



Profile of Community Economic Development in Canada

Results of a Survey of Community Economic Development Across Canada

October 2003

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The Canadian **CED** Network

Le Réseau canadien de **DÉC**

Strengthening Canada's Communities

Des communautés plus fortes au Canada

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The Canadian Community Economic Development Network

The Canadian CED Network (CCEDNet) is a national, not profit organization and registered charity made up of several hundred member organizations and practitioners committed to supporting community economic development. The Canadian Community Economic Development's Network's mission is to:

- Bring a national focus to the CED agenda
- Expand the scale and effectiveness of community economic development
- Share information and learning
- Build capacity and skills related to CED

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Executive Summary

This report is the result of a recent survey of 340 community economic development (CED) organizations undertaken by the Canadian Community Economic Development Network (CCEDNet). It represents a significant step in getting the sector ready for a new, higher level of activity. This research starts the process of identifying and organizing a body of CED experience and knowledge and assembles it in a form we all can make use of.

This profile reports on three principal themes: the nature, size, and lessons learned of the sector. The nature of CED establishes a typology for CED organizations, their distribution and maturity, enumerates their activities, and identifies proven practices and barriers to growth. The size of the sector is quantified in terms of employees and volunteers, as well as size of budget and revenue sources. Lessons learned about the sector are revealed through comments from CED organizations about proven practices and barriers hindering success of CED in their community.

The respondents were very diverse. They included small and large operations; were incorporated as public, private, and civil agencies; and were located in both rural and urban communities. Common to all respondents was an understanding of community economic development as *local action and strategies creating economic opportunities and enhancing social conditions in an inclusive and sustainable manner*.

The challenge has been to create a portrait of the sector while permitting people to make a reasonable comparison of particular details.

Outcomes of this research include a research database that can be used for additional research, a searchable online directory of CED organizations in Canada, and a report describing the CED sector in Canada.

Highlights from the Profile, follow, along with some reflections on their significance for the CED Sector.

Where it's at

Regions outside of Ontario and Quebec were overrepresented in the response to the CED survey relative to the distribution of Canada's population. In addition, many more survey respondents were located in rural areas of Canada (47 percent) compared with the rural share of population (28 percent). Community Economic Development seems to be an important response to rural and regional disadvantage.

A Component of Civil Society

Community economic development organizations form an important component of Canada's civil society, or the voluntary sector. The majority of survey respondents are registered as non-profit societies, co-operatives, charities, or unincorporated groups.

The large number of “unincorporated” groups suggests that organizational development for the CED sector is another area for attention.

“For profit” organizations, especially technical assistance providers and consulting groups, continue to be an important aspect of the sector. There are also signs of municipal engagement in CED which will be the subject of further CCEDNet research in the near future.

Deep Roots, New Shoots

Nearly a third of respondents have been in operation for more than 15 years. However, over half of respondents reported that their organizations have only been in existence for the last 10 years. This speaks to recent growth in the sector, especially in BC and the Atlantic Provinces, where around 65 percent of respondents represented organizations created since 1994. The relatively young age of CED organizations, and their increasing ranks, suggests that peer learning and development is going to continue to be a major priority.

Where the Action is

The survey asked participants to describe their three main CED activities. We have grouped the responses in terms of frequency. The most common activities reported were related to community capacity building. Human capital development and enterprise development activities followed, after which came promoting collaboration, and finally activities which provided access to capital.

Function & Focus

Respondents were mainly (68 percent) community economic development organizations involved in services by and for local people. Most of these offer an array of related services to meet the needs of a particular group in the community or a community of interest.

The second most common response came from organizations involved in a single function with a single group (housing co-ops are an example). A very distant third were CED groups that provide a range of services to all residents of a community.

Another small group of respondents (the “emergent” category) are just getting involved in CED as an adjunct to their main services and role (e.g. mental health associations or neighbourhood recreation groups becoming involved in economic self-sufficiency). Finally, a third of respondents can be defined as conveners, associations, or technical assistance providers (including networks, and funders).

Many are Called, Few Get Paid

Most of the CED organizations that responded to the survey (77 percent) have 10 staff or less; and over half of the organizations that responded have less than six. This clearly reflects the many issues that have been raised in CCEDNet consultations about capacity for CED and CED organizations with such limited personnel resources.

The survey also reveals the important role CED groups have in mobilizing citizen engagement and volunteer contributions to their communities. The ratio of full time-equivalent staff to volunteers is 1 to 5.6. CED groups reported that their work involved over 19,000 volunteers, with full time equivalent staff of 3,410. Volunteer engagement is particularly high in the Prairies and Quebec.

An Enterprising Sector

The survey collected information on the respondents' annual revenue and the sources of that revenue. In total the CED sector as surveyed has an economy valued at \$194.5 million. Dollars leveraged against government funding is very high, with almost one dollar raised from non-government sources for every government dollar. This is particularly impressive given the nature of the work of most of these organizations, working in and with disadvantaged communities and populations.

Of course this data doesn't capture other outcomes of CED, such as the employment and income generated from CED activities, and the government savings associated with reducing poverty. That research will have to wait for further resources. But even this limited budgetary information reveals the enterprising nature of the sector and its capacity to generate investment.

1. Introduction

1.1 Community Economic Development in Canada

Many communities in Canada have found a way to successfully combat socio-economic decline. They have learned to reverse destructive global and local processes in order to move toward a healthy setting for living and working. They have done so through community economic development (CED) strategies and activities—that is, through a comprehensive, multi-purpose social and economic strategy, conceived and directed locally, aimed at systematic revitalization and renewal. With a CED approach, these communities are making Canada stronger as they make themselves more vibrant and attractive places to live and work.¹

There are estimated to be well over 3000 community organizations or initiatives engaged in community economic development in Canada. Some, located in major urban centres, work to enhance the economic and social conditions of urban disadvantaged people and neighbourhoods. Others are based in rural areas. Community Futures Development Corporations (CFDCs) for example, are located in rural and remote regions throughout Western and Central Canada and the Territories, while Community Business Development Corporations (CBDCs) are located in rural regions in Atlantic Canada. All 259 CFDCs/CBDCs provide assistance to small and medium sized businesses. They offer access to risk capital through repayable loans or equity investments, and provide business services to entrepreneurs. Some also take on a broader role of CED animation, planning, and development. Some rural areas have community learning organizations involved in training and employment services that incubate community enterprises. These organizations help to diversify local economies, while also developing skills for disadvantaged workers.

What is CED?

Community economic development is action by people locally to create economic opportunities and enhance social conditions, particularly for those who are most disadvantaged, on an inclusive and sustainable basis. It is a comprehensive, multi-faceted strategy, conceived and directed locally, for the revitalization and renewal of community economies. Its abiding interest is the local development, management, and strengthening of community resources for community benefit.

Community economic development creates economic opportunity in communities that are typically marginalized by the mainstream economy. It is based on the recognition that “a rising tide does not lift all boats.” Even when the mainstream economy is buoyant, many communities lag behind. Globalization has increased inequality in local economic conditions, particularly for resource-based communities. Many need to find new ways to create local opportunities and advantages.

Community economic development is a way of creating economic development which is responsive to locally defined priorities. It strives to increase the self-reliance of local communities. It focuses on local control and local ownership of resources, and aims to locate assets in the hands of low-income residents. It seeks to ensure that the benefits of economic development flow equitably to those who are frequently left out. It is an approach to development which integrates the social,

¹ From CCEDNet's *Response to Canada's Innovation Strategy*. January 2002, p.3.

Other CED organizations are led by Aboriginal and First Nations organizations to develop economic opportunities controlled by and of benefit to Aboriginal communities. There were 517 Aboriginal communities in 2002 funded under the Indian and Northern Affairs Canada's Community Economic Development Program (CEDP) which supports the full spectrum of economic activities from small business projects, to large sectoral projects to very successful Community Economic Development organizations. Over 300 of these organizations are supported by The Council for the Advancement of Native Development Officers (CANDO).

The International Co-operative Alliance defines a co-operative as “an autonomous association of persons united voluntarily to **meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise**” The adoption of “Concern for Community” as a seventh co-operative principle demonstrates an increased interest of the co-operative sector to engage in community economic development extending beyond their membership. Across Canada various credit unions are taking the lead in reinvesting in their communities. Notable examples include Vancity Savings, ²**The VanCity Award**, an annual \$1-million award that will go to a BC-based non-profit organization to support a bold and long-lasting community project and St. Josephs Credit Union in Nova Scotia who have committed 15% of its gross earnings per year to CED.³ Increased attention to co-operatives in low income communities, led by the Canadian Co-operative Association, is a significant area of attention for CED in Canada.

Grassroots community organizations represent a major infrastructure for innovation at the local level. They make use of the expertise and commitment of local citizens, mobilizing them to contribute to their community. That volunteer effort is a huge resource to Canada's productivity and well being. Volunteers are a source of innovation and action. They transform knowledge into opportunity for all our communities and their citizens.

Cooperatives recently adopted a 7th Principle “Concern for Community” that commits cooperatives to work for the sustainable development of their communities through policies approved by their members. The co-op sector in some regions of the country contributes to community economic development through their mobilization of resources to foster a new generation of co-op development.

There are immigrant led CED groups targeting the economic and labour market integration needs, entrepreneurial skills, and community development skills of recent immigrants to Canada.

Women's CED groups have been developing major contributions to the economic participation of women, particularly those who have experienced exclusion and disadvantage in the labour market and economy.

² <http://www.vancity.com/menuld/53426>

³page 81, **Remarkable municipal employment initiatives: 7 case studies**, commissioned by Bertelsmann Stiftung, KPMG Economic Research and Policy Consulting, Hoofddorp, 1999.

Many rural and urban areas are developing networks of grassroots community development organizations and seek ways to collaborate. In many resource-based and rural communities local organizations are using CED to create sustainable approaches to development that create new community resource tenures (e.g. community forests) and eco-system management systems to generate long term community opportunities. Some community agencies and local governments, including municipalities, social and human service agencies, skills training organizations and others, CED tools and techniques in their work to enhance the social and economic conditions of their communities and the particular groups they work with.

Grassroots community organizations represent a major infrastructure for innovation at the local level. They make use of the expertise and commitment of local citizens, mobilizing them to contribute to their community. That volunteer effort is a huge resource to Canada's productivity and well being. Volunteers are a source of innovation and action. They transform knowledge into opportunity for all our communities and their citizens.

Recognition is increasing of the importance of CED as a growing component of Canada's civil society or "voluntary" sector. A survey of federal departments in 2003 revealed that five departments and four regional agencies were involved in some kind of support to CED organizations and initiatives. A survey of provincial territorial governments in 2002/03 indicated that 12 out of 13 jurisdictions have departments with some form of mandate to support CED, and 8 out of 13 have policies defining their government's support to CED.

1.2 Research Objectives

The purpose of this research is to create a profile of the CED sector in Canada. This profile includes baseline information about organizations engaged in CED. Through its consultation work, conferences, and member engagement, The Canadian CED Network has developed a good picture of who is doing CED in Canada, what kinds of activities they engage in, and intended outcomes. In 2000/01, CCEDNet hosted a series of consultations with CED groups, which resulted in a national policy framework that spelled out a common picture of how CED works and what is needed to better support efforts by communities to enhance their social, economic and environmental conditions on a sustainable, integrated basis. The research led to a National Policy Framework for CED.

There has been no systematic effort to date to survey the sector and provide a basis for ongoing peer learning and research on CED activities. This project is intended to fill that gap. The Canadian CED Network surveyed as many CED organizations as possible across Canada to get a picture of the nature, size, and scope of the sector. The project was funded in part by the Rural Secretariat of Agriculture and Agri-Food Canada and the Community Economic Development Technical Assistance Program of Ottawa Carleton University, and was supported by the members of the Canadian CED Network and its core funders: The Muttart Foundation, the J.W. McConnell Family Foundation, and the Trillium Foundation.

1.3 Research Outcomes

The project has created three distinct products:

1. A research database that can be used for additional research.

The database of CED organizations and initiatives throughout Canada include a typology of their activities, methodologies, and key participants; information on the resources, outputs and outcomes they are creating; and information on emerging practices.

2. A searchable online directory of CED organizations in Canada.

The public online directory of CED organizations includes a description of each organization, its activities, and contact information. The directory is available online at www.ccednet-rcdec.ca. The directory can be used to add and update information, and thereby expand knowledge and opportunities for learning between organizations across Canada.

3. New knowledge about CED available in this report

1.4 Research Methodology

Approach

Principles of participatory action research guide this research. To make the process accessible, participants were able to participate in either French or English and by telephone interview, emailed survey or a combination of both.

A research advisory committee allowed CED practitioners to guide and support the research throughout all stages of the research process (design, data collection, data analysis, dissemination, reporting, and follow-up use of the data). The survey respondents and researchers are CED practitioners themselves so that the research is guided and implemented by the informants' peers.

In addition, the project provided an opportunity for people to establish local and/or regional networks or for contributors to increase their organizing capacity. Five coordinators were hired from within different regions across the country so that local coordinators could make use of their local knowledge, experience and networks. The regional coordinators facilitated the strengthening of regional CED networks.

The research is being disseminated through regional outreach forums to increase the knowledge base of CED in each region. The Canadian CED Network supports CED organizations and will hold forums where local CED organizations can workshop the outcomes of the research in order to create a local plan to scale up CED in their region.

Survey Sample

Over 1,000 organizations were identified and invited to participate in the survey. Contacts were drawn from CCEDNet membership, groups affiliated with the Community Economic Development Technical Assistance Program, those attending CCEDNet conferences and learning events, and through personal and organizational networks, as well as organizations recommended from these initial contacts.

The six regions of Canada we decided to use to define our sample are British Columbia; The Prairie Provinces including Manitoba, Alberta and Saskatchewan; The North including Nunavut, North West Territories, and the Yukon; Ontario; Quebec; and the Atlantic Provinces including Halifax, Nova Scotia, New Brunswick, PEI and Newfoundland and Labrador.

Data Collection

We used a pluralistic approach to defining the CED Sector. In the survey we providing a working definition of CED, but encouraged organizations to “self identify” their involvement in CED, with a description of the activities they considered to be relevant.

Five regional coordinators implemented the survey. We had a coordinator located in BC for BC and the Yukon; a coordinator in for the Prairies, NWT and Nunavut; a coordinator in Ontario; a coordinator in Quebec; and a coordinator in Atlantic Canada for PEI, Nova Scotia, Newfoundland, and New Brunswick.;The coordinators were responsible for surveying CED organizations within their regions through telephone interviews, and by disseminating the survey through email to identified contacts. See Appendix 1 for the survey instrument.

Framework for Analysis

In order to answer the question “What is the nature, size, and scope of the CED sector in Canada?” we looked at the following factors.

1. Nature is assessed by:
 - a. geographic distribution,
 - b. incorporation type,
 - c. age of organizations,
 - d. typology of CED activities,
 - e. categorization of CED organizations,
 - f. factors hindering success.
2. Size was measured by:
 - a. staff/volunteer level of organizations,
 - b. revenue sources, and average levels of revenue sources for 2001 fiscal year.
3. Scope is assessed by:
 - a. describing the clients/beneficiaries/stakeholders of the above CED activities,
 - b. describing the intended and actual reported outcomes of the CED activities.

In this report we are releasing key descriptive elements of the National CED Sector, and where possible, some regional summary information. In the conclusion we analyze the significance of the CED sector to public policy challenges for community social and economic development in Canada.

Scope of the Research

The results of this survey, while drawn from the responses of 294 participating organizations, can only be seen as a sample at one time (January to April, 2003) of the CED sector in Canada. Over time CCEDNet will seek to encourage more organizations to add themselves to the database, or update their information to build a larger and more representative picture of CED organizations and activities. It is also important to note that the survey relied on the time and input of respondents and is as comprehensive and accurate as the responses themselves. Each respondent was provided with an opportunity to change, clarify and verify their information.

Finally, the method of identifying and inviting participation in the survey relied on existing contacts and networks. There may therefore be CED organizations that are not connected to existing networks that were not identified or contacted.

Response Rate

Approximately 590 organizations involved in CED were invited to participate via telephone. Approximately 1200 were invited to participate via email, including all 590 who were contacted via telephone. A total of 364 surveys were completed, 294 of which provided sufficient and relevant information to be used the analysis for this report. All of the organizations who participated in the survey are included in the online directory of CED at www.ccednet-rcdec.ca.

For each question in the survey, an additional number of responses were excluded because of blank, incomplete or unclear answers. For example, 215 (73 percent) of our survey respondents provided complete information for the financial section. In each section, the percentages that are reported are based on those respondents that answered the question.

The response rate for the survey is 30 percent (364/1200) of those personally invited via telephone or direct email to participate. The survey required significant engagement from respondents participating in a 30-45 minute telephone interview. For this type of research instrument we feel that 30 percent is a good response rate.

2. NATURE OF THE CED SECTOR

2.1 Geographic Distribution

The six regions of Canada we decided to use to define our sample are British Columbia; The Prairie Provinces including Manitoba, Alberta and Saskatchewan; Ontario; Quebec; the Atlantic Provinces including Halifax, Nova Scotia, New Brunswick, PEI, and Newfoundland and Labrador; and the North including Nunavut, the Northwest Territories, and the Yukon.

Figure one compares the percentage of respondents with per capita population per region to illustrate the relative distribution of CED groups compared with population in each region of Canada.

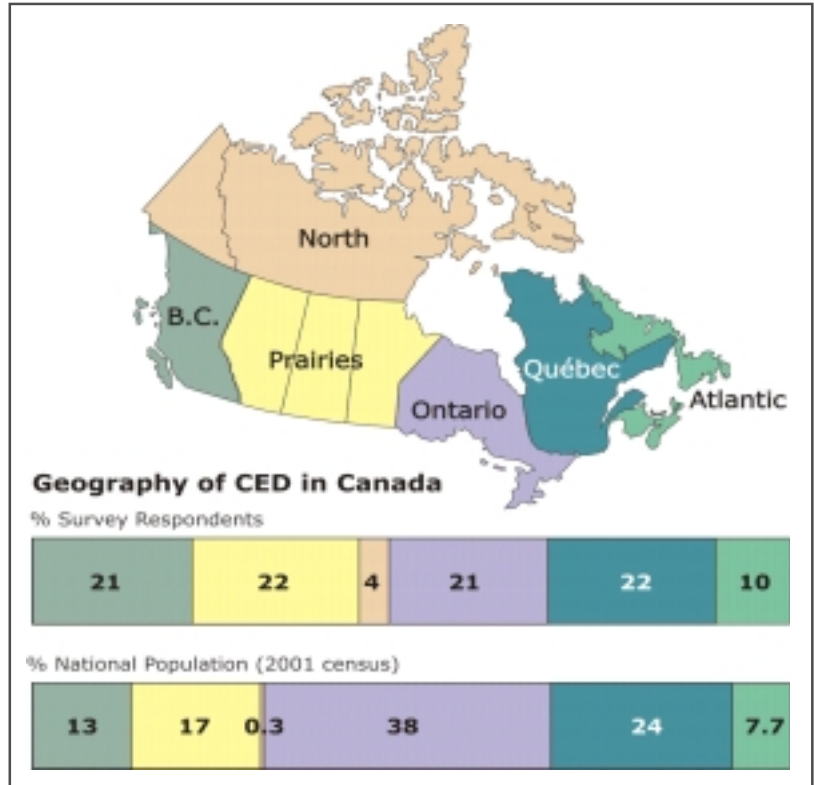


Figure 1: Geography of CED in Canada

CED organizations responding to the survey were more concentrated in regions outside of Ontario and Quebec (relative to the distribution of Canada's population). Future analysis of the data will provide more information on provincial territorial breakdowns where the sample size is sufficient.

2.2 Urban Rural Distribution

Table one shows the percentage of urban-rural distribution of our survey respondents by region compared with the national urban rural distribution.

	BC	Prairies	North	Ontario	Quebec	Atlantic	Total
Urban	39%	67%	0%	73%	58%	27%	53%
Rural	61%	33%	100%	27%	42%	73%	47%

Table 1: Urban-rural distribution of survey respondents by region

For the purpose of this report we chose a simple definition of rural known as the Beale non-metropolitan region, which refers to individuals living outside metropolitan regions with urban centres of 50,000 or more¹. In other words, we grouped survey respondents whose address was in a city with a population of less than 50,000 according to the 1996 Census as rural. It is worthy to

note that many rural-serving intermediary organizations who participated in our study have a head office in an urban area. This is particularly true for survey respondents from Ontario, such as the Ontario Rural Council and Community Futures Association.

This data shows a 47 to 53 split between groups operating in rural areas and those in urban areas. Using the Beale definition of population, approximately 28 percent of Canada’s population is rural according to the 1996 Census. Given the relative distribution of population in Canada (28 percent rural and 72 percent urban) this suggests that CED organizations are more concentrated in rural communities.

These findings, which show a relatively high concentration of rural CED groups, and a relatively higher distribution of CED organizations in regions outside of Ontario and Quebec, suggest that CED organizations and initiatives are an important response to rural and regional disadvantage.

2.3 Legal Incorporation Type

Figure two describes the incorporation type of CED organizations that participated in the survey. Two hundred sixty-one respondents provided information regarding their incorporation type.

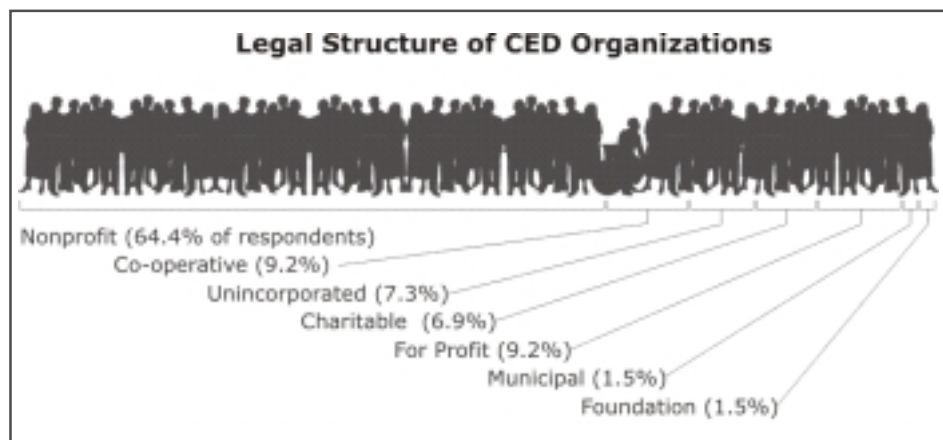


Figure 2: Legal structure of CED organizations

Eighty three percent of CED organizations in the survey are registered as non profit societies, cooperatives, charities or are unincorporated groups. Co-operatives form a significant component of the CED sector (9.2 percent of respondents). The adoption of “Concern for Community” as a co-operative principle,

and interest in engaging co-operatives in CED, will likely be important in the future. The large number of “unincorporated” groups (7.3 percent) suggests that organizational development for the sector is an area for attention. While charities are in a minority (6.9 percent) recent changes to charitable registration for CED groups by the Canada Customs and Revenue Agency, defining CED activities that are eligible for charitable status, may result in an increase in this incorporation type in the future.

¹ *Rural and Small Town Analysis Bulletin* 3 (3) p. 6, Nov 2001.

The presence of “for profit” organizations continues to be an important aspect of the sector, representing the significance of technical assistance providers and consulting groups. There are also signs of municipal engagement in CED, that CCEDNet will be producing some further research on in the near future.

Table two compares the national percentage of survey respondents by incorporation type against the regional percentages of incorporation type. For example, 6.9 percent of all survey respondents are charitable organizations while 11.9 percent of survey respondents from Ontario are charitable organizations.

	BC	Prairies	Ontario	Quebec	Atlantic	The North	Total
Non-profit society	56.1%	58.9%	57.6%	77.6%	76.2%	80.0%	64.4%
Co-op	8.8%	10.7%	8.5%	8.6%	9.5%	10.0%	9.2%
Un-incorporated	14.0%	1.8%	11.9%	5.2%	0.0%	0.0%	7.3%
Charitable	5.3%	10.7%	11.9%	3.4%	0.0%	0.0%	6.9%
For-profit	14.0%	8.9%	10.2%	5.2%	9.5%	0.0%	9.2%
Department of municipality	0.0%	3.6%	0.0%	0.0%	4.8%	10.0%	1.5%
Foundation	1.8%	5.4%	0.0%	0.0%	0.0%	0.0%	1.5%

Table 2: National vs. regional percentages of survey respondents by incorporation type

2.4 Age of CED Organizations

Figure three illustrates the age of CED organizations according to percentage of respondents and number of years in operation.

Two hundred eighty-six survey respondents provided the incorporation or start-up year. The most commonly reported start-up year was 1997. Twenty-four percent of all respondents began operating after 1999, and over 50 percent began after 1994.

Table three compares the age of survey respondents in each region with the national results.

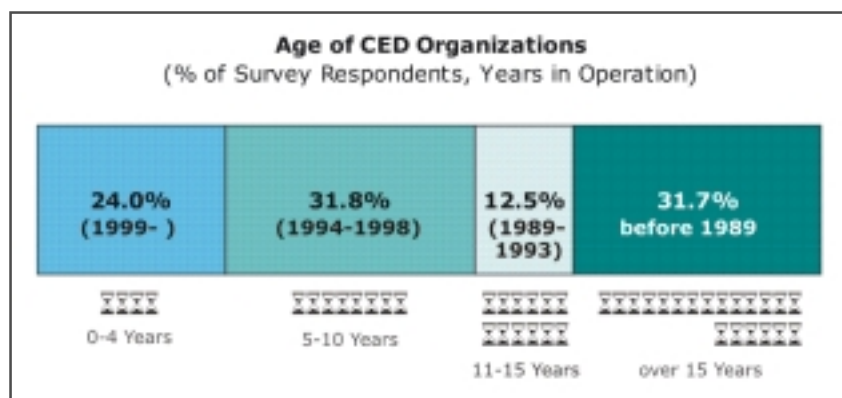


Figure 3: Age of CED organizations

	BC	Prairies	Ontario	Quebec	Atlantic	North	Total
Less than 5 years (1999 +)	31.1%	16.1%	26.2%	23.3%	19.4%	27.3%	24%
5-10 years (94 - 98 inclusive)	34.4%	35.5%	27.9%	30.0%	45.2%	18.2%	31.85%
11-15 years (89-93 inclusive)	14.8%	17.7%	14.8%	18.3%	9.7%	0.0%	12.5%
More than 15 years	19.7%	30.6%	31.1%	28.3%	25.8%	54.5%	31.7%

Table 3: Age of CED organization by region

Nearly a third of respondents have been in operation for more than 15 years. However, the majority are young organizations, 56 percent of which have only been in existence for the last 10 years. These numbers suggest recent growth in the sector. This growth is most pronounced in BC and the Atlantic, where around 65 percent of respondents' organizations were created in the last 10 years. This growth, coupled with the relatively young age of CED organizations, suggests that peer learning and development is going to continue to be a major priority.

A recent study² of the non-profit and voluntary sector as a whole in Canada reports that 13.7 percent of organizations are less than 10 years old (compared with 56 percent for CED organizations). CED is growing significantly faster than the voluntary sector as a whole.

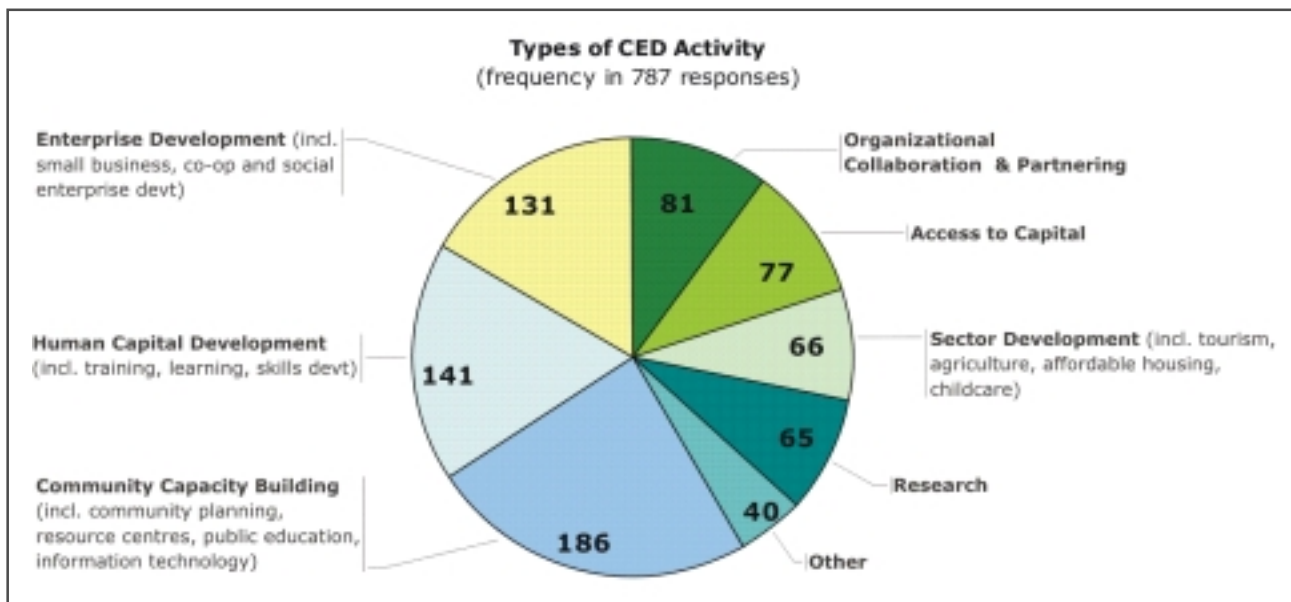


Figure 4: Types of CED activities

² CCSD *Funding Matters*, Ch. 4, p. 67.

2.5 Activities of CED Organizations

We asked participants to describe their three main CED activities. With the understanding that activities and approaches vary according to local circumstances, we thought it best to allow the respondents to describe their work in their own words, instead of asking them to fit themselves into a box by checking preset categories.

Using this method we were able to capture some of the richness and diversity of the CED sector. For example, within the cluster 'enterprise development' four main themes emerged: small and medium business development, cooperative development, social enterprise development, and community-run enterprise development. It is interesting to note that very few groups who facilitate and support 'small and medium business development' also facilitate and support 'cooperative development.'

CED groups are involved in a significant range of activities involving individual development and education or training, enterprise development to create jobs and economic opportunities, informed by a range of community involvement and planning activities.

Table four presents the activities reported by our respondents in order of frequency. The most common activity among our survey respondents is community capacity building, followed by human capital development, enterprise development, promoting collaboration, and then providing access to capital. Complete responses are published in our online directory of CED at www.ccednet-rcdec.ca.

MAIN ACTIVITIES	
Community capacity building	186
Public education about CED	48
Organizational development	44
Resource centre	35
Community planning	26
Project planning	26
Information technology (Community Access sites & database solutions for community knowledge)	7
Human capital	141
Training for income generation	128
Life skills	13
Enterprise development	131
Small & medium business development	58
Social enterprise development	31
Co-op development	30
Resident-run enterprise development	12
Promoting organizational collaboration & partnering	81
Mobilization & networking	31
Advocacy	24
Collaboration	15
Partnership	11
Access to capital	77
Specific sector development	66
Tourism development	28
Affordable housing	19
Industry development	8
Agriculture & agri-food development	7
Regional marketing to attract outside industries	2
Childcare	2
Research	65
Other	40
Participation in co-ops as a strategy for local wealth generation and/or social inclusion	9
Youth programs	9
Procurement strategies (promote local consumption &/or social/environmental goods)	10
Producing goods (e.g. a co-op making bags, or organic catering co-op)	8
Individual development accounts (federal pilot program)	4

Table 4: Community economic development activities by frequency

The responses by CED groups in the survey suggests that while there is a great deal of diversity in areas of activity by these groups (responding to local conditions), a core group of activities emerges in CED in Canada that focuses on human capital development, enterprise development, and community engagement and planning. There are also some sectors engaged in CED work as an adjunct to their mandate. Affordable housing, children and family services, community health, cultural groups, and environmental groups are all clearly involved in CED to some degree as an adjunct to their main activities.

Results of the survey also suggests some important engagement by CED groups to respond to priorities in key sectors in their community, for example, tourism, agriculture, housing, and information technology.

2.6 Types of CED Organizations

Community economic development organizations involved in local services to local people made up sixty-eight percent of our respondents. Four categories of CED groups emerged from the survey results. Of these 35 percent were involved in CED as part of an array of services to meet the needs of a particular group in the community, for example an employment and training organization serving unemployed people with a range of supports to meet their needs. The next most common type of organization (22 percent) involved in CED were those involved in a single function with a single group, such as self help groups or housing coops who use CED as a part of their work. Community economic development groups that provide a range of services to all residents of a specific community, and quite often have CED as an organizing principle for their work, were in the minority (8 percent). A small group of respondents are just getting involved in CED (3 percent), the emergent category, as an adjunct to their main services and role.

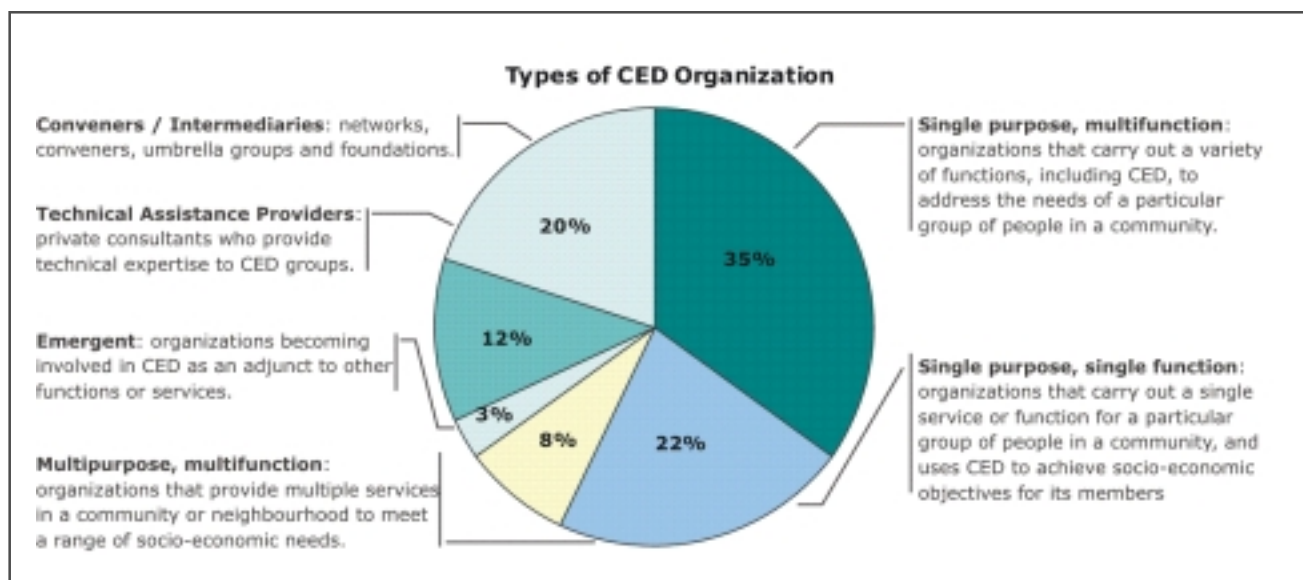


Figure 5: Types of CED organization

Finally, 20 percent of respondents can be defined as conveners or intermediaries, including networks, umbrella groups, and regional intermediaries, and a further 12 percent who were technical assistance providers. It may be that intermediaries, consultants, and conveners are over-represented in our sample. Listing in our directory of CED organizations may have provided more incentive for these types of respondents to participate in the survey.

Figure five provides a description of the respondents to our survey.

These results suggest an increase in community-based organizations serving a particular population using the principles of CED to create more integrated approaches to addressing social and economic needs within a local community. Further work will be done to refine these descriptions of types of CED organization.

3. SIZE OF THE CED SECTOR

3.1 Staff and Volunteers

Almost all (273/294) of our survey respondents reported to us the number of employees their organization employs. We asked respondents to tell us how many full-time equivalents (FTEs) they employed, as well as the number of volunteers and board members that are engaged in their organization.

The total number of employees reported for all survey respondents was 5143, for an average number of 18 employees for each respondent. However this may be an overstatement for the sector in general. Twenty-one survey respondents left the response blank, some of whom may not have any employees, and some survey respondents work within very large organizations where only a portion of their mandate supports CED. The Centretown Community Health Centre and the Saskatoon Credit Union are good examples of large organizations within which a small department has a mandate and resources to support CED.

Figure six provides a more accurate picture of common staffing levels of the CED groups who participated in our survey. The survey revealed that most CED organizations (77 percent) have 10 or less staff, and over half (57 percent) have less than 6 staff. The many issues that have been raised about capacity for CED and CED organizations in CCEDNet consultations are clearly reflected in these results.

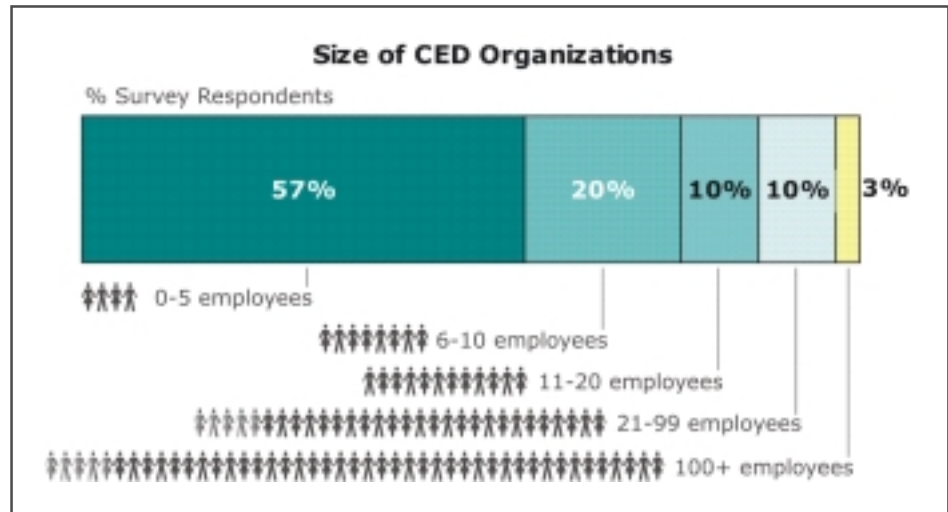


Figure 6: Size of CED organizations in FTEs

Table five shows the average number of full-time equivalent staff per respondent after we exclude the respondents with 100 or more employees.

Figure seven shows the total number of employees, FTEs, contractors, volunteers, and board members reported by our respondents.

BC	Prairies	Ontario	Quebec	Atlantic	North
7.3	10.5	6	6.4	6	15.2

Table 5: Average FTEs by Region

Comparing the employees and full-time equivalent data, it is clear that the organizations involved in the survey rely on part time staff. The ratio of FTEs to actual employees is one to five. The

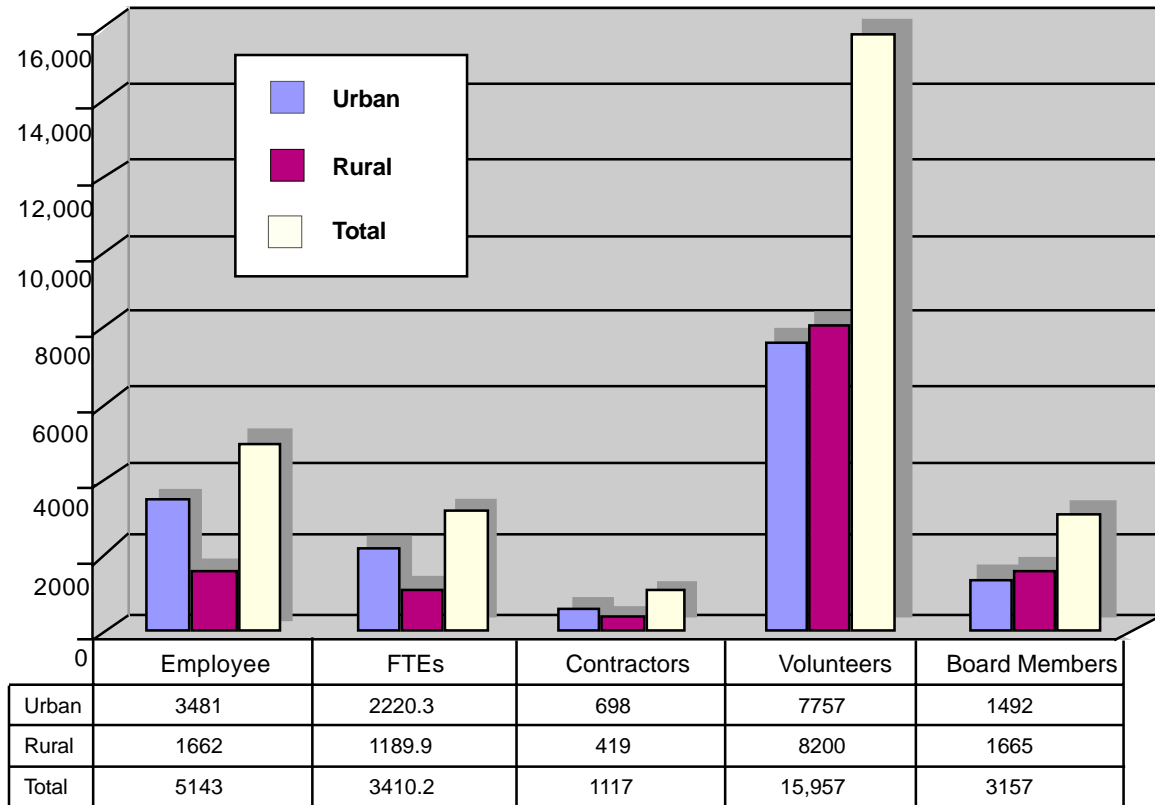


Figure 7: Total employees reported

survey results also reveal the important role CED groups have in mobilizing citizen engagement and volunteer contributions to their communities. The ratio of FTEs to volunteers is five to six and CED groups reported the involvement of over 19,000 volunteers in their work, with full time equivalent staff of 3,410.

Figure eight compares the number of employees with the number of volunteers by region. Volunteer mobilization was particularly high in the Prairies and Quebec.

3.2 Revenue Amounts and Sources

Survey respondents were asked to report on the size of their budget and the source of their revenues. Three of the survey responses were excluded from the financial analysis because they did not identify, within a large overall budget, a particular allocation for CED activities. For example, one credit union with large overall assets and revenues not all of which are specific to CED activities or investments did not submit a break down of allocation to CED. Of the remaining 291 surveys, 212 (73 percent) provided complete financial information.

Figure nine illustrates sources of revenue for our respondents.

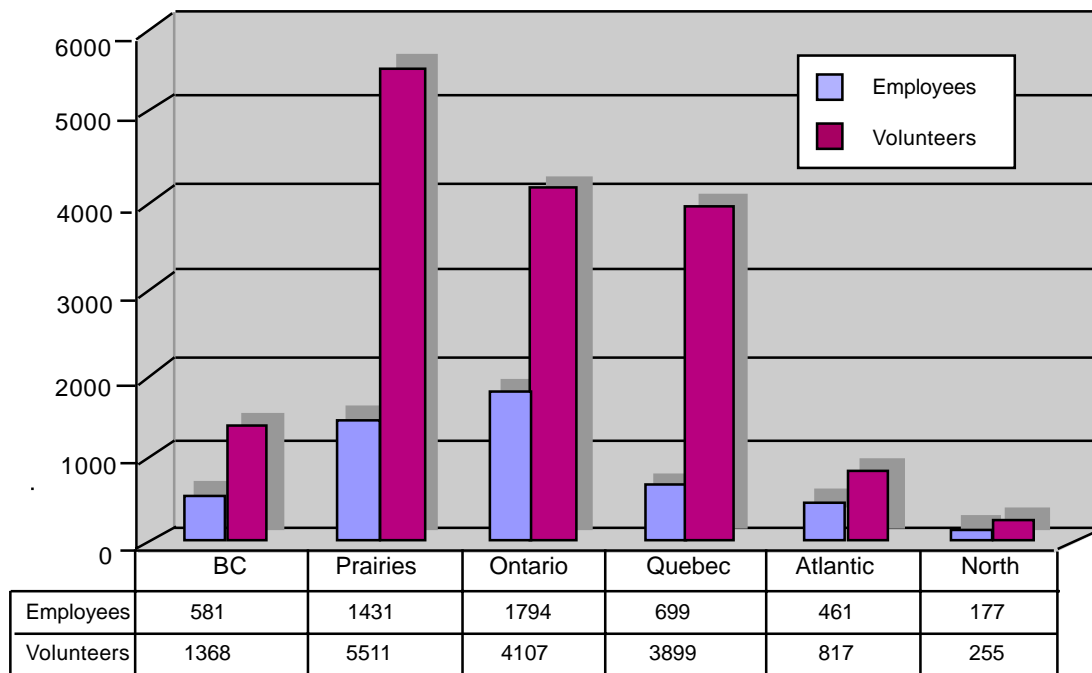


Figure 8: Number of employees vs. number of volunteers per region

For our survey respondents the federal government, at 36 percent, provides the largest portion of income. Eighteen percent comes from provincial governments, 14 percent from gross sales, and 18 percent from non-government grants and donations. The leverage of government investment is very high, with almost one dollar raised from non-government sources for every government dollar. This is particularly impressive given the nature of the work of most of these organizations, working in and with disadvantaged communities and populations. Of course this data doesn't capture the cost avoidance outcomes—employment and income generated from CED activities—that adds up to the real contribution of CED to the economy. That research will have to wait for further resources. But even this limited budgetary information reveals the enterprising nature of the sector and its capacity to generate investment.

Table six presents the total revenue amount by source and by rural, urban and Northern location.

In total the CED sector surveyed has an economy

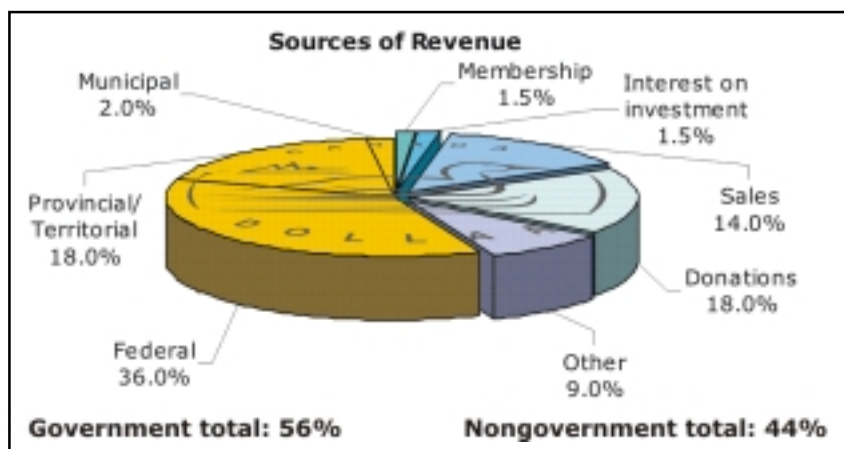


Figure 9: Sources of revenue for CED activities

	Rural		Urban		The North		National	
	\$	%	\$	%	\$	%	\$	%
Total Revenue	47,051,561		134,161,881		13,277,454		194,490,896	
Government	36,948,595	79	62,665,402	47	9,709,000	73	109,322,997	56
Federal	24,709,845	53	36,602,382	27	8,623,000	65	69,935,227	36
Provincial/Territorial	10,844,372	23	23,883,788	18	1,085,000	8	35,813,160	18
Municipal	1,394,378	3	2,179,232	2	1,000	0	3,574,610	2
Non-government	10,102,966	21	714,96,479	53	3,568,454	27	85,167,899	44
Gross sales	4,159,575	9	20,591,813	15	1,741,847	13	26,493,235	14
Sale of assets	174,995	-	0	0	0		174,995	-
Member dues	104,016	0	1,174,449	1	14,000		1,292,465	1
Member shares	26,653	-	763,100	1	6,000		795,753	-
Loans	278,528	1	179,000	0	100,000	1	557,528	0
Net rents	403,308	1	490,043	-	48,000		941,351	-
Sales of investment shares	183,154	-	0	0	0		183,154	0
Interest	999,087	2	1,060,034	1	22,500		2,081,621	1
Private donations & foundation grants	735,261	2	23,092,138	17	11,000		23,838,399	12
Other	1,874,849	4	14,255,695	11	1,382,507	10	17,513,051	9
In kind donations	1,163,540	2	9,890,207	7	242,600	2	11,296,347	6

Table 6: Total and percent revenue by source and location

Government	
Federal	54.7
Provincial/Territorial	56.6
Municipal	23.1
Non-government	
Gross sales	50
Sale of assets	.5
Member dues	17.9
Member shares	4.7
Loans	4.7
Net rents	12.3
Sales of investment shares	.5
Interest	21.7
Private donations & foundation grants	40.6
Other	28.8
In kind donations	23.1

Table 7: Percent of respondents who reported income from each source

valued at \$194.5 million in the 2001 fiscal year. Overall, government sources make up 56 percent of all revenue. However this proportion differs by region. In urban areas government sources makes up 47 percent of revenues, compared with 79 percent in rural areas, and 73 percent in the North. Sales and donations make up a much higher proportion of urban CED income than in the relatively smaller economies and tax bases of rural and northern areas.

Breaking out northern responses from urban and rural was important to understanding the particular circumstances of CED organizations in the northern territories where public funding is more dependent on federal transfers. In all three categories, sales and other income are important revenue sources for CED organizations. More analysis is needed of the types of revenue included by respondents in the "other" category. Donor and foundation support is most significant amongst urban CED organizations.

	Average revenue (\$)	Total revenue (\$)
Atlantic		
Rural	386,571.12	6,571,709
Urban	211,414.29	1,479,900
Total	335,483.71	8,051,609
BC		
Rural	578,172.10	16,766,991
Urban	766,440.00	11,496,600
Total	642,354.34	28,263,591
North		
Total	1,475,272.67	13,277,454
Ontario		
Rural	886,264.21	12,407,699
Urban	1,150,975.17	41,435,106
Total	1,076,856.10	53,842,805
Quebec		
Rural	386,573.56	6,185,177
Urban	931,096.13	22,346,307
Total	713,287.10	28,531,484
Prairies		
Rural	365,713.21	5,119,985
Urban	1,851,740.90	57,403,968
Total	1,389,421.18	62,523,953

Table 8: Average Annual Revenue in 2001 by Region

Looking at the survey responses by the incidence of revenue source, provincial territorial government support is the most common source of funding at nearly 57 percent. Provincial and territorial government funding is the most significant in terms of its availability to CED organizations, although less significant than federal support in terms of the dollar amounts and percent of CED organization revenues. Some form of municipal government support is also reported by nearly a quarter of respondents. Half of the surveyed organizations have some form of income from sales revenue.

Average annual revenue per respondent across the country was \$917,409, with urban groups having higher average revenue at \$1,187,273 than rural groups at \$522,795.

Using average revenue as a measure of size, the rank order of average budget size by organization is highest in the North followed by the Prairies, Ontario, Quebec, BC, and Atlantic.

4. BARRIERS

4.1 National

The survey asked CED groups to identify what, if anything, hinders the success of CED in their community. We asked respondents to limit their answers to the three most important factors. We received a wide variety of responses, ranging from specific legislative or policy barriers to organizational capacity to the impact of rapid economic change on a community's morale. In total there were 633 responses which are summarized, grouped, and ranked according to frequency in Figure ten.

Forty percent of responses related to a lack of government support. These responses centred around three themes: lack of government funding for CED, lack of government policy on CED, and the implications a lack of funding has on an organization's human resources.

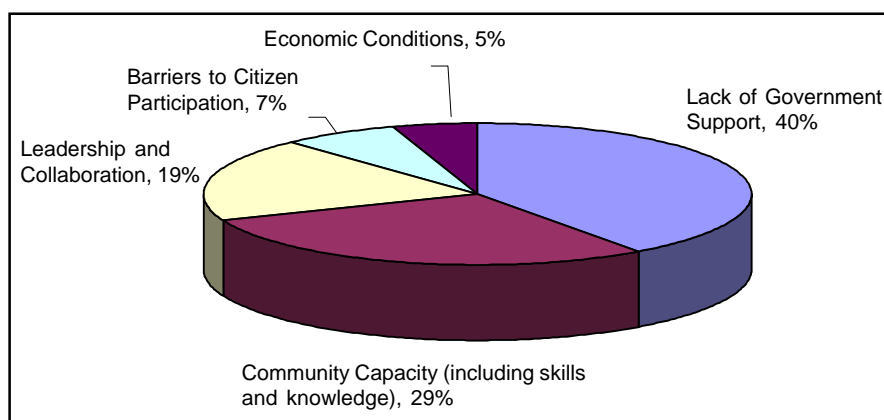


Figure 10: Barriers to CED

Twenty-nine percent of responses identified a lack of community capacity building as a barrier to CED. This includes a lack of CED knowledge, lack of organizational capacity, and lack of local investment capital for CED ventures.

The nineteen percent of responses relating to leadership and collaboration varied greatly. In addition to naming lack of leadership and lack of collaboration as barriers to success, respondents also pointed to attitudinal barriers, a lack of trust between community members, and resistance to change.

Seven percent of responses pointed to a need to remove barriers to citizen participation. Systemic exclusion of specific members of society was mentioned, as well as health of community members, skills of community members, low morale and apathy, and volunteer burnout.

Economic conditions and more specifically, the impact of rapid economic decline were mentioned in five percent of the responses as a barrier to the success of CED in their community. CED is often seen as a response to rapid economic decline and in the longer term a way of mitigating economic shocks. However, respondents mentioned the export of raw materials, out migration, and lack of hope due to rapid decline as important problems.

4.1.1 Lack of government support

Insufficient funds

We don't have enough money to do what we set out to do; this message registered consistently across all regions surveyed. People pointed to limited funds, hard to access and with rigid short-term requirements, as major obstacles in the way of their organization's development. These responses, from urban Quebec and urban Ontario, illustrate the overall theme:

"Very limited funding. It is very difficult for autonomous, community-based CED groups to gain access to long-term core funding for operations, be it from government sources or private sources."

"Lack of money to meet all the demands. For example, we will run a Youth Team Entrepreneurship Program (Youth 18-30) this year with 20 spaces and the demand will be 10 times that. For the rural communities we serve, many face a lot of barriers and they need access to resources and capacity building support. There are needs in cities, but the need is greatest for CED support in the rural communities."

This general lack of funds affects both short- and long-term projects. In the short term, people identified the delay between submitting proposals for funding and proposal acceptance as a barrier to CED, as in the case of this response from rural Ontario:

"Delay in funding approvals. Often times applicants are required to submit applications in a compressed period of time and can then wait months before their application is approved. In the interim, valuable time is lost for both the organization and potential recipients of the programming or services to be provided with the funding. In addition, funding agencies often require recipients to complete their activities in a short period of time, i.e. prior to the end of the fiscal year."

A similar short-term effect of inadequate funding is that organizations ended up developing their programs according to the funder's stipulations, rather than according to the needs of their communities, cited in this case by a rural Prairie respondent:

"Tendency to cater programs/projects to available funding, rather than finding applicable funding for a specific program/project."

In the long term, the most significant barrier cited was the lack of stable, long-term funding for operations, cited in the following responses from the regions of urban Quebec, rural BC, rural Ontario, and urban Atlantic:

"The fact that we obtain no funds for our mission, that we do not have any stable funding, and that we have to do many contracts in order to finance ourselves."

"Lack of funding to organize and operate a CED organization. Grants work good for individual

projects, but not for day to day operations.”

“Lack of core funding for the organization. This restricts the amount of time and ability to take advantage of opportunities to undertake specific projects on a long-term basis.”.

“Funding for the agencies that deliver these programs. Often budgets are approved for a year or less. Long-term funding would allow greater planning and a sense of security for the clients accessing these services.”

A lack of funds undercuts the ability of CED organizations to do what they set out to do. Funding is easier to secure for individual projects, but without operational funding the organization can't continue to fulfil their mandate.

Policy and bureaucratic barriers

A large proportion of responses cited “little government support” as a barrier to successful CED. Issues ranged from the duplication of services across government departments, inefficient use of available funds, to the impact of top-down decision making on quality CED. The following are some specific examples of comments related to governmental barriers to CED from the regions of urban and rural Prairies, urban Ontario, and urban BC:

“Not a lot of public funding for CED – organizations have to be creative to find funding.”

“Restrictive top down federal funding. Most federal departments paint huge regions with the same brush which leads to extreme inflexibility for communities to attempt to fit their community's needs within the narrow scope of a program.”

“Not enough private and government sector investment in asset building.”

“Lack of government commitment of resources to create CED opportunities.”

Limited funding and the implications for human resources

A lack permanent resource people is a logical consequence of CED organizations getting by without long-term funding. Across all regions people mentioned the implications for their organization of insufficient or unstable human resources. Responses on this issue included these from urban and rural Quebec, urban and rural Ontario, and rural BC:

“The precariousness of the operational financing prevents us from being more competitive with other employers to get the human resources that we need with more interesting and valorizing salaries and work conditions.”

“Lack of human resources because of the lack of budget.”

“Lack of long-term funding arrangements that would make it possible to keep all the talented

young people that flow through our organization but get lured away to more stable pastures (e.g., private sector, government) that also pay better and they have student loans to pay back (this is a killer).”

“To have a human resource well connected and knowledgeable in CED to support start-up and to accompany through the process ... maintain the support.”

“Lack of access to funding. Many of the activities and actions are led by volunteers and/or non-profits with inadequate staffing. There is typically insufficient, if any, funding to support paid staff requirements.”

“Human resources – board members and volunteers very active in community. Their own families, organizations, etc. are under financial strain. Everyone is committed but stretched.”

In the rural Atlantic region, respondents broke down the strain on human resources into tangible components:

- no core funding for salaries of facilitators;
- burn out of practitioners related to continuous funding crunch;
- volunteer burnout;
- no paid corporate structure, and no expertise to fill this position; and,
- resources, funding required to hire experts to do community planning.

Without adequate financial resources, CED organizations can't offer the kind of work place environment that would attract people and give incentives for them to commit to the organization and stay for the period of time needed to create lasting change in their communities.

4.1.2 Lack of Community capacity

Lack of CED skills

The other type of barrier that stood out in responses across the country was a lack of CED knowledge, skills, and local investment. Respondents pointed to this barrier in terms of needs: more knowledge, more expertise, more awareness in the general public.

Many responses highlighted a skills gap – a need for a sufficient skill or experience level among members that would permit their organization to take on more sophisticated projects. Several examples of this type of response follow, from urban and rural Quebec, urban Prairies, and urban Ontario:

“The entrepreneurial ability of collectively managing our organizations (governance). Exit the grant logic. To introduce private sector management tools without selling ourselves out necessitates that they be converted to a CED language and meaning (for the common good). Build from autonomous savings.”

“There are not enough programs to support the strengthening of the abilities of the boards of directors.”

“Communities need to know how to come together to vision, plan strategies, and develop capacity.”

“Lack of professional, experienced people trained in CED, especially on the business side of things.”

“Lack of experience in CED, lack of resources and techniques to mobilize people, lack of involvement of the governments, lack of knowledgeable people in CED.”

“The ignorance of CED organizations about financial institutions’ ability to support financial needs in the short, medium, and long term.”

“The quality of business plans and strategies.”

“CED efforts are not well developed. CED organizations should work on a business premise (except for making a profit), including business planning, outcome expectations, and evaluation.”

“Lack of strategic planning. This entails the unwillingness of a community to move forward and formulate forward thinking of goals, time lines, and evaluation.”

These missing skills call for a more complex solution than simply more money. Individuals pursuing careers in CED need opportunities for growth within the sector - experience, job shadowing, technical training, etc. Similarly, communities wishing to organize themselves into a CED organization need knowledge of how to do that - consensus building tools, cooperation, etc. These skills are critical to the success of CED.

Lack of CED knowledge

Awareness of CED and its potential is needed at the community level, funder level, and also the government and political level. Many responses alluded to the importance of raising awareness of CED in the general public, as did these from the North, urban and rural Quebec, and urban Prairies:

“VISION – too often CED is thought to be a project, and not an integrated, multifaceted response to a community’s situation.”

“Need to more clearly articulate what CED is to those both inside and outside the field.”

“Lack of understanding about CED, and particularly small business development.”

“People think that CED and social economy are the same thing, while CED is much more. May it be written somewhere that CED is much more than social economy.”

“Community economic development is not well known or understood, which does not favour the emergence or the development of initiatives.”

“Ignorance: people are misinformed about CED, which makes mobilization difficult.”

“Lack of awareness in the public sphere about the economic, cultural, and social advantages of CED, and particularly of worker cooperatives”.

“A general misunderstanding of the nature of CED (long-term, sustainable, community-based, etc.). Many people confuse CED with providing charity.”

“No information or research on the direct and indirect benefits to the wider community or to society arising from the cooperative model.”

“On an Albertan level the biggest hindrance is a lack of knowledge of CED and the role that it can play in community planning. Still there is a large segment of the development community who look to traditional economic development practices which require huge amounts of money that are not available.”

Many responses targeted a lack of awareness of CED among funders and policy makers, as in the following examples drawn from rural Prairies and urban Ontario:

“Financial sector inability to understand the needs of small CED operations.”

“Lack of understanding (by funders) in judging progress/success.”

People also drew attention to the need to raise awareness of the potential of CED among members of the CED organizations, especially in terms of examples of success. The following responses from urban Quebec, urban Ontario, urban and rural BC, and urban Atlantic illustrate this point of view:

“Have too many mythical models out there, where are the other types of examples, of success stories. How those successes came to be and how they were managed.”

“Lack of models to showcase CED in the region.”

“Success stories - information sharing, comprehensive assessment and analysis of both theory and practice.”

“What about a question on “what is helping the success of CED?” The most important factor hindering the success of CED (and co-ops) is the lack of information about how communities/ organizations/government programs use CED processes and models to develop and sustain their communities. People thirst for examples of success.”

“Lack of information on other examples of social enterprise, corporate/governance structures, and sources of equity.”

“We lack concrete examples of success stories with which potential practitioners could identify themselves.”

Finally, in addition to a need for new CED knowledge and theory (i.e. what works and what does not work) the respondents pointed to a need for practitioners to apply and communicate CED knowledge at the local level as critical to success of CED. The following examples from the regions of urban Prairies and rural BC express this sentiment:

“Sector’s inability to communicate concepts clearly.”

“Lack of understanding by local and band government about what CED is and its implications for the communities on the Islands: how to engage broad-based community member participation and input, and about what is leadership and its importance to making positive change.”

“Organizations doing CED have weak documentation systems and are not well able to promote results of CED if their systems are weak.”

“Lack of evaluation tools adapted to community projects (economic efficiency versus social needs).”

Lack of local investments in CED

The lack of local investment in CED was also cited as a barrier, as in the following examples from rural BC, rural Atlantic, and urban Quebec:

“Lending institutions will not lend in rural community.”

“Lack of local financial resources – we have no rich benefactors here.”

“The initial capitalization for project start-ups. To have a fund for local organizations that is not lined up with public or private sponsor conditions. Risk capital without conditions for down payments in social economy or solidarity projects.”

Responses also indicated frustration with the lack of investment in non-traditional economic solutions, as in these responses from an urban CED group in the Prairies:

“No funding committed to CED – need for a CED fund which is a partnership between government, foundations, and the private sector and directed by the community.”

“Lack of resources – lack of investment in non-traditional economic solutions and training.”

4.1.3 Lack of leadership and collaboration

Many survey respondents pointed to the importance of leadership and collaboration at the local level. Community led development requires leadership from the community in ways that engage all sectors in collaboration and effective partnerships. Some of the barriers that respondents from all parts of Canada identified included:

“[There is a] requirement for stronger networking between communities, government agencies and development groups.”

“Depth of Staff: bring back to your community those band members who have worked within the Canadian business or government sector. These band members should also share a common vision about where the band needs to be. Avoid “political appointments” to key divisions.”

“Political will to create opportunities and support community-based development and promote the advancement of civil society.”

“Lack of volunteer leaders or spark plugs to serve as a catalyst and provide commitment.”

“Our population is divided between two local government jurisdictions, therefore making it difficult to achieve a unified political will.”

“Our biggest hindrance to community economic development is trying to get the three major communities in our region together to work on a regional economic development plan. Being a northern region, it is to our advantage to network with the communities and work together for economic development.”

“We need cohesive community planning that focuses on internal resources versus large investment “smoke stack” solutions combined with historic dependence on a single industry.”

“The traditional ‘silver bullet’ thinking and a lack of belief or trust in an incremental, capacity building approach to economic development on the part of local government leaders.”

“The difficulty of finding common cause among organizations “in the field” to work together on advocacy, financing or education or I refer here to Community Futures, the EDABC, community development agencies, women’s centres as well as the organizations with “CED” in their name. And, of course, there are some very important exceptions that show that it is possible to create durable and effective partnerships.”

“The need for a community-wide or region-wide strategy that has all organizations work together for the good of the community as a whole, rather than operating in silos.”

“Putting together of resources, mutual respect between Francophone, Anglophone and Native CED communities and practitioners. The strengthening of CED capacities in Canada, including everyone - while respecting all CED components.”

“The primary threat to the local economy is the need for strong visionary leadership at the local level to guide the communities. Without strong advocates that can understand the forces of change in the world around us and how we can position ourselves, the economic opportunities cannot be realized upon.”

4.1.4 Barriers to citizen participation

Survey respondents identified several examples of barriers that involved the issue of active citizen participation, including:

“Apathy - people in the region often think that their opinion doesn’t count or they alone cannot affect what happens. Therefore, people do not get involved in CED in their area.”

“Addictions (e.g. television, alcohol) keep people from deeper community involvement.”

“General population apathy. There may be a problem or a challenge but someone else will take care of it and any change should not affect the status quo.”

“Majority of our clients do not have the education or training requirements for jobs. There is a need for life skills, job search, or business development skills when there are not enough jobs in the community.”

““Subtle” resistance from dependency based social services organizations.”

“Capacity and skills to shift to locally-driven, entrepreneurial community economy (away from single industry and/or government transfer).”

“A healthy cross section of skills in the local work force.”

“Not looking at their own assets; waiting for someone else to come “save” them.”

“(Within Aboriginal community in general, and specifically First Nations) the lack of political autonomy.”

“Long-term participation (participants pull out due to health problems).”

“Non-inclusive, insufficient or absence of accessibility for new immigrants.”

“Systemic discrimination (i.e. racism, sexism, classism, etc.).”

“The whole issue of poverty and hunger isn’t taken as seriously as it should. Stereotyping of welfare or service recipients is allowed to proliferate through government bodies without any check.”

4.1.5 Economic conditions

Several responses to the survey cited the overall economic conditions in their communities as a barrier to CED, particularly resource based communities facing a decline in their traditional industry. Examples of responses included:

“Long time dependence on single industry – too many government employees here. Lack of entrepreneurial spirit and history.”

“Information delivery to community leaders, entrepreneurs, and other stakeholders, on how to move from resource-based to knowledge-based development mentality and activity.”

“Domination of the forest industry by a very few major trans-national companies.”

“Fear and uncertainty, having major economic driver collapse has created a fear, anger, grief reaction that takes years to work through.”

“Timber being removed from the community and shipped to larger centre for processing.”

“Socio-economic factors are at work in northern communities, hampering development.”

“Lack of mobilization (busy with their work and too busy trying to ensure their financial survival, the citizens have less and less time to get involved in their community.”

4.2 Regional Barriers to CED

In addition to the barriers cited above, there were some responses that point to issues specific to regions.

4.2.1 Urban BC

Responses from CED groups in urban BC also cited lack of government support and collaboration within communities. Examples include:

“Government programs are short term.”

“The reluctance/resistance of the BC provincial government to recognize the necessity of investing in communities (human resources, financial, etc.) to counteract globalization and corporate imperatives. Communities doubt they will be able to gather the resources to begin a CED process or project. They certainly fear they will not get any support to implement it.”

“There is still room for improvement in governments regarding support and ease of policy processes related to developing and implementing demonstration projects for sustainability.”

“Lack of provincial government interest to support in this area.”

“Lack of community cohesion related to community development, especially economic development.”

“Lack of community cohesion (e.g. across family, cultural lines, etc.).”

“Ways to broker relationships between people and institutions with money (but are short on creative business development ideas) and people without the money, but who have the ideas and motivation, innovation, and attitude.”

4.2.2 Rural BC

Responses from rural BC focussed on challenging economic conditions facing communities and their impact on community morale. Examples include:

“Many small rural communities will continue to decline and nothing can really be done to stave off the inevitable decline. These communities were established because of some local resource, minerals, trees, etc. In spite of the fact they have lots of land, services, pro-business attitude, transportation, and even a labour pool, there is no traditional basis for their future success because there appears to be no economic opportunity. Sufficient other determinants for success are not available: such as outstanding outdoor recreation (not just hunting and snowmobiling), cultural diversity, creative high-skill people, entrepreneurial culture, risk capital, full-service airport, research organizations, attractive climate.”

“Domination of the forest industry by a very few major trans-national companies.”

“Loss of a majority of the high paying jobs in the community over the past 60 months.”

“Low wages and high commodity prices make it difficult for people to live and shop here.”

“Real estate prices very high. Commercial real estate market controlled by a few, who seemingly don't have the best interests of the community at heart.”

“Apathy. Most people, including many elected officials and business people, have grown disillusioned with CED because it is perceived that a lot of effort and money has been spent and invested with too little return. Consequently, people seem to be searching for new approaches that will make communities more prosperous. (Here I'm talking about rural BC communities, which have seen population decline, downsizing of primary industries, and generally hard times). Over the next 10 years there will be very different challenges emerging in metropolitan areas – infrastructure, affordable housing, transportation – that will make many smaller communities more attractive, if they are ready to accept change. Targeted immigration is an example of a possible opportunity for smaller resource communities.”

“General population apathy. There may be a problem or a challenge but someone else will take care of it and any change should not affect the status quo.”

“A sector of the general public has distain for any business that has received government handouts. This blocks creation and challenges the credibility of organizations that do accept government funds.”

“Difficulty in reaching consensus on a regional basis. Our thoughts are that we could have greater impact working together to achieve a common vision of sustainable economic development that would benefit all areas.”

“Our biggest hindrance to community economic development is trying to get the three major communities in our region together to work on a regional economic development plan. Being a northern region, it is to our advantage to network with the communities and work together for economic development.”

“A very uncooperative credit union that does not support or nurture small business.”

4.2.3 Urban Prairies

Responses from the urban prairies stood out in two areas: prevailing attitudes in the region, and a lack of a government policy framework. The following are some examples of responses:

“Little support from mainstream society.”

“A desire in some quarters for a “quick fix” by government or big-business (e.g. mega projects) rather than developing local empowerment and self-reliance.”

“Need for supportive culture.”

“Apathy in the community.”

“Lack of training dollars to meet our needs. Due to geography, we must apply to 12 different agencies to get funding for one program.”

“Unfair competitive advantage given to large corporations who externalize many business costs to the community via government tax breaks and infrastructure/utility supports while they downsize and de-skill jobs for members of the community, and take revenues out of the community.”

“The mental challenges. Community is aging and first, people are not able to work as much. Second, there is no retirement program for older, mentally challenged people.”

4.2.4 Rural Prairies

Responses from the rural Prairies spoke to the barrier a lack of basic infrastructure represents:

“Lack of high speed internet.”

“Infrastructure - highways, telecommunications (cellular service and bandwidth for high speed internet and distance education opportunities).”

“Infrastructure - lack of services due to remoteness of communities.”

They also identified the skills of local community members as a barrier:

“Financial literacy and skills that organizations, new businesses, and people do not have.”

“Unskilled labour pool.”

“Adequate labour supply due to decreasing labour supply in rural Manitoba and aging rural population.”

“Lack of local capacity.”

4.2.5 Urban Ontario

Responses from urban Ontario differed in their emphasis on the importance of cooperation within the community:

“Community perception. We live in a community which is home to two universities, one college, several high-tech companies, and a low unemployment rate. It is difficult for this community to understand the significant level of need within a very prosperous community.”

“Building support network with co-op and other social movement.”

“Need for more partnerships with the corporate sector.”

“Difficulty in getting support of businesses and merchants who are willing to participate by accepting the dollars from consumers and using them themselves as well. It is essential to gain broad-based community support.”

“Difficulty in selling the concept of community money and enlisting the support of public in general as consumers. Difficulty in enlisting the support and encouragement of government officials, politicians, big corporations, especially at the local level.”

4.2.6 Rural Ontario

Responses from rural Ontario often cited issues related to political support for, and collaboration within, the CED sector.

“In Ontario there is little political will to work in CED.”

“Political games within CED, institutional stakes of CED organizations and of certain network leaders, individual agendas, individual organizational needs which sometimes divide instead of unite.”

“Many municipalities - difficulties in working together, too many other priorities.”

“Putting together of resources, mutual respect between Francophone, Anglophone, and Native CED communities and practitioners. The strengthening of CED capacities in Canada, including everyone, while respecting all CED components.”

“Community buy in.”

“Lack of collaboration between CED practitioners in a given region or a given sector”.

4.2.7 Urban Quebec

The unique responses from the urban Quebec region centred around a lack of government policy framework that is specific to CED. The following are examples of this type of response:

“Continual changes in programs, policies, and the continual changes in the staffing of programs.”

“Equilibrium is difficult to find. Hiring qualified staff and at the same time favouring the training and recruitment of labour marked excluded clients. Being captive of salary grant programs and training/employment insertion that does not really help people exit the poverty cycle. Rigid programs in their application and very uniform for the whole province of Quebec.”

“The absence of provincial support policies for CED.”

“Political recognition is very small in the sector of community credit. The work constantly needs to be started over both at the provincial and federal levels.”

4.2.8 Rural Quebec

Several responses from rural Quebec focussed on the economic conditions unique to that area, as in the following examples:

“The difficulty of competing with the economic strength of other communities.”

“The lack of large businesses able to create numerous jobs and that wish to settle in our region.”

Responses also pointed to a consequence of these economic conditions, including the exodus of youth out of rural Quebec:

“The brain drain.”

“The decrease of the population. The number of citizens is always decreasing, the elderly dying, the youth staying where they study or going to work elsewhere.”

“The exodus of youth.”

“The exodus towards large urban centres.”

4.2.9 Urban Atlantic

Responses from urban Atlantic CED groups focussed on the need for local leadership, including these examples:

“Political will to create opportunities and support community-based development and promote the advancement of civil society.”

“Depth of staff. Bring back to your community those band members who have worked within the Canadian business or government sector. These band members should also share a common vision about where the band needs to be. Avoid “political appointments” to key divisions.”

“Not having CED members from my community and using people from other communities which is totally unacceptable.”

“There is no exemplary cooperative system in the province of Newfoundland and Labrador.”

4.2.10 Rural Atlantic

Rural Atlantic responses tended to focus on lack of government support and collaboration within communities, including these examples.

“Government understanding and policy.”

“Support and buy-in from government.”

“Government programs don’t fit the needs of the community.”

“Government will required to make things happen.”

“Requirement for stronger networking between communities, government agencies, and development groups.”

“Insufficient communication amongst CED agencies.”

“Chamber of Commerce too focused on smaller issues and social events rather than working in partnership on business development.”

“Apathy. People in the region often think that their opinion doesn’t count or they alone cannot affect what happens. Therefore, people do not get involved in CED in their area.”

4.2.11 The North

The most striking group of responses from the North spoke of the specific barrier geography represents to the success of CED organizations. The following are some of the responses we received:

“The geographic dispersion of communities.”

“The cost of travel in the arctic makes it difficult to provide adequate on-site support to members and development projects.”

“Climate, small markets, high construction costs all contribute challenges to business viability.”

“Remoteness of Nunavut - communities don’t have “walk-up traffic” so businesses must function solely within the community.”

“Due to the small and somewhat transient population, it is tricky to find innovative viable business ideas that satisfy the relatively small demand.”

The other unique response we received from the North related to competition within the communities:

“Lack of cohesion and rivalry between agencies influencing CED in my community. This includes government and Inuit development organizations.”

“Most important factor here is friction between competing groups.”

“Competition and overlaps among stakeholders, federal government, territorial government, First Nations groups.”

4.3 Need for a Policy Response

The barriers that survey respondents focussed on point to a major challenge for CED in Canada. The CED sector needs a comprehensive policy response that supports community economic development on an equitable and inclusive basis across the country. The Canadian CED Network's research on government support to CED in 2003 has produced an inventory and assessment of provincial territorial and federal government support to CED (*Government Support to CED, 2003*). This assessment backs up the claims of survey respondents that adequate government policy and program responses don't meet the needs of communities. Particularly at the federal level, there is no clear definition, policy, or mandate to support communities in their efforts to enhance social and economic conditions. The programs that do exist are limited to departmental mandates and project based funding that do not address the barriers identified in the survey to effective long-term community-led development efforts.

In addition to government responses to barriers, the survey points to an underlying need to enhance investment in capacity building amongst CED groups themselves. Knowledge, skills, and leadership are all important areas that the sector itself has a role in addressing. The Canadian CED Network will be seeking ways to enhance its support with partners in foundations, the Community Economic Development Technical Assistance Program, and other stakeholders to address the community and practitioner capacity building needs identified in the survey.

5. BEST PRACTICES

In addition to asking CED groups about the barriers they face, we asked survey respondents to describe their own best practices. For “best practices” many people talked about their organization’s mandate or activities. Some did state “this is what we do best,” or “we have had the best results with this technique.” The latter of these two examples was the kind of response we sought. What follows is a sample of some of the responses (detailed responses are available on the online CED directory at www.ccednet-rcdec.ca).

The responses are grouped according to the CED activities, including human resource development, providing access to capital, public education and advocacy, capacity building, and enterprise development.

5.1 Human resource development

Quebec

“By encouraging our psychiatric members that their participation with in this company is of the utmost importance, empowers them and gives them a true sense of confidence and self which enables them to participate more.”

“Our approach aims to give the person the opportunity of maximizing her potential. We try to help her realize her strengths and weaknesses, and to help her prepare an action plan based on concrete action in order to achieved realistic objectives.”

Ontario

“We established an ethical, employee-centered temporary employment service to provide an avenue for accessing jobs locally and also filled a gap identified by local businesses and industry.”

“Through the Technical Assistance Program, women who have established or are considering establishing their own businesses, can obtain mentoring and consulting assistance. This program has been recognized nationally as truly innovative in its approach and is one of a kind. Often times entrepreneurs need advice for a short period of time to assist them in becoming more knowledgeable in a specific aspect of their business, i.e. bookkeeping, marketing, human resources, etc.”

“The most valuable gift we can give our members is the opportunity to network. In the conferences we have sponsored in the past the greatest value they derive is from the opportunity to network with others. We have incorporated a new element to our get-togethers we call “speed networking” which forces people to talk to others they don’t know and might otherwise feel uncomfortable in approaching. In various surveys, we have asked subscribers how they feel about the content and length (about 10 pages) of the newsletter. They overwhelmingly like both. Many have also requested that we create a more “attractive” newsletter but we have been reluctant to do so as many of our subscribers have basic

computer capacity and may not be able to read the newsletter that way. For that reason we have uploaded the bulletin to our website with a number of hyperlinks which enable the reader to read the summary at the top of the page and click to the topics of interest. We have also asked our readers to scan the information at the top of their emailed version of the newsletter and only read those items of interest. One of the criticisms of our website is that it is unattractive and somewhat difficult to navigate. We are currently in the midst of re-designing the website to address these concerns.”

The Prairies

“Provide computer training at all levels; free access to computers and internet; technical support; inclusion of technology in all programming; offered to all ages, from children to seniors”.

5.2 Providing access to capital

The North

“We lend in stages. I.e. we first lend 2000 and if you pay that back, we lend you 4000. ‘Stage lending’ is our best practice. We are engaged in high risk lending, and this reduces the exposure to our organizations. Our clients only need to have a peer circle to get a loan – no collateral, no credit history. The stage lending is a way to build credit history. Generally, if people make it through first loan without default, then can make it through to the other levels.”

“The financing supplied by CWCF, which is very high-risk, is often key in the success of a new co-op. While the co-op can typically obtain conventional, asset-based debt, high-risk lending is extremely hard to come by, without the Worker Co-op Fund.”

Quebec

“Manage funds that contribute to the development of new job creating CED initiatives. Favour a fund allocation policy that is inspired by the principles of community economic development. By March 31, 2002 we had given \$530 360 in grants and lent \$305 000 from the funds that we are responsible for. In collaboration with other public and private sponsors, we have contributed to the handing out of \$391 900 in grants and \$50 000 in loans.”

British Columbia

“Through our Community Development Finance strategy our more effective activities are developing and growing a Community Investment Fund, creating lending criteria and infrastructure to lend funds to support community development initiatives; providing enterprise facilitation services to local businesses and co-ops; and providing opportunities for local non profit organizations to learn more about their options to become more enterprising.”

5.3 Public education and advocacy

The North

“Raven Recycling works like a business. We make money selling certain commodities and then we use that money to fund the commodities that we recycle at a financial loss. Also a portion of that money is dedicated to an education department. The education department at Raven is committed to teaching children in their schools and parents in their offices about the benefits of the 3Rs. By doing this, we ensure that we continue to receive commodities from the public, but more importantly that they are making choices about how to reduce their overall consumption in the first place.”

The Prairies

“Our annual pancake breakfast (6th this past year) allows us to clearly demonstrate CED in action. By hiring local CED enterprises to cater, by hiring local musicians and entertainers, by inviting local craftspeople to sell their wares, by offering CED information to the people attending, and by buying all the groceries for the breakfast from a local workers co-op, it has become known in the community as a celebration of local CED. Each year it attracts more and more people – this year we had a record 600 people attend. The pancake breakfast is an opportunity for local practitioners to network.”

5.4 Capacity building

British Columbia and the Atlantic

“On site discussion, workshopping, community CED presentations, brainstorming, presentation and analysis of role models and options, supported by on-site, email and phone follow-up, are Canadac’s most effective methods of working with boards of CED organizations, and the community at large. Board development is most effective when undertaken in the context of addressing specific practical issues, opportunities and challenges. Sectoral and community labour market, employment, and business research is most useful when carried out through a variety of tools including face-to-face discussions, surveys and comparative (other communities, other sectors, other businesses) analysis. In the area of local food security, we have achieved useful results through work with schools, agricultural and community organizations, organic growers and processors, and local retailers to increase awareness and access to local organic food. Canadac is working with a church organization to assist community members to achieve their own economic independence. Providing hands-on support in the planning of home-based business has proved to be useful, particularly the task of helping participants to establish and maintain realistic schedules and time-lines.”

“The WVDA’s work continues to build the community’s capacity to achieve stable, balanced economies capable of supporting: healthy lifestyles and a standard of living which (at a minimum) meets basic needs and is acceptable to the community; optimal levels of economic

self-sufficiency and self-determination for the community and its individual members; linkages with the wider regional, national and international economy that are seen by the community as appropriate, desirable and mutually beneficial; and, a positive social climate including effective leadership and problem-solving capabilities, harmony among social groups, and a rich cultural life. Driving our work is a focus on adaptation to new technologies, networked decision-making structures and a commitment to sustainable development. This integrated approach to community building and innovation has garnered the region national and international recognition as a leader in community economic development.”

5.5 Enterprise development

Ontario

“We have developed a training curriculum for team enterprises that build skills and teamwork, it includes an instructor’s manual. We have supported and helped develop over 20 new ventures. See article in “Making Waves,” COIN’s Flexible Venture Development Network. We have learned a lot about partnerships and collaboration and the importance of creatively leveraging resources as well as research and development on CED”.

6. LESSONS LEARNED

We asked respondents to consider the lessons they have learned in the process of working in CED. Many people offered broad recommendations for how the CED sector could be better organized. Some stated specific lessons their organizations have gleaned in the process of their work. What follows are a sample of lessons learned and recommendations from across the country, divided into the categories of human resource development, providing access to capital, public education and advocacy, capacity building, and enterprise development.

6.1 Human resource development

The North

“We have learned that developing a close working relationship with Industry, in our case the Diamond Mining Industry, increases opportunities to access government funding from both the Government of Nunavut and other sources. We have found that we cannot wait until a government agency realizes that training is a priority, we must initiate the programs ourselves and then turn to sources of support. We have found that by ensuring that training creates a result besides trained individuals (repairing our roads while doing HEO training) we can double the benefits of training in our community.”

Quebec

“Offer a voluntary and flexible process of variable length, adapted to the person’s profile. Start with the expressed needs and innovate from these needs. Offer services to all persons, whatever their status. Offer supervision and follow-ups that recognize the autonomy of the persons. Establish a trust relationship that gives the person the opportunity of becoming the real motor for their development.”

Ontario

“Services must include: focus on helping people to achieve their potential; focus on innovative service delivery; diversity of approaches ranging from self-directed resource centres to individual to groups; flexibility to adapt to identified needs; individualized action plans; partnerships for collaborative serviced delivery; results orientation; financial supports for participants; continuous improvement processes; exceptional customer service.”

6.2 Providing Access to Capital

Ontario

“Volunteer Board and Committee member involvement is critical to making lending decisions. Ongoing mentoring of the loan clients after loan advance is critical to the future success of the business and repayment of the loan. Ongoing communication is important and can often divert problems before they arise.”

“We have learned that the demand for business loans fluctuates depending on the economic situation in the community. When jobs start to disappear, people seem to be more open to starting their own business. As a result, the OCLF came to realize that it would be necessary to expand our loan products. We have also learned that it is best to take a cautious, conservative approach to lending, which helped the fund build credibility in the community”.

6.3 Public Education and Advocacy

Ontario

“We have learned that self-reliance is about obtaining the productive assets that allow an individual and a community to develop equity. To date, this has not really been a priority in our community’s social service/grant making system. We have learned through creating a community dialogue on this subject, that key players include the City of Ottawa, Community Foundation of Ottawa, and the United Way.”

“Sometimes when non-profits create glossy brochures, there is a perception that the money is wasted. We have learned that it is important to invest in the design and production of these materials. It has done more to raise awareness of CED than any of the previous efforts of the Network. We also found that it is important to do more than just distribute the catalogues. You have to tell people what to do with them, whether that means making a bookmark to direct people to Calico to make purchases or to give CED organizations ideas on how they can best utilize the catalogue.”

“Do away with the mentality that “if it’s from the south it’s better.” This includes encouraging the boards of community organizations to alter their thinking and look to increase their own capacity and to think in terms of the community or neighbourhood, not just their internal community or client base.”

6.4 Capacity Building

The Prairies, Quebec, Ontario, and British Columbia.

“Working with individuals and groups in the region we assist in the assessment on of new enterprises and work toward establishing them as new ventures. We have learned that open evaluation of the best practices of the enterprise being considered is extremely important.”

“Community engagement is a must for community support. Hands-on delivery of in-service education is most effective. The National HRD Committee is a most important structure for dialogue between community and government. Community Economic Development and employment committees need to work in partnership with other development agents to help communities. Study tours to visit successful CED initiatives is a great way to learn. Communications between communities and between government and communities via the internet is most effective to share successes and good practices.”

“Low income people have the will and capacity to learn, start businesses and accumulate assets if they are provided with good information in a supportive environment. Communities have the will and capacity to support low income people to self sufficiency if they have the appropriate technical expertise and resources.”

“Communities need to keep an up-to-date inventory the research done about and by them to avoid “reinventing the wheel”. Libraries with all reports relevant to the community are useful, along with online searchable databases indicating reports available, location etc. On-line mapping is a valuable tool for collecting and sharing resource information. Ongoing processes of discussion and consultation are needed to determine a community’s information needs for CED. Links with outside partners, such as academic institutions, help to meet these needs. Recognition of and respect for both conventional scientific and local and traditional knowledge is essential but often lacking.”

“We need to ensure that there is a core group right from the beginning who will work with us and who plan to participate in the co-op project. There are no short-cuts; the group needs to commit to a long-term (minimum six months) process of learning and working on developing the project. It helps if there is some financing for a coordinator to do some of the work involved. We have developed a Development Process as a framework for our work with a group; the process involves five steps. Just about any idea can be developed as a co-op if the group understands the co-op principles and the models. Although financing is a challenge, there are many tools (co-op structure) and resources for obtaining it.”

6.5 Enterprise Development

British Columbia and the Atlantic

“Very clear criteria can save time and money. Venture selection criteria should flow from and reflect the mission, strategic goals and assessments of key factors that guide CED. In analyzing opportunities, you can see what pieces of the puzzle are missing (lost economic opportunities) and focus on these opportunities. There are challenges to raising funding through traditional public partnerships. We are exploring other forms of partnering, i.e.: cooperative, private/public partnerships.”

“Small business operators do not just need money to make their businesses grow. In a recent evaluation of this service, we discovered that although small business loans are important, it is the peer support, counseling and business advice that rated much higher on the scale.”

This brief sample of responses indicates a wealth of knowledge and expertise amongst CED groups, developing strategies and learning to do things better as they go about their work. The Canadian CED Network will continue to work to create opportunities for peer learning and skills development within the sector, through our ongoing committees, learning events and other means.

The evidence of a growing body of knowledge in the sector suggests that there needs to be a more

systematic approach to learning and development in CED. The survey also asked CED groups to provide a description of outcomes and beneficiaries, and ways that groups enable people to participate in CED. Future work will be done to analyse and share this data. However, it is apparent from the responses that resources for evaluation of outcomes and impacts of CED work are extremely difficult to obtain, and that responding to these questions was difficult for the survey participants in the context of a telephone interview. The Canadian CED Network will work in the future to try and strengthen resources for evaluation in the sector.

7. CONCLUSION

This report provides a profile of the nature, size and scope of the CED sector in Canada. The survey responses we obtained generate a picture of a dynamic, enterprising, and growing group of organizations across Canada engaged in a rich array of activities to strengthen their communities. The picture of growth and vibrancy is dramatic. The directory on CCEDNet's website will hopefully be an ongoing resource for people to keep informed and connect with one another on common areas of work.

At the same time, CED groups who participated shared, in their own words, some important lessons learned in their work. The survey also paints a picture of some challenging barriers to success, confirming earlier work by CCEDNet to develop a policy framework for CED in Canada and assess government support to CED. Clearly, much more could be done on a policy level to support CED. The difficulties facing CED groups are a challenge to government and other stakeholders to consider how their policies and programs could be better shaped to enhance grass roots community efforts to create their own futures.

The survey results also present a challenge to the CED sector (and CCEDNet) to develop effective strategies to communicate to the public, government, and other stakeholders the benefits of investing in CED. Survey responses collected on outcomes and indicators, and beneficiaries of CED activities, are complex. By "outcome" we refer to the results, impacts and changes that result from CED activities for participants and the community as a whole. More work will be done on this and other aspects of the data to highlight appropriately the results.

From the responses on knowledge and skills, and the need to communicate CED benefits, it is clear that outcome evaluation is an important issue. In general, the survey suggests that resources provided to CED groups for often short term projects do not allow for long term evaluation of results. Evidence-based approaches to CED, tracking results and practices or strategies used, would help the sector and its funders to scale up CED "lessons learned" and engage a growing number of communities in learning from one another's experience. In many jurisdictions, long-term evaluation of CED practices and results is recognised as a key investment in ongoing development. For example, in the US, Europe and Australia, long-term funding commitments to CED (five to seven years) are accompanied by long-term evaluation resources that are intended to measure not just outputs (the specific activities funded) but the results or outcomes as well. This is an evident priority here in Canada.

The Canadian CED Network believes that an evidence-based approach is necessary to strengthen the practice of CED, and the communities that benefit from CED investments and activities. That evidence base needs to include an ongoing assessment of the nature, characteristics, and scope of the sector, which this report and survey provides an initial baseline for. In future CCEDNet will be working to build on this research and engage with members and other stakeholders on the significance of the findings.

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Appendix A. CED Survey

IMPORTANT DIRECTIONS

Your organization is one of 600 organizations that CCEDNet is asking to complete this survey for our first national census of community economic development in Canada. Your answers to these questions will help in understanding the scope and significance of CED in Canada. The information in **Section 1 will be available to the public** in an online searchable database. This database will facilitate communication between CED organizations across Canada and be a resource for further research. **The information in sections 2-4 is completely confidential.** The information will be accessible to CCEDNet staff only. Sections 2-4 will be compiled and analyzed by CCEDNet staff and available in aggregated form to the public in the report *Profile of the CED Sector in Canada* to be released April 2003.

Section 1 The information you give us in this section will be available to the public on CCEDNet's directory of CED organizations at www.canadiancednetwork.org At this website you will be able to update your directory information online.

1.1 Directory Information	Organization Name:	
	Contact Person Name 1:	
	Contact Person Name 2:	
	Street Address:	
	City/town:	
	Province:	
	Postal Code:	
	Telephone number 1:	
	Telephone number 2:	
	Fax number:	
	Email address:	
	Website:	

1.2 Statement of Purpose	Please provide us with your organization's Mission Statement or a succinct statement of purpose.

1.3 Membership	Are you currently a member of CCEDNet? (type an X)
	Yes No

Section 1 Continued The information you give us in question 1.4 will be available to the public along with your contact information on our online searchable directory.

<p>1.4 What do you do and how do you do it?</p> <p>THIS QUESTION WILL BE AVAILABLE TO THE PUBLIC ALONG WITH YOUR CONTACT INFORMATION ON THE ONLINE SEARCHABLE DIRECTORY. YOU CAN UPDATE IT AT ANY TIME</p>	<p>Please describe your main three CED activities (e.g. training, lending, co-op development, research, etc)?</p>	<p>What have you learned are the most effective ways (your own best practices) of carrying out this work?</p>
	<p>Activities (What do you do?)</p>	<p>Practices (What have you learned?)</p>
	<p>Activities (What do you do?)</p>	<p>Practices (What have you learned?)</p>
	<p>Activities (What do you do?)</p>	<p>Practices (What have you learned?)</p>

Section 2 The information that you provide to us in the following sections is **confidential**. It will be available in aggregate form only in our report *Profile of the CED Sector in Canada* which will be released in April 2003.

2.1 Description of your Organization	a. Organization's start-up year		
	b. Incorporation form (Non-profit, co-operative, un-incorporated, etc)		
	c. How many people did your organization employ (including yourself) for the last fiscal year 2001?	How many people?	How many full-time equivalents (35 hours per week or more)
	YOUR RESPONSES TO THIS QUESTION WILL BE KEPT CONFIDENTIAL	Employees	
		Independent contractors	
		Volunteers	
		Volunteer board members	
	Total		

2.2 Fiscal Information	a. Approximately how much money did your organization earn to support CED from what sources last fiscal year (2001)		
		Sources of Revenue for last fiscal year 2001	Total Income Received last fiscal year 2001
	YOUR RESPONSES TO THIS QUESTION WILL BE KEPT CONFIDENTIAL	Gross Sales Revenue (sales of goods & services)	\$
		Net Rental Income	\$
		Interest and Dividends	\$
		Sales of Capital Assets	\$
		Sales of Stock	\$
		Federal Government	\$
		Provincial Government	\$
		Municipal Government	\$
		Donations/non govt. grant/gift	\$
		Membership shares	\$
		Member dues/fees	\$
		In kind contributions	\$
		Loans	\$
		Other	\$
		Total	\$
	b. What proportion of your organization's total annual budget was allocated to CED activities/investments	%	\$

Section 3 Scope of the CED sector Please provide us with the most accurate picture you can of your development activities and efforts.

3.1 Stakeholders-Members-Clients-Beneficiaries

a. Who do you work with most frequently? Please provide us with a few key words to describe the community your organization serves. (single parents, women, youth, people on low-income, homeless people, new Canadians, specific ethno-cultural groups, etc.)

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YOUR RESPONSES TO THIS QUESTION WILL BE KEPT CONFIDENTIAL

b. In what ways does your organization enable the beneficiaries of your CED activities to participate in the CED planning process? (voting, consultations, etc)

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3.2 Outcomes

We would like to be able to include a description and some measurement of the outcomes of CED efforts in Canada. Please provide us with a description of your outcomes, the most relevant indicators available, and your outcomes for the last fiscal year 2001.

Include the most relevant indicators available, e.g., number of new businesses started or supported, number and/or amount of loans provide, key milestones, empowerment, increased networking and collaboration, etc.

Activity	Indicator	Outcome 2001
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

YOUR RESPONSES TO THIS QUESTION WILL BE KEPT CONFIDENTIAL

Section 4 Resource materials and other questions

4.1 CED Resources

A CED resource is any instrument that assists a practitioner to complete a particular task or function related to his or her work. It may come in one or more of the following forms: a questionnaire, a checklist, a manual, or a directory. It may be presented in hard copy, on the web, software or audio-visual, to name of few.

a. Please assist us compile an inventory of CED resources by recommending any CED resources that you have been able to use in your day to day CED work.

Name of Resource:

Where can we access it: (website, phone number, etc.)

Who created it?

What sector is it aimed at? (fisheries, housing, etc.)

Who is the resource designed for? (specific area, start-up organization, etc.)

What language is it available in?

What is the function of the resource? (planning, decision-making, asset mapping, etc)

In what media is it available? (pdf document, video, etc.)

b. Similarly, please describe any CED resources that you would like to see developed. Use the categories above to think about what features you would like to see included in the resource.

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<p>4.2 CED in your community</p> <p>Please limit your answer to the 3 most important factors.</p> <p>YOUR RESPONSES TO THIS QUESTION WILL BE KEPT CONFIDENTIAL</p>	<p>What, in your opinion, is hindering the success of CED in your community?</p>
	<p>1. Most important factor</p>
	<p>2. Second most important factor</p>
	<p>3. Third most important factor</p>

<p>4.3 Outreach</p> <p>How can we use this research to support CED in your region?</p>	<p>We would like you to provide us with some suggestions on how we can disseminate the research results in a way that benefits the CED sector in your region (e.g. holding a one day forum, making a presentation at an event already planned, etc.). We would also welcome any suggestions on further research CCEDNet could carry out that would benefit your organization. Please provide suggestions in the space below, or phone your regional coordinator to discuss your ideas to host, or partner with CCEDNet in, a CED outreach or learning event in your region.</p>
	<p></p>

We realise that you have taken time and effort out of your workday to complete our survey. With your participation the research is richer and more meaningful.

Thank you!