



**Guide**  
**for Knowledge Mobilization**  
**in the Context**  
**of Research Partnerships** • • •

English version of:

*Guide pour la valorisation des connaissances  
en contexte de recherche partenariale*

Alliance de recherche universités-communautés en économie sociale (ARUC-ÉS)  
Réseau québécois de recherche partenariale en économie sociale (RQRP-ÉS)

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The present document uses the acronyms ARUC-ÉS and RQRP-ÉS when referring, respectively, to the *Alliance de recherche universités-communautés en économie sociale* and the *Réseau québécois de recherche partenariale en économie sociale*. Intermittently, it refers to the ARUC-ÉS and the RQRP-ÉS as simply the Alliance and the Réseau.

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## Preface

**T**he *Alliance de recherche universités-communautés en économie sociale* (ARUC-ÉS – Community-University Research Alliance in Social Economy (CURA-ÉS) and the *Réseau québécois de recherche partenariale en économie sociale* (RQRP-ÉS - « Quebec Network of Research Partnerships in Social Economy») are research partnership centres funded by the Social Sciences and Humanities Research Council of Canada. Together, they form a research consortium on issues of common interest, namely, researching and mobilizing knowledge in the area of the social economy. The activities of this consortium have enabled the social economy to grow and earn broader recognition as a social, cultural, political and economic development instrument in Quebec.

The ARUC-ÉS, which was created in 2000, is Quebec's first centre for interuniversity research devoted entirely to research partnerships. Its activities focus on different sectors of the social economy: community housing, social services, recreation and social tourism, finance and local and regional development. For its part, the RQRP-ÉS, which was created in 2005, is one of six Canadian centres dedicated to research partnerships in social economy. It is geographically decentralized: the RQRP-ÉS is active in eight Québec regions with a university, and its research focuses on the distinctive features of each region.

The two Montreal-based research centres are both located at Université du Québec à Montréal (UQAM).

## Introduction

*The Guide for Knowledge Mobilization in the Context of Research Partnerships fulfils the commitment of ARUC-ÉS and RQRP-ÉS to effectively transfer new knowledge so as to contribute to the sustainability of the social economy and to the development of communities.*

There is growing interest in knowledge mobilization, a concept usually associated with the concept of knowledge “transfer”. All parties involved in research partnerships expect the knowledge stemming from research activities to be useful, whether their objective is to democratize knowledge, share it with decision makers or apply it concretely to the needs of social economy organizations and enterprises. This is why the ARUC-ÉS/RQRP-ÉS coordinating committee appointed a working committee<sup>1</sup> to build on its practices in the area of knowledge mobilization.

*The Guide for Knowledge Mobilization in the Context of Research Partnerships* fulfils the commitment of ARUC-ÉS and RQRP-ÉS to effectively transfer new knowledge so as to contribute to the sustainability of the social economy and to the development of communities.

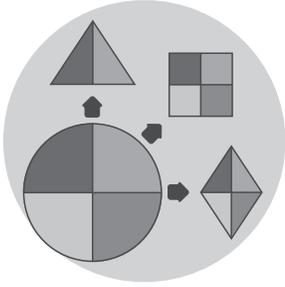
With this present document, the Alliance and the Réseau hope to provide research partners with a tool to enrich and optimize the dissemination and transfer of the knowledge resulting from their research.

We begin by identifying the significance of knowledge mobilization within the context of social economy research partnerships. The Guide then provides a brief overview of practices of the Alliance and the Réseau in the dissemination and transfer of knowledge. Lastly, we make a number of suggestions to promote rewarding, relevant and high-quality strategies for knowledge mobilization.

Readers seeking a description of the *ARUC-ÉS and RQRP-ÉS model and research partnerships* process are invited to consult the document entitled *Research Partnerships: the ARUC-ÉS and RQRP-ÉS Model*.

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1- Lucie Dumais, Professor of Social Work, UQAM; Sonia Vaillancourt, Conseil québécois du loisir (CQL); Andrée Lapierre, Confédération des syndicats nationaux (CSN); Jean-Marc Fontan, Denis Bussièrès, Geneviève Shields and Louise Sutton, ARUC-ÉS/RQRP-ÉS.



*Beyond its “natural” audience, the knowledge created or accumulated may be relevant to other social economy groups and practitioners.*

## Mobilizing Knowledge

### Why?

In mobilizing knowledge, that is, in disseminating and transferring it, the goal of research teams is to ensure that the knowledge they compile or co-construct makes the best possible contribution:

- To demonstrate the actual and potential contributions of the social economy with a view to broadening the recognition it receives, both socially and politically;
- To create a collective identity among social economy acteurs, and strengthen the network of social economy enterprises and acteurs -- in Québec, across Canada and internationally;
- To meet needs, solve problems and improve the effectiveness of social economy organizations and enterprises;
- To identify the reality of the social economy, providing a better understanding of the dynamics of a particular social economy sector or territory;
- To renew public policy and regulatory frameworks;
- To enrich teaching methodologies and programs of affiliated universities.

### For whom?

Research partnerships generally aim to obtain concrete results for social economy practitioners/acteurs involved as research partners. The “conventional” circulation of working papers and the publication of articles usually target all individuals associated with the research or interested in the work of the ARUC-ÉS and RQRP-ÉS.

However, beyond this “natural” audience, the research topic, the information collected or the knowledge created may be relevant to other social economy circles and practitioners/acteurs. Efforts expended in mobilizing knowledge aim to reach these other audiences as well.

In sum, the ARUC-ÉS/RQRP-ÉS and their practitioner/researcher partners share two challenges: (i) reaching a larger number of potential users by identifying less common approaches to dissemination and transfer, and (ii) finding an effective way to adapt the research results to the needs identified and the audiences affected.

*Knowledge mobilization refers to the dissemination and transfer strategies selected when considering the intended objectives and audience.*

## How?

### **Transformation**

With dissemination, as with transfer, it is necessary to transform the research results. The latter must be conveyed or presented in an appropriate form, based on their anticipated uses and intended audiences. Thus, dissemination and transfer involve the creation of communication and media tools useful to the target groups and for achieving our objectives.

### **Dissemination**

The dissemination of knowledge consists in informing potentially interested audiences of the existence of research results, be they preliminary or final, and providing them with access to these results.

Activities involving dissemination can occur at different times: prior to the holding of an activity to promote the research; during the period of research activity so as to generate interest in the research underway; toward the end of a research partnership so as to generate interest in the research results soon to be made available; and at the end of the process so as to disseminate the completed research.

### **Strategies and methods**

One or several forms can assist in the dissemination of information: articles, working papers, summaries, press releases, and multimedia presentations. There are also several other methods and activities available.

#### **Publication**

- in research journals;
- in peer-reviewed journals at the national and international levels, in French, English and Spanish;
- in academic and technical journals;
- in journals intended for general readership;
- in publications of community organizations or associations;
- in the newsletters of each of our partners' networks.

***Publicizing and promoting publications and activities involving research/  
dissemination/training***

- on the Internet site or in the social economy newsletter published by the ARUC/RQRP;
- on the Internet site or in the newsletters of the partners-practitioners/acteurs;
- in university networks (Université du Québec, amongst others);
- in specialized media;
- on our partners' Web pages and via their mailing lists;
- in the communication tools employed by targeted organizations, or by organizations potentially interested in the research (newsletters, newspapers, Internet sites).

***Media contacts***

- Coverage by the written press;
- Radio/television interviews;
- Radio/television reports.

***Organizing, participating in and giving presentations at the local, national  
and international levels during***

- seminars and symposia;
- forums, conferences and lectures;
- general assemblies;
- meetings, debates and round tables.

**Transfer**

The transfer of knowledge is a process for integrating knowledge into the practices of individuals and organizations and, ultimately, bringing about changes in individual or organizational behaviour, or in institutional or political decision-making.

To this end, transfer activities and tools are targeted precisely, that is, to meet precise objectives and employ tools adapted to the audience in question. In particular, they involve participation of knowledge users in the development of the activities and methods selected.

It must be emphasized that knowledge transfer involves change. Consequently, in our efforts devoted to knowledge transfer, we must be prepared to face some resistance, and tackle difficulties of a cultural and political nature, on both individual and organizational levels.

*Transfer pre-supposes targeted activities and tools, that is, activities meeting precise objectives adapted to the audience concerned. In particular, they involve participation of knowledge users in the development of the selected activities and methods.*

### **During the research**

Given that information is continuously circulating among researchers and practitioners/acteurs, research partnerships give rise to knowledge transfer in real time, and in step with the creation or compilation of the knowledge or information. Thus, practitioners/acteurs are in a position to mobilize this knowledge relatively quickly, that is, apply it to a concrete situation, or a current problem or a need of their organization.

### **Once the research has been completed...**

#### *In the social economy sphere*

Information and research results may be of use to other social economy practitioners/acteurs who are facing challenges, issues, problems or needs similar to those of the research partners.

#### *In the university sphere*

Information and research results may also be of use to the scientific or research community in the broad sense of the term. The information enriches the existing pool of knowledge on the social economy and is likely to be incorporated into the corpus of learning at the three university levels.

### **Strategies and methods**

Knowledge is transferred through strategies that facilitate or seek the appropriation and integration of information. These include:

- Workshops and other activities involving analysis;
- Meetings, debates and round tables for the purpose of information exchange, discussion, decision making and problem solving;
- Training activities and workshops;
- Presentations made during:
  - seminars;
  - symposia, conferences;
  - forums and lectures;
  - general assemblies.

They require the creation of appropriate and enabling communication tools and media, such as: specialized guides, animation tools, training tools, multimedia presentations and summaries.

## By whom?

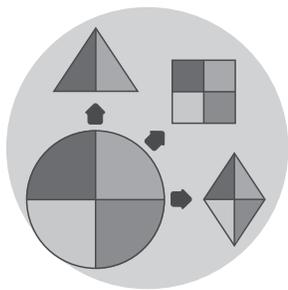
The principal actors mobilizing knowledge are found in both research and social economy circles.

### **Researchers and their assistants:**

- help identify target populations and objectives;
- participate in circulating information in the research network and the network of the discipline involved;
- participate in knowledge transfer, both in the researchers' own university and affiliated universities in collaboration with users within social economy organisations and networks;
- write up research reports, articles and seminar proceedings;
- present research results in a variety of venues, including seminars and symposia.

### **Practitioners/acteurs and potential users:**

- draw on their knowledge of the characteristics, issues and challenges of their environment;
- draw on their knowledge and resources in transforming the results into dissemination and transfer tools adapted to their needs and environment;
- help disseminate information and perform transfer activities within their respective organisations and professional networks.



*In selecting the following examples, we have attempted to illustrate mobilization initiatives that are implemented less frequently, in contrast to disseminating our Working Paper Series on the ARUC-ÉS and RQRP-ÉS Internet site or publishing articles in scholarly journals.*

## Six Examples of Knowledge Mobilization in the ARUC-ÉS and RQRP-ÉS

**B**elow, you will find six examples of research that has dealt with dissemination or transfer. The first five examples refer to research partnerships projects that responded to the needs of social economy practitioners/acteurs. By contrast, the sixth example refers to a project initiated by a researcher.

Lastly, it must be stressed that the time allotted for disseminating and transferring knowledge, starting with the commencement of research, varies greatly from one project to the next. The prescribed time depends on a variety of factors, amongst others, the nature of the research, its complexity and the time needed to complete the project.

### ***Bilan des 10 dernières années de l'investissement solidaire (« Assessing the last ten years of solidarity investment »)***

#### **Participants**

- Researcher: Margie Mendell, Concordia University;
- Student: Alissa Lauriault, Concordia University;
- Partners: The members of *CAP<sup>2</sup> Finance*;
- Users: Participants in the Solidarity Investment workshop held in 2006 as part of the *Sommet de l'économie sociale et solidaire* ("Social and Solidarity Economy Summit").

#### **The research and mobilization process**

As part of the preparations for the 2006 *Sommet de l'économie sociale et solidaire*, the *CAP Finance* section of the ARUC-ÉS was assigned the mandate of organizing, supporting and leading a thematic workshop to assess the solidarity-based financial sector in Québec.

CAP members decided to conduct a short survey on existing solidarity funds to determine the scope of investments made over the last ten years. In addition, the working committee set about analyzing the data, and identified several recommendations for discussion during the workshop. To prepare for the workshop, an overview of this activity was produced and made available on the Internet site of the ARUC-ÉS and the *Chantier de l'économie sociale*<sup>3</sup>. (<http://www.aruc-es.uqam.ca/Portals/0/docs/rapport-investir-v3.pdf>)

The survey results and the viewpoints of the solidarity-based financial sector representatives were put to good use. They were added to the points developed (and proposals adopted) in the workshop, and had a tremendous mobilizing effect. In fact, from that point forward the *CAP Finance* of the ARUC-ÉS was given responsibility for support services in the network of solidarity-based financial acteurs in Québec for 2007. This network's mandate is to further develop work being carried out on issues involving the supply of solidarity-based financial sector intermediaries and the reform of public policy.

<sup>2</sup> Chantier d'activités partenariales (CAP - Sectoral Research Partnerships Groups)

<sup>3</sup> The Chantier de l'économie sociale, created in 1996, is a non-profit organisation whose mission is the promotion and development of the social economy. Its Board of Directors is made up of representatives of a wide range of networks of collective enterprises, local development organisations, regional coalitions and social movements.

***Néo-ruraux, économie sociale et développement local: le cas de Brome-Missisquoi* (“Neo-rural populations, social economy and local development: the case of Brome-Missisquoi »)**

**Participants:**

- Researcher: Myriam Simard, *Institut national de la recherche scientifique* (INRS - <http://sdis.inrs.quebec.ca/>);
- Practitioner: Lucie Hébert, *Centre local de développement* (CLD - Local Development Center) Brome-Missisquoi;
- Users: Key participants in the local and regional development of a rural environment (Brome-Missisquoi region) and individuals who recently settled in the region.

**The research and mobilization process**

The research project *Néo-ruraux, économie sociale et développement local: le cas de Brome-Missisquoi* was carried out in 2002. Its objective was to explore the arrival of new inhabitants in a rural environment – individuals usually known as neo-rurals – and their impact on local development.

The first presentation of research results took place in 2003 at the *Université rurale québécoise (URQ)*. The research partners then decided to inform municipal councillors of the research results. A ten-page brochure entitled *Les néo-ruraux : Un changement de paysage* (“Neo-rurals: A changing landscape”) guided the discussion at meetings organized for these councillors and local decision-makers. A thousand copies of the brochure were printed and distributed in the Brome-Missisquoi regional county municipality (RCM). The brochure is available at the following Internet site: [www.brome-missisquoi.ca](http://www.brome-missisquoi.ca) (see resident section).

**Other dissemination activities:**

- Press release provided to local media when the brochure was launched;
- Distribution to 22 mayors in the Brome-Missisquoi RCM;
- Mailing to 18 national organizations linked to local development.

**Other transfer activities:**

- Presentation at the community round table for labour-market counsellors in the Brome-Missisquoi region;
- Presentation in 2005 as part of the URQ in the Outaouais region (35 participants);
- Presentation in 2005 and 2007 at the *Foire des villages* (Fair of Villages) Round Table;
- Special presentation in 2005 and 2007 at the invitation of the prefect of the Papineau RCM.

***Analyse des décisions de la Commission municipale du Québec à l'égard de l'exemption de taxes municipales pour les organismes du CQL (« Analysis of decisions taken by the Commission municipale du Québec (CMQ) regarding the municipal tax exemption for organizations in the Conseil québécois du loisir »)***

**Participants:**

- Researcher: Louis Jolin, UQAM;
- Students: Pierrick Choinière-Lapointe and Mylène Légaré;
- Partners: The *Conseil québécois du loisir* (CQL, « Quebec Leisure Council ») and the *Regroupement Loisir Québec* (RLQ);
- Users: CQL member groups and federations.

**The research and mobilization process**

Taxes can be a significant financial burden for any social economy enterprise. The objective of the 2005 research project was to carry out a systematic review of jurisprudence associated with decisions of the *Commission municipale du Québec* (CMQ). The project was designed to reveal the parameters of requests for tax exemption made by organizations active in the fields of recreation or social tourism. The exercise was intended to be helpful to groups in the sector, especially following the changes in 2000 and with an eye to the passage of a bill aiming to abolish the CMQ. What would be the impact of these changes to property tax exemptions?

The researcher, Louis Jolin, with the help of two research assistants, developed a summary providing a basis for an exchange of ideas with the CQL and the RLQ. The results revealed that there were significant disparities among the various decisions and that certain organizations were unaware of the new exemption criteria, which had the effect of putting these groups at a disadvantage.

The results of the research were presented to the 2006 CQL annual general assembly. The presentation generated enough interest for the CQL board of directors to obtain a mandate to conduct a policy follow-up on the question. They did not rule out the possibility of holding a training and awareness session for the groups. The goal would be to adequately prepare CQL members to file the next application for exemption from property taxes.

## ***Vivre Saint-Michel en santé*** **(VSMS - “Living Healthily in Saint-Michel”)**

### **Participants:**

- Researchers: Jean-Marc Fontan (UQAM), Benoît Lévesque (UQAM), Marie Bouchard (UQAM) and Margie Mendell (Concordia University);
- Practitioners/acteurs: Centraide (United Way) of Greater Montreal and *Vivre Saint-Michel en santé* (VSMS);
- Users: Community round tables on the Island of Montréal.

### **The research and mobilization process**

Centraide of Greater Montreal decided that it would take the time to consider the support it provided to various community round tables on the Island of Montréal. In 2004, Jean-Marc Fontan and Centraide agreed to examine a particular case: that of VSMS, on which Centraide had worked energetically over the last few years. Centraide’s financial contribution to this study was \$10,000.

A project steering committee was created, bringing together researchers and practitioners/acteurs. In 2005, a study was carried out to trace the history of VSMS and its ten years of operation; it resulted in two publications. A third study would deal with the participation of cultural communities in VSMS. (See the following papers: C-04-2005, R-16-2004, C-08-2005, all of which may be found on the Internet site: [www.aruc-es.uqam.ca](http://www.aruc-es.uqam.ca))

First, the study tracing the history of VSMS was presented to VSMS members during a public meeting held in 2006. Second, the steering committee decided to hold a seminar to present the study results to the various partners of the Montreal community round tables. Over 40 persons representing Centraide and various City of Montréal community round tables took part in this seminar. A report on the various presentations was published by the ARUC-ÉS (C-07-2007).

## ***Grille d'analyse de l'accessibilité au loisir*** **(“Analytical Grid on Accessibility to Recreation”)**

### **Participants:**

- Researchers: Louis Jolin and Jocelyn Morier, UQAM;
- Partner: The *Conseil québécois du loisir* (CQL « Quebec Leisure Council »);
- Users: Participants in the 2005 *Forum québécois du loisir* (“Quebec Leisure Forum”) and municipal recreation organizations.

### **The research and mobilization process**

With the approach of the World Leisure Congress (Quebec City, 2008), the organizing committee of the 2005 *Forum québécois du loisir* thought that it would be a good idea to collectively reflect on the issue of the right to recreation.

Thus, the CQL and the steering committee of the 2005 *Forum* joined forces with a researcher, Louis Jolin, a professor in UQAM’s Department of Urban Studies and Tourism (School of Management), to develop a tool that could be used to guide exchanges of views at the *Forum*. The tool is entitled *Grille d'analyse de l'accessibilité au loisir*. It was used by more than 600 Forum participants in workshops that updated and developed a common understanding of the right to recreation, and that focused on accessibility. The comments obtained during the Forum helped to complete and improve the analytical grid.

In addition, the Forum organizing committee wanted this collective analysis to develop applications adapted to various types of recreational environments. This in fact occurred in 2006, when municipal recreational groups in Montérégie, in collaboration with Jocelyn Morier (a doctoral candidate) undertook to develop, under the supervision of Louis Jolin and in partnership with Sonia Vaillancourt (CQL Coordinator) an animation tool appropriate to municipal recreational groups. The committee validating the tool then decided to replace the term “vector”, employed in the initial grid, with the term “dimension”.

Later, some members of the steering committee (those representing municipal recreational groups in Montérégie) decided to experiment with the animation tool. They improved it by including advice concerning its use; it was made available, along with the original analytical grid (frame of reference), on the CQL Web site ([www.loisirquebec.com/accessible](http://www.loisirquebec.com/accessible)) and that of the ARUC-ÉS.

***Les passerelles entre l'État, le marché et l'économie sociale dans les services de logement social et d'hébergement pour les personnes âgées (« Links among the State, the market and the social economy in social housing and residential services for seniors »)***

**Participants:**

- Co-researchers: Yves Vaillancourt and Michèle Charpentier, UQAM; Marie Malavoy and Paul Morin, Université de Sherbrooke; Suzie Robichaud and Danièle Maltais, Université du Québec à Chicoutimi (UQAC);
- Research professionals: François Aubry and Marie-Noëlle Ducharme, *Laboratoire de recherche sur les pratiques et les politiques sociales* (LAREPPS);
- Students: Christian Jetté (doctoral candidate); Julie Bickerstaff-Charron and Samira Toufiq, UQAM;
- Partners:
  - *Association des résidences et des CHSLD privés du Québec* (ARCPQ - an association of private residential and long-term care centres);
  - *Réseau québécois des OSBL d'habitation* (RQOH - a network of non-profit housing organizations);
  - *Regroupement des offices d'habitation du Québec* (ROHQ - an association of housing authorities);
  - *Société d'habitation du Québec* (SHQ - "Quebec Housing Corporation");
  - *Association québécoise d'établissements de santé et de services sociaux* (AQESSS - an association of health-care facilities and social services);
- Users:
  - Persons in charge, managers and workers in non-profit housing organizations serving the elderly, for-profit private residences and non-profit community-owned housing for seniors;
  - Public authorities, associations of users and unions.

**The research and mobilization process**

The study, *Les passerelles entre l'État, le marché et l'économie sociale dans les services de logement social et d'hébergement pour les personnes âgées*, was conducted over a three-year period, from 2002 to 2005. This study is part of an investigation into the question of shared responsibility among the State, the market and the third sector, and deals with the accelerated aging of the population. The goal of the research was to facilitate the planning of innovative practices and social policies, and the development of programs to improve the living environment of seniors.

To identify and forge links among the major sectors – the public sector (the State), the for-profit private sector (the market) and the social economy -- involved in social housing and

residential services initiatives for seniors, the research team decided to examine residential projects providing services to seniors with slightly diminished abilities. They therefore researched social housing units in low-cost housing, for-profit private residences, and non-profit organizations and cooperative housing for seniors. To assist them in this endeavour, they sought five partners and collaborators from provincial organizations active in the area of senior citizen housing.

The results were circulated at various stages of the study, which generated several monographs and sectoral portraits, as well as many publications and papers intended for participants with a direct interest in the research topic. In addition, the knowledge developed within the framework of the study shed light on questions and issues similar to those involving social housing and the accommodation of seniors. This was particularly true when it came to the roles of the State and the social economy, as well as the privatization of health and social services.

Lastly, by bringing together researchers from three universities, and partners from five organizations representing practitioners/acteurs in the field, the research partnership extended the dissemination and transfer of knowledge to a broader and more diversified audience. A number of activities even resulted in meetings of these users, practitioners/acteurs and decision makers.

Here are several examples illustrating various dissemination and transfer activities generated by the study, *Les passerelles entre l'État, le marché et l'économie sociale dans les services de logement social et d'hébergement pour les personnes âgées*:

- Yves Vaillancourt gave a paper in May 2006 to members of the *Regroupement québécois des intervenants et intervenantes en action communautaire en CLSC et en centre de santé* (RQIIAC) on the *Passerelles* project dealing with the current circumstances surrounding the social housing needs of seniors, and alternative resources;
- Christian Jetté and Yves Vaillancourt gave a paper on 9 November 2006 as part of the RQOH symposium on community support for social housing;
- Yves Vaillancourt gave a paper, "*Dans quelle orientation les politiques publiques de logement évoluent-elles?*" ("What changes are occurring in the orientation of public policy on housing?"), as part of the symposium, *Avoir un toit au Québec et en Outaouais. Défis et solutions nouvelles* ("Having a roof over one's head in Québec and the Ottawa Valley: challenges and new solutions"), 5 March 2004, Université du Québec en Outaouais (UQO);
- The newsletter, *Passerelles*, was sent to members of the research team and partners working in the area of seniors' housing and living environments, February 2003, March 2004 and October 2004;
- A paper by Julie BICKERSTAFF-CHARRON: *Le logement social pour les personnes âgées en perte d'autonomie : un secteur méconnu!* ("Social housing for seniors with diminished abilities") given as part of the symposium, *Vieillir chez nous* ("Growing old in Quebec"), *Alternatives communautaires d'habitation et d'intervention de milieu* (ACHIM), Montreal, 16 September 2004;

- A paper given on 12 April 2007 by Christian Jetté and Marie-Nicole Ducharme at a symposium organized jointly by the *ministère de la Santé et des Services sociaux* (MSSS - “Quebec’s department of health and social services”) and the SHQ, bringing together more than 70 persons from various governmental departments and organizations, groups and associations in the housing and health and social services sectors, universities, user associations, municipal organizations, etc.;
- Yves Vaillancourt, together with 70 experts, participated in a workshop on *Renouveler l’hébergement public : un défi, une nécessité*, (“Renewing social housing: a challenge, a necessity”), sponsored by the *Association des CLSC et des CHSLD du Québec*, Montreal, January 2004;
- Michèle Charpentier appeared before the *Comité interministériel sur le logement. Secrétariat aux aînés* (Interministerial Committee on Housing, Seniors’ Secretariat). She made a presentation and provided an opinion on the three-year plan for seniors and the important project on private residences. Government of Québec, January 2003.

# Winning Conditions for Wider Knowledge Mobilization

## Mobilizing the research partners

It is essential to rally partners around the question of knowledge mobilization.

In fact, leadership commitment and the availability of researchers and practitioners/acteurs to transform, circulate and transfer knowledge are central to knowledge mobilization.

Their role includes identifying objectives and interested groups, working as a team in planning activities and implementing methods for mobilizing knowledge and, lastly, supervising students.



## Planning

To implement relevant, achievable and effective methods for mobilizing knowledge, it is wise to invest time and resources in planning them properly. To communicate effectively, it is essential to ask the basic questions:



*What should we discuss? (Among the knowledge created or compiled, what do we wish to convey?)*

*To whom should we speak? (Audiences)*

*Why should we speak to them? (Objectives)*

*What impact and types of changes are we seeking? (Objectives)*

*Consequently, how should we discuss them? (Strategies and methods)*



Planning also includes managing all aspects that will allow us to reach our objectives and implement our methods and activities: timeframe; the budget required vs. the budget available; the sharing of responsibilities and an assessment of the mobilization effort.



## Identifying Target Groups (To whom should we speak?)

The research seeks concrete spin-offs for the research partners. In addition, it is of great interest to the organizations represented on the steering committee and on the CAP / GRAP<sup>4</sup>. However, the knowledge or the research results may be useful to other practitioners/acteurs and partners in the social economy generally.

Thus, the steering committee is invited to consider the following questions so that it may identify potential users, namely, individuals and groups to whom the knowledge/information created or collected can be distributed and who are targeted in the transfer activities.



*Has it considered disseminating the research within the network involved in the research?*

*Are there groups or individuals who have expressed an interest in the research topic or activity? Which other groups share this interest?*

*In which context, or for which set of problems or issues is the research topic or activity relevant?*

*Who is affected by these problems or issues?*

*What existing or new policy might the research influence or promote?*



## Identifying Objectives (Why should we speak to them? What impact and types of changes are we seeking?)

The objectives sought through our dissemination and transfer activities may vary and, consequently, will require appropriately adapted dissemination and transfer methodologies.

Aside from familiarizing audiences with the content or results of our research, we may wish to identify the environments in which it is important to do so, if these environments must address specific issues related to the research topic and if particular needs have been expressed. Are changes required in a given environment or with regard to a particular problem?

Examples of objectives:

- For the *Bilan des 10 dernières années de l'investissement solidaire* ("Assessment of the last ten years of solidarity-based investment"):
  - Raising the awareness of participants and acteurs in Québec's solidarity-based financial sector on issues affecting this sector, especially public policy;
  - At the 2006 Summit, supporting the organization and animation of a workshop on solidarity-based finance.

<sup>4</sup> Chantier d'activités partenariales (CAP - Sectoral Research Partnerships Groups) and Groupe régional d'activités partenariales (GRAP - Regional Research Partnerships Groups).

- For *Néo-ruraux, économie sociale et développement local*:
  - Educating key acteurs in local and regional development in a rural environment (Brome-Missisquoi region) and leading the discussion at meetings.
- For the *Grille d'analyse de l'accessibilité au loisir*:
  - Being able to analyze accessibility to recreation in the area of municipal recreation in the Montérégie region;
  - Encouraging adaptation of the leadership tool by other recreational spheres.

## Choosing Appropriate Strategies and Methods<sup>5</sup> (How should we speak about them?)

The decision to organize a seminar, write a brochure, produce a multimedia presentation or plan a round table should be well thought out. It must be justified by the objectives sought, in particular the impact desired (why should we talk to them about it?).

The choice of tools and activities must also be based on the characteristics of the target audience. Does my audience know the subject well? Is it diversified or homogeneous? Are they researchers or practitioners/acteurs? Is it a general audience or do they come from a particular group?



## Identifying the Required Human and Financial Resources, and, if needed, the Funding Strategy

Identifying the required resources and other potential contributions provides us with information about the feasibility of the mobilization plan. It may be necessary to draw upon specialized external resources and, if this is the case, develop a funding strategy.

### Participants mobilizing knowledge:

- researchers and their assistants;
- practitioners/acteurs and those who use the research;
- the CAP/GRAP;
- the ARUC-ÉS and the RQRP-ÉS.

### Resources needed for:

- writing and creating dissemination and transfer tools;
- hiring students, external resources;
- advertising expenses, graphics, layout, revision, etc.;
- holding activities and events;
- registration fees and travel expenses;
- translation.

<sup>5</sup> The chapter entitled "Mobilizing Knowledge" provides suggestions regarding strategies and methods. (page 6)



## Assessing Knowledge Mobilization Efforts

In the spirit of the present guide, which aims to make the knowledge mobilization more effective and discourage mechanical responses in the dissemination of this knowledge, it is useful to take stock of our actions. Assessment, which, depending on the situation, can be either formal or informal, constitutes yet another step in enriching and optimizing our practices in mobilizing knowledge.

An assessment can enlighten the research partnership on:

- the relevance of the objectives and targets (users, target populations);
- the selection and implementation of strategies (activities, tools);
- the degree of innovation in the strategies selected, relative to more traditional approaches to knowledge dissemination;
- desired outcomes;
- undesirable outcomes.

## Conclusion

**T**he present work responds to a concern of the ARUC-ÉS and the RQRP-ÉS to be more effective in transferring knowledge. The goal is to optimize the integration of new knowledge, thereby helping communities to develop and making the social economy more sustainable.

We have not produced an exhaustive list of the various ways to mobilize knowledge. Furthermore, the knowledge mobilization can take different forms, depending on the research sector in question. The present guide for knowledge mobilization describes existing practices promoted by the ARUC-ÉS and the RQRP-ÉS. It urges research teams to work in partnership with social economy actors to go beyond conventional practices by opening up to less traditional initiatives, especially knowledge mobilization activities focusing on the needs of social economy practitioners/actors. We decided to identify and illustrate a number of dissemination and transfer strategies through selected examples, as well as diverse publics in addition to the research group and direct partners in a given study.

In addition, while a distinction was made between dissemination and transfer, it is not always useful or accurate to classify mobilization activities too narrowly. In fact, while the aim of an activity classified as “dissemination” is to make research results and new knowledge public rather than to create immediate changes to practices or policies, scholarly symposium papers can sometimes have an unexpected impact. The measurement of the impact of and spin-offs from knowledge mobilization could provide avenues for future research.

We hope that this guide results in wider recognition of the ARUC-ÉS and RQRP-ÉS for their work in providing significant, relevant and high quality activities in the area of knowledge mobilization. We encourage research teams to let us know of all initiatives that they have undertaken to support our work.

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