

THE APPLICATION OF THE COLLECTIVE IMPACT INITIATIVE
MODEL FOR EFFECTIVE PUBLIC CONSULTATION IN BONNE BAY:
EXAMPLE - OCEAN CONSERVATION

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Abstract

Marine and coastal environments are not only crucial to the stability of the oceans' ecosystem but also to the socio-cultural, ecological, and economic well-being of their communities. The involvement of communities is, therefore, considered essential to generate innovative public policy to enhance the efficiency and long-lasting impact of the decision-making process. The Collective Impact Initiative (CII) model provides a novel framework to ensure cross-sector collaboration and effective public participation is in place to support such complex decision-making process. This thesis adopted the hypothetical case example of Marine Protected Area (MPA) planning for Bonne Bay in Gros Morne National Park as a hypothetical example to help evaluate the merits of CII application in support of natural resource planning and conservation in the region. Focus groups, interviews, and surveys were used to gather information from regional stakeholders. Through the information gathered, it was determined that the CII model holds great potential for the area both in terms of addressing community engagement challenges and providing a more effective structure for engagement in natural resource conservation.

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Table of Contents

Abstract.....	1
Acknowledgment	2
List of Figures	4
List of Tables	5
Glossary – Terminology.....	5
1. Chapter 1: Introduction	6
1.1 Background of the study	6
1.2 History of the Gros Morne region.....	10
1.3 Introduction to the Study Area.....	11
1.4 Significance of the Study	12
1.5 Purpose of the Research.....	14
1.6 Research Questions	15
1.7 Limitations and Assumptions.....	16
2. Chapter 2: Literature Review	18
2.1 Introduction: Literature Review.....	18
2.2 Community Engagement.....	22
2.3 Types of Collaborations	25
2.4 Introduction to the Collective Impact Model	27
2.5 Collective Impact Initiative Model	29
2.6 Communities enclaves in Gros Morne.....	37
3. Chapter 3: Methodology	42
3.1 Guiding Framework	44
3.2 Data Collection Methods	45
3.3 Focus Group Discussion	46
3.4 Online Questionnaires.....	48
3.5 Telephone Interviews.....	48
3.6 Research Area and Sample Size.....	49
3.7 Data Analysis	51
4. Chapter 4: Results and Discussions.....	52
4.1 Public Consultation in Gros Morne.....	53
4.2 Application of the Collective Impact Initiative Model	65
4.3 Identifying the Stakeholders	68

4.4	Existing Collaboration Efforts in Gros Morne.....	73
4.5	Requirement for a Backbone Organization.....	74
4.6	Strengths and Challenges	76
5.	Chapter 5: Recommendations and Conclusions	81
5.1	Recommendations	82
5.2	Future Research.....	84
5.3	Conclusion	85
	References	87
	Appendix A: Consent Form	97
	Appendix B: List of Stakeholders.....	99
	Appendix C: Types of Collaboration.....	101
	Appendix D: Residing communities of the survey respondents	102
	Appendix E: Demographic variables of the survey respondents	103
	Appendix F: Count of Full time and seasonal respondents	104
	Appendix G: Questionnaire.....	105
	Appendix H – Recruitment Document Online Survey.....	109
	Appendix I – Recruitment Document: Focus Group Discussion	110
	Appendix J – Recruitment Document: Telephone Interview	111

List of Figures

Figure 1. 1	<i>Bonne Bay Coastal Area.....</i>	8
Figure 1. 2	<i>Study Area: Communities in Gros Morne</i>	12
Figure 2. 1	<i>Gros Morne Communities</i>	38
Figure 3. 1	<i>: Gros Morne Communities</i>	50
Figure 4. 1	<i>Do you think there is sufficient community consultation in resource management in Bonne Bay?</i>	54
Figure 4. 2	<i>Do you think there is sufficient community consultation in natural resource management in Bonne Bay? -Community wise breakdown on the need for consultation.</i>	55
Figure 4. 3	<i>How would you rate the current level of consultation in Bonne Bay?</i>	56
Figure 4. 4	<i>Bonne Bay has been recognized as a place of importance for many endangered aquatic species. Do you think the bay needs protection?</i>	60
Figure 4. 5	<i>How important is public consultation to you in conservation planning?</i>	62

Figure 4. 6 <i>Does effective public consultation lead to good decision-making?</i>	64
Figure 4. 7 <i>Who do you think should be involved in conducting public consultation in the region?</i>	72
Figure 4. 8 <i>Will a Multi-stakeholder group representing all eight communities be an acceptable initiative to steer effective community engagement in natural resource planning and management?</i>	79

List of Tables

Table 3. 1 <i>Data collection Methods</i>	45
Table 4. 1 <i>Do you think Environment protection and Marine conservation are important?</i> 58	
Table 4. 2 <i>Stakeholder Mapping (Focus Group, 22nd January 2020)</i>	70
Table 4. 3 <i>Strengths and challenges of the model if applied to Gros Morne</i>	77

Glossary – Terminology

The terms used in the research are defined below. However, some terminologies are described in the footnotes of the relevant chapters as well.

NMCA	National Marine Conservation Area
MPA	Marine Protected Area
UNESCO	United Nations Ecology and Conservation Organizations
CII	Collective Impact Initiative
GMCA	Gros Morne Co-operating Association
WWF	World Wildlife Fund
CPAWS	Canada Parks and Wilderness Society
GMNP	Gros Morne National Park
STAR	Strategic Tourism for Areas and Regions

1. Chapter 1: Introduction

Gros Morne National Park (GMNP), established in 1973, has been considered to be of an outstanding universal value as it boasts of some of the world's best examples of the process of plate tectonics (UNESCO, 1992). Bonne Bay adds scenic value and beauty to GMNP and was no doubt one of the main reasons to declare the GMNP as a UNESCO World Heritage Site in 1987, 14 years after establishment (Smith, 2015). Based on Parks Canada reports (2012), Gros Morne attracts 200,000 visitors annually and continues to build a close relationship between Parks Canada and the communities, thus giving the visitors a unique feeling of being home. With such an influx of visitors and its extraordinary natural resources, a need to protect the GMNP emerges.

1.1 Background of the study

The *Canada National Parks Act* provides adequate legal protection to the terrestrial property, but its protection ends at the low tide mark; thus, not providing any protection to the bay. In 2012, GMNP was under threat due to fracking,¹ and UNESCO recommended to have a buffer zone² around the park boundaries in 2014 to enhance the protection of the property (Burzynski, 2014). Yet, there is still no protection given to the coastal areas. In 2015, a consultation forum was opened in Rocky Harbour to gather information and feedback on fracking and all presenters at the session opposed to the proposal of fracking (Giles, 2015). After the consultation process, fracking was not

¹ Shoal Point Energy proposed to drill and “frack” for oil at Sally’s Cove and the at Trout River, Chimney Cove, St Paul’s, and many other sites along the coast (Burzynski, 2014).

² A buffer zone is defined as “An area surrounding the nominated property that has complementary legal and/ or customary restrictions placed on its use and development to give an added layer of protection to the property” (Burzynski, 2014).

permitted in GMNP and was safeguarded for future generations. But people still see the need to have a buffer zone around the park boundaries to ensure long lasting protection (Burzynski, 2014) . The enclave communities in Gros Morne play an important role in protecting the park and, therefore, should be involved in all consultation processes that concern the park or coastal boundaries. Looking back at the time when Parks Canada declared GMNP, Brookes (1988) discusses the gaps in the consultation process at the time. The Gros Morne Region Strategic Tourism Plan of 2016 which is drafted and operated by the Strategic Tourism for Areas and Regions (STAR) states, that the priorities listed among the participants of the community were 1. Environment and water management issues and 2. Communication among communities. It is evident that communication and consultancy still are ranked as high priorities in the GM region. The map in Figure 1.1 provides a glimpse of Bonne Bay to help understand the coastal boundaries better. This map was taken from a google online source.

Figure 1. 1Bonne Bay Coastal Area



(Google Map, n.d).Retrieved on March 25, 2020 from:

https://upload.wikimedia.org/wikipedia/commons/4/42/Gros_Morne_National_Park_map-fr.svg

Marine and coastal environments are not only crucial to the stability of the oceans' ecosystem but also to the socio-cultural, ecological, and economic well-being of their communities (Brushett, 2018). Therefore, the involvement of coastal communities is considered essential to generate innovative public policy (Koch, 2013) that govern marine and coastal environments. This brings to the forefront the need for an effective public consultation process. This thesis explored the evolution of the public consultation process in the GMNP region, Newfoundland and Labrador and conducted an online survey to understand the positives and the negatives of the current process. The thesis further elaborated on the Collective Impact Initiative (CII) model that has been introduced as a

solution for the ongoing conflicts in natural resource planning in the Gros Morne region. The CII model has been widely used in the United states and in Canada. Some of the successful projects that used the CII model were concentrated on developing the public education system, decreasing obesity among school children, eliminating chronic homelessness, and addressing non-native species: a case study of Great Lakes. Due to its success rates, the model has been gained attraction across the world (Kania & Kramer, 2013). The thesis is organized into five chapters.

Chapter 2 further provides information on how CII efforts have proven to be useful in effective community engagement, and the chapter ends by discussing the reasons for better engagement and consultation in Bonne Bay.

Chapter 3 contains information on the methodology used in the research. This study adopts the methodologies of Participatory Action Research (PAR), whereby the focus of the study is to enable action (Baum, MacDougall, & Smith, 2006). Focus group sessions, online surveys, and telephone interviews were conducted to gather data, and these methods are described in detail in chapter three.

Chapter 4 focuses on the results and discussions that were derived from the data gathering following an ethics approval from the ethics board of the Grenfell Campus, Memorial University of Newfoundland. SPSS and NVIVO software were used to analyze the data gathered and an additional discussion of these results are provided to offer a more in-depth understanding of the finding.

Chapter 5 provides a summary of the findings and the conclusion of the research. This section includes future research or approaches that would need to be adopted if the CII model is to be implemented.

1.2 History of the Gros Morne region

The Gros Morne region was inhabited by indigenous cultures over 4500 years ago. Maritime archaic were the earliest, followed by Groswater, Dorset people from the eastern arctic. As per the Parks Canada (2019) report, about 2000 years ago, the northern peninsula once again became home for distinct indigenous cultures, including ancestors of the Beothuk. Today Newfoundland is home for Mi'kmaq, Qualipu, and Miawpukek First Nations ³ (Baker, 2003). Thereafter, back in the 16th century, explorers from England and France visited Newfoundland, and in 1713 England won sovereignty over Newfoundland. But France, through treaties, retained rights to fish on the north coast of the island (Ozon, 2016).

Nevertheless, from the early inhabitants in these areas, eventually, a peaceful modern community known as Bonne Bay evolved. At the turn of the 20th Century, France gave up fishing rights due to the decline in fish stocks and people in Bonne Bay had to look at new income opportunities. With the opening of the lumber mill in 1920, people turned away from fishing and accepted seasonal jobs at the lumber mill, which paid well (Ozon, 2016). The main economic driver in this region was logging, until this too, eventually declined. Thereafter, people returned once again to fishing and made it their primary

³ First Nations is a term used to identify indigenous people of Canada who are neither Métis nor Inuit. The definition of Indigenous is "native to the area" (Joseph, n.d).

income source. Since then, the communities have developed a strong relationship with the bay and fishing has influenced and shaped the culture of the communities of Bonne Bay. Fishing is not just an income source for its communities; it has become their way of life (Kukac, 2009). Bonne Bay is now home for 3361 people ⁴ (Census Stats Canada, 2016), which includes both full-time and seasonal residents.

1.3 Introduction to the Study Area

Action relating to the management of coastal environments has a profound impact on the eight communities that are in the GMNP. Figure: 1.2 below shows the location of the communities of Trout River, Woody Point, Glenburnie-Birchy Head-Shoal Brook, Norris Point, Rocky Harbour, Sally's Cove, St Paul's, and Cow Head. These eight enclave communities of the GMNP share a strong and enduring relationship with the marine ecosystem (Crantson, Neis, & Best, 2009).⁵

⁴ 55% of the population in Bonne Bay is over the age of 50 (Stat Canada, 2016). The indigenous population made up 21% of the total population (Stat Canada, 2016).

⁵ There is a strong inshore fishing tradition in Bonne Bay including fisheries for lobster, cod, herring, salmon and snow crab (Crantson, Neis, & Best, 2009).

Figure 1. 2 Study Area: Communities in Gros Morne



Reprinted with approval from Brushett (2018), the coastal communities of Gros Morne.

1.4 Significance of the Study

Communities such as Cow Head and St Paul's requested to opt out from the parks' boundaries at the time when it was declared as a National Park due to the lack of consultation and even today, they do not benefit from the recent tourism development (Kukac, 2009). The actions of these two communities illustrate the fact that having a

mechanism to engage all eight communities and stakeholders in the area would create stronger relationships. Engagement can serve as a platform for effective consultation and ensure future decisions on natural resources are made with the approval of the community. Through active engagement, communities can yield tremendous power to create social change (Milnar, 2014) that is required for the region.

Decision making regarding natural resources often needs the support of relevant community members⁶. The Stanford review gives examples across the states where the collective approach has contributed towards problem-solving has captured the imagination of people who want to bring about positive change to their communities (Harwood, 2016). Therefore, the Collective Impact Initiative (CII) Model provides a framework for this thesis as a model that could be used to ensure cross-sector collaboration and effective public engagement for accurate decision making on natural resource planning in the future.

In recent studies by Le Bris and Wroblewski (2018), Bonne Bay has been considered as a potential MPA because of the unique biodiversity⁷ it holds. The significance of the Bonne Bay marine ecosystem is discussed further in the literature review of this thesis. However, if the Department of Fisheries and Oceans or Parks Canada, together with the

⁶ Developing local understanding of rights and responsibilities in using and caring for marine environment is crucial (Commonwealth of Australia, 2003).

⁷ The report from Le Bris and Wroblewski (2018) provides details on a 10-year survey of the fish fauna of Bonne Bay, a fjord. The study determines the fish fauna of Bonne Bay using standardized sampling methods; gathers information on the habitats of fishes of conservation concern; and provides baseline information on Bonne Bay as a potential candidate for a National Marine Conservation Area (NMCA).

involvement of the communities, wish to consider Bonne Bay as an MPA⁸, it is a pre-requisite that an extensive public consultation process should take place. Therefore, the initiation of the CII model can help ensure cross-sector collaboration and effective public participation is in place to support the introduction of the MPA. The CII model was brought to attention in 2011 by Kania and Kramer through their Stanford Innovation Social Review publication. Many CII success stories around the world have proven the model to be useful to derive social change (Milnar, 2014).

1.5 Purpose of the Research

This study examines the application of the CII model to better organize the public consultation process in the Gros Morne region in natural resource planning and organization. It further analyzes the feedback received from its residents and incorporates suggestions as to how it could be improved and made more effective. The study also builds upon my personal experience during my internship in 2019, which was considered to be a requirement for the Masters in Environmental Policy program at Grenfell Campus. My internship work evolved around how residents of Gros Morne feel living in a World Heritage site and seeking perceptions on what residents' value most. During the internship, the lack of engagement within communities in Bonne Bay was brought to my attention through the interviews that were conducted. This influenced me to pursue the issue further, which prompted me to introduce the CII Model in natural resource planning

⁸ A Marine Protected Area, commonly called an MPA, is part of the ocean that is legally protected and managed to achieve the long-term conservation of nature (Parks Canada, Management Plan Gros Morne National Park, 2019). MPAs may allow some current and future activities depending on their impacts to the ecological features being protected

in the Gros Morne region. In this study, marine protection in Bonne Bay is used as an example to evaluate the merits of the model, together with the community residents. This study discusses in detail the steps of the model and collects feedback from the community and stakeholders of its strengths, weaknesses, and options for its possible adoption.

The CII model was successful in the United States and it was used to boost the quality of the public education system. The CII efforts also have been used by the Tamarack institute on many projects across Canada (Cabaj & Weaver, 2017). Therefore, the goal of my research is to analyze the CII model and to understand the practical implications of applying the model to the Gros Morne region. I will be examining both the positive and negative aspects of the model and will highlight the recommendations given by the respondents during the data collection process.

1.6 Research Questions

Respondents were asked to analyze the CII model assuming that Bonne Bay will be declared as an MPA. Having an example from the region to take the respondents through the process makes it easier to identify the gaps in the process rather than taking an example with which the communities may find it difficult to relate. Organizing discussions and forums to gather information from the community residents and stakeholders may help in making the right choices. The poor consultation process in the past⁹ (Kukac, 2009) has created a gap in communication among the communities.

⁹ The public has expressed its right to be informed and be included in the decision-making process regarding natural resource management (Kukac, 2009). However, it is also worthy to note that attitudes and beliefs held by the public are a "human driving force" capable of influencing human activity and their associated environmental impacts (Kukac, 2009).

Therefore, it is crucial to understand the feedback of community members on the present level of consultation practices within the region.

This project's first research question is: *What are the current levels of engagement within the communities in Gros Morne, and how can engagement levels be improved?*

The data collected for this question was gathered through an online survey conducted using Qualtrics, and it was circulated among residents in Gros Morne.

The CII model has been effective in community change and has supported many organizations, communities across the world in solving problems (Kania & Kramer, 2013) related to natural resource decision making. Therefore, the CII model was introduced to many stakeholders in the Gros Morne region. The feedback of stakeholders was collected on how relevant the model would be to solve issues relating to establishing an MPA in Bonne Bay and how this model could serve as a foundation for extensive community engagement and collaboration. The second question asked by this research study was: *Can the CII model support the communities in Gros Morne to have effective engagement and help in natural resource planning and decision making.* The feedback in response to this question was gathered through a focus group discussion and telephone interviews with the community town councils.

1.7 Limitations and Assumptions

The study gathered information from a small proportion of individuals due to time and resource constraints. However, in understanding, if a model is suitable to be applied to the entire region, it needs to be tested, and a large sample should be approached. If the

communities adopt this model in Gros Morne, careful evaluation of the model will be required to ensure changes are being made for the future.

This study further recognizes that a wide array of organizations and individuals should be part of this model, and the process should be documented and altered to coincide with the needs of the context in question. Every community is unique in its way, and a successful model evolves over time and responds to changes¹⁰ (Kania & Kramer, 2013). Therefore, through proper documentation and evaluation of the model, necessary amendments could be made to ensure the model meets the project requirements.

GMNP has gained attention for many years and since the initiation of the park and the necessity of effective public consultation has been brought to attention continuously. With the threats of fracking in 2014, it created a common interest among the community on natural resource planning and conservation. Constant efforts are taken by the Parks Canada management team in the recent years to improve the level of consultation in the region. Stakeholders such as the Gros Morn Cooperating Association (GMCA) and STAR projects have constantly taken measures to improve the communications within the communities of the Gros Morne region. Communities in the Gros Morne region supports conservation and considers it as a priority, which also shows that effective consultation will lead to effective natural resource planning (STAR, 2016). Since the CII model has been successful in many projects, it would be interesting to understand if the model would support in developing community engagement in the Gros Morne region and

¹⁰ CI responds to and is shaped by a community's specific conditions. Combined learnings, in the form of ongoing data feedback and stakeholder reporting on community needs, resources and ideas, result in responsive collaborative action—a process Kania & Kramer call “feedback loop” (Demant & Lawrence, 2018).

support in natural resource planning. Chapter 2 will discuss the background of the study context and introduce the CII model and its merits.

2. Chapter 2: Literature Review

As the world's population exceeds seven billion, conservation pressures are increasing on our marine environments and natural resources (Brushett, 2018). It has been a difficult task to make decisions when diverse interest groups have varied suggestions on natural resource planning and therefore, it is important to have better dialog among stakeholders for meaningful and engaged decision making (Gopnik, et al., 2012). The variety of fish and fauna in Bonne Bay, coupled with residents' desire for protection of marine resources, suggests that there is a need for an MPA in the bay (Le Bris & Wroblewski, 2018). Establishing an MPA should evolve with the community and through effective consultation. Streamlining the process of consultation and ensuring accurate decisions are made could be possible with the CII model. The Collective Impact is a model brought forward to help community change and to bring the right people in to make informed decisions (Sutton, 2016). Through this literature review, the strengths and challenges of the model are argued and the method to drive community change is discussed. Understanding Canadas' global commitments on marine conservation are necessary to acknowledge the importance of conservation planning in Bonne Bay.

2.1 Introduction: Literature Review

In the year 2015, the government of Canada committed to protecting 5% of marine and coastal areas by 2017, and 10% by 2020 (Watson & Hewson, 2018). Canada

has the longest national coastline in the world, as well as the world's second-largest continental shelf (Yurick, 2010). However, the National Parks of Canada has focused mainly on terrestrial protection, and little has been done on marine protection (Yurick, 2010). Therefore, the National Marine Conservation Areas (NMCA) act was enacted in 2002 to protect ocean biodiversity (Lemelin, Koster, Woznicka, Metansinine, & Pelletier, 2010). Based on the NMCA¹¹ act, it clearly identifies that Marine Conservation Areas should be managed and used in a sustainable manner that meets the needs of the present and future generations without compromising the structure and the ecosystems which they are associated with (Yurick, 2010).

MPA is increasingly viewed as an essential management tool within the suite of policy alternatives to reduce, prevent or reverse ongoing declines in marine biodiversity and fisheries (Wood, Fish, Loughren, & Pauly, 2008). However, community support is considered a vital element for its sustainability. Fully protected MPAs have proved to provide support to coastal communities and local fisheries by improving fish populations, creating new jobs, and supporting eco-tourism (Watson & Hewson, 2018). However, many fisheries closures and MPAs might be judged successful from an ecological perspective, resulting in enhanced biodiversity and species abundance but fail to generate local support as communities may not see the potential benefits to local economies. Kincaid & Rose (2014) suggest that fishers that initially support closures are more likely to support marine protection efforts, illustrating a need to increase local fish populations

¹¹ NMCA in Canada are assessed based on several criteria including, relative importance for maintaining bio diversity, protecting critical habitats of endangered species, value for ecological research and monitoring, and potential for education and enjoyment (Le Bris & Wroblewski, 2018).

and projecting stewardship attempts to create MPAs. The report of Gopnik et al. (2012) also explains the dependency of humans on ecosystems. It, therefore, explains that environmental goals can never be met in the absence of thriving communities and vibrant economies. Humans are part of the ecosystem, and to have success in achieving conservation goals, it is inevitable that community support is of importance.

Community-based marine protection commitment is vital for sustainable fisheries conservation worldwide. The importance of community support has been recognized in conservation projects lately (Kincaid & Rose, 2014) and have identified community-based MPAs to be building blocks towards achieving conservation targets of a country. People often talk about the ecological benefits created by implementing MPAs as opposed to the benefits the communities would receive in the long run. There are human-oriented benefits when creating MPAs, such as increased fish population and income, tourism development, and increased recreation activities (Charles & Wilson, 2009). However, MPAs also help protect important habitats and assist in restoring the productivity of the oceans; thus, avoiding further degradation (Commonwealth of Australia, 2003). The report from Sanchirico (2000) says, even though the use of MPA across the world is still limited, there is growing empirical evidence that the ecological conditions within the protected area improve after the area is closed for fishing. Understanding the benefits an MPA creates from both ecological and human perspectives will help reduce any resistance that may arise.

MPAs create a range of benefits and costs that are distributed amongst associated stakeholders, including the coastal communities (Irwin, 2018) that depend on the natural

marine resource. Irwin (2018) further states that community support enhances the likelihood of meeting the marine conservation objectives by reducing political resistance. However, garnering community support for such interventions is not simple, as the benefits and the costs of such projects are not evenly distributed (Irwin, 2018). Therefore, it is best to find ways to increase the acceptability of unequal distribution of benefits and costs and shift the focus from equality to fairness. For example, including fishers in the decision-making process concerning marine conservation will help to offset some of the perceived inequities of MPAs (Irwin, 2018). Creating awareness among the communities on the benefits of ocean conservation is often seen as a priority, and public consultation and engagement strategies are often employed. As much as creating awareness among the communities is important, it is also essential to incorporate community knowledge and expertise in natural resources-based decision making (Morar & Peterlicean, 2012). Any decision that would affect the way of life of a community should move through a proper public consultation process (Brushett, 2018), which is a mechanism that includes community knowledge in conservation decision making.

The concept of public consultation and collaboration is essential in the development and management of MPAs, and its success depends on how well the interests are combined and how they work together (Kincaid & Rose, 2014). Mechanisms for gathering information, increasing awareness, conducting research, and ensuring participation of those who play a role in marine conservation, need to be established to improve collaboration and cooperation amongst stakeholders (Fisheries and Oceans,

1999). The key to successful decision making is to be centered on active community engagement from beginning to end (Gopnik, et al., 2012).

2.2 Community Engagement

At a basic level of community engagement, several challenges arise when it comes to defining who and what a community is (Lasker & Weiss, 2003). This ambiguity can be one of the main reasons why community engagement attempts fail. If the definition, purpose, and role of the community are not understood among all parties that are involved, expectations will not be met; thus, leading to failure. Definitions of community are usually focused on geographical connections and tend to include all people within a specified physical location such as a neighborhood (Milnar, 2014). Bowen, Newenham-Kahindi, and Herremans (2010) expanded the definition, determining that communities combine geography, interaction, and identity, and are “drawn together by shared social well-being” (p.298). Our understanding of community¹², therefore, has grown to include not only the geographical connections that join individuals but also the interactions that influence our well-being and emotions. Residents in a community should be engaged to build effective policies and programs that may affect their lifestyles (Milnar, 2014), and therefore, ensuring efficient engagement mechanisms are in place is considered necessary.

¹² In some contexts, “community” is used interchangeably with “stakeholders,” who tend to be individuals who live, work, own property, attend school, or otherwise spend time in an area (Milnar, 2014). However, some scholars argue that community does not include stakeholders such as the “financial community” or the “institutional investment community” since they do not share an interest in one another’s social wellbeing (Milnar, 2014).

The concept of engagement is not new. It has become an evolving topic currently with the emergence of new technology (Kang, 2014). The term engagement is often used to describe the involvement of audiences in learning. Kang (2014) further goes on to state that public engagement is not a one-way transmission of experts to the public, but a two-way interaction between people of diverse backgrounds and expertise (McCallie, et al., 2009). However, Lasker et al. (2003) mention that community members are “rarely treated as peers or resources in problem-solving” (p.20); instead, they are treated as customers, target audiences, data collection sources, and clients. Engagement, on the other hand, is a process where participants work together to define issues, design decision making processes, and create planning, policy, or program that are included in the decision-making process (Quick & Feldman, 2013). Engagement and collaborations are terminologies that are being frequently used widely in solving complex problems. It is worthy to note that the concept of collaboration has been embedded in the way people think about effective community problem solving (Lasker & Weiss, 2003). The most profound form of engagement requires considerable capacity building and support of a new leader, and organizations must take the time to develop trusting relationships at all levels of engagement (Milnar, 2014) to build a competent community. A competent community would be one that can cope with the problems of its collective life (Lasker & Weiss, 2003), even if the issues are complex. Thus, the concepts of engagement and community are deeply intertwined when it comes to dealing with issues related to community enclaves in the park’s boundaries.

Making changes or driving change in a community is not an easy task, but many researchers have frequently introduced collaborative methods to encourage community engagement. Some of these methods still prevail within organizations and communities and are known as multi-stakeholder collaboratives, funders collaboratives, and social network collaborative methods that have been introduced over the years to drive change. Even though collaborative methods were introduced in the past, the CII model draws attention due to its ability to solve long-term complex social problems that are not easily approached. Community groups have identified that real change does not happen through isolated intervention between organizations but from sectors working together (Milnar, 2014). Therefore, the CII model provides a framework to bring organizations together to achieve such change. The CII is a framework developed to promote the most effective cross-sector collaboration to solve multifaceted social problems (Sutton, 2016) and is a relatively new approach but can be challenging in applying the model in communities.

The shape up Somerville Project group and the Poverty Reduction Group in Ontario are some of the successful examples of CII attempts (Milnar, 2014). The shape up Somerville project adapted a city-wide engagement strategy to include as many stakeholders as possible into the project and the city of Somerville acted as the backbone organization in the CI initiative. The Somerville project was initiated to resolve childhood obesity and increase community health. The project draws attention towards effective engagement and on how it could lead to positive outcomes and long-lasting solutions. As discussed above, social change requires the inclusion of community voices into programs and policies. The CII framework enhances traditional collaboration practices within communities while encouraging a culture of shared leadership, deeper community

engagement, increased accountability, and a shared vision (Bradley, Chibber, Cozier, Meulen, & Ayres-Griffin, 2017).

The CII model has gained attention in the recent past for its success in public engagement and long-term community change (Demant & Lawrence, 2018). The CII framework was coined in the Stanford Social Review in 2011. After its considerable success over the years, the model has been adopted to support social initiatives across the US and around the world (Kania & Kramer, 2013). Many environmental policy decisions could be better informed, and the information base could be more credible for interest groups if residents were engaged effectively (Kukac, 2009) through a CII initiative. In all applications, CII includes a central infrastructure, a dedicated staff, and a well-structured process (Kania & Kramer, 2011). The CII model has been electric in community change, and many businesses adopted the model into their organizations and within various sectors such as health, education, justice, and natural resources (Cabaj & Weaver, 2017). More and more people have come to believe that the CII model is not just a fancy name for a way to collaborate, but represents a fundamentally different, more disciplined, and higher performing approach to achieving large scale social impact (Hanley Brown, Kania, & Kramer, 2012). As some continue to misrepresent the CII model as merely another form of collaboration, the following section provides an overview of the various types of collaborations. It outlines how CII models that are already in use differ.

2.3 Types of Collaborations

Corporations are increasingly confronted with the need to address new social and environmental concerns (Moog, Spicer, & Böhm, 2015). Therefore, as a response to this,

organizations started developing many forms of collaboration (Braun, Kowalski, & Hollins, 2016). Some types of collaborations are similar to the CII model and have a similar structure that could help solve problems. However, CII advances collaborative efforts by providing a formal framework as a guide to organizations (Braun, Kowalski, & Hollins, 2016). While organizations have helped to solve problems through many other forms of collaborations for decades, they usually lacked the elements of success that have enabled the CII model to achieve sustained efforts. These elements include a long-term vision, a reliable backbone organization, and the ability to build a solid relationship among its stakeholders (Kania & Kramer, 2011).

It is vital to understand the types of collaborations that are in use to distinctively recognize the differences between the collaborations that are in use and the CII model that is recognized globally. The collaborations that are in use are Funder Collaboration, Public-Private Partnerships, Multi-Stakeholder Initiatives, and Social Sector Networks. The first collaborative effort is the Funder Collaboration; it is where groups of funders and organizations work towards a common problem and pool their funds together to encourage solutions (Kania & Kramer, 2013). The principles in this category do not have evidence-based planning or a shared measurement system. Hence the reason why the CII is more effective than the Funders Collaborative method. The second collaborative method that could be seen in the literature is the Public-Private Partnerships. These partnerships have been used for building infrastructure such as roads, schools, etc. (Catsi, 2018). It is a project or program that utilizes funding from both public and private sources (Catsi, 2018), and they are often targeted narrowly. They do not include a full set of cross-sector stakeholders (Kania & Kramer, 2011). However, the CII model supports a

long-term stakeholder relationship. The third method is the Multi-stakeholder initiative, which brings together corporate and noncorporate stakeholders around a common theme (Moog, Spicer, & Böhm , 2015). Even though it brings a broad cross-sector group of individuals together to solve a common goal, the multi-stakeholder initiative lacks a shared measurement system and a robust support infrastructure. The strength of the CII model is its strong backbone organization, which binds the group together. The fourth method is the Social Sector Networks method and is created by groups and organizations that purposefully form relationships, whether formal or informal (Kania & Kramer, 2011). The social sector networks are generally ad hoc and are for short term goals. However, the CII model is successful when there is a complex problem, and when it is long-term in nature. Appendix C provides a summary of the above-mentioned collaboration methods.

Comparing the above various forms of collaborations, the CII model has gained considerable attention due to the reliable results it has generated in the past and the strong structure it provides, which helps to solve intricate problems (Kania & Kramer, 2013). In this study, the CII model will be discussed by applying it to the Gros Morne region, Newfoundland and Labrador and understanding how such a model could help the communities to effectively engage, thus supporting conservation goals in the region.

2.4 Introduction to the Collective Impact Model

Collective impact was defined by Kania & Kramer (2011) as “the commitment of a group of factors from different sectors to a common agenda for solving a specific social

problem, using a structured form of collaboration” (Prange, Reiter-Palmon, & Allen, 2016, p. 87). As cited in Kania and Kramer (2011), The model is quite new and was first noticed in a case study the authors examined. The study focused on the difficulties experienced in the United States after World War II when the country was facing increasing high school drop out rates and the education system was at stake. Thereafter, many stakeholders across the country worked collectively to solve the issue and was successful through a collective effort. The solution that they identified was to have a complete reform in the system, which they named it “cradle to career” (Kania & Kramer, 2011, p. 36).¹³ The steps followed in the above-mentioned cross-sector collaboration were mapped out in a model that was later known to be a CII effort by the authors. There are also many other instances where the model has been successfully implemented in Southeast Virginia, Australia, and multiple places in Canada (Kania & Kramer, 2011).

The CII model is still relatively new, but there are a significant number of success stories in the United States and Canada. For example, Vibrant Communities, which is an organization in Canada funded by the J.W McConnell Family Foundation, Tamarack, and the Caledon Institute of Social Policy, were collectively able to effectively impact the livelihood of 202,931 households that were living in poverty in 13 cities. During the first ten-year phase of their implementation, the outcomes included new skills and resources, improved social ties, and direct benefits that enhanced life circumstances for those living in poverty (Weaver, 2014). Weaver’s report (2014) also mentions that this initiative resulted in 53 substantive policy changes. Therefore, while this model is still in its

¹³ Over 300 stakeholders across the US came together to participate in the CII initiative in improving student achievement (Kania & Kramer, 2011).

infancy, there are positive signs that point toward its significant contributions to social change and reforms in policies.

This research study will use the CII to understand how it could be applied in rural communities, particularly in the Gros Morne region of Newfoundland and Labrador, as a mechanism to bring cross-sector stakeholders together to solve problems relating to natural resource planning. The CII model could help create better interactions within the eight community enclaves in Gros Morne. Studying the merits of applying the CII model in the Gros Morne region of Newfoundland and Labrador will also provide a better understanding of its structure and strengths. Communities in Gros Morne want to be included in decision making (Crantson, Neis, & Best, 2009) and embrace opportunities to engage and interact with other communities, which would benefit in applying the CII model.

2.5 Collective Impact Initiative Model

The concept emerged in response to widespread recognition of the fact that traditional approaches to solving complex social challenges were not working, and a new approach was needed (Gallagher, 2014). New models are required to bring about change at a system-wide level, which will require a re-learning of what it means to collaborate (Anderson, 2015). The report from Anderson further elaborates that CII emerged in response to the recognition that traditional models of social change were not going far enough. CII offers an advanced form of structured cross-sector collaboration with the required systemic change.

Proponents of CII argue that the model is superior to traditional social change mechanisms where single non-profit organizations, government agencies, and businesses operate in isolation, often in competition over scarce resources and jurisdiction (DuBow, Hug, Serafini, & Litzler, 2018). The traditional method of funding one organization to find a single solution to a complicated problem that is continuously changing is not going to provide a reliable long-term solution (Kania & Kramer, 2011) hence the reason why the CII model was developed. The CII model recognizes the need for a variety of services and interventions coming together to solve a problem, and the model can be applied against a wide range of issues at the local, national, and even global levels (Hanley Brown, Kania, & Kramer, 2012). The CII model is grounded on the belief that no single policy, government, organization, department, or program can tackle or solve the increasingly advanced social problems that we face as a society, but through cross-sector coordination, even the impossible is possible (Julian, Bartkowiak-Théron, Hallam, & Hughes, 2017).

In terms of community engagement, the CII model has the potential to create more community-based solutions and approaches (Gemmel, 2014). However, community knowledge plays a significant role in the model, which is why collaboration within and between stakeholders is essential, and results cannot be generated through isolated attempts (Gemmel, 2014). Community knowledge is the information people in the community collect through their experience and expertise – such information from fishers has proved to be important when creating MPAs (Charles & Wilson, 2009).

The literature suggests that the CII Model may not work in every situation. Certain conditions need to be present in each context and Hanley Brown, Kania, & Kramer (2012) discuss this in their article. They posit that three preconditions need to be met before implementing the CII model. The first precondition is to have an influential champion, a leader who commands the necessary respect and keeps the team together, creating an active environment. The second is to have adequate financial resources to last for two to three years, with one primary funder to support the startup of the project and organizing the required resources. The third is having the urgency to change, which is a crisis situation that urges people that change is needed and persuading people to get together. They further explain that these conditions will bring people together who have never worked before in a CII effort and will hold them together in the project, teaching them the value of collaboration.

In implementing the CII model, there are key intangibles or the softer elements that should be achieved if the model is to work. These include trust among the diverse stakeholders, leadership identification/development and, creating a learning culture across groups (Hanley Brown, Kania, & Kramer, 2012). Some scholars argue that for better engagement in communities, a broader spectrum of the public should be engaged (Koch, 2013). To include a broad spectrum of the community, a wide array of tools needs to be used strategically to ensure more voices are heard and included within the CII model. Many examples across the world have proved that intensive community engagement can lead to collective seeing, learning, and doing in communities (Amed, et al., 2015). CII has succeeded in making commitments and being accountable for supporting larger shared goals for all levels of community, from large public institutions and multinational

corporations to individual donors and community-based NGOs (Gallagher, 2014). In contemporary contexts, organizations no longer focus on finding solutions for specific problems but focus on finding solutions that could solve a broad array of issues.

CII poses many challenges as well, especially the difficulty in bringing people together who have never collaborated before and the necessity of engaging identified resources and innovations that often already exists but not have been recognized (Kania & Kramer, 2011). Kania (2013) mention in their report that the success stories of the CII efforts around the world are discovering that the problem is not a lack of resources, but the inability to accurately access the resources and solutions that best fit the situation. CII purports to solve social problems by changing systems, but systems themselves can be very complex, involving multiple players playing multiple roles that are critical for change (Sutton, 2016).

Only a collaborative effort within the community can create the long-term vision needed to attack the problem from diverse angles, and it is not a simple task (Bradley, Chibber, Cozier, Meulen, & Ayres-Griffin, 2017). In recent years, funders and practitioners have embraced the CII model to enact community-driven social change and to solve similar complex problems (DuBow, Hug, Serafini, & Litzler, 2018). Stakeholder organizations working independently often produce isolated results, and the results can be overlapping (Braun, Kowalski, & Hollins, 2016). CII advances the collaborative approach by providing a formal framework for organization and action (Braun, Kowalski, & Hollins, 2016).

Sometimes one of the biggest obstacles for the CII is that initiatives rarely invest the necessary time and resources in teaching people how to engage the community

effectively and that the community should own its issue and not the organizations that are involved in finding the solution (Sutton, 2016). The more the community engages and takes responsibility, the easier it is to bring out solutions as their thoughts and feedback matter for the success of the CII model. Kania and Kramer (2011) listed five essential criteria that distinguish CII from other forms of collaborations and they are: Having a common agenda, engaging in a shared measurement system, ensuring that they are mutually re-enforcing activities, continuous communication, and a strong backbone organization.

CII requires all participants to have a shared vision of the problem (Kania & Kramer, 2011). A joint approach with agreed actions is also an essential element and will support the participants to have adequate information exchange (Holmgren, 2018). The CII model is based upon the assumption that often the resources and services to promote change already exist, but they have not yet been recognized, supported, or connected (Sutton, 2016). Therefore, having a common agenda will enable participants to focus on available resources and to agree on the resources that could be utilized (Braun, Kowalski, & Hollins, 2016). Having a common agenda, will encourage participants to focus on the goals and keep them intact while encouraging interaction with each other (Kania & Kramer, 2011).

Mutual agreement on a shared measurement goes hand in hand with agreeing to have a common agenda (Kania & Kramer, 2011). It may seem difficult to have one shared measurement system, but with the recent advances in the technology of reporting and the use of software, several feasible options are available to practitioners (Kania & Kramer, 2011). In a shared measurement system, there needs to be a list of key indicators

that will be used across all participants (Holmgren, 2018), and by having common indicators, it will ensure the consistency of the results and findings. The success of a model depends on how the results could be measured, and in measuring the success of the CII model, the literature commonly differentiates between output, input, and impact (Kreimer & Hamburg, 2019). Kreimer & Hamburg (2019) further state that output refers to the immediate outcome and immediate effects, but the word ‘impact’ refers to long-term, intended, and unintended consequences on society. The challenge lies in convincing funders of the importance of investing resources in building relationships and co-developing the initiative in partnership with community stakeholders (Amed, et al., 2015); it is this investment that will generate the hoped-for impact.

The model encourages each person to take up a set of activities that will support and coordinate with the actions of others (Kania & Kramer, 2011). While participants are focused on one objective, a common shared measurement system allows all participants and cross-sector stakeholders to map their findings in a coherent method. These mutually re-enforcing activities ensure that individual agendas are aligned (Braun, Kowalski, & Hollins, 2016). In a CII model, people cannot work in isolation, and therefore, every step and action is communicated and shared among all group members (Kania & Kramer, 2011). Every stage of the CII model binds each activity together to ensure that the overall objective is being met.

Communication is imperative to solve socially complex issues, especially when a large geographic area is concerned. Developing trust among non-profits, government agencies, and corporations is a monumental challenge. The CII model is applied for the long-term and it may take several years of regular meetings to enable participants to

recognize common activities and appreciate each other's efforts (Kania & Kramer, 2011). Ongoing learning and adaptations are the outcomes of continuous meetings (Holmgren, 2018) and that will keep the group intact. CII is not a formula; it is an emergent process rather than one which is predetermined (Sutton, 2016) hence, the need for constant communication between stakeholders to manage the change. For any model to be successful, there needs to be a strong guiding force that keeps the group together and motivates them to generate results (Kania & Kramer, 2011). The backbone organization of the CII model acts as the driving force and provides the team with the necessary resources.

As the CII framework has evolved, so too has the concept of the backbone organization (DuBow, Hug, Serafini, & Litzler, 2018). For successful results, proper administration and strong management are required, and early descriptions of CII were quick to stress the importance of high-quality backbone leadership (DuBow, Hug, Serafini, & Litzler, 2018). Initiation and managing CII efforts require a separate organization and staff with a distinct skill set to serve as a backbone organization (Kania & Kramer, 2011). The report of Kania & Kramer (2011) further states that coordination takes considerable time, and as it is unlikely that the participating organizations will have time to carry out such tasks, having a coordinating support infrastructure will contribute significantly to the chances of success. The backbone organization tends to provide six roles: guide the development of a vision and strategy, support aligned activities, establish shared measurement practices, build public will, advance policy, and mobilize funding (Holmgren, 2018).

Those striving towards CII should encourage policymakers to support the CII process and encourage backbone organizations to take up challenges and to be that leader that drives community change. This report further elaborates that policymakers should focus more on achieving collaborative efforts in solving social problems within communities when initiating policies and conditions.

Collective impact efforts are effective when they are built from what already exists while honoring current efforts and engaging established organizations rather than creating new ones from scratch (Bradley, Chibber, Cozier, Meulen, & Ayres-Griffin, 2017). When the base is already developed, it is said to be much easier to respond to constant change. Additionally, a combination of a variety of services and interventions will help to solve a problem rather than seeking a single solution (Hanley Brown, Kania, & Kramer, 2012). Further, even if the CII did seek to discover a solution, Kania & Kramer (2013) state that there is no ultimate solution beyond the process of continual adaptation within an ever-changing environment. While the CII is showing promise to deliver expected results, it is still in the early days. Our society often demands quick solutions and short-term relief methods. However, CII requires a more extended period of time and more dedication to show concrete results (Weaver, 2014). The CII model is regarded as a model that will generate long-term payoff with a system change that will help communities to thrive (Weaver, 2014). Decision making in a community can be a very daunting process, especially when the decision is to be applied in a complex situation, for a complex problem, and with many stakeholders having different opinions. (Brushett, 2018). The CII model could help to solve many of these complex situations if only communities started embracing the CII Model (Harwood, 2016).

CII Model has been used to solve diverse problems addressing issues as varied as juvenile justice reform, environmental protection, homelessness, and food systems (Hoey, Colasanti, Pirog, & Shapiro, 2017). Most recently, the CII model has been expanded to address natural resources issues (Braun, Kowalski, & Hollins, 2016). The next section will provide the context of the communities where this model could work to enact social change on this topic.

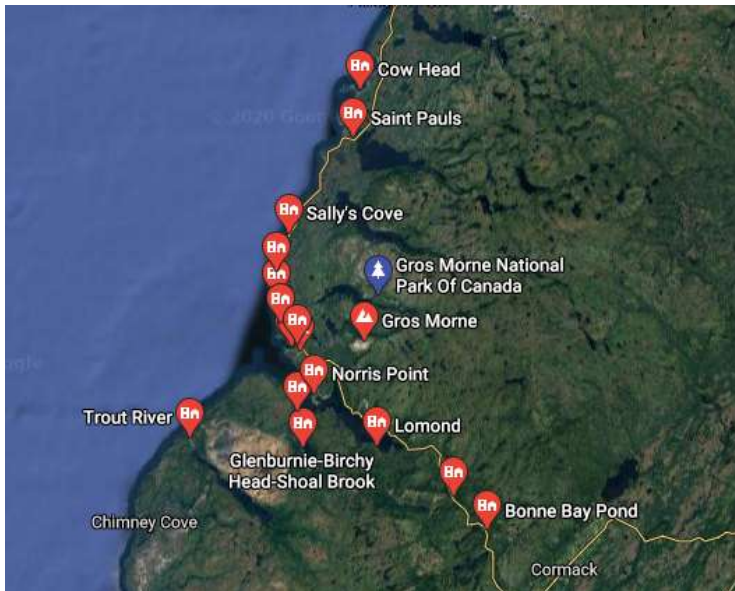
2.6 Communities enclaves in Gros Morne

Established in 1973, Gros Morne National Park consists of 1805 square kilometers of wilderness on Newfoundland's west coast (Parks Canada, 2019). The natural beauty and the unique geological showcase earned Gros Morne its UNESCO world heritage status in 1987 (Parks Canada, 2019). The roadway passes through the park's varied terrain and coastal villages, and the area is renowned for its wildlife, mountains, massive cliffs, deep fjords, alpine tundra, long sand beaches, and the golden tableland plateau. Gros Morne National Park is dominated by the Long Range Mountains, which rise from the Gulf of St. Lawrence. The park includes more than 190km of diverse coastline, a maritime climate, unique geology, and dramatic topography shaped by periods of glaciation for more than 2 million years (Parks Canada, 2019).

The Gros Morne region has been inhabited by indigenous cultures going back at least 4500 years (Parks Canada, 2009). Today, eight communities lie adjacent to the park, and they are Norris Point, Rocky Harbour, Glenburnie, Woody Point, Sally's Cove, Birchy Heard, Shoal Brook, and Trout River (Le Bris & Wroblewski, 2018). These

communities share a strong relationship with the park and with the Bay's marine ecosystems, and they are home to 3361 people (Census Stats Canada, 2016). The map below gives a snapshot of the community enclaves in the park.

Figure 2. 1 *Gros Morne Communities*



Eight community enclaves in Gros Morne, Newfoundland] Retrieved on March 25, 2020 (Google, n.d)

Bonne Bay is a small fjord located on the west coast of Newfoundland at the base of the Great Northern Peninsula (Crantson, Neis, & Best, 2009). There is a strong fishing tradition within these communities, and hence, this relationship between the communities and marine ecosystems has increased over the years (Le Bris & Wroblewski, 2018). The terrestrial ecosystem of Gros Morne National Park GMNP is protected by the federal legislation (Canada National Parks Act, S.C 2000) designed for managing human activities in the park (Parks Canada, 2009). This legislation mandate ends at the low tide mark, and therefore, the marine ecosystem of Bonne Bay has no protection (Le Bris & Wroblewski, 2018).

In 1973, according to Lois (1974), there had been a lack of planning, coordination, and communication among Parks Canada and the communities of Gros Morne. Kukac (2009) suggests that in 1973, the park's designation process took place without proper consultation, and it did not receive support from many communities. This resulted in a negative relationship between the communities and the designated organizations. The report goes on to mention that the main reason for the negative feedback from the communities was that people had lived off the resources of the park area for many centuries, and rules and regulations were imposed without sufficient public consultation. However, in the recent past, there have been many attempts made by Parks Canada to restore the relationship with the communities with extensive public consultation through their management plans (Parks Canada, 2009).

Bonne Bay is blessed with unique biodiversity of species, and there have been many reports published on the fish and fauna in Bonne Bay. Therefore, in this research report, discussions about a possible MPA in Bonne Bay is brought out as an example to discuss the application of the CII in the Gros Morne region. A report from Le Bris & Wroblewski (2018) provides information on the variety of species in Bonne Bay and highlights its uniqueness. Initial screening and research have been conducted on the importance of Bonne Bay to its communities and the ecosystem. The report from Le Bris further mentions that the species composition across sites reflects a range of salinity, substrate composition, and presence of eelgrass. The report further states that the Bonne Bay fjord supports small boat fisheries for American lobster and supports recreational fishing for Atlantic cod and sea-run brook trout, pleasure boating, sailing, SCUBA diving,

kayaking, and birdwatching. Also, several species of marine mammals and fish listed under the Species at Risk Act (SARA) have been observed in Bonne Bay, and these fish assemblages reflect the diversity of habitat available in the bay, which included four species of conservation concern. Residents in Bonne Bay understood the importance of conservation many years ago, and this paved the way to establish a lobster conservation area in Trout River Bay on the southwestern boundary of Gros Morne National Park (Le Bris & Wroblewski, 2018). This stewardship attempt is an excellent example of a community-driven ocean conservation effort. Ocean stewardship activities can contribute to capacity building, increasing public awareness, understanding of ocean conservation issues, and the development of constituencies that support the marine protected areas network (Fisheries and Oceans Canada, 2005). Degradation of ecosystem functions has highlighted the need for better marine stewardship attempts to let marine resources to recover from decades of overexploitation, habitat disruption (Brushett, 2018), and conservation plays an important role in safeguarding the degraded ecosystems.

The bay is very much part of the lives of the communities in Bonne Bay. Fishing in Newfoundland and Labrador is not just an economic activity; it includes lifestyle, culture, and tradition that contributes to the significance of the human history of Canada (Kukac, 2009). Human values are said to be important in marine conservation decision making. Therefore, in implementing conservation goals in such communities, community involvement and engagement plays a significant role. There has been evidence in the past that proper consultation was not prevalent in Bonne Bay, which led to the lack of community support in conservation planning and decision making (Kukac, 2009); hence,

the need for better engagement strategies has been identified. At the time when Gros Morne was considered as a National Park, a few council meetings were held and people expressed their concern over them because they felt that there was a lack of interest on behalf of government officials of what is going on in Gros Morne (Lois, 1974). There is also written evidence that suggests that there was no discussion held on the rights of residents and no time was allowed for residents to voice their concerns (Lois, 1974).

Additionally, it seems that most communities have lost confidence in programs that are initiated in their areas due to its lack of sustainability (Harwood, 2016). Residents of Gros Morne understand that there is a need to bring stakeholders together to find solutions and to make collective decisions in their communities (Crantson, Neis, & Best, 2009).

Driving community change is not an easy task. Many collaboration methods are being used, out of which the CII model stands out for its effectiveness to build long-term cross sector collaborations among stakeholders. The CII model has been used to solve complex social problems around the world. The CII model has the potential to create community-based solutions and it requires all participants to have a joint approach, shared vision and agreed actions. Engaging residents effectively, may influence environmental policy decisions that could be better informed and credible. As discussed in the previous chapter, there has been evidence where the Gros Morne region has been affected with a lack of consultation. However, community residents in the Gros Morne region are very engaged and supports an infrastructure that enables strong communication and engagement. Therefore, the below chapters will elaborate on the findings from the community sessions and their thoughts of the CII model. The data collection process was

a five-month process and all responses were carefully tabulated. This research builds upon the CII model and introduces it to the communities in Gros Morne to collect feedback on its acceptability.

3. Chapter 3: Methodology

Social problems are challenging to solve without a fundamental collaborative mechanism. Therefore, groups and organizations across the world have begun using the CII model to work more effectively toward solutions for their social problems (Milnar, 2014). This model is the primary conceptual model used for this research. The data gathered through the study coincides with the five phases of the model and is composed of stakeholder input that was analyzed to determine the perceived relevancy of this model for the Gros Morne area. The purpose of this study is to answer the two primary research questions: firstly, to analyze the current level of public engagement in the community while suggesting possible solutions and secondly, to explore the application of the CII model in Gros Morne to solve challenges concerning natural resource planning.

My sample is a convenience sample and participants' contact information was gathered through the three-month internship I completed in Gros Morne. During the three months of the internship, I was able to identify the stakeholders in the region and was able to communicate with most of the residents. Therefore, the participants for the focus group discussion were recruited through my contacts, and the online questionnaires were distributed using my list of email contacts and with the help of the eight town councils.

This research study uses both qualitative and quantitative research methods. The online survey conducted primarily to answer the first research question takes the form of

a quantitative study, while the data gathered from focus group discussions meet the requirements of a qualitative study. The primary purpose of qualitative research is to describe and understand, rather than predict and control (MacDonald, 2012). Qualitative research permits information sharing between the researcher and the participant, giving both an opportunity to share and learn (MacDonald, 2012). Data collected from the focus group discussions was therefore structured to allow in-depth discussions and interactive participation with the respondents. At the same time, the online survey employed both Likert scale and open-ended questions to better enable the respondents to provide constructive feedback. Secondary data collection was completed through an extensive literature review to understand the concepts of the CII model and its success stories. The model was analyzed to understand how it might be implemented in Gros Morne and how it might contribute to fostering more effective public engagement in discussions around safeguarding natural resources.

An inductive research method was followed where the researcher conducted an extensive literature review to gather information on the model. Thereafter, primary data was collected to understand if the features of the CII model are seen in the Gros Morne area and to determine if the context is well suited for the application of the CII model. Focus group discussions, telephone interviews, and online questionnaires were conducted to gather the required primary data. Finally, the findings were compared to existing theories drawn from the literature. Participation in focus groups and interviews has encouraged stakeholders to consider adopting the CII model. Such action research outcomes are a unique feature of this research.

3.1 Guiding Framework

Action research is defined as a systematic collection and analysis of data to take action and make a change by generating practical knowledge (Baum, MacDougall, & Smith, 2006). Action research involves improving the affected stakeholders' existing situation. Traditional social science has been challenged by action research, which seeks full collaboration by all participants of a community or organization. Action research is well known for democratic participation (Fricke & Pfeiffer, 2015) and has paved the way for Participatory Action Research (PAR), which is a subset of action research. PAR is recognized as a successful research methodology in social science (Baum, MacDougall, & Smith, 2006). This research study will use PAR as the methodological framework.

The purpose of PAR is to foster capacity, community development, empowerment, access, social justice, and participation. PAR is considered a democratic mechanism in research that encourages participation (Baum, MacDougall, & Smith, 2006). PAR views participants as active contributors to research who actively participate in the entire process, not just as subjects. Effective data collection methods in PAR are interviews, focus groups, surveys, questionnaires, observations, diaries, and personal blogs and field notes (Baum, MacDougall, & Smith, 2006). However, for this research, three data collection methods are used, which are: focus group discussions, telephone interviews, and online questionnaires.

3.2 Data Collection Methods

This study contains two sections. The first part was to understand the relevance of the model to the Gros Morne region, which was assessed through the focus group sessions and telephone interviews. The second was to understand the importance of public consultation for the communities in Gros Morne and how the consultation can be improved. Using the CII model within communities will support cross-sector collaboration, thus enabling effective public consultation. The below chart would elaborate the questions, or the tasks completed by each of the data collection methods

Table 3. 1 Data collection Methods

Data collection Method	Research Questions Answered
Online Survey	<p>Do you think there is sufficient community consultation in resource management in Bonne Bay?</p> <p>How would you rate the current level of consultation in Bonne Bay?</p> <p>Do you think Environment protection and Marine conservation are important?</p> <p>Bonne Bay has been recognized as a place of importance for many endangered aquatic species. Do you think the bay needs protection?</p> <p>How important is public consultation to you in conservation planning?</p> <p>Does effective public consultation lead to good decision-making?</p>

	<p>Who do you think should be involved in conducting public consultation in the region?</p> <p>Will a Multi-stakeholder group representing all eight communities be an acceptable initiative to steer effective community engagement in natural resource planning and management?</p>
Focus group discussion and telephone interviews	<p>The stakeholders that should be included in the CII</p> <p>Identifying the backbone organization</p> <p>Strengths and Challenges of the CII model</p> <p>Overall acceptancy of the CII model</p>

3.3 Focus Group Discussion

The use of focus group discussions has increased in the past several years (Seekins & White, 2013). Focus groups are considered a socially oriented process and a form of group interviews that capitalizes on communication between the researcher and participants. The rationale of focus groups is that they provide a dynamic in which participants learn from one another and develop ideas together (Jackson & Verberg, 2007). Focus group discussion is a cost-effective method of gathering valuable input from diverse groups of stakeholders.

The focus group discussion method was employed in the current study to gather information on stakeholder perspectives on the CII model and how it could be applied to future projects in the region. Thirty stakeholders were contacted to join the discussion, and out of which only 18 participated (Appendix B). The stakeholders include local town council members and representatives from Parks Canada, Friends of Bonne Bay community organizations, small business entrepreneurs, the Gros Morne Cooperating

Association, Grenfell Campus Memorial University, the Bonne Bay Marine Station, and ACOA. This list of stakeholders was developed during the researcher's three-month environmental policy-related internship placement in the Gros Morne region during the summer of 2019.

Ethics approvals (#20201084) were obtained by the Grenfell Campus Research Ethics Board (GCREB) prior to the data collection. Thereafter a focus group session was organized on the 22nd of January 2020 at the Norris Point Cottage Hospital. A total of thirty stakeholders were invited out of which eighteen stakeholders participated in the discussions. Simultaneously an online survey was circulated among 70 residents of Gros Morne, out of which 50 respondents provided feedback. The survey was distributed using Qualtrics and in compliance with the ethics requirements.

For this study, focus group participants were invited via email. The invitation also included a short briefing on the discussion points. Before the Focus group discussion began, the participants filled out an informed consent form as a prerequisite of the GCREB. The larger the focus group, the more reliable outcome of the study would be (Jackson & Verberg, 2007). Therefore, this study aimed at recruiting as many participants as possible. There were 18 participants at the focus group for this study, which facilitated the gathering of diverse feedback from a broad perspective. Since only stakeholders participated in the focus group discussion, there was also the need to engage the residents as well and it was vital to understand their thoughts on the public consultation process. Online questionnaires were considered the best tool to be used to gather as much feedback as possible by the residents of all eight communities.

3.4 Online Questionnaires

Questionnaires are a relatively inexpensive method of collecting data from a large group of people (Jackson & Verberg, 2007). The preference of online questionnaires has increased rapidly within the last years, and articles published using online questionnaire surveys have risen from 10 in the 90s to over 1000 in 2012 (House, Xie, & Gao, 2013). Residents' contact information was also gathered during the researcher's three-month internship and used here to distribute online questionnaires (n = 70). An online questionnaire was drafted and circulated to collect information from a convenience sample of residents in the Gros Morne area. The online questionnaire was distributed using Qualtrics sampling software. The questionnaire is attached in Appendix 03. The questions were aimed at gathering the respondent's feedback regarding the current level of engagement and their expected level of engagement in the region. The questions were also aimed at identifying if the required resources to implement the CII model were currently available in the region.

3.5 Telephone Interviews

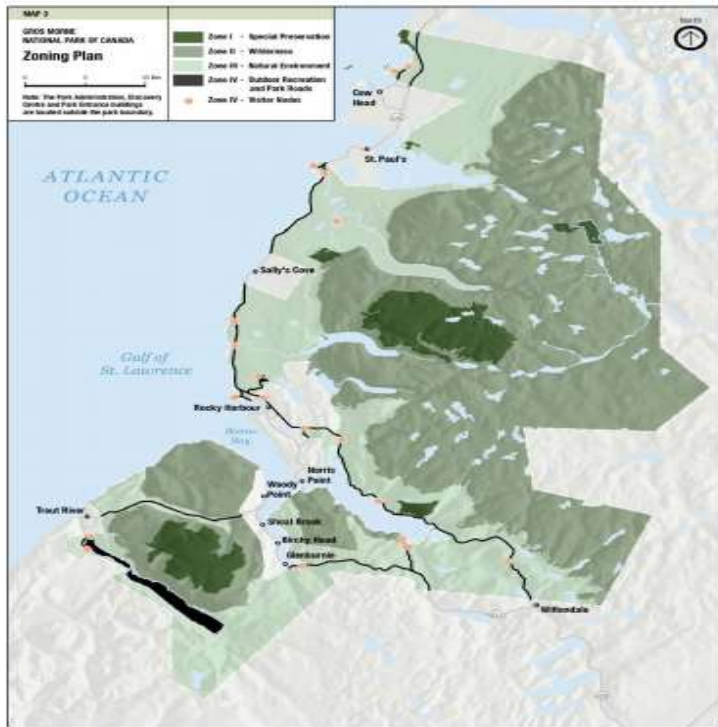
Initially, no telephone interviews were planned for this study. The intention was to conduct two sets of focus group discussions and an online survey. Due to COVID-19 restrictions, however, only one focus group discussion could be held in person, while the second round of discussions had to be conducted by telephone. This second round of telephone discussions focused on engaging with representatives of the town councils of Woody Point, St Paul's, Cow Head, and Trout River as they could not participate in the

first session. Feedback from these representatives was considered vital as representation from all eight communities was needed. Telephone interviews are said to be a useful alternative option for data collection, especially for qualitative studies (Burnard, 1994).

3.6 Research Area and Sample Size

Representative information for the online questionnaires, telephone interviews, and focus groups was gathered from all eight enclave communities in Gros Morne, which are: Trout River, Woody Point, Glenburnie-Birchy Head-Shoal Brook, Norris point, Rocky Harbour, Sally's Cove, St Paul's and Cow Head. In total, these eight communities have a population of 3361 (Stat Canada, 2016) and are shown in Figure 3.1. These communities are enclaves of the Gros Morne National Park, and public consultation thus plays a vital role in fostering positive relationships between park managers and stakeholders.

Figure 3. 1 : Gros Morne Communities



Reprinted from the Parks Canada management plan (2019)

Thirty stakeholders were targeted for the focus group session, and 70 respondents were targeted for the online questionnaire. The sample size was justified for the focus group discussion based on the number of players in the community and the maximum participant amount that could be accommodated into one conference room. The sample size for the online questionnaire was justified based on the number of respondent feedback received for the internship report. Though a total sample size of 100 is statistically adequate for representing the views of the population of 3361, generalizations and inferential statistics will not be used as participants were selected using a convenience sample. Convenience sampling is a type of non-probability sampling where the members of the target population that meet specific criteria such as accessibility, availability at the given time, or in other words, the willingness to participate is

considered for participation in a study (Etikan, Musa, & Alkassim , 2016). When combined with data from focus group participants (n = 30), the questionnaire data does provide a good overview of opinions regarding the CII model and includes information on the current level of community engagement in the region.

3.7 Data Analysis

Mixed method analysis is widely used in social research across the world (Andrew, Salamonson, & Halcomb, 2014). In qualitative research, the validity of observations and perceptions is often determined by the patterns that emerge in the data. It is, however, assumed that the more participants share similar views of a subject, the more valid the findings (Butters , 2018). The mixed-method approach using both qualitative (Focus Group Discussions and Telephone Interviews) and quantitative (Online Questionnaires) allows for each independent method to build on the other to compare on different facts and perceptions.

The qualitative data gathered from the focus group discussions and telephone interviews were analyzed using the NVIVO software, while the quantitative data that were collected through the online questionnaire method were analyzed using the SPSS software. SPSS software is widely used in scientific research and it helps to simplify results. It can produce a characteristic pattern between different data variables and can be obtained through graphical representation.

4. Chapter 4: Results and Discussions

This chapter will elaborate on the results obtained from the data collection. The findings of the study will be presented through the two research questions stated at the beginning. This chapter will combine the results and discussions for easy understanding. The feedback received from the fifty survey participants primarily addresses the first research question, while the feedback gathered through the workshop sessions and telephone interviews provide results in support of the second research question. There was a total of 20 participants in both the workshop and telephone interviews.

The main goal of the workshops and interviews was to gather information from all eight communities on the level of public consultation in the region and to understand if the CII model would help the communities in Gros Morne to have more planned, effective engagement in terms of resource planning. However, due to the Covid-19 pandemic, information from the Trout River town Council and Cow Head town Councils were not available. Invitations were sent to all eight town councils to participate, and the data gathered from councils, residents, stakeholders are analyzed in this chapter.

The first research question, which addresses the level of public consultation in the region, was addressed using an online questionnaire which was distributed using Qualtrics sampling software. The results were analyzed using SPSS to produce descriptive statistics outputs. The results gathered from workshops and interviews were analyzed using NVivo software because they are primarily qualitative data. This chapter is broken down into two parts. The first part is focused on the level of public consultation in the region and the suggestions received from the residents on how it could be more

effective. The second part of this chapter focuses on the CII model and collects feedback primarily from the respondents of the focus group session. The second part will also provide results on the overall acceptability of the model in Gros Morne. There was a total of 50 respondents to the online survey, with the majority being full-time residents of the enclave communities (n=32). The feedback of full-time residents and seasonal residents are tabulated in this study with their suggestions. The demographic variables of the respondents are given in Appendix D and E.

4.1 Public Consultation in Gros Morne

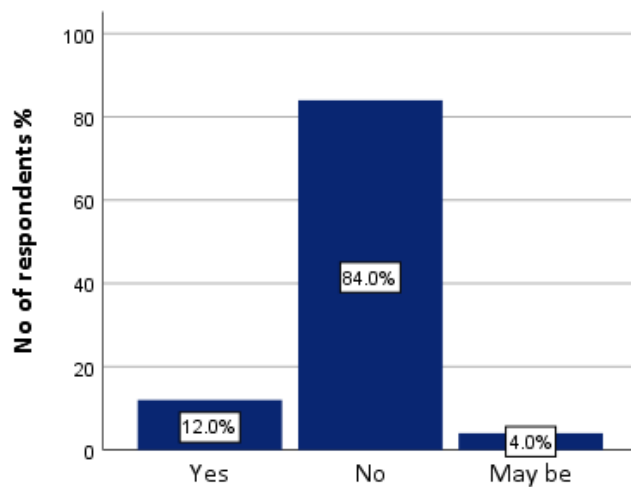
Research Question 01 – Is public consultation important in Bonne Bay for conservation planning?

Community-based natural resource management represents an innovative and promising tool for protected areas and conservation management. While organizations such as National Parks are mandated to safeguard biodiversity, many such organizations have realized that excluding communities from natural resource planning was not only detrimental to communities but also to existing protected areas (Rozwadowska, 2002). However, as Lois suggests (1974), at the time when GMNP was established the communities in the Gros Morne region were not part of the plan, and the lack of consultation within communities instilled negative perceptions among residents. Brookes (1988) mentioned that only a few public meetings were conducted, and those at the request of the residents.

In order to determine if residents' perceptions regarding levels of public engagement have changed over the years, this research presented participants with

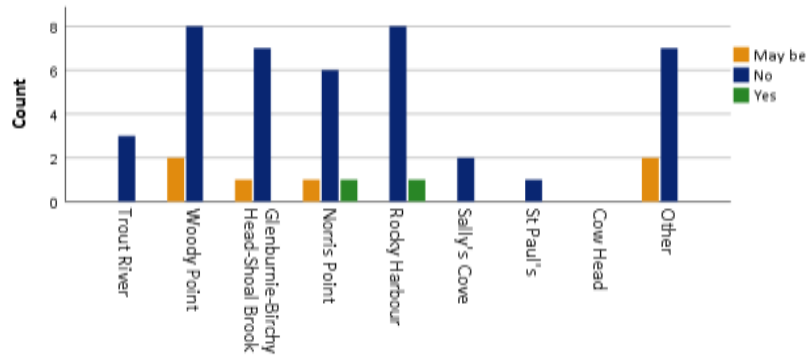
questions regarding levels of public engagement in more recent management efforts. The results show that, according to the study participants, little has changed. A total of 84% (n = 42) of respondents felt that there is a lack of consultation within communities, while 12% (n = 6) indicated that the level of consultation is sufficient (Figure 4.1).

Figure 4. 1 *Do you think there is sufficient community consultation in resource management in Bonne Bay?*



The above graph gives the percentages and the count of the responses concerning the question asked. A vast majority of respondents (84%) stated that there is no sufficient consultation within the communities at present. However, since 12% of the respondents said yes and 4% reported ‘maybe,’ it is important to understand the feedback given based on the community they live in for better accuracy and clarity on if community engagement is exercised only in certain communities. This information is presented in Figure 4.2 below.

Figure 4. 2 Do you think there is sufficient community consultation in natural resource management in Bonne Bay? -Community wise breakdown on the need for consultation.



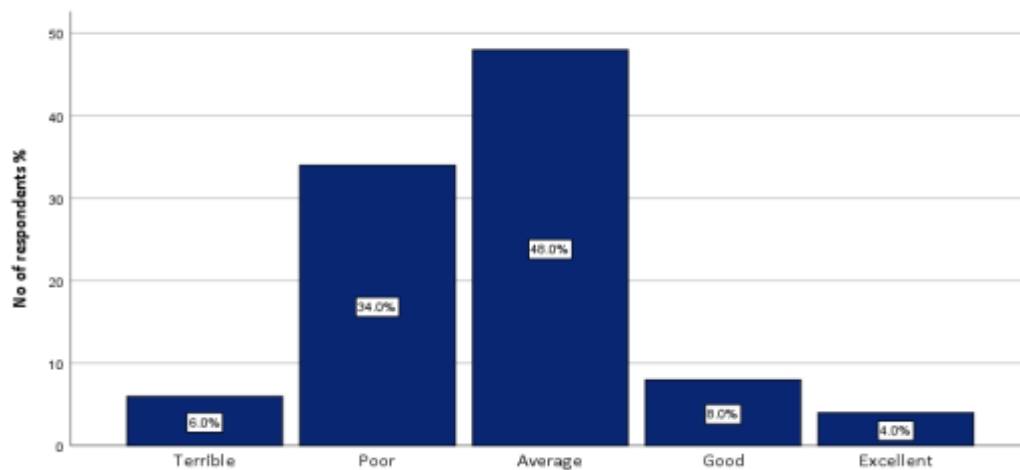
The graph above shows that dissatisfaction with current levels of public consultation in the Gros Morne region is widespread among all the communities sampled. This data indicates that irrespective of the residing community, the majority of the respondents feel there is a lack of communication within the Gros Morne region. Some scholars argue that for better engagement in communities, a broader spectrum of the public should be engaged (Koch, 2013). The findings of the study demonstrate that the lack of public consultation highlighted in 1973 when Parks Canada took over, is still an issue even in the present context. Communities should be considered as an integral part of the socio-ecological system (Rozwadowska, 2002) for effective public consultation and community engagement to be achieved.

Lois (1974) had noted that there was no two-way discussion held or opportunity provided for residents to voice their concerns when Gros Morne was declared a national park. While some authors have suggested that since the initial park establishment, residents have noticed a distinct positive change in the extent and frequency of public

engagement by Parks Canada (Innes & Heintzman, 2012), participants in this study expressed a continuing dissatisfaction with consultation efforts.

The following graph shows the overall ratings on the public consultation process, which is currently employed in the Gros Morne region. The respondents were asked to indicate their level of satisfaction.

Figure 4. 3 *How would you rate the current level of consultation in Bonne Bay?*



Note: the current level of consultation was rated in a 5-point scale (5=Excellent and 1=Poor).

Almost half of the respondents (n = 24) rated the level of consultation in Gros Morne to be average (48%) while an (n=17) respondents (34%) ranked it as poor and 6% rated it as being terrible. A few respondents (12%) rated it as being good or excellent. The results suggest that while there has been an improvement over the years, there is an enduring need for decision-makers to better engage with communities in the region. However, in research, it is important to consider the feedback of the majority. For natural resource planning to be successful and for Bonne Bay to be considered as a conservation area, it is necessary to establish an effective mechanism within the region to ensure

everyone is included in natural resource planning and decision making. Inclusion can be done through effective engagement and consultation. Humans are dependent on natural resources for their basic needs and hence the need for inclusion in decision making (Rozwadowska, 2002).

McCuaig (2012) argues that local people were not given a chance to contribute, nor were they consulted during the consultation process in the past when Gros Morne National Park was established. The report further states the interaction between parks' staff and regional actors was minimal or non-existent during the lead up to the designation of the park in 1973, leading to distrust and poor relationship during the park's early years. However, Figure 4.3 shows that at present, there is an average amount of consultation, but it could improve. A respondent mentioned in the online questionnaire.

“We need to make the public aware of what's happening and first engage with the public more frequently. The communication shouldn't be lost” (Participant A)

Other literature from this region also suggests that the consultation improved over the years and Parks Canada staff did make an effort to engage the community (Innes & Heintzman, 2012). The staff and the community working together will lead to community support in natural resource planning that would help to build positive relationships between the two groups, thus making the execution of conservation plans much easier more sustainable.

Environmental protection has been a topic of broad public interest in recent years. The concept of sustainable development entails a combination of economic development, environmental protection, and social advances (Qu, Liu, Nayak, & Li, 2015). National

Parks of Canada has focused mainly on terrestrial protection, and little has been done on marine protection (Yurick, 2010). Fully protected MPAs have been found to provide support to coastal communities and local fisheries by improving fish populations, creating new jobs, and supporting eco-tourism (Watson & Hewson, 2018). Therefore, it was necessary to understand the input of residents in the Gros Morne region on the importance of both environmental protection and marine protection. The respondents were asked to rate how important environmental protection was to them using a five-point Likert scale with 5 being very important and 1 being not at all important. As seen in the table below, all respondents rated environmental protection as having a very high level of importance (Table 4.1).

Table 4. 1*Do you think Environment protection and Marine conservation are important?*

	N	Mean	95% Confidence Interval for Mean		Minimum	Maximum
			Lower Bound	Upper Bound		
Full-time	32	5.0	5.0	5.0	5.0	5.0
Seasonal	17	5.0	5.0	5.0	5.0	5.0
Other - Visitor	1	5.0	.	.	5.0	5.0
Total	50	5.0	5.0	5.0	5.0	5.0

Note: 5=Very Important, 4=Important, 3=Neutral, 2=Not important, 1=Not at all Important. The results show that all respondents rated environment protection as being 'very important=5'.

The above chart gives the mean values of resident's feedback to the question and the responses are segregated based on full-time residents, seasonal residents, and other visitors. Both full-time and seasonal residents indicated that environmental protection was very important. Full-time and seasonal residents spend most of their time in the

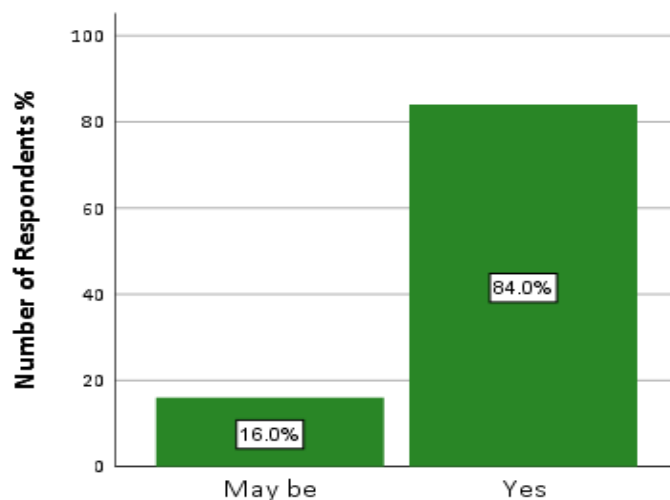
communities in comparison to visitors to the area. Therefore, feedback of full-time and seasonal residents is considered important to this study. The mean value in the above table is 5, which is equal to being rated as “very important.” All of our respondents agreed that environmental protection is of great importance. Under environmental protection, both terrestrial and coastal protection are important, but, as suggested by Youick (2010), marine protection takes on special importance in Canada due to the dynamic marine environment and the diverse species that are central to marine biodiversity present in its coastal areas. As previously stated, this research focuses mainly on the marine protection aspect in Bonne Bay and how an effective model could be brought forward to support community engagement in such important discussions in this context.

Community engagement surrounding this topic is, therefore, a critical step in this complex process of environmental protection. Marine protected areas have been viewed as an important management tool within the suite of policy alternatives to reduce and prevent marine biodiversity degradation (Wood, Fish, Loughren, & Pauly, 2008). This view has led the United Nations to announce global targets to be achieved. Canada is expanding its MPA network and has pledged to protect 20% of marine areas by 2020 (Brueckner-Irwin, 2018). Traditionally, communities have relied on natural resources available in the respective protected areas and corresponding support zones (Rozwadowska, 2002). Communities play a major role in marine conservation discussion and therefore, collecting feedback from communities in Bonne Bay regarding their perceptions in protecting the bay is vital for success in natural resource planning.

In this study, survey respondents were asked if they were aware of the unique biodiversity in Bonne Bay and if they supported the idea of Bonne Bay being a potential MPA. The feedback received from participants affirmed that communities in Bonne Bay have a strong relationship with the bay (Kukac, 2009) and that they supported the idea of coastal protection.

There was a total of 32 full-time residents who took part in the online survey out of a total of 50 respondents. Therefore, the majority (64%) of the residents were full-time residents, while 34% were seasonal residents. The results (Figure 4.4) show that a majority (84%) of the respondents, inclusive of full-time, seasonal, and other, were in support of protecting Bonne Bay while a few respondents (16%) answered maybe. Therefore, it can be concluded that the majority was in favour of Bonne Bay being declared a potential MPA. The important finding here is that none of the respondents answered “No.”

Figure 4. 4 *Bonne Bay has been recognized as a place of importance for many endangered aquatic species. Do you think the bay needs protection?*



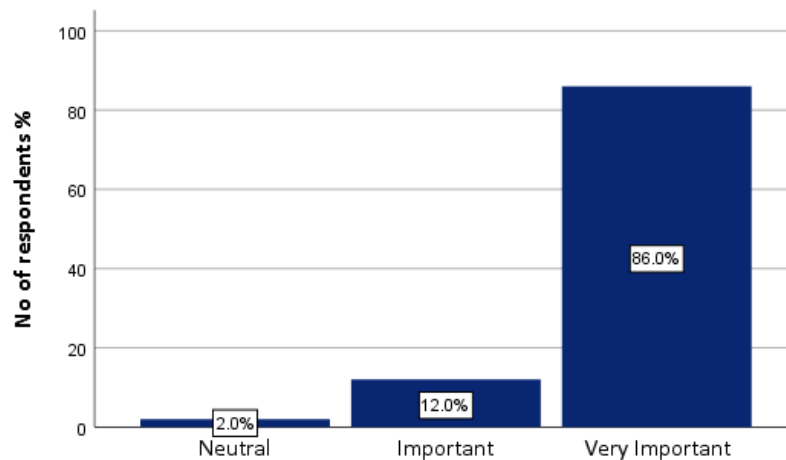
Note: 84% of the respondents agreed that BB needs an MPA while 16% of the respondents were not sure if it would be necessary

The fishing industry in Bonne Bay has traditionally been the backbone of the surrounding communities (Crantson, Neis, & Best, 2009). Communities in Bonne Bay are active and vocal in treasuring their resources and the bay is one of their important resources (Crantson, Neis, & Best, 2009). There have been records of community initiatives that were taken to create stewardship attempts for an MPA at the more informal community level, specifically focused on lobster conservation in Trout River (Le Bris & Wroblewski, 2018). Such efforts reaffirm the finding of the current study, which shows that the residents of Bonne Bay are in favour of protecting their bay. Community engagement in natural resource planning is, therefore, an important effort to safeguard valuable resources.

Irwin (2018) states that community support enhances the likelihood of meeting the marine conservation objectives by reducing political resistance. Community based marine protection commitment is vital for fisheries conservation and should be a basis for the implementation of fisheries conservation worldwide. The importance of community support has been recognized in conservation projects, especially in marine protection (Kincaid & Rose, 2014). Unless human values are considered, natural resource management will not be possible (Brushett, 2018). Bonne Bay communities are very much attached to their bay (Kukac, 2009) and including the community at the MPA discussions will contribute to its success in the long run, should such conservation effort be pursued in the region. This finding is reaffirmed by the results of the current study, which display respondents' perceptions of the importance of public consultation in conservation planning. In this study, the majority (86%) of the respondents (n=42) stated that public consultation in conservation planning is very important, while 12% (6

respondents) of the respondents rated it as being important, and none said it was not important (Figure 4.5).

Figure 4.5 *How important is public consultation to you in conservation planning?*



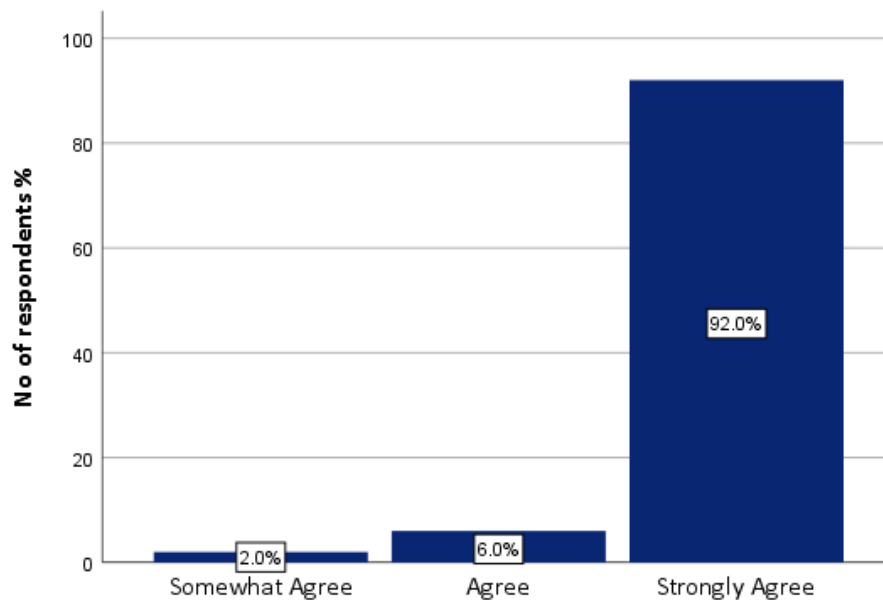
Having a strong respondent base that rates public consultation being “very important” (86%) is a positive outcome. Communities in Gros Morne have always been willing to communicate and earlier researchers have noted that community members in the region feel that effective communication could build a good relationship between Parks Canada and the communities (Susan, 1977). One of the most challenging parts of public consultation is actually engaging the public (Halseth & Booth, 2003), and having residents who know the value of public consultation and who are ready to provide feedback is very rare. It is evident that residents in Gros Morne are willing to be involved in public consultation processes. For success in natural resource planning, it needs to be supported by the community, and communities must become the primary implementers and decision-makers (Rozwadowska, 2002).

It is evident that public consultation in conservation planning is essential for conservation success and, relatedly, the application of the CII model. The CII model has been applauded for its ability to drive community change (Kania & Kramer, 2013). However, it is also necessary to understand if it could support making the right decisions.

Engagement is a process where participants work together to define issues, design decision making processes, and create planning, policy, or program outcomes and should be included in the decision making process (Quick & Feldman, 2013). As a successful example of effective engagement in Gros Morne: in 1999, decisions were being made about snowmobiling in the GMNP boundaries (McCuaig, 2012), and a community-based approach was initiated, which included representatives of the provincial governments and residents who collectively organized sessions to gather feedback and make decisions. This approach involved stakeholders from a very broad spectrum. The sessions were interactive and provided valuable feedback.

Community members should be deeply engaged throughout the process of a project (Sutton, 2016) because effective public engagement helps to build trust and relationships among one another, apart from helping to make the right choices (McCuaig, 2012). Having an active public consultation forum is important, but it is more important to ensure that results received from effective public consultation forums influence local decision making (Summers & McKeown, 1996). Figure 4.6 shows that almost all participants (92%) in the current study strongly agreed that effective public consultation would lead to good decision making in their communities.

Figure 4. 6 *Does effective public consultation lead to good decision-making?*



Note: 92% rated that effective public consultation could lead to good decision making while 6% said they agree while 2% somewhat agreed.

The important aspect to note is that no respondent rated as it being not important. As long as community support exists, good decisions can be made (McCallie, et al., 2009).

Similarly, other authors have also identified the involvement of communities as a means of generating innovative projects, reducing conflict, and enhancing the efficiency of public action (Koch, 2013). Through engaging the public, it is possible to implement new projects and make good decisions and policies that will benefit the communities. Public participation empowers citizens and encourages them to give ideas and feedback that would influence in creating public policy (Koch, 2013). Many communities lose their confidence in projects initiated due to their lack of sustainability (Harwood, 2016). For natural resource planning and management, there is abundant evidence that success

could be achieved by getting the community actively involved in decision making and implementation (Rozwadowska, 2002).

4.2 Application of the Collective Impact Initiative Model

Research Question 02 – How could the Collective Impact Initiative model be applied in Gros Morne to make informed decisions on ocean conservation in Bonne Bay?

A qualitative approach is used in this part of the research as a more in-depth form of data collection and analysis is better suited to achieving this next set of research objectives. Qualitative methods assist in uncovering emerging themes and insights while helping with a broad understanding of issues (Whyte-Jones, 2016). This study used the focus group method primarily to gather rich qualitative data on the feasibility of the CII model. The single focus group method has been widely used by both researchers and practitioners across different disciplines (Nyumba, Wilson, & Derri, 2018). The focus group discussion for this study was held on the 22nd of January 2020 at the Cottage Hospital in Norris Point, with 16 stakeholder participants. The communities represented were Norris Point, Rocky Harbour, Glenburnie-Birchy Head-Shoal Brook, and Woody Point. The list of stakeholders that were invited are provided in Appendix B. The focus group method was selected as it enables more interaction among participants, provides opportunities for the facilitator to explain the model, and provides participants with the ability to provide constructive feedback. The main methods of data collection during a focus group discussion include audio and tape recording, note-taking, and participant observation (Nyumba, Wilson, & Derri, 2018). Apart from the primary data collection

methods, interactive activities were also included to gather information, and flip charts were used to aid in the compilation of feedback.

Due to the Covid 19 pandemic and regulations of social distancing, the second focus group session, which was scheduled in March, had to be cancelled. There are eight community enclaves in Gros Morne and reaching out to all town councils was an important part of the study. Therefore, the four town councils that could not participate at the discussion held on the 22nd of January (due to unavoidable circumstances) were contacted through telephone as their input and suggestions play a major role in the evaluation of the model. As suggested by Whyte-Jones (2016), telephone discussions took the form of a semi-structured interview that allowed the researcher to use both a structured approach as well as a more conversational style in order to address the research questions. The data gathered through the focus group discussion and the telephone interview were analyzed using the NVivo analysis tool.

Deductive research works from the ‘top-down,’ from theory to hypotheses to data to add to or contradict the theory (Soiferman, 2010). The broader concept of the CII model was first studied and then narrowed down to understand its acceptability in natural resource planning in Gros Morne. A deductive research method was used along with a thematic analysis of the data, which allowed the identification and analysis of patterns within the data in the form of themes (Whyte Jones, 2016). NVivo 12 software aided in the analysis of the qualitative data and in coding them accordingly because it enables thematic analysis, which is considered to be the most useful in capturing the complexities in textual data (Whyte Jones, 2016). The audio recordings of the workshop and transcriptions of the interviews were entered into NVivo to code the data into groups as

coding is used to arrange ideas into nodes. The codes used were stakeholders of the CII, backbone organization, strengths of the CII, challenges of the model, improvements, and the acceptancy of the model.

During the focus group session, a brief overview of the model and international examples of its application were shared with the participants. The participants were also provided with a detailed explanation of the model. They were asked to provide feedback on whether they thought the model would help the communities in Gros Morne to solve public engagement problems that are complex in nature. Public engagement and consultation have been a frequent topic since Parks Canada established GMNP in 1973. Residents in Gros Morne flagged on the importance of having a public consultation forum in 1973. They reiterated the importance of having effective consultation during the data collection phase of this study. Involving the community from the start would contribute to informed decision making because the community and the environment are interdependent and including the communities in the decision-making process would lead to lesser conflicts. Before implementing the model, it is necessary to understand the key players in the area that could be involved as stakeholder groups. It is also important to identify the potential backbone organizations that could provide funding and resources. In addition to soliciting information on these model prerequisites, the focus groups session and telephone interviews were also designed to determine the extent to which enclave communities would be willing to engage in and embrace the adoption of the CII model. As Cabaj & Weaver (2017) state, it is vital to make a realistic assessment of where local actors have the knowledge, networks, and resources to make a difference within a

community. The CII attempt can be successful only if the stakeholder readiness, capacity, and willingness are assessed (Demant & Lawrence, 2018) prior to project implementation.

4.3 Identifying the Stakeholders

Many complex social problems seek collaborative efforts to address prevailing issues (Lasker & Weiss, 2003), and for real change to happen, sectors and groups should work together to make a change rather than driving towards isolated intervention between organizations (Milnar, 2014). During the focus group sessions, many stakeholders from communities in Gros Morne participated and worked together, sharing ideas when possible to understand if the CII model would be a success in their communities. The CII model encourages new ways of public participation and engagement, thus incorporating local feedback into informed decision making. The effect of CII on community change has been effective and it has been embraced by many organizations and communities to make changes in the social, economic, and even environmental challenges faced by their communities (Cabaj & Weaver, 2017). CII is now a dominant part of the landscape in community change. The model is successful in expanding the field of those who want to work together to build healthier communities (Cabaj & Weaver, 2017). Due to the CII model success stories across the world, the model was presented to the focus group participants to gather feedback.

To be effective, the CII model requires the inclusive involvement of a broad sector of stakeholders, particularly those most affected by complex issues that allow participants to draw a “360-degree in-sight” into the nature of the problem and how they might be

addressed (Cabaj & Weaver, 2017). Such engagement cultivates broad ownership and long-term commitment to the change process. Organizations and groups working individually often provide isolated impacts and could lead to overlap among groups working on the same issue producing gaps that undermine the efforts and the success of the project. Therefore, extra effort should be put into identifying the stakeholders to ensure that they come together to work on a common goal and to ensure that a cross-sector of groups are involved. The report from Braun (2016) mentions how organizations and groups engaged in the CII initiative to find a solution for the non-native phragmites in Great Lakes. The report further states that 160 people from 13 US states and two Canadian provinces participated in a CII effort and provided a framework for establishing goals and objectives. Implementing a CII initiative requires considerable time and resources as it takes time to map out the stakeholders to invite to the discussions. Mapping out the skills needed to create good opportunities, to engage people at each stage of the change process, and establish the confidence to navigate between conflicts of interests and values (Cabaj & Weaver, 2017) also takes a considerable amount of time. The stakeholders (for the focus group participants) were mapped out by the researcher based on previous contacts already established in the communities. A group of 30 respondents were invited to participate in the focus group discussion to gather feedback and ideas from a cross-sector group of individuals and organizations, out of which 16 participated in the focus group session.

This research study collected information and input from the community through surveys, interviews, and focus group discussions on identifying the stakeholders that need to be involved. Based on the feedback received from the focus group discussion held on

22nd January 2020, the stakeholder mapping and identification was completed. If Bonne Bay decides to have an MPA, the groups below (Table 4.2) were recognized as the potential stakeholder groups that should work toward the implementation of the CII.

Table 4. 2 Stakeholder Mapping (Focus Group, 22nd January 2020)

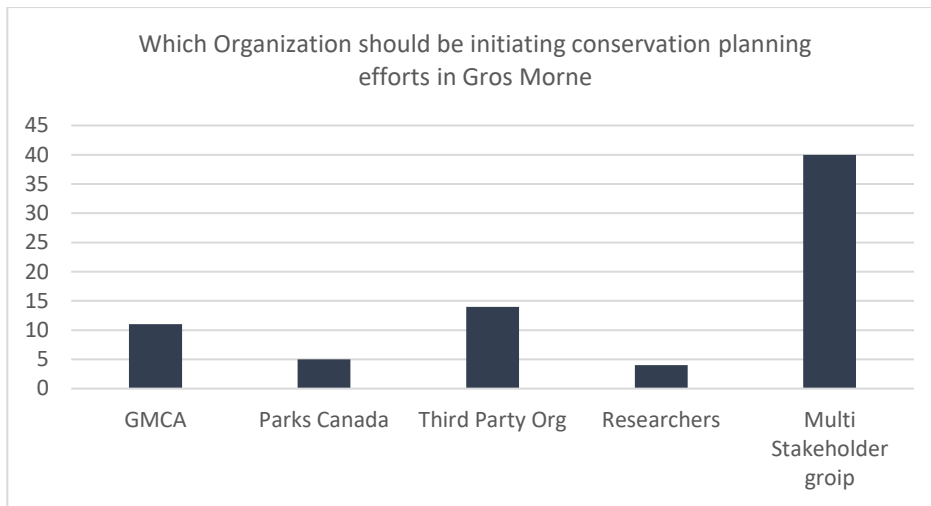
<u>Business Sector</u> Fishing Plants Tourism Store owners (Local Businessmen) Fishermen FFAW (Worker Unions)	<u>Government/Public</u> Municipalities Teachers Parks Canada Marine station, MUN, Grenfell Provincial Government Western Health DFO (Fisheries and Oceans)
<u>Community / Citizens</u> Youth Elders (Representation from the residents) Recreational users	<u>Voluntary/ Non-profits</u> Gros Morne Co-operating Association (GMCA) Lions Club Voice of Bonne Bay UNESCO Friends of Bonne Bay Atlantic Healthy Oceans Initiative (AHOI) Ecology Action Centre Oceans North Canada Parks and Wilderness (CPAWS) World Wildlife Fund (WWF) Kinsmen Gros Morne Summer Music Festival (GMSM)

Note: The list of stakeholders that should be included in planning an MPA in Bonne Bay

The above list of stakeholders was drafted during the focus group discussion and the objective was to include a cross-section of stakeholders to ensure fair representation. This effort coincides with the guidance provided by Brueckner-Irwin (2019, p.11), which states that “such attention to stakeholder identification and increased participation enables the incorporation of contextual factors into MPA governance, which is critical for MPA success.” Through the Qualtrics survey that was circulated, participants indicated that two important groups who, in addition to the above list, should also be included in a CII process were, The Harris Centre and Indigenous Communities. The voices of the Indigenous peoples should be heard and considered very important in any activity within communities. Indigenous participation can help to answer important questions and can provide direction dealing with key challenges facing communities (Assembly of First Nations, 2009). The Harris Centre has funded many projects in the Gros Morne region and they were also considered as potential stakeholders for the CII initiative.

Through the online survey, the residents were asked to identify who they think should be involved in conservation planning in Gros Morne. The feedback received from the residents showed they prefer a multi-stakeholder group initiative where representatives and key partners from each community would work together to establish a process for conservation planning in the community. The respondents believed it would be a fair representation that would lead to an accurate decision. The below chart outlines the responses received through the survey.

Figure 4. 7 *Who do you think should be involved in conducting public consultation in the region?*



Note: Multi stakeholder group (n=40), Third party Org (n=14), GMCA (n=11), Parks Canada (n=5) and Researchers (n=3)

The above outcome shows that the majority (N=40) of respondents selected a Multi-Stakeholder initiative to be the best option to lead the project of conservation planning in the Gros Morne region. Respondents were asked to choose from multiple options and a considerable number of respondents also selected GMCA as a potential stakeholder (N=11) that should be included in the discussions and third-party organizations such as NGOs (N=14) were in their list of preferences. It is believed that the impact of a collective action is greater than what can be achieved individually (Braun, Kowalski, & Hollins, 2016). Therefore, having a multi-stakeholder group that includes a cross-sector of individuals and organizations to work together with the community would be preferable than having one organization to solve problems and conflicts in the community. Similarly, study participants in the Gros Morne region have stated their preference towards a group of stakeholders as there would be community members

primarily included in the multi-stakeholder group and would lead to a bottom-up approach that would enable a transparent process.

4.4 Existing Collaboration Efforts in Gros Morne

A collaborative effort within the community can create the long-term vision needed to attack the problem from diverse angles, but such collaboration is sometimes challenging to achieve (Bradley, Chibber, Cozier, Meulen, & Ayres-Griffin, 2017). In an effort to address these challenges, a number of somewhat similar models have been promoted and have the structure or characteristics that can create successful results (Braun, Kowalski, & Hollins, 2016). People over the years have used many types of collaborative efforts to solve problems relating to their communities and there is evidence that communities in Gros Morne have been active participants in such collaborative efforts (Crantson, Neis, & Best, 2009). During the focus group discussion, one respondent mentioned that

“There are initiatives that [sic] is similar to the CII in the area, which is kind of a stakeholder engagement that we do. But this is a broader version of that, and we feel it would be nice to have such a model (Personal Communication, 22nd January 2020, Participant B)

It is evident that there have been instances where community-led discussions and collaborations have taken place within the community. Another example would be the series of public meetings, school events, and workshops that were organized in 2009 to educate the public on marine research and available resources in Bonne Bay (Crantson, Neis, & Best, 2009). These series of workshops are examples of Bonne Bay residents’

willingness to collaborate and engage in making informed decisions that would have a positive influence in the community.

“Trout River has separated [sic] an area for lobster fishing and that attempt was successful 10 years down the line and it was an investment they made and a collective initiative done in collaboration with the councils and the residents” (Personal Communication, 22nd January 2020, Participant C).

The establishment of a lobster conservation area in Trout River Bay on the southwestern boundary of Gros Morne National Park (Le Bris & Wroblewski, 2018) was initiated by local harvesters, an example of stewardship and collaboration of living marine resources. Study participants indicated strong opinions that the residents in Gros More are already moving towards a collaborative effort (as evidenced by their support for the prerequisites of the CII model) and they have the mindset that is needed to initiate a collaboration like the CII. Collective impact efforts are effective when they are built from what already exists. Honouring current efforts and engaging organizations that are already established, rather than creating new ones from scratch (Bradley, Chibber, Cozier, Meulen, & Ayres-Griffin, 2017), can contribute greatly to chances of success. The CII model has been used to solve economic problems within communities.

4.5 Requirement for a Backbone Organization

Most collaborations often happen without the backbone organization, but it is one of the frequent reasons why they fail (Cabaj & Weaver, 2017). Therefore, having a solid backbone organization to support the effort is crucial for success. The backbone organization is responsible for coordination, providing administrative support, conducting

periodic evaluations, and facilitating continuous communication. The backbone organization also ensures each element of the CII is advancing appropriately (Braun, Kowalski, & Hollins, 2016). Identifying the backbone organization in the Gros Morne region was a very important step to understanding who should take on the most important role in this initiative. During the focus group discussion, the participants stated that a backbone organization should be one that is not biased or emotionally attached to the region. Therefore, the study participants believed that a backbone organization should be a third-party organization that has no conflicts of interest in the said project. The backbone organization requires a dedicated staff separate from the participating organizations who can plan, manage, and support the initiative through ongoing facilitation, technology, and communications support, data collection and reporting, and handling various logistical and administrative details needed for the initiative to function smoothly (Kania & Kramer, 2013). A participant at the focus group mentioned

“The Backbone Organization... [sic] the way I see it could be a collaboration of a few. I see it as CPAWS, World Wildlife Federations (WWF), Ecology Action Centre, and Oceans North. They are NGOs that would be the best fit as they would not be biased. And these organizations can shape the policy, which is what we need” (Personal Communication, 22nd January 2020, Participant D).

Linking back to the literature, there are a few specific roles that a backbone organization must play. A backbone organization should create a vision strategy, should be able to mobilize funding, provide resources, make advances to policy changes, and provide the required leadership (Cabaj & Weaver, 2017). Therefore, community participants in Gros Morne acknowledged the importance of a backbone organization to

be present to guide the efforts towards success. It was evident that there is a clear need for a backbone organization to be the guiding role in collaborative efforts. Another focus group participant mentioned:

“I think that backbone org [sic] is great because they can ensure that fair representation happens within communities” (Personal Communication, 22nd January 2020, Participant E).

In many cases, the participating stakeholders cannot contribute the time necessary to guide the process (Cabaj & Weaver, 2017) hence the need for a backbone organization to arrange the required resources and the skill needed. Those striving towards CII should encourage policymakers to support the CII process and encourage backbone organizations to take up challenges and to be that leader that drives community change.

4.6 Strengths and Challenges

The CII framework has breathed a new life into the weary efforts of many long-standing community change initiatives (Cabaj & Weaver, 2017). The CII model has succeeded in making commitments and being accountable for supporting larger shared goals for all levels of community, from large public institutions and multinational corporations to individual donors and community-based NGOs (Gallagher, 2014). During the focus group discussion held for this study, participants were asked to identify the strengths and challenges that might emerge when applying the CII model to public engagement efforts in the Gros Morne region (Table 4.3).

Table 4. 3 *Strengths and challenges of the model if applied to Gros Morne*

<u>Strengths</u>	<u>Challenges</u>
Working towards a unified goal	Burnout of community champions
Long-term vision	Need a good stagey to resolve conflicts
Funnelling resources to where it is needed	having different mediums of communication channels can be effort and time consuming
Brings together a diverse group of people	communicating the importance of a backbone Org to the residents
Having a strong backbone organization	Finding the required funding
Having sub-activities that will affect the success of the common goal	Younger generation moving out (Issues on the continuation of the model)
Continuous communication	
Project success	
Involve a larger portion of the population	

Note: the strengths and challenges of the CII model as listed by the participants

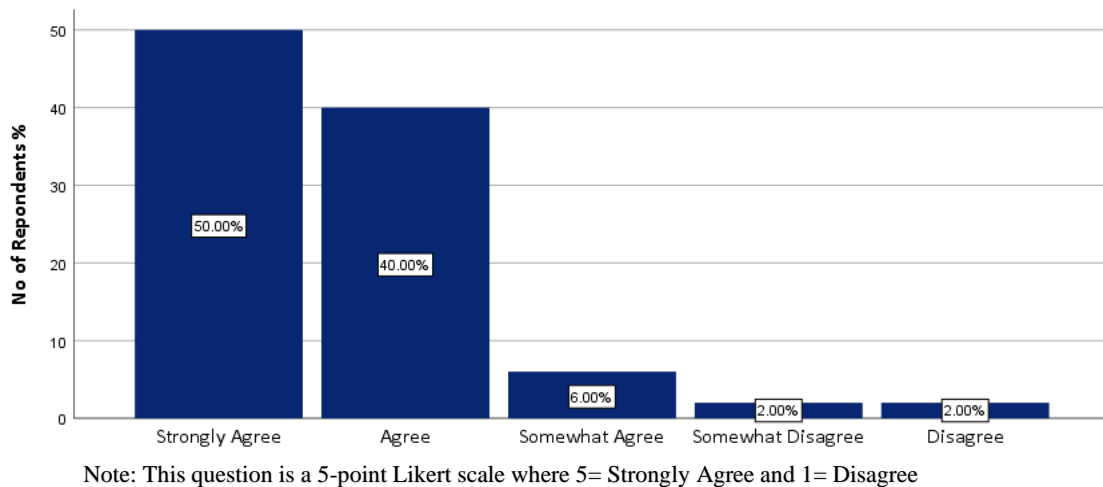
Through the online survey, the feedback was gathered to assess the acceptance of a collective model if initiated in Gros Morne. The participants identified that the CII model brings together a group of stakeholders from multiple disciplines and encourages them to work towards a unified goal, building up constant communication and ensures a broad representation of the communities. As Weaver (2014) suggests, the CII model has a long-term payoff period and it motivates the participants to stay focused together on finding a solution (Kania & Kramer, 2013). The participants also listed that the CII model could funnel the available resources in the right direction and because a backbone

organization exists in the model, the outcomes would be much more robust, and better decisions would be made. The responsibilities of a solid backbone organization are to drive the group towards a common goal, strengthening the group of stakeholders, and helping them to relieve conflicts (DuBow, Hug, Serafini, & Litzler, 2018). Community respondents of this study brought forward some challenges they might face when applying the CII model in a local context because decision making in a community can sometimes be a daunting process. As highlighted by the respondents, some of these challenges are, getting the younger generation involved, collecting the required funding, and agreeing to a common goal among all participants.

Participants were asked if they would favour a team of representatives from the eight communities being selected alongside a group of stakeholders (including Parks Canada, town councils, residents, Indigenous groups, fishers, GMCA, Grenfell Campus, etc.) for a CII initiative. The responses received are given in the figure below (Figure 4.8). As stated in Cabaj & Weaver (2017, p. 5), those who are most affected by the issue should participate fully in attempts to address it (“nothing about us, without us”) is a fundamental democratic moral principle and therefore, collecting feedback from a wide array of audience matters. An MPA in Bonne Bay would impact the communities that are closely dependent on the bay and any decision that affects them should ensure that the decision is made by consulting with a full range of relevant stakeholders. For instance, if considering to implement an MPA in the area, the fishers who make a living from fishing, the tourism industry that promotes recreational fishing, boat tours, the Bonne Bay Marine Station, the communities that live along the coastal line would be impacted, and they

should be engaged in the decision making process.

Figure 4. 8 Will a Multi-stakeholder group representing all eight communities be an acceptable initiative to steer effective community engagement in natural resource planning and management?



The above chart shows that 90% (50% Strongly Agree and 40% Agree) of the respondents agreed to have a collaborative collective impact effort in Gros Morne. The CII model could be applied to the Gros Morne region if the challenges mentioned in Table 8 were addressed. Related to addressing these challenges, one participant stated that for such a model to be successful, there needs to be a,

“Multi-stakeholder advisory group meetings on a regular basis. Members would need to represent a broad base of stakeholders and be highly respected individuals within their communities (i.e., employment sectors, community members, their peers). There would be a need for administrative support for the advisory group, the facilitator would

need to be very well respected by ALL stakeholder group representatives” (Survey Respondent).

As commented by the survey respondent, the stakeholder participants of the CII initiative should represent all eight communities in the region. They should be able to meet regularly and take responsibility. The facilitator, which is the backbone organization, should also be an entity that is accepted among the communities. As Kania (2013) states, CII poses many challenges as well: especially the difficulty in bringing people together who have never collaborated before and the necessity of identified resources and innovations that often already exists but not have been recognized (Kania & Kramer, 2011). However, recognizing such challenges and working together as a group to face them could generate greater results. As a respondent mentioned at the focus group discussion,

“This process is great, [sic] and I am optimistic about this. People are more willing to cooperate more now. People now need an explanation, and they are more vigilant, people respond to the money part of it, you need to give them the facts”
(Personal Communication, 22nd January 2020, Respondent B).

Creating a successful CII requires a significant financial investment hence the need of the staff of the backbone organization to lead and support the initiative’s ongoing work (Kania & Kramer, 2013). Apart from facilitating collaboration and providing required resources, the backbone organization can also be viewed as an entity that can educate, build trust, provide a forum for difficult conversations, support members’ efforts, and, ultimately, empower members to become change agents (DuBow, Hug, Serafini, & Litzler, 2018).

The above analysis shows that the CII model is a model that can be used in communities to facilitate the required change needed. It also can be used in many diverse areas as a management tool. Many environmental policy decisions could be better informed, and the information base could be more credible for interest groups if residents were engaged effectively (Kukac, 2009) via the CII model. Applying CII to the Gros Morne region could facilitate in making accurate decisions in natural resource planning. Communities in the Gros Morne region are searching for better ways to engage and they are eager to protect their natural resource, particularly the bay as the communities have a strong connection with the bay. CII could be a good model to implement in Gros Morne to decide on protecting Bonne Bay. As the CII is a long-term approach and through effective community involvement, it can lead to better decision making. As a respondent mentioned,

“We [sic] do have a region that works and changing. We need to start here and then go North” (Personal Communication, 22nd January 2020, Participant C).

5. Chapter 5: Recommendations and Conclusions

The findings of the research revealed that most of the residents in Bonne Bay are not satisfied with the current level of the consultation process. The respondents suggested that the communities in Gros Morne should embrace an effective consultation and engagement process for better transparency. Parks Canada needs to build the relationship which they had lost many years ago. The respondents also noted that Bonne Bay is of significant importance and the establishment of a MAP should be considered. However, in natural resource planning, all communities should be actively involved and

engaged from the initiation of the project to the completion. It was also evident that most community residents are willing to cooperate and would prefer if a multi-stakeholder group is selected from the communities to carry out the project and community residents also to be involved in the stakeholder group. These findings were determined based on the literature review conducted and the feedback received for the online questionnaire and focus group discussions held.

During the focus group discussion, it was decided that the CII model is suitable for the Gros Morne region, provided there is a stable backbone organization that is willing to fund the projects and provide the group with resources. If an MPA or any other conservation initiative is to be undertaken, the CII model should be adopted to help guide the process.

5.1 Recommendations

Below are the key recommendations identified based on the results received from this study.

- a) Initiate effective consultation and engagement among community residents in the Gros Morne region. Effective engagement would support decision making and help to re-build the lost relationship among the residents and Parks Canada officials.
- b) Establish an unbiased stakeholder group representing individuals from all eight communities and ensure that feedback is received from almost all residents in the

Gros Morne region for any project related to natural resource planning or decision making.

- c) Adopt the CII model in the Gros Morne region for natural resource management and planning because the model will ensure effective execution.
- d) Take necessary steps to include the younger generation in meetings and planning stages as a remedy to retain the youth within the region.
- e) Ensure engagement and consultation sessions are appropriately communicated and multiple communication methods are used, such as Facebook, mail system, through town councils, emails, and displaying posters in public places.
- f) When conducting research in the region involving residents, always communicate the results to the respective town councils to ensure their efforts are displayed and the outcomes are delivered.
- g) Build up a strong partnership with a third-party organization or a few organizations that are willing to be the backbone organization for the stakeholder groups who could support the group with the resources needed.
- h) Frequent communication between the stakeholder group and the community should be initiated to inform the community of the progress or challenges being faced.
- i) More community-based MPA efforts are suited for the region and policies and procedures to be in place to promote stewardship attempts among the fishing communities to safeguard the biodiversity in Bonne Bay.

5.2 Future Research

Some of the issues that emerged during this study are beyond the scope of this thesis but warrant consideration for future research. One of which was the use of the Environment Impact Assessment (EIA) in the area. Some respondents mentioned that the requirements stipulated in the EIA are not followed in the Gros Morne region compared to other places across Canada. Respondents indicated an awareness session of the EIA should be initiated to ensure correct procedures are followed prior to developments in the area. Also, anecdotal comments from study participants highlighted the need for all communities to be promoted equally because some community members indicated that many of the development projects are only centered among a few communities. The tourism industry affects all eight communities; therefore, the respondent mentioned that the same level of attention and benefits should be provided. Potential future research could be to “understand if there is a significant difference in attention given to some communities as opposed to the others and how all communities could work together to attract tourists and reap similar benefits.”

Additionally, the study revealed that there had been reduced levels of attendance for public consultation sessions as some residents do not participate or are not willing to participate because they do not feel comfortable enough to voice out their opinions in public. Poor participation rates can have significant implications for future consultation efforts. Future research could be designed to help understand the actual participation rates for public events and understand the underlying reasons behind low turnout. It is also important to gather information on how residents would prefer to be

engaged in mass public consultation efforts and map out the best methods to reach out to all residents within the Gros Morne region.

5.3 Conclusion

This study revealed that the public consultation process in the region of Gros Morne National Park has not been satisfactory in the past. This research also showed that while there have been significant improvements made over the years, community residents desire more opportunities for effective engagement. The residents are not satisfied with the current level of communication and engagement and would like to see effective communication forums organized more often within all communities. Communities in Gros Morne favour effective engagement forums because they believe through consultation and engagement informed decisions can be made which are credible.

The study also analyzed the CII model and explored its merits with information from local stakeholders using the case example of a potential MPA to guide this examination. Study participants indicated their support for the CII model. They perceived it to be a means of supporting the communities in making accurate decisions and enabling a fair representation of the community. The community members were in favour of a multi stakeholder group initiative because it will strengthen the engagement process within the region and interact a broad cross sector group of people. The respondents believed that the CII model has what it takes to encourage public consultation which will lead to successful decision making in natural resource planning. Residents were in favour of the CII model because it builds long-term relationships, ensures continuous communication and it also has a strong backbone organization which

will ensure the projects are being successfully implemented. Most projects within rural communities have a successful start but throughout the process it falls apart and the respondents felt that the CII model would be the best solution for such projects. The roles and the prerequisites of the CII can be met in the Gros Morne region as the respondents believed the model would benefit in decision making in natural resource planning. The Gros Morne region consists of communities who support and infrastructure that enables strong communication and engagement and hence, the CII model would be a good initiative to put in practice for future projects on natural resource planning.

A summary of this study will be shared with all eight town councils in the Gros Morne region, and for those who wish to obtain the full research, it will be made available at the Mun virtual library.

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Appendix A: Consent Form

Research Project: *The application of the Collective Impact Initiative Model for effective Public Consultation for Conservation projects in Bonne Bay."*

Co-Principal Investigators: Roshayne Mendis (*Masters Student Grenfell Campus*)

Co-Investigators: Dr. Greg Wood (*Adjunct Professor, Faculty of Education, Memorial University*) and Dr. Stephen Decker (*School of Science and the Environment – Grenfell Campus, Memorial University*)

My name is Roshayne Mendis, a master's student at the Environmental Policy Institute of Grenfell Campus. I am undertaking this study as a part of the fulfilment of my program. You are invited to take part in a research project entitled *the application of the Collective Impact Initiative Model for effective Public Consultation for Conservation projects in Bonne Bay."*

Purpose of Study: The purpose of this study is to understand how public consultation can help with conservation goals. It will also assess how the Collection Impact Initiative model can support the region to host better public consultation for the future. This information will be gathered through a focus group discussion session organized by the researcher, where key players from the local communities such as yourself would participate and share thoughts and ideas in building a more reliable public consultation process. Your input would support the communities in Gros Morne.

What you will do as part of this study: You are being asked to participate in a focus group discussion to help us learn more about the need for consultation in the region and on how we could make the process more reliable and accessible to the residents. In this session, you will be asked about your knowledge and thoughts of the current public consultation procedures, and an open discussion on the "Collective Impact Initiative Model" would take place. The discussion will be conducted at the Old Cottage Hospital at Norris Point on the 22nd of January 2020 from 10.00 am to 3.00 pm. Your participation is voluntary, and you may refuse to answer any questions at the session if you wish to.

Length of time: The discussion is a full-day workshop, and you may wish to leave anytime if you decide.

Withdrawal from the study: You are free to withdraw from the study any time before the 25th of February 2020, and if you choose to withdraw from the research study, please contact me, Roshayne Mendis. There will be no consequences associated with withdrawing from the study, and if you desire, your contributions and comments received during the session will be destroyed.

Possible benefits: Your participation may help you gain a better understanding of what

conservation goals are and if the consultation process can be improved within communities. This research will be shared with the university and will be available for anyone who would need to access it. It is hoped that upon successful completion of this project will ensure proper public consultation among the communities. The development of the model will support those who implement conservation goals to manage better and reach out to its residents. It may encourage residents to become aware of enhancing the environment around them and allow active involvement.

A copy of the project summary will be sent to those who request it. You could request a copy of your data or the report summary by emailing me at rbmendis@grenfell.mun.ca.

Recording of data: You are being asked to participate in a focus group discussion that will be digitally recorded. This recording will be transcribed and analyzed by me. The purpose of this recording is to ensure that your information is accurately documented and that issues raised do not go unnoticed because of human error. Notes will also be taken during the session. If you wish to refrain anonymous, your company name or your name would not be used in the report but will be referred to as "Representative 01."

Confidentiality and storage of data: Every effort will be made to protect your identity should you wish to remain anonymous. The recorded session and consent forms, documents shared, and participant identification lists will be stored on a password-protected computer, and any hard copies will be stored in a locked space. All materials will be kept for a minimum of 5 years as required by Memorial University's policy on Integrity in Scholarly Research.

Questions: You are welcome to ask questions at any time during your participation in this research. If you would like more information about this study, please contact: Roshayne Mendis, rbmendis@grenfell.mun.ca, Telephone: 709-638-4636

The proposal for this research has been reviewed by the Grenfell Campus Research Ethics Board (GC-REB) and found to comply with Memorial University's ethics policy. If you have ethical concerns about the research (such as the way you have been treated or your rights as a participant), you may contact the Chairperson of the GC-REB at gcethics@grenfell.mun.ca or by telephone at (709) 639-2399.

I have understood the descriptions provided; I have had an opportunity to ask questions, and my questions have been answered. I consent to participate in the research project, understanding that I may withdraw my consent at any time. A copy of this Consent form has been given to me for my records.

Signature of participant

Signature of investigator

Date

Date

Appendix B: List of Stakeholders

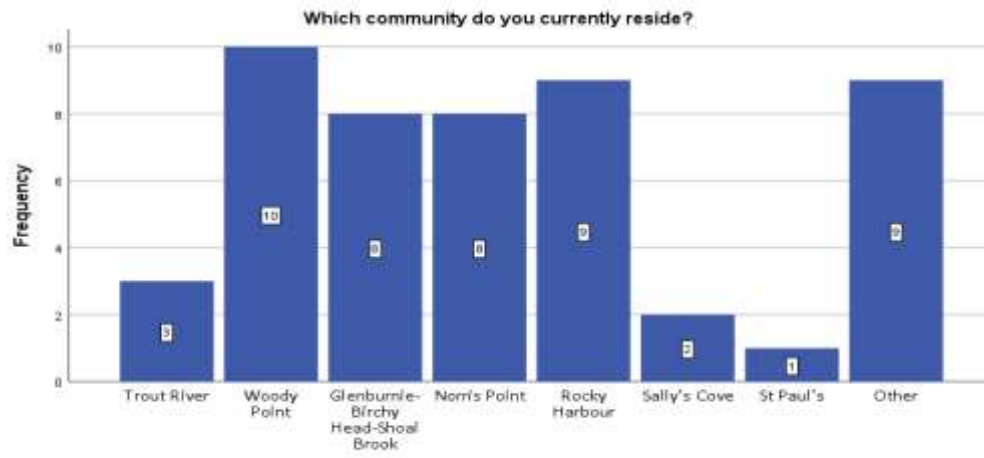
Stakeholders	Name
Parks Canada	Rebecca Brushett
Parks Canada	Cynthia Nicolle
Parks Canada	Carla Wheaton
CPAWS	Suzanne Dooley
CPAWS	Tanya Edwards
Trout River Town Council	Horace Crocker
GBS Town Council	Myrna Goosney
Woody Point Town Council	Greg Osmond
Norris Point Town Council	Joe Reid
Rocky Harbour Town Council	Tony Major
Cow Head Town Council	Mayor ??
St Paul's Town Council	Maureen Miller
Gros Morne Co-op	Colleen Kennedy
Bonne Bay Marine Station	Duncan McIlroy
Bonne Bay Marine Station	Kiley Best
Bonne Bay Marine Station	Bob Hooper
Harbour Seafood	Payne Family
Taste of Gros Morne	Ian Stone
Tourism NL	Paul Taylor
DFO	Boyd Reid
Friends of Bonne Bay	Greg Wood
Friends of Bonne Bay	Alison Normore
Friends of Bonne Bay	Hugh McCormack

Bonne Bay Cottage Hospital	Joan Cranston
Cow Head Heritage Theatre	Glenda Reid Bavis

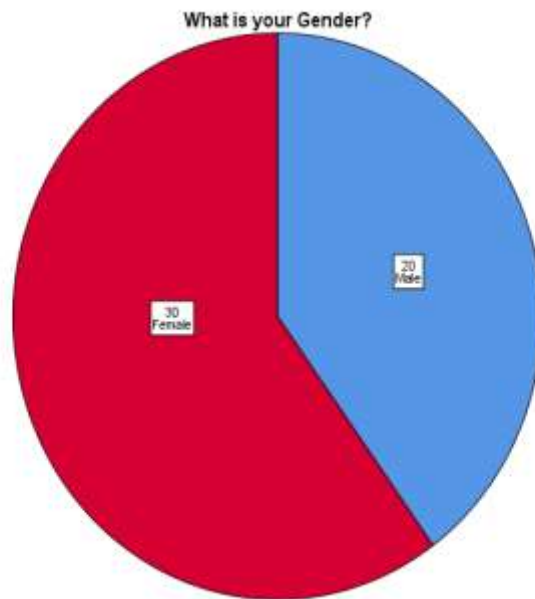
Appendix C: Types of Collaboration

Types of Collaboration	Main Attributes	Additional attributes offered by the CII model
Funder Collaboration	Funders and organizations work towards a common problem	Evidence-based planning or a shared measurement system
	Pool their funds together to encourage solutions	
Public-Private Partnerships	Used for building infrastructure	
	It is a project or program that utilizes funding from both public and private sources	Long-term stakeholder relationship
	do not include a full set of cross-sector stakeholders	
Multi-stakeholder initiative	Brings together corporate and noncorporate stakeholders around a common theme	Has a shared measurement system and a robust support infrastructure (Backbone organization)
Social Sector Networks	Created by groups and organizations that purposefully form relationships, whether formal or informal	Longterm in nature
	Ad hoc and are used for short term goals	Successful in complex problem solving

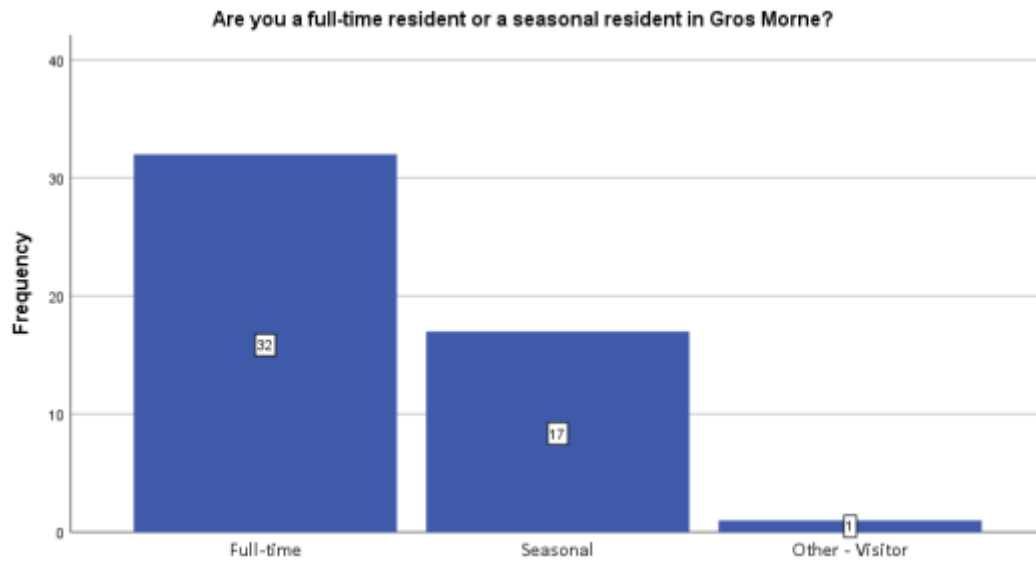
Appendix D: Residing communities of the survey respondents



Appendix E: Demographic variables of the survey respondents



Appendix F: Count of Full Time and Seasonal Respondents



Appendix G: Questionnaire

The relevance of the Collective Impact Initiative Model for Public Consultation in Bonne Bay

Hello, my name is Roshayne Mendis, and I am conducting a study on behalf of the Grenfell Campus of Memorial University on "*The relevance of the Collective Impact Initiative Model for Public Consultation on Ocean conservation in Bonne Bay.*" Canada has pledged to protect 10% of its three oceans by June 2020. Community involvement and acceptance are a prerequisite to achieving success in conservation goals because many coastal communities live off the ocean and their livelihoods should be safeguarded. The concept of consultation and collaboration is essential in the development and management of natural resources. Therefore, the following is a survey that will ask a variety of questions regarding the community perceptions of public consultation and how important they are to the Gros Morne region. By clicking **next**, you agree to participate in a short survey. Before we begin, I need to say a few words about participating in this short survey. You have been voluntarily selected to participate in a study to gather information

about rural the importance of the public consultation process in Gros Morne. Eligible participants include residents of the province who are 18 years of age or older. Your participation in this study is voluntary, and you may decline to participate without penalty. If you decide to participate, you may withdraw from the study at any time without penalty. If you have only answered some of the questions and continue to click next, submitting the survey, responses will still be recorded. To withdraw from the survey, please exit the browser. Survey responses will be grouped, and no individual responses will be identified in any study reports. Survey responses will be made available only to the main researcher and the supervisor of this research. Your participation in this study will involve responding to a short questionnaire. The survey should take approximately 15 minutes to complete. The proposal for this research has been reviewed by the Grenfell Campus-Research Ethics Board and found to comply with Memorial University's ethics policy. If you have ethical concerns about the research (such as the way you have been treated or your rights as a participant), you may contact the

Chairperson of the GC-REB through the Grenfell Research Office (GCREB@grenfell.mun.ca) or by calling (709) 639-2399. If you have any questions about this research, you can also contact Roshayne Mendis, the principal investigator, at (709) 638-4636. By clicking next, you agree to consent and participating in this survey.

Q1 Which community do you represent?

- ☐ Trout River (1)
- ☐ Woody Point (2)
- ☐ Glenburnie-Birchy Head-Shoal Brook (3)
- ☐ Norris Point (4)
- ☐ Rocky Harbour (5)
- ☐ Sally's Cove (6)
- ☐ St Paul's (7)
- ☐ Cow Head (8)

Q2 How Long have you been living in the Gros Morne region?

- ☐ Less than 2 years (1)
 - ☐ between 2-5 Years (2)
 - ☐ Between 5-10 Years (3)
 - ☐ More than 10 years (4)
 - ☐ A visitor (5)
-

Q3 Are you a full-time resident, seasonal resident or a visitor to Gros Morne?

- ☐ Full-time (1)
 - ☐ Seasonal (2)
 - ☐ Visitor (3)
-

Q4 Do you think Environment protection and Marine conservation are important?

- ☐ Yes (1)
- ☐ Maybe (2)
- ☐ No (3)

Q5 Bonne Bay as been recognized as a place of importance for many endangered aquatic species. Do you think there needs to be some protection implemented?

- ☐ Yes (1)
 - ☐ No (2)
 - ☐ May be (3)
-

Q6 What kind of protection would you suggest for Bonne Bay?

- ☐ Protection from the large seiners (1)
 - ☐ UNESCO Biosphere (2)
 - ☐ Protecting a part of the Bay to safeguard the ecosystem (3)
 - ☐ Total Protection of the Bay (4)
 - ☐ Other (5)
-

Q7 Would you like to have a say in any projects that are being implemented in Gros Morne?

- ☐ Yes (1)
 - ☐ Maybe (2)
 - ☐ No (3)
-

Q8 Do you think there is enough public consultation happening in the communities of Gros Morne?

- ☐ Yes (1)
- ☐ Maybe (2)
- ☐ No (3)

Q9 How would you like to participate in consultation or forward any suggestions?

- ☐ Email (1)
 - ☐ Public Meetings (2)
 - ☐ Social Media (3)
 - ☐ Online forums (4)
 - ☐ Mail (5)
 - ☐ Other (6)
-

Q10 How important is public consultation to you? (e.g: Is it important that your suggestions, thoughts need to be heard?)

- ☐ Very Important (1)
- ☐ Important (2)
- ☐ Neutral (3)
- ☐ Not Important (4)
- ☐ Not at all Important (5)

Q11 What are your thoughts about the current level of public consultation in the region?

Q13 Who do you think should be taking the initiative to conduct public consultation in the region?

- ☐ Parks Canada (1)
- ☐ Members of the Town Councils (2)
- ☐ A third party organization body (3)
- ☐ A group of researchers (4)
- ☐ Other (5)

Q15 If you answered yes for the above question, please feel free to give additional thoughts if you have?

Q16 Do you agree that success of a project implementation would be based on how well organizations, community interact with each other?

- ☐ Definitely yes (1)
- ☐ Probably yes (2)
- ☐ Might or might not (3)
- ☐ Probably not (4)
- ☐ Definitely not (5)

Q12 What are your thoughts on how can we improve the level of consultation in the region?

Q14 Do you think having a team of representatives selected from all eight local communities would help to support the mechanism of public consultation? (e.g - having a representative from each town council, fishers, Grenfell campus, Parks Canada, Gros Morne Cooperating Association, local residents etc)

- ☐ Definitely yes (1)
- ☐ Probably yes (2)
- ☐ Might or might not (3)
- ☐ Probably not (4)
- ☐ Definitely not (5)

Q17 How do you think the success of a public consultation forum could be measured?

- ☐ Based on the outcome of the project (1)
- ☐ Feedback received after the session (2)
- ☐ Other (3)

Q18 what are your suggestions to have greater interaction among these communities?

- ☐ Have more events planned (1)
- ☐ More community gatherings (2)
- ☐ Other (3)

Q19 Do you think effective public consultation could encourage accurate decision making?

- ☐ Definitely yes (1)
- ☐ Probably yes (2)
- ☐ Might or might not (3)
- ☐ Probably not (4)
- ☐ Definitely not (5)

Q20 Please feel free to provide your thoughts on how we could encourage more engagement in Gros Morne?

Appendix H – Recruitment Document Online Survey

Recruitment to take place through email. Below is the sample email that I intend to circulate among the residents of Gros Morne.

Dear Participant,

My name is Roshayne Mendis, a master's student at the Environmental Policy Institute of Grenfell Campus. I am researching "*The relevance of the Collective Impact Initiative Model for Public Consultation on Ocean conservation in Bonne Bay.*" Canada has pledged to protect 10% of its three oceans by June 2020 and therefore, your say is very important to achieve our goals.

Therefore, your input on the current procedure on the public engagement and consultation procedures in Gros Morne would help to understand what changes would be most suitable for the region. By conducting an online survey among residents, such as you, will enable me to gather your valuable thoughts. Being a resident of Gros Morne, it would be interesting to hear your suggestions on how we could collectively improve the consultation process that would lead to accurate decision making on natural resource planning for the future.

The link provided below will allow you to access the survey and read a consent form, as I will utilize the data in my final paper. More details on my research are provided in the form as well. As mentioned, this survey is completely voluntary, so do not feel obligated if you have any hesitation. Your responses will be anonymous and confidential, with my supervisor and me having the only access to the results.

If you have questions or concerns regarding the survey or would like more information on my research, feel free to contact me at rbmendis@grenfell.mun.ca or (709) 638-4636. I am excited to get started on my research and thank you in advance for your participation. If you are interested, you could request a copy of your data or a summary of the report by emailing me.

Thank you

Best Regards

Roshayne Mendis

rbmendis@grenfell.mun.ca

Appendix I – Recruitment Document: Focus Group Discussion

Recruitment to take place through email. Below is the email that I intend to send to stakeholders.

Dear (Participant),

My name is Roshayne Mendis, a master's student at the Environmental Policy Institute of Grenfell Campus. I am researching understanding "*The relevance of the Collective Impact Initiative Model for Public Consultation on Ocean conservation in Bonne Bay.*" My research addresses how this model called the Collective Impact Initiative (CII), could help community leaders and groups to engage in meaningful public consultation with its residents. This model has been adopted in many countries to help achieve conservation by engaging diverse interests within and between communities. Application of the CII model has proven effective in community change, and many businesses and agencies have adopted the model into their organization.

Therefore, identifying the current consultation models in place and having a broad discussion on the viability of this model for the Gros Morne region would support organizations and key players in the region to have an effective engagement for future projects.

Bringing about change is a collective decision, and consent from residents play an important role. During the focus group discussion session, we will be discussing the strengths and weaknesses of the model and the steps that could be taken to implement it for future conservation planning projects. Your input would help to identify the gaps in the current system of public consultation and make the process more effective for decision making, which will benefit all residents.

Therefore, I am organizing a group discussion session on the 11th of Dec 2019 at the Cottage Hospital in Norris Point. I am inviting local stakeholders for this one-day session, which will start at 9.00 am and end at 4.00 pm. Your input as a key player in the community would be valuable for my research. Please note that your participation is entirely voluntary. If you wish to participate in this interactive discussion, please feel free to contact me through email or telephone: 709-638-4636.

Thank you

Best Regards

Roshayne Mendis rbmendis@grenfell.mun.ca

Appendix J – Recruitment Document: Telephone Interview

Dear Participant,

My name is Roshayne Mendis, a master's student at the Environmental Policy Institute of Grenfell Campus. I am researching "*The Application of the Collective Impact Initiative Model for Public Consultation on Ocean conservation in Bonne Bay.*" I hope this email finds you well.

Unfortunately, we were unable to meet up during my initial information collection efforts held in Woody Point this past January. As your input is of the utmost importance for my study, I was planning on having a second focus group discussion session where we could meet and discuss your views on my research topic. However, I am unable to organize a second focus group discussion due to the prevailing COVID-19 pandemic situation. Therefore, I would like to invite you to a telephone conversation in this study. Being a resident of Gros Morne, it would be interesting to hear your suggestions on how we could collectively improve the public consultation process that would lead to accurate decision making on natural resource planning for the future.

The consent form is attached to this email and you should feel free to let me know if you require any clarifications. I have also attached the sample questions that we will be discussing in order to have an effective conversation. Your participation is completely voluntary, so do not feel obligated if you have any hesitation. Your responses will be anonymous and confidential, with my supervisor and I having the only access to the results.

Please let me know a time and date that you would be available for a telephone interview. I expect that the discussion will take approximately 30-40 minutes of your valuable time.

If you have questions or concerns or would like more information on my research, feel free to contact me at rbmendis@grenfell.mun.ca or (709) 638-4636. I am excited to get started on this part of my research and thank you in advance for your participation. If you are interested, you could request a copy of your data or a summary of the report by emailing me.

Thank you

Best Regards

Roshayne Mendis

rbmendis@grenfell.mun.ca