a result of the discussions outlined above, ASOPRICOR has identified three major stages to the research: definition of the research; data collection; and analysis, approval, and publication. Researchers have completed the definition of the research, addressing: context, identity, and objectives of the research ASOPRICOR's spirit of resistance, recuperation, autonomy, and development of alternatives in consideration of culture, politics, economy, and interaction with nature what has ASOPRICOR been doing to date; what does it need to do? with which method? resources on hand and resources needed definition and role of community facilitators; definition and role of focus communities tools for data collection; the training process; the evaluation process plan for the next five years

### Specific Project-Level Research Objectives:

- Networking
- Building links between Canada and Colombia
- Sharing knowledge
- Strengthening social economy projects in Colombia

[http://usaskstudies.coop/socialeconomy/?page\\_id=165](http://usaskstudies.coop/socialeconomy/?page_id=165)



CENTRE CANADIEN DE RECHERCHE PARTENARIALE EN ÉCONOMIE SOCIALE  
CANADIAN SOCIAL ECONOMY RESEARCH PARTNERSHIPS

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