

# Collaboration for Sustainable Communities



K. Vodden

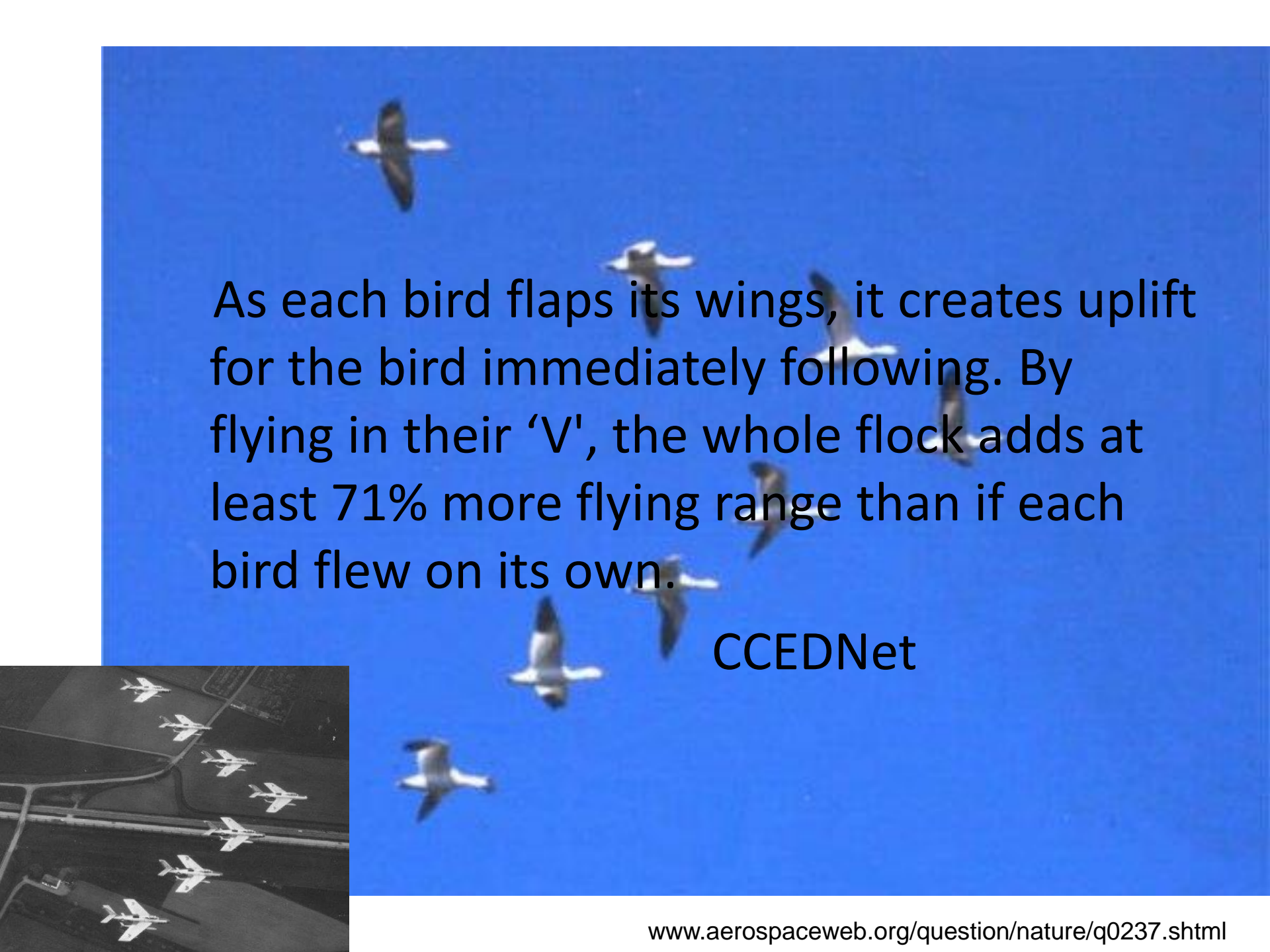
Environmental Policy Institute

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# Lessons from Nature





As each bird flaps its wings, it creates uplift for the bird immediately following. By flying in their 'V', the whole flock adds at least 71% more flying range than if each bird flew on its own.

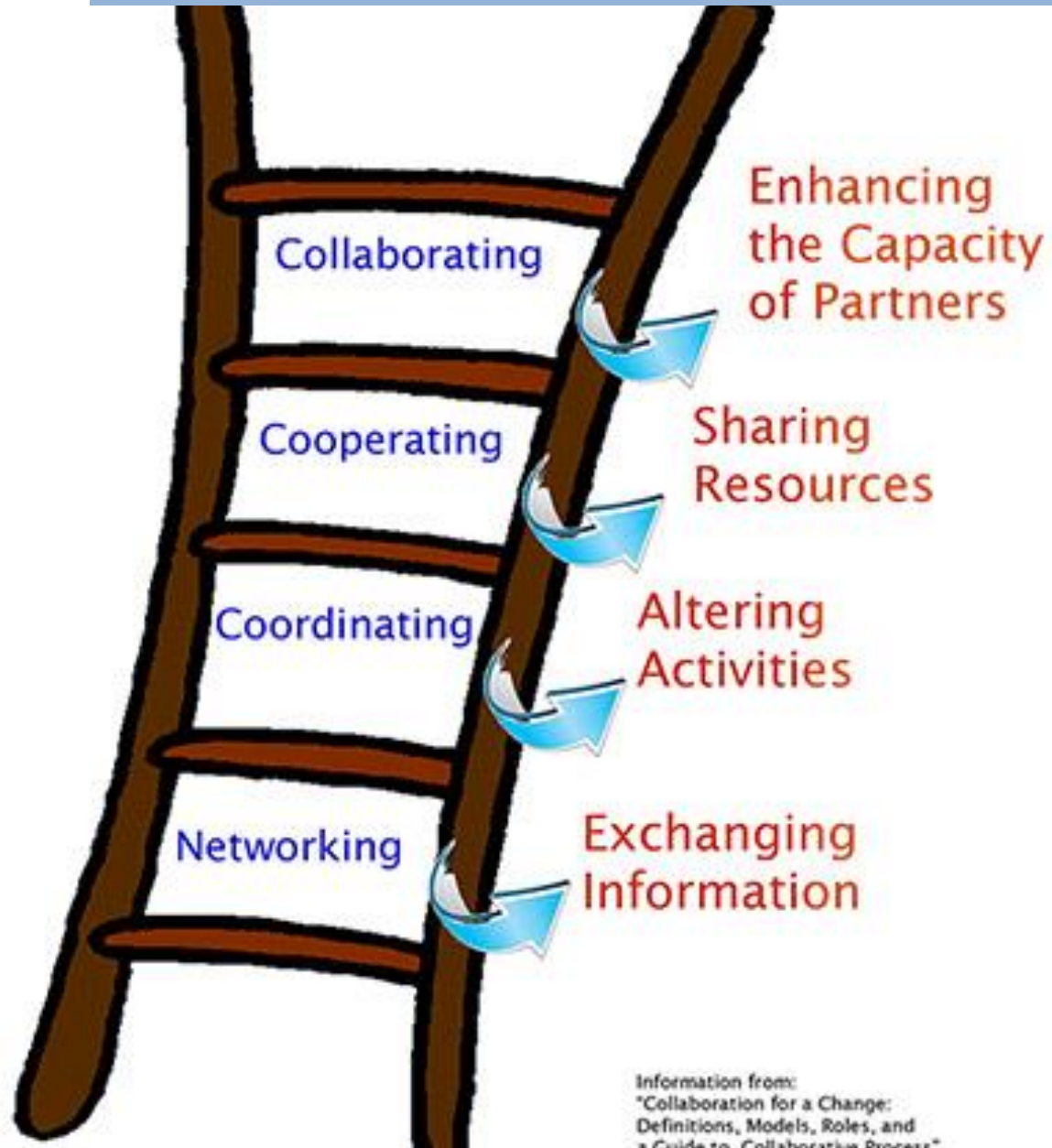
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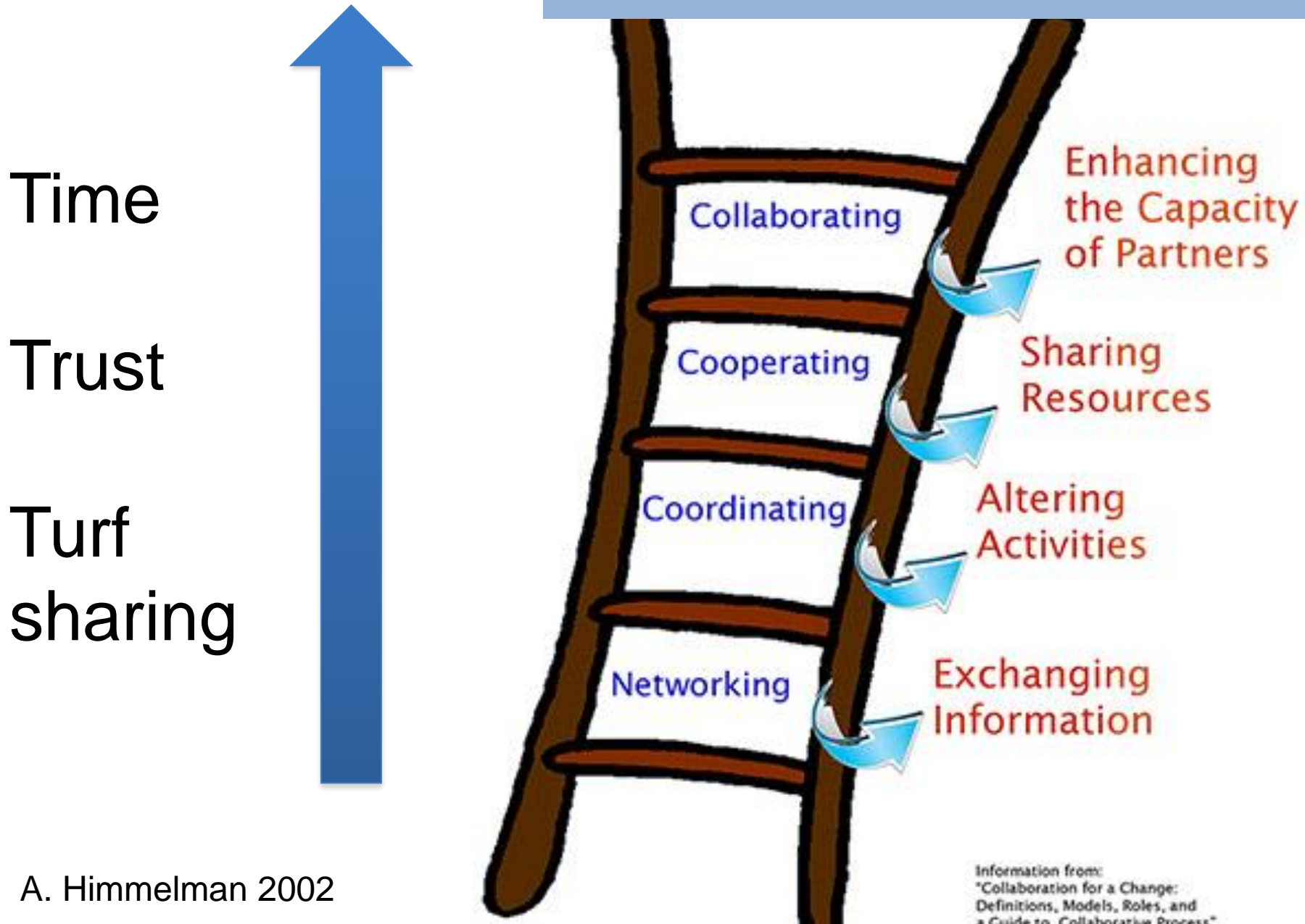
# Ladder of Collaboration

## Ways of Working Together

For mutual benefit and common purpose



# Ladder of Collaboration



A. Himmelman 2002

Information from:  
"Collaboration for a Change:  
Definitions, Models, Roles, and  
a Guide to Collaborative Process"

# 3 major types of social capital

- **Bonding:** Links between people with close relationships, *similar characteristics*, “within the group structure”; informal realm; can reinforce homogeneity
- **Bridging:** Bridging of connections between homogeneous *groups similar in status or with common interests* but no close personal relationships; civic realm
- **Linking:** Networks or relationships with individuals or institutions at different hierarchical levels that facilitate *access to resources, ideas and information*, institutional realm

# Community Capacity Model

“the ability to get things done”; “the collective ability of a group (or community) to combine various forms of capital within institutional and relational contexts to produce desired results or outcomes”

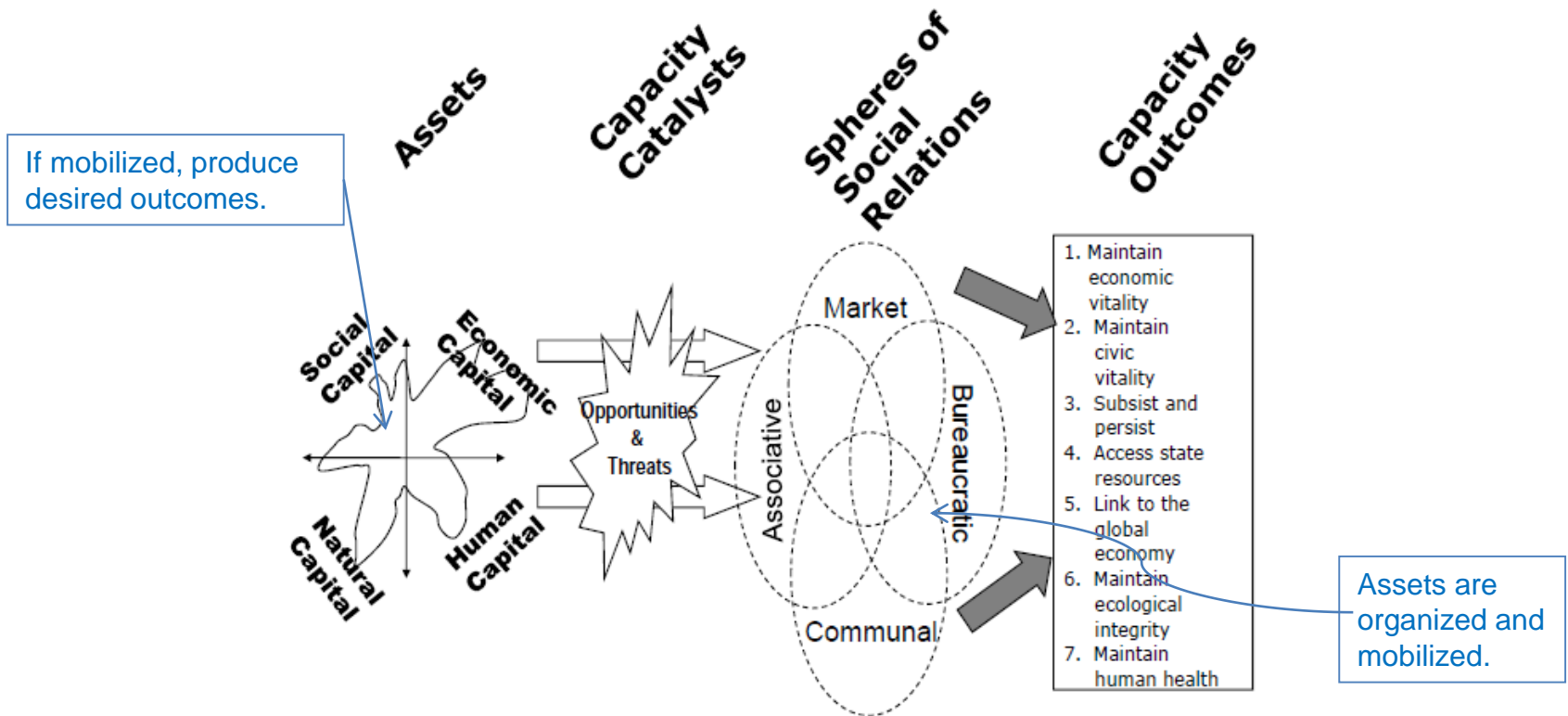


Figure 1. Community capacity model.

# Economic Development

- Importance of learning and innovation in knowledge economy
- importance of 'relational assets' within networks of linked actors with high levels of trust, reciprocity and norms that nurture creativity and innovation and create "learning-based competitive advantage" (MacLeod 2001; Cooke and Morgan 1998; Storper 1997).



# Peace River: Fair Share Agreement

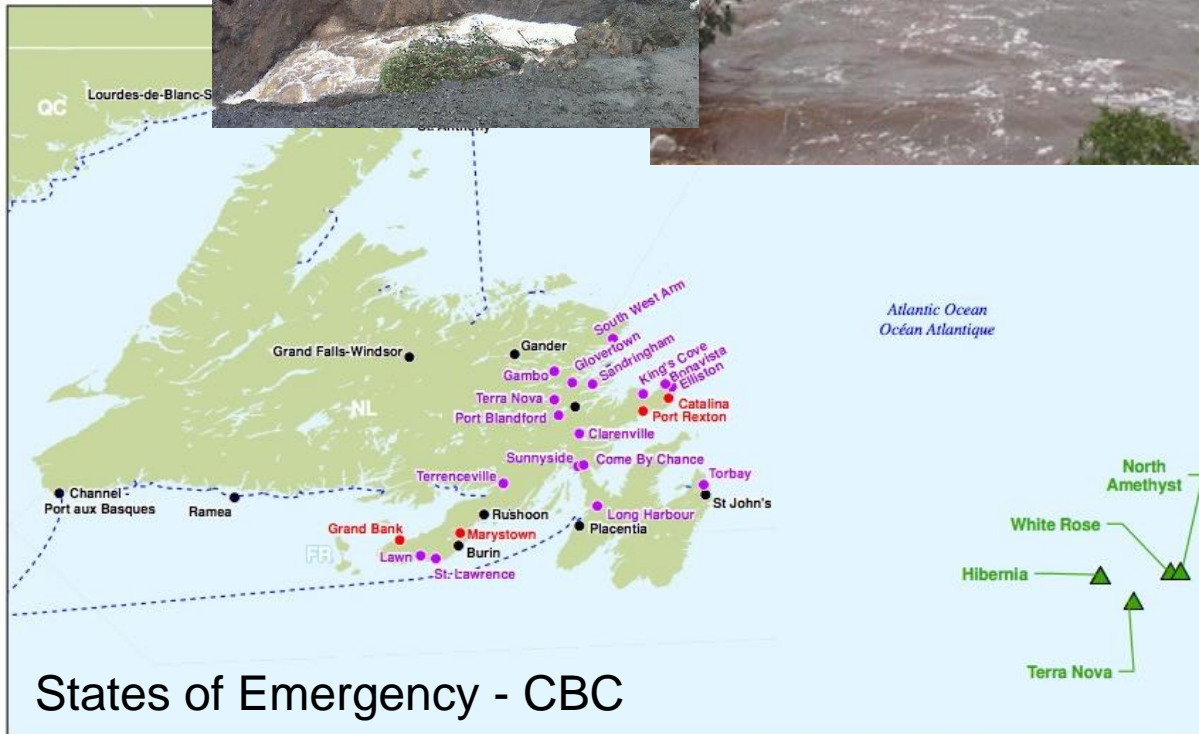


**April 5, 2004**

# Health and Well-being

- community bonding and bridging social capital associated with lower odds of self-reported fair or poor health (Kim et al. 2004)
- bonding social capital the same across different SES neighbourhoods, bridging social capital in greater amounts in higher SES neighbourhoods; more ability to mobilize to improve the neighbourhood (Altschuler et al. 2006)

# Igor and Social Capital



# Governance

- Regional voice
- Enhanced capacity
- Increased commitment to implementation and enforcement (sense of shared responsibility)
- Better, more informed decisions (provides a forum for advice and input)



“One way to cope with "data-poor" fisheries...”

(Moreno-Báez et al. 2010)

# Tool: Community Vitality Index

## Social Norms and Values

### Attitudes towards Others and Community

- Trust
- Respect for Diversity
- Altruism
- Sense of Belonging

## Social Relationships

### Social Engagement

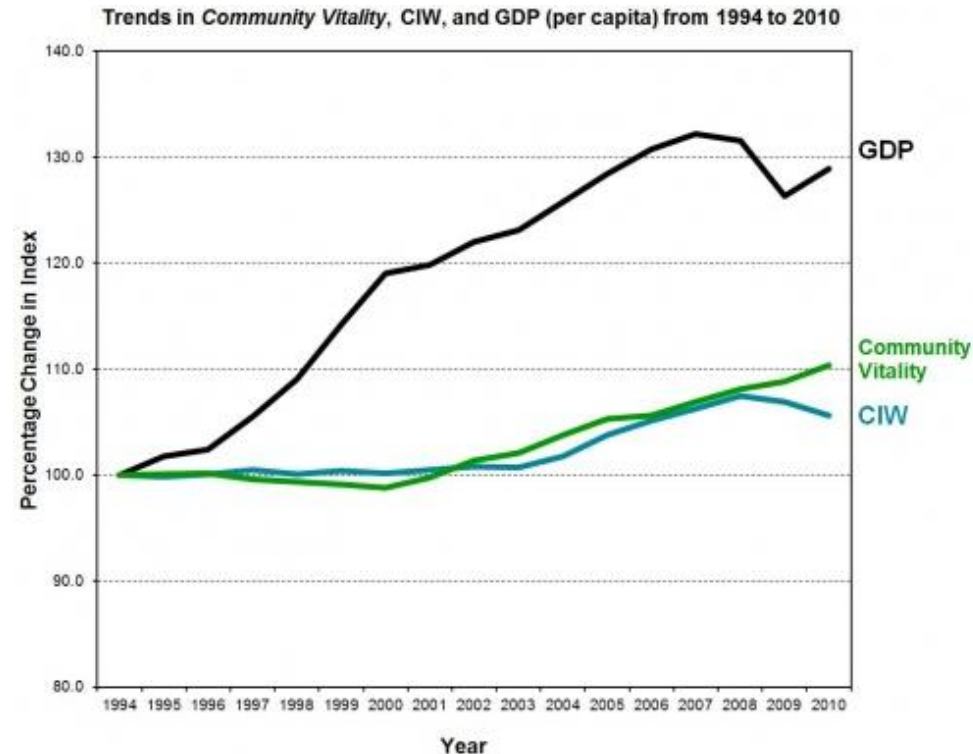
- Social; Civic; Economic Participation

### Social Support

- Size of Social Networks; Reciprocity

### Community Safety

- Crime; Perception of Safety

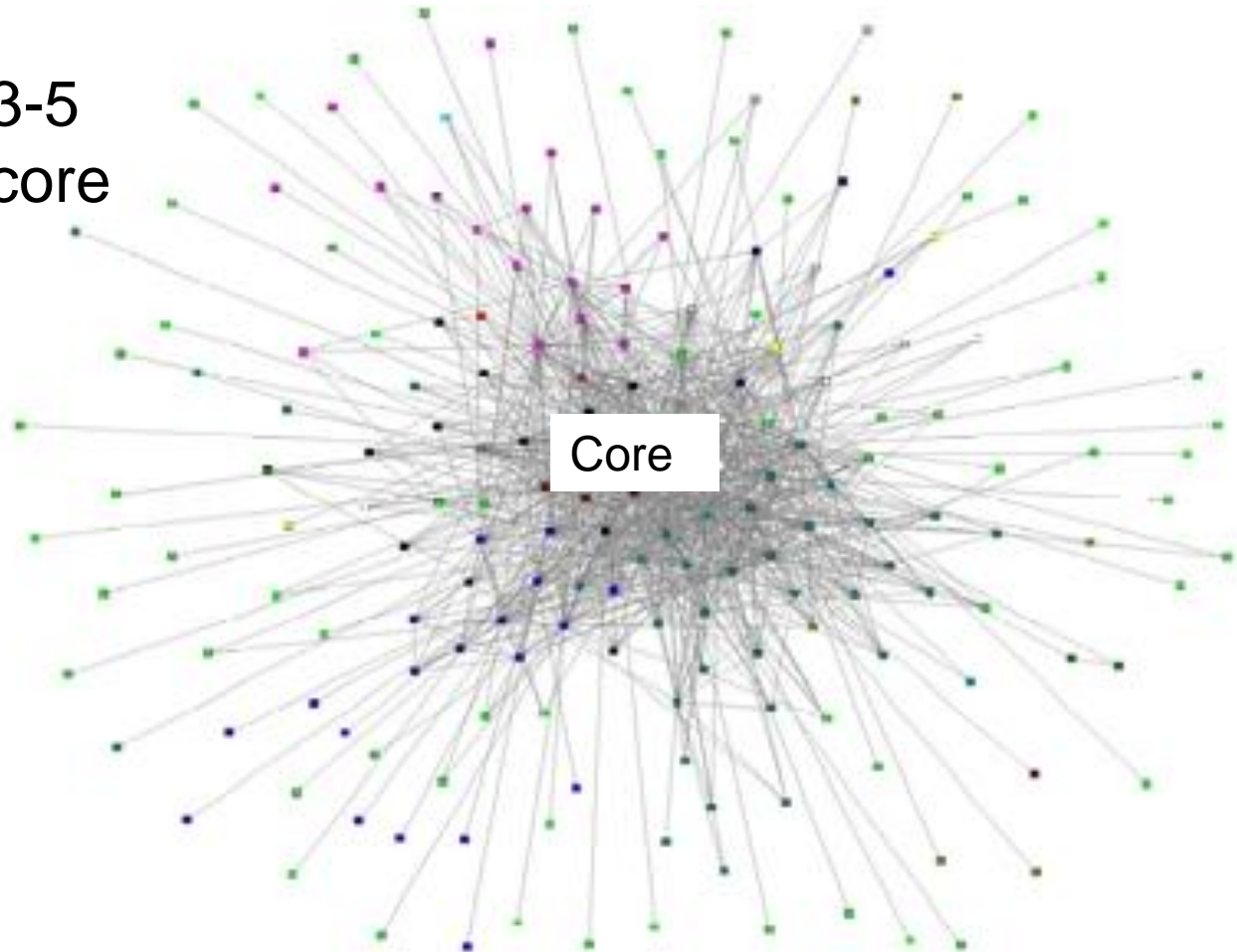


<https://uwaterloo.ca/canadian-index-wellbeing/our-products/domains/community-vitality>

# Tool: Social Network Analysis

## Smart Network

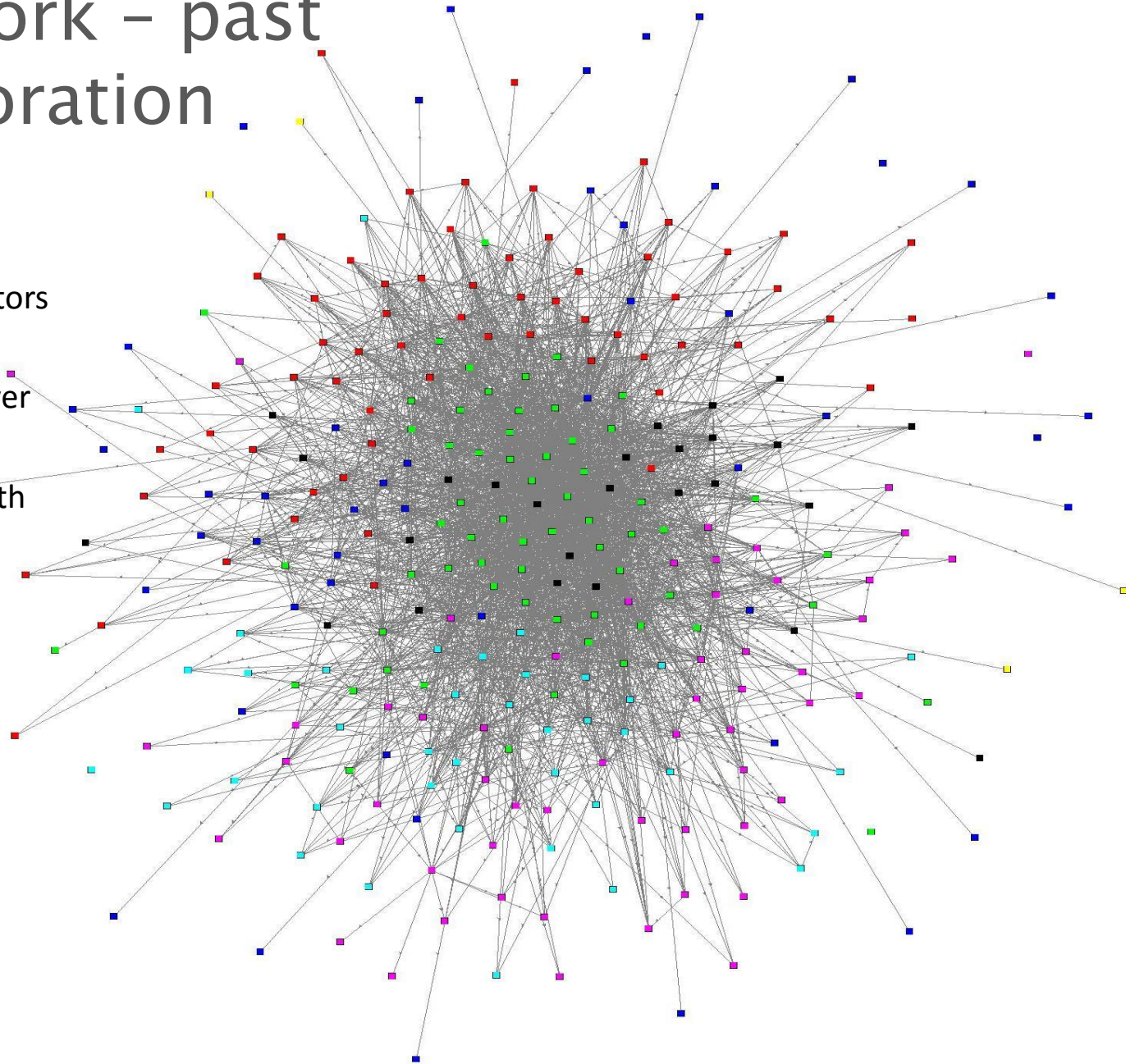
Periphery 3-5  
times # in core



# Our Network – past collaboration

## Legend

- Eddies Cove East to Castors River South
- Eddies Cove West to River of Ponds
- Goose Cove East to North Boat Harbour
- External
- Main Brook to Englee
- Regional
- Other/No Response



# Measurable Network Characteristics

- Size
- Density/connectivity
- Closure (acquaintances overlap)
- Diversity
- Distance
- Reciprocity
- Centrality
- Bridging actors/functions

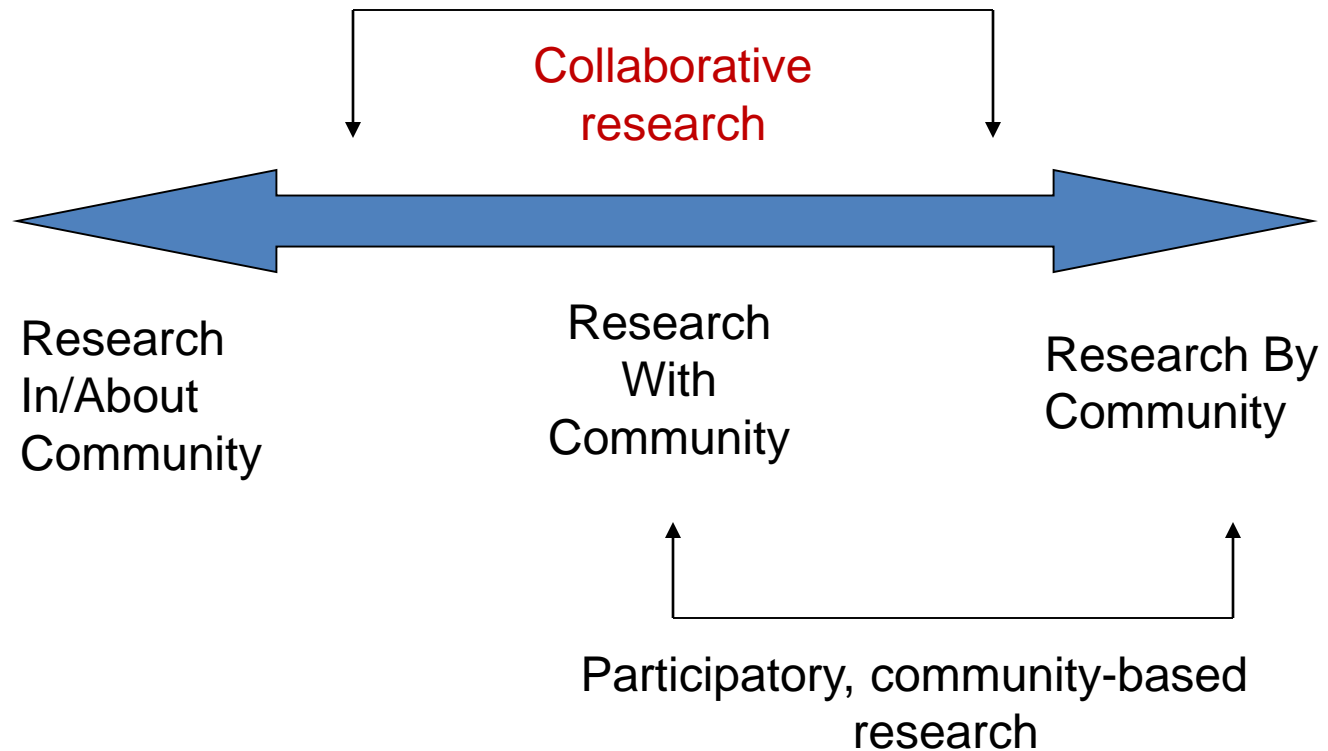


# Tool: Community-engaged scholarship

- Experiential learning
- Community-based research



# The Community Research Continuum



# Research Approach

- Local (community and regional) scale as an entry point
- PAR and CBR influenced
- Often team-based, interdisciplinary
- Mixed methods
- Sustainability lens



# Barriers to Collaboration

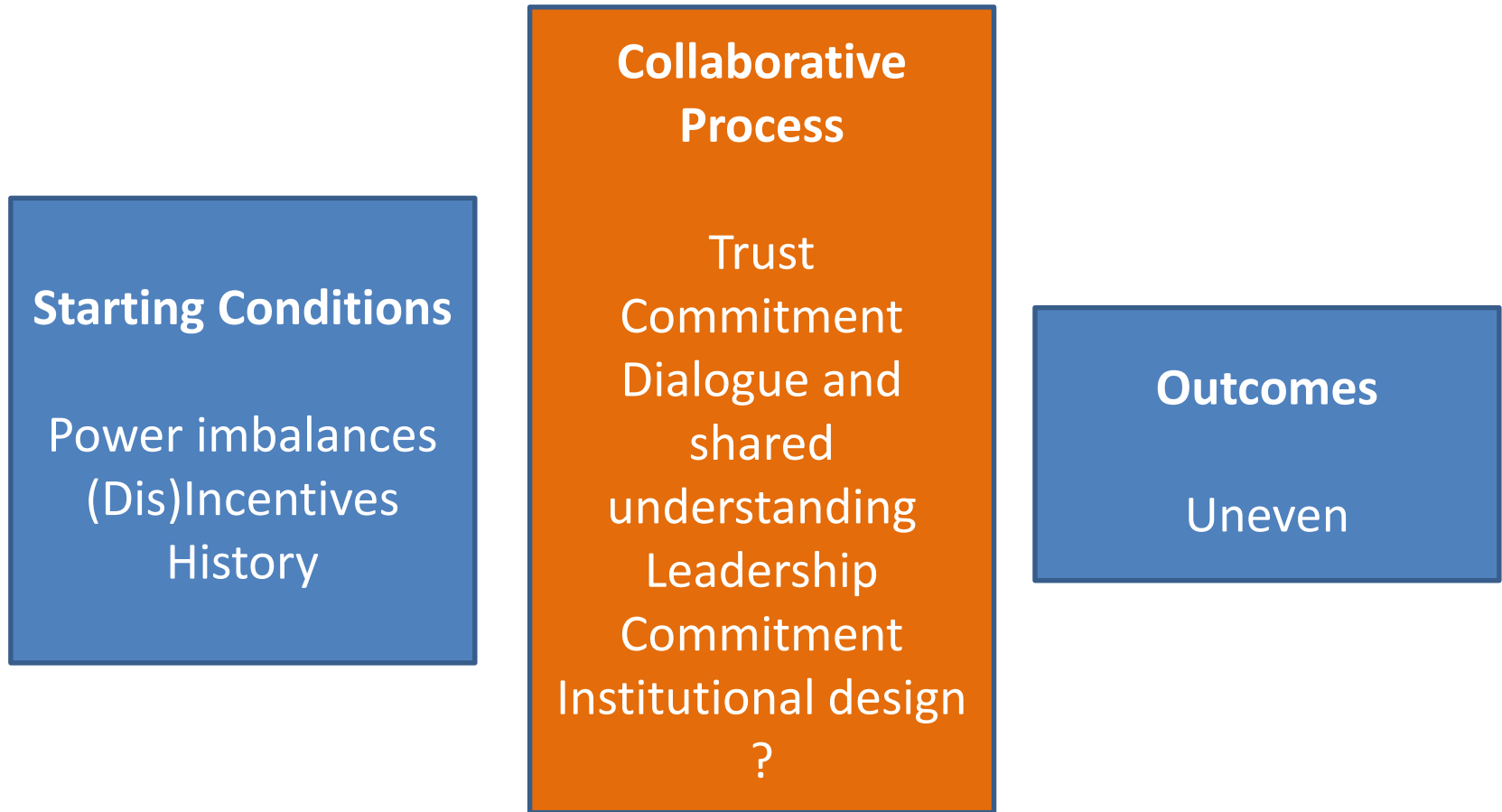
#1. Community rivalries and differences

#2. Geography

#3. Resources (people, time, \$ etc.)


- **Blaming, competition, fear** of losing something, lack of **communication**, working in **silos** – jurisdictional, organizational, sectoral, **cynicism**
- Requires critical assessment, readiness, transparency, communication and commitment (*time, trust, turf sharing*)

# Collaborative Governance in NL



Modified from Ansell and Gash (2007)

# Collaboration is most effective when:

- Common vision and purpose
  - Meaningful power sharing
  - Mutual learning
  - Mutual accountability for results (Himmelman 2002)
- 
- Processes for building shared vision
  - Collaborative leadership and governance
  - Spaces and support for mutual learning
  - New tools for ensuring mutual accountability

**Thank you!!**

[kvodden@grenfell.mun.ca](mailto:kvodden@grenfell.mun.ca)