ORGANIZING IN, THROUGH, AND FOR PLACE: THE ROLE OF PLACE IN CROSS-SECTOR PARTNERSHIPS, SOCIAL ENTERPRISE, AND COMMUNITY-BASED ENTERPRISE

by

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A Thesis submitted to the School of Graduate Studies

in partial fulfillment of the requirements for the degree of

Doctor of Philosophy

Faculty of Business Administration

Memorial University of Newfoundland

December 2022

St. John's, Newfoundland and Labrador

Abstract

Sustainability challenges, like climate change and extreme poverty, are increasingly recognized, in practice and research, as the most pressing dilemmas of this day and age. Despite the global scale and scope of these challenges, a growing body of research has recognized that these challenges manifest and are felt in local places.

In addition, different forms of organizing designed to address these issues and create social impact have garnered attention in organizational research, including cross-sector partnerships and social enterprises. Despite the growing literature on these forms of organizing, research has yet to fully explore how these organizations interact with and leverage place to achieve their goals and social missions. In addition, organizational scholars have begun to consider the role of organizations, including social and community-based enterprises, in the development and regeneration of local communities. However, more research is needed to further our understanding of the ways in which these organizations leverage their embeddedness in place to shape and drive community development.

My research seeks to advance existing research by exploring the role of place in organizing for sustainability through three qualitative case studies in a manuscript-style thesis. These case studies use place, including the natural, built, cultural, and social dimensions of geographic locations, as a common theme to examine three distinct but interlinked contexts where sustainability issues are addressed: cross-sector partnerships, social enterprises, and community-based enterprises. The first manuscript in this collection explores the role of place in facilitating cross-sector partnerships, the second explores the role of embeddedness in place in social entrepreneurship, and the final manuscript explores how place can be leveraged by community-based enterprises to enable long-term local impact. My research also draws upon

principles of engaged scholarship and involves the co-creation of knowledge with community research partners to mobilize findings and address local challenges.

This thesis builds mid-range organizational theory by engaging with the concept of place from a multidisciplinary perspective to advance our understanding of cross-sector partnerships, social enterprises, and community-based enterprises. The main findings of this body of research highlight that place can be more than a backdrop or context for organizations working to address sustainability challenges. Rather, place, and its many dimensions, can be leveraged to facilitate cross-sector partnerships, navigate tensions of social entrepreneurship, and advance community development initiatives.

Keywords: place, sustainability, cross-sector partnerships, social enterprise, community-based enterprise

Co-Authorship Statement

I am the primary author of all of the chapters included in this thesis. Chapters Two and Three of this thesis were co-authored. I am the sole author of the remaining chapters, including Chapter Four, which is the third manuscript of this thesis. I have described my unique contribution to each co-authored manuscript below.

Chapter Two was co-written with one of my co-supervisors, Dr. Natalie Slawinski. I was involved in every aspect of this co-authored manuscript. Dr. Slawinski and I contributed equally to the research topic and design. I was present for approximately fifty hours of the participant observations, conducted all of the interviews, and compiled the archival data. I took the lead on coding and analyzing the data with Dr. Slawinski's guidance and assistance. I wrote the literature review, findings, and model sections of the manuscript. I also edited the paper, created the tables and figures, and compiled the references.

Chapter Three was co-written with my community research partner and key informant, Kimberly Orren. Ms. Orren and I contributed equally to the research topic and design. I collected all of the data for this manuscript, but Ms. Orren assisted me in compiling archival data. I analyzed all of the data in consultation with Ms. Orren, who offered critical feedback on the patterns I saw in the data. I wrote every section of the manuscript, and Ms. Orren assisted with the editing.

Acknowledgements

I owe so much of this thesis and my entire PhD journey to the many people who lifted me up along the way. I have been told that a PhD is a marathon, not a sprint, and I now know this to be true. I want to take this space to thank just a few of the individuals who helped me cross the finish line.

First and foremost, thank you to my incredible research partners at Fishing for Success and the Bonne Bay Cottage Hospital Heritage Corporation. Thank you for allowing me into your organizations and trusting me to tell your stories and bring light to the amazing work you do every day. Kimberly Orren and Leo Hearn, the days spent on boats with you have been some of the most memorable days of my PhD. You brought me closer to my heritage and culture, and I will be forever grateful for that. Joanie Cranston, thank you for your support and kindness in the final stages of my PhD. It has been a pleasure learning more about your organization and your community. Your approach to community work is truly inspirational.

To my FOCI WP7 team, I am so grateful to have been able to work alongside you all over the last few years. I have learned so much from each of you, and you have helped me see the value of interdisciplinary research.

I also want to acknowledge some of the many scholars who have supported me throughout my PhD journey. Dr. Oana Branzei, Dr. Paul Tracey, and Dr. Neil Stott, thank you for believing in my research and helping me to push the bounds of my thinking.

Thank you to the faculty and staff at Memorial University's Faculty of Business Administration. For the last nine years of my undergraduate and graduate study, this faculty has been my home, and I am grateful for all of the education and support this community has given me.

To my supervisory committee, Dr. Tom Cooper and Dr. Alex Stewart, and my examination committee, Dr. Kevin McKague, Dr. Gordon Cooke, and Dr. Mark Stoddart, thank you for all your encouragement and thoughtful comments on my manuscripts. You have helped me refine my ideas and craft a more robust thesis.

There are no words to truly express how grateful I am to my co-supervisors, Dr. John Schouten and Dr. Natalie Slawinski. John, thank you for inviting me to join the Fishing for Success research and giving me the opportunity to learn more about social enterprise. Beyond that, you have taught me to be a better qualitative researcher and storyteller, and those are skills I will carry with me for the rest of my career. Natalie, I would have never even considered pursuing this PhD if it weren't for you. You push me to be a better scholar and person, and I feel so incredibly lucky to count you as a mentor and friend. Thank you for opening doors for me and believing in me every step of the way.

Finally, to my friends and family, thank you for being a constant source of support for the last four years. You have helped me celebrate the wins and ride out the losses. Your unconditional love is a gift that has carried me throughout this journey and has given me the courage to embark on the next. Thank you, and I love you.

Table of Contents

List of Tables

List of Figures

Chapter One: Introduction

To be at all— to exist in any way —is to be somewhere, and to be somewhere is to be in some kind of place. Place is as requisite as the air we breathe, the ground on which we stand, the bodies we have. We are surrounded by places. We walk over and through them. We live in places, relate to others in them, die in them. Nothing we do is unplaced. How could it be otherwise? How could we fail to recognize this primal fact?

- Edward Casey (1997)

We are convinced that place and sense of place represent rich concepts that offer scholars a new lens for studying the complex and dynamic relationships among natural and built environments, organizations, and the practice of sustainability. Ultimately, all organizational actions happen in places; understanding the motivations for sustainable or unsustainable organizational performance in those places makes all the difference.

- Shrivastava & Kennelly (2013)

The world is confronted with growing sustainability challenges. Intractable problems, like poverty, climate change, and health crises, dominate the agendas of political leaders, organizations, and researchers, as the global community grapples with the scope and urgency of these issues. These challenges are multidisciplinary by nature, and they lack clear economic, political, or social boundaries (Ferraro et al., 2015). This inherent complexity necessitates a holistic response to create solutions (Eisenhardt et al., 2016). A growing body of research in this area has begun to recognize that "although grand challenges—that is, large, complex, unresolved societal problems—are global in nature, they are instantiated in local, territorially bounded contexts" (Berrone et al., 2016, p. 1941). This acknowledgement of the nature of sustainability challenges has prompted calls across research disciplines for a greater understanding of local places and how these challenges manifest and are addressed at a local level (Cresswell, 2015; Gieryn, 2000; Guenewald, 2003; Guthey et al., 2014).

In organizational research, the concept of place has surfaced as organizations are increasingly faced with complex sustainability issues. Organizational sustainability research has

shown that a comprehensive understanding of these challenges requires an intimate knowledge of place, including its built, natural, cultural, and social elements, as these "messy problems" are "informed by the complex histories and dynamics of particular places" (Guthey et al., 2014, p. 262). Increased globalization has resulted in organizations deemed "placeless" and at arms-length from the places in which they operate (Shrivastava & Kennelly, 2013, p. 84). Thomas and Cross (2007) argue that these types of organizations view themselves as independent occupants of place and only maintain a connection to a place so long as it is financially beneficial to do so. Research has suggested that for organizations to become more place-based and see themselves as interdependent with place, they must move beyond an abstract, shallow, and economically driven understanding of context to one that is more complex, holistic, and nuanced (Shrivastava & Kennelly, 2013; Thomas & Cross, 2007).

Relph (2008) describes place as "a phenomenon of everyday experience" that "is part of the public domain rather than the invention of a particular discipline" (para. 16). As a result, it holds a level of mundanity and familiarity such that it "recedes from consciousness" (Guenewald, 2003, p. 622). We experience place everywhere, through the homes we live in, the towns we inhabit, and the streets we frequent. It even permeates our everyday vernacular such that place has become a rather common-sense way of referring to the world around us. Yet, despite this ease that we may feel with the idea of place, it maintains a depth and complexity that makes it hard to grasp (Cresswell, 2015). Place is termed a "necessary social construct" as it is both essential to being-in-the-world and socially produced (Cresswell, 2019, p. 166). Shrivastava and Kennelly (2013) define place as "a built or natural landscape, possessing a unique geographical location, invested with meaning" (p. 84). Beyond these core features, place is a "way of seeing, knowing, and understanding the world" (Cresswell, 2015, p. 18). As such, place

is not merely a point on a map or a contextual backdrop, but "an agentic player in the game - a force with detectable and independent effects on social life" (Gieryn, 2000, p. 466). In addition, place has been described as both "grounded in specific contexts and an aspect of the openness of the world" (Relph, 2008, para. 18). This dual nature allows us to connect simultaneously with what is distinct and local and what is global, making place "a pragmatic foundation for addressing the profound local and global challenges… that are emerging in the present century" (Relph, 2008, para. 20). Organizational researchers have called for a place-centred research agenda that looks at how organizations are tied to the socio-ecological elements of places and how a deeper connection to place can shape organizations and their activities (Guthey et al., 2014). The following thesis explores this interplay between place and organizing for sustainability.

My doctoral thesis, titled "Organizing in, through, and for Place: The Role of Place in Cross-Sector Partnerships, Social Enterprise, and Community-Based Enterprise," uses place as a common theme to examine three distinct but related contexts where sustainability issues are addressed: cross-sector partnerships, social enterprises, and community-based enterprises. As the world faces mounting sustainability challenges, different forms of organizing designed to address these issues and create social change have garnered attention in organizational research, including in the domains of social enterprise and cross-sector partnerships. Despite the growing literature on these forms of organizing, research has yet to fully explore how these organizations interact with and leverage place to achieve their social missions. In addition, organizational scholars have begun to consider the role of organizations in the development and regeneration of local communities (Lumpkin et al., 2018; Peredo & Chrisman, 2006). However, we lack a deep understanding of the ways in which these organizations leverage their embeddedness in place to

shape and drive community development work. In my doctoral thesis, I am addressing these research gaps in three manuscripts: The first paper in this collection (Chapter Two) explores the role of place in facilitating cross-sector partnerships, the second (Chapter Three) explores the role of embeddedness in place in social entrepreneurship, and the final paper (Chapter Four) explores how place can be leveraged by community-based enterprises for long-term impact. These manuscripts draw upon multidisciplinary perspectives on place (Cresswell, 2015; Relph, 2008; Tuan, 1977) to explore how organizations are impacted by place, including its built, natural, social, and cultural elements.

1.1 Summary of Chapters

This thesis follows a manuscript style, meaning the subsequent chapters are stand-alone manuscripts that have been prepared for separate publication to various peer-reviewed outlets. The first study in my thesis (Chapter Two) explores how place facilitates cross-sector partnerships (CSPs) for community regeneration. Cross-sector partnerships are voluntary collaborations between actors from various sectors to address complex challenges (Selsky & Parker, 2005; Clarke & Fuller, 2010). Around the world, communities are facing depletion stemming from mounting sustainability challenges, such as economic inequality (Johnstone & Lionais, 2004). Recognizing these challenges, scholars have highlighted the role of CSPs for facilitating community renewal, as coordinated efforts across sectors, including public and private sectors, are often essential to create holistic solutions to these challenges (Clarke & Crane, 2018; Selsky & Parker, 2005). Research has begun to explore the role of place as an important context for building effective partnerships (Dentoni et al., 2021; Trujillo, 2018), as contextual factors such as political and economic conditions have been shown to affect the development of partnerships (Pinkse & Kolk, 2012; Rein & Stott, 2009). While researchers have

started to unpack the importance of context for enabling partnerships, we lack a nuanced understanding of how devitalized places act as more than just a context for collaboration building but can be actively leveraged to facilitate and build partnerships designed to regenerate them. As such, this study asks: *how can place be leveraged to facilitate cross-sector collaboration for community regeneration?* We address this question through a community-engaged study (Murphy et al., 2020) of two place-based workshops organized by university researchers and social entrepreneurs from small communities in Newfoundland and Labrador (NL), Canada. These workshops aimed to build a cross-sector network of community leaders from across the province, including entrepreneurs, government representatives, and academics, who work on regenerating communities devitalized by the collapse of the cod fishery. The organizers deliberately held each workshop in rural communities to showcase the challenges and opportunities of regenerating these places and planned place-based experiences for participants, making these workshops an ideal setting to study partnering in place. The core finding of this paper is that place can be leveraged to facilitate partnerships aiming to contribute to community regeneration. The workshop organizers created an immersive, place-based experience for participants that helped to foster deeper connections among participants by reducing barriers to participation and creating an environment where participants felt more comfortable sharing knowledge and engaging with one another, facilitating an atmosphere of collaboration. This paper also highlights the value of community-engaged research, showing the importance of working with and engaging places that experience the direct effects of sustainability challenges. Not only does this result in research insights that are truer to the phenomenon, but it also allows for greater opportunities to mobilize findings and address the same challenges being studied. This manuscript was co-written with Dr. Natalie Slawinski (see p. iv for the parameters of this

co-authorship) and has been recommended for acceptance in a special issue of the *Journal of Business Ethics* at the time of thesis submission.

The second manuscript in my thesis (Chapter Three) explores the role of embeddedness in place in social entrepreneurship. Social enterprises are organizations that pursue "business-led solutions to achieve social aims" (Haugh, 2006, p. 183). Research has begun to examine the places in which these organizations operate and how contextual features of place shape the conditions for social entrepreneurship (Di Domenico et al., 2010). Social enterprises "are most closely associated with communities characterized by limited access to resources" (Di Domenico et al., 2010, p. 683) and often work to fill voids that exist due to social or institutional failure (Mair & Marti, 2009). They can also emerge to rebuild communities that have been devitalized by social, economic, or environmental crises (Slawinski et al., 2021; Williams & Shepherd, 2016). Despite research on place as a context for social entrepreneurship, we know little about how social enterprises are shaped by place. Thus, this study explores how place shapes the way in which social enterprises create both social and financial value. In particular, this manuscript explores the type of place-based tensions these organizations face and how they engage with them using a both/and (paradoxical) approach. This question is addressed through a case study (Eisenhardt, 1989) of Fishing for Success, a social enterprise embedded in the community of Petty Harbour, NL, that promotes local fishing heritage and culture through experiential programming targeted toward marginalized groups, including women, at-risk youth, and refugees. Fishing for Success uses their knowledge of the community's history and culture and strong local networks to help build their organization. Their rootedness in the community of Petty Harbour makes Fishing for Success an ideal case to study the impact of place on social enterprise. The core insight from the paper is that while being embedded in place can cause

tensions to surface for organizations, this same embeddedness can facilitate the process of navigating tensions. This case study shows that place-based organizations possess a holistic understanding of local realities and challenges and are able to recognize and draw upon local assets to overcome resource constraints. This resourcefulness and intimate understanding of the local context encourages organizations to apply an abundance mindset and both/and approach to navigating tensions that seemingly require an either/or decision. This manuscript was co-written with the co-founder of Fishing for Success, Kimberly Orren, (see p. iv for the parameters of this co-authorship) and is currently under review at *Memorial University Press* to be included as a book chapter in a forthcoming volume entitled "Revitalizing PLACE through Social Enterprise" targeted toward academics and community practitioners.

The final study in my thesis (Chapter Four) explores how place can be leveraged by community-based enterprises to enable long-term local impact. Research has called for a renewed focus on community-level phenomena to uncover holistic and interdisciplinary solutions to sustainability challenges (Lumpkin et al., 2018; Peredo & Chrisman, 2006), as communities are experiencing the direct effects of these challenges, including ecological destruction and economic decline. Given these threats to communities, there has been increased research on community-based enterprises (CBEs), defined as "commercially oriented organizations that are established, owned and governed to generate economic, social and/or ecological benefits primarily for members of the communities in which they are embedded" (Murphy et al., 2020, p. 4). These organizations are embedded in communities and have been shown to contribute to community development by addressing local needs and challenges (Hertel et al., 2019). To date, research on CBEs has highlighted that these organizations typically exist in contexts of high community support and these contexts are important for the development of

these organizations (Peredo & Chrisman, 2006). However, communities are often full of individuals with divergent perspectives and values, and this can impact the amount of support given to CBEs (Somerville & McElwee, 2011; Vestrum et al., 2017). Therefore, we lack a clear understanding of how CBEs might emerge in contexts of low community support and how limited community support shapes how CBEs create impact over time. To address this knowledge gap, this study asks, *how do community-based enterprises create long-term impact in contexts of low community support?* I address this question through a case study of the Bonne Bay Cottage Hospital Heritage Corporation (BBCHHC), a CBE created to preserve and repurpose a local heritage building in the community of Norris Point, NL. This organization faced skepticism and criticism from many community members when it launched. Despite this lack of community support, the BBCHHC was able to contribute to community development for twenty years by leveraging their embeddedness in the community to foster a sense of place among community members for the local heritage building. The BBCHHC is an ideal case to study how CBEs exist in contexts of low community support and how they can leverage place to enable their community development work. This paper offers several contributions to the literature on CBEs by showing that these organizations can grow their impact and contribute to community development efforts in contexts of low initial community support. This case also shows that CBEs can draw upon sense of place as a resource that can be mobilized to advance their work, but they can also generate and build sense of place as an outcome of their community initiatives. This manuscript is a single-authored paper that is currently being prepared to submit to a management journal.

The final chapter in this thesis (Chapter Five) offers a discussion and reflection of the core contributions of this thesis as a whole and how future research can continue to build on the

findings presented in this collection of research. This chapter argues that the findings from each of the subsequent chapters culminate to advance theorizing around place and community-based organizing for sustainability in several ways. While each of these chapters approaches the role of place in organizing differently, there are common themes that allow them to complement each other while highlighting the potential and need for research in varying contexts. This thesis aims to highlight that place shapes the work of organizations in a wide array of contexts and, therefore, should be considered more widely in organizational research. As this is a phenomenon-driven body of research, this thesis does not draw on any one theory in the case analyses. Instead, the aim is to demonstrate that a place lens can apply to a wide array of contexts and be used alongside many mainstream management theories, including paradox theory (as shown in Chapter Three), to unpack how organizations and their outcomes are shaped by place.

1.2 Methodology

Each of the subsequent manuscripts uses an engaged, qualitative case study design and draws upon multiple data sources, including participant observations, interviews, and archival data. Case studies are commonly used in social sciences research to answer questions of "how" and "why" and to provide rich in-depth descriptions of a particular phenomenon (Eisenhardt & Graebner, 2007; Yin, 2009). Given that my research is focused on understanding how place shapes organizing for sustainability, this methodology was appropriate for building organizational theory on place. The cases in my thesis were theoretically sampled and were chosen because they were extreme exemplars and presented me with extensive research access (Eisenhardt & Graebner, 2007).

While case studies are well-positioned to explain phenomena, they also present several limitations that I attempted to mitigate throughout my research. One such limitation is that case

studies provide limited basis for generalizability (Yin, 2009). However, the key purpose of this research is to develop and build theory rather than test it (Eisenhardt & Graebner, 2007). Therefore, for each case, I have described the boundary conditions of my research to communicate the unique circumstances under which these findings may hold. Another limitation of case studies is that they lack the types of systematic procedures included in other research methods, such as experiments, which can increase the potential to introduce biases into the work (Yin, 2009). I worked to navigate this limitation and ensure the rigour of my studies through my approaches to data collection and analysis. Participant observations were often conducted with one of my co-supervisors, allowing us to compare our field notes and check our biases regularly. Interviews were also conducted with different groups of individuals with diverse perspectives on the phenomenon in question. As I analyzed my data, I was constantly engaged with other scholars in this field and my community partners and informants. By being open with others about my analysis throughout my research, I mitigated bias and ensured that the patterns I saw in the data were resonating with existing theory and with real-world practice. There were also trade-offs involved in choosing to study three cases rather than conducting a single case study. While a single case study can present a greater opportunity to dive deeply into a phenomenon and become more immersed in a single context, the multi-case approach allowed me to explore each case in depth while enabling me to understand how place manifests and can be applied in a wider range of contexts, thus resulting in a broad range of insights. Additionally, all of the cases in this thesis were located in the same province, meaning there were cultural and historical similarities across the cases that made it possible to still gain a deep understanding of the local realities, despite being involved in studying three distinct and geographically dispersed contexts.

My manuscripts also draw upon principles from engaged research designs (Hacker, 2013). Engaged scholarship highlights that scientific and practical knowledge can inform and strengthen each other (Bansal et al., 2018). This approach to research often involves the co-creation of knowledge with community research partners to mobilize findings and address local challenges (Murphy et al., 2020). My research involved a level of shared ownership between myself or my research team and the organizations or community leaders I was studying.

The first manuscript (Chapter Two) emerged from a ten-year research partnership between Shorefast, a social enterprise on Fogo Island, NL, and a team of researchers from Memorial University (Slawinski et al., 2021). Shorefast and the researchers came together to co-create a series of workshops designed to disseminate knowledge around social enterprise and community resilience to other community leaders across the province. These workshops became the empirical context for my co-authored study with Dr. Natalie Slawinski on how place can facilitate cross-sector partnerships for community regeneration.

The second manuscript (Chapter Three) in my thesis was co-written with my community partner and key informant from Fishing for Success, Kimberly Orren. This chapter was written for an edited volume on the role of place-based social enterprises in building resilient communities. The volume describes the PLACE Framework, a heuristic model derived from the research conducted with Shorefast described above. Each chapter of the volume centers around an element of the Framework (**P**romote community champions, **L**ink divergent perspectives, **A**mplify local capacities and assets, **C**onvey compelling narratives, and **E**ngage both/and thinking) and the chapter I have included in this thesis describes the final element of the Framework (Engaging both/and thinking) using the case of Fishing for Success. The entire

volume was co-written by researchers and community leaders to integrate theory and practice on social enterprise and community resilience.

Finally, the third manuscript (Chapter Four) in my thesis emerged from a research partnership between researchers at Memorial University and the Bonne Bay Cottage Hospital Heritage Corporation. This partnership was part of a multi-year research project funded by the Ocean Frontiers Institute and was led by Dr. Natalie Slawinski. The goal of this partnership was to explore the applicability of the PLACE Framework in other rural communities across Newfoundland. While my manuscript does not focus on the Framework explicitly, my findings on place and community-based enterprises came out of the close relationship built with the BBCHHC and regular engagement with the organization. Working to co-create and share research with my community partners has allowed me to derive more insightful findings from the data that are representative of the lived experiences of my informants and contribute to building more robust theory on cross-sector partnerships, social enterprise, and community-based enterprise.

1.3 Positionality

Given that this is a thesis about place, I feel it is important to describe and reflect upon my relationship to the places I am studying and how it has shaped my work. I am a Newfoundlander. I was born and raised on the island of Newfoundland in the Canadian province of Newfoundland and Labrador (NL). I come from a place where the air tastes like salt, the wind is almost always blowing, and warm days are seldom but highly cherished. I was raised on the warm smiles of strangers, folk music with strong Celtic roots, and cups of Tetley tea. I grew up with a strong sense of what it meant to be a Newfoundlander and was proud to be from "the Rock." While I have always been an islander, my family moved around the province a lot when I

was young. For the first ten years of my life, I lived in four different communities and six different houses. Even though I have always felt a resonance with my home province, I developed few deep connections to any particular community or house growing up. Ultimately, this childhood gave me a unique appreciation for place and spurred my curiosity about how places shape us. It is also important to distinguish that while I am from Newfoundland and come from a long line of Newfoundlanders, I am not Indigenous. I am a white settler on unceded territory. I have much to learn about the Indigenous histories of these lands, but I am incredibly grateful to have been able to conduct my research in the ancestral homelands of the Mi'kmaq and Beothuk.

Being a Newfoundlander, I have an intimate understanding of my research contexts. All of the case studies in the following thesis are based in Newfoundland. While I was a newcomer to many of the rural communities I studied, I still held a strong sense of each site's overarching history and culture. This "insider" perspective gave me advantages in the field, as I was able to build rapport with my informants quite quickly. However, my attachment to the places I was studying also had the potential to introduce biases in my work and mitigating this challenge required reflexivity and transparency to ensure the trustworthiness of my findings. Throughout my thesis research, I worked to reflect on how my positionality influenced the questions I asked in the field, how I conducted my research, and how I interpreted my findings (England, 1994). I worked closely with my research partners and employed "member checking" to ensure that my coding of the data was indeed reflective of the lived experiences of my informants (Nag et al., 2007). I also regularly engaged with other academics, including my supervisors, who could question my biases and predispositions to view data in a certain way.

Ultimately, this thesis work has helped me reflect on my own connections to place and how place has shaped the person I am today. I have come to see that place is far more than just a backdrop for someone's life or a context for organizing; place can actively shape individuals and organizations and can be an important tool for addressing sustainability challenges.

1.4 Organization of Thesis

The remainder of the thesis is organized as follows: Chapter Two contains the first manuscript in this collection titled, "Collaborating for Community Regeneration: Facilitating Partnerships in, through, and for Place." Chapter Three contains the second manuscript titled, "Engaging Both/And Thinking: A Case Study on Fishing for Success." Chapter Four contains the third manuscript titled, "Leveraging Place: How Community-Based Enterprises Increase Community Support to Create Long-Term Impact." Finally, Chapter Five is the conclusion of the thesis.

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Chapter Two: Collaborating for Community Regeneration: Facilitating Partnerships in, through, and for Place

Abstract

Cross-sector partnerships (CSP) are increasingly recognized as essential for addressing our world's mounting sustainability challenges. However, place is often considered merely as a contextual backdrop for these partnerships in CSP research. In this study, we focus on the ways in which place, including the natural, built, and cultural dimensions of geographic locations, is actively leveraged to facilitate cross-sector collaboration. Employing a qualitative and engaged research approach, we helped organize and studied two workshops held in small communities on the east coast of Canada whose goal was to build a cross-sector network of community leaders focused on revitalizing communities suffering from the collapse of their primary industry, the cod fishery. We show how the staging of place fostered deeper connections among participants by reducing barriers to participation, intensifying contact with others, and enabling participants to share local knowledge. In turn, connecting through place prompted participants to recognize a shared purpose and sense of belonging, two key elements for building cross-sector collaboration.

Keywords: cross-sector partnerships, place, regeneration

2.1 Introduction

Around the world, many communities are facing depletion and struggling to recover from economic decline, ecological destruction, and social problems stemming from mounting sustainability challenges like climate change and inequality (Johnstone & Lionais, 2004; Shrivastava & Kennelly, 2013). For example, a 2010 earthquake devastated communities in Haiti, killing hundreds of thousands of people, destroying countless structures, and resulting in a prolonged and difficult recovery process (Williams & Shepherd, 2016). Other places have suffered the loss of their primary industry, damaging their economy and jeopardizing their future

viability (McKeever et al., 2015). These challenges leave residents feeling a sense of hopelessness (Slawinski et al., 2021), forcing them to leave their community in search of opportunities, and further fueling the downward spiral of depletion (Emery & Flora, 2006).

While the world's growing sustainability challenges are often experienced most directly in communities (Berrone et al., 2016; Borch & Kornberger, 2015), these same communities are also critical to addressing these challenges (Lumpkin & Bacq, 2019), since they possess the local knowledge and attachment to place required for their recovery (Burley et al., 2007; Howard-Grenville et al., 2013). Yet, paradoxically, these very communities have often been stripped of critical resources and capacities that are essential to their recovery, such as social and financial capital (Johnstone & Lionais, 2004; McKeever et al., 2015). Prior research has examined a variety of approaches that enable devitalized communities to pursue regeneration, including through community and embedded entrepreneurship (Peredo & Chrisman, 2006; McKeever et al., 2015), brokering partnerships among local stakeholders and humanitarian organizations (Shepherd & Williams, 2019; Stadtler & Van Wassenhoven, 2016; Williams & Shepherd, 2021) and leveraging networks to build community capacity (Johannisson & Nilsson, 1989; Trujillo, 2018).

Research on cross-sector partnerships has acknowledged that collaboration across sectors is critical to tackle the scale and complexity of the challenges facing communities (Clarke & Crane, 2018; Pinkse & Kolk, 2012). More recently, researchers have examined the role of place as an important context to address the challenges facing devitalized communities (McKeever et al., 2015; Welter, 2011) and as a context for building effective partnerships to address these challenges (Dentoni et al., 2021; Trujillo, 2018). Yet, while researchers have started to unpack the importance of context for enabling partnerships that can address both local and global

sustainability challenges, we lack a nuanced understanding of how devitalized places act as more than just a context for collaboration building but can be actively leveraged to facilitate partnerships designed to regenerate them. As such, in this paper we ask: How can place be leveraged to facilitate cross-sector collaboration for community regeneration?

We address this question through a community-engaged study (Murphy et al., 2020) of two place-based workshops organized by a team of university researchers and social entrepreneurs located in small communities in Newfoundland and Labrador, Canada. The main goal of these workshops was to build a cross-sector network of community leaders from across the province who work on regenerating coastal communities devitalized by the collapse of the cod fishery in the 1990s, along with representatives from support organizations such as municipal, provincial, and federal governmental bodies and university researchers. The workshop organizers deliberately held each workshop in the rural community where the social enterprise partner was located to showcase the challenges and opportunities of working to regenerate these places, and planned place-based experiences for workshop participants, making these workshops an ideal setting to study partnering in place.

Our analysis of qualitative data from the two workshops uncovered three main findings. First, the staging of place – i.e., locating the workshops in small coastal communities and designing experiential activities that connected participants to place – reduced barriers to participation. Second, participants' experience of the place was impacted by both the staged and unstaged interactions with place, which together fostered deeper connections among participants. Third, connecting *through* place promoted shared purpose and a sense of belonging, two key elements for building cross-sector collaboration to regenerate devitalized communities. With these findings, we induced a model of facilitating collaboration in and through place. Our model

contributes to research on cross-sector partnerships (Clarke & Crane, 2018; Stadtler & Karakulak, 2020) by showing how place is not only a context for partnerships but can also be actively leveraged to create bonds between participants, which is essential to the development of partnerships.

We contribute to research on organizing for community regeneration (e.g., McKeever et al., 2015; Branzei et al., 2017) by showing the importance of partnering not only in place to address the challenges faced by communities, but also the importance of drawing on the assets of a devitalized place, including its traditions and natural setting, to foster partnerships that build capacity, nurture pride in place, and promote regeneration. Finally, we respond to growing calls for engaged scholarship (Hoffman, 2021), adding to existing research showing how co-creating solutions to address growing sustainability challenges using community-engaged approaches can advance creative and effective approaches to community regeneration.

2.2 Literature Review

2.2.1 Partnering for Community Regeneration

Communities around the world are experiencing the direct impacts of sustainability challenges, often manifesting as exogenous shocks and stresses that disrupt and deplete life in these places (Berrone et al., 2016). Communities, which are characterized by their "shared geographical location, generally accompanied by collective culture and/or ethnicity" (Peredo & Chrisman, 2006, p. 315), may struggle to recover from abrupt disruptions, such as natural disasters (Williams & Shepherd, 2016) and disease outbreaks (Rao & Greve, 2018), while others face a slow depletion over time from prolonged stresses such as climate change or unchecked global capitalism (Johnstone & Lionais, 2004). Some are even forced to grapple with both the challenges of sudden shocks and the residual effects of such catastrophic events (Slawinski et al.,

2021). As sustainability challenges are complex and cut across boundaries (Ferraro et al., 2015), these threats impact all aspects of community life, including environmental, economic, social, and cultural realities. Such disruptions can even be traumatic (Williams & Shepherd, 2016), resulting in the loss of local identity and purpose and fostering a general sense of hopelessness for the community's future (McKeever et al., 2015). No matter the type of shock, disrupted communities are faced with the daunting work of forging a path to recovery and regeneration (Branzei et al., 2017).

In response to this community disruption and depletion, there is a growing interest in studying community regeneration efforts to facilitate local renewal (Imbroscio et al., 2003; Johannisson & Nilsson, 1989). Regeneration "seeks to enhance the conditions for life in social-ecological systems" (Hahn & Tampe, 2021, p. 467) and aims to restore these systems' "capacity to continuously self-organize and evolve" following disruption (Muñoz & Branzei, 2021, p. 509). Research has examined different approaches to community regeneration, including the role of embedded entrepreneurship and community enterprise in spurring local solutions in devitalized contexts (Johnstone & Lionais, 2004; Murphy et al., 2020; Peredo & Chrisman, 2006). Embedded entrepreneurs possess strong community ties and draw upon local knowledge to meet local needs, develop community capacity, and generate social capital (Mckeever et al., 2015). This research stems from a growing appreciation for the role of historical, cultural, spatial, and social contexts in shaping entrepreneurial processes (Murphy et al., 2020; Welter, 2011). Research on post-disaster organizing has also highlighted the importance of engaging with place-based values, knowledge, and relationships when responding to these challenges and rebuilding communities (Farny et al., 2019; Shepherd & Williams, 2014; Williams & Shepherd, 2016), including the use of collaboration at the local level to build community resilience (van der

Vegt et al., 2015). Meanwhile, long-standing research on governing common pool resources has shown that, under certain conditions, community members can self-organize and collaborate to protect their collective interests (Meyer, 2020; Ostrom, 1990). These different streams of research all highlight the importance of involving communities and local ways of knowing in the regeneration process (Lumpkin & Bacq, 2019). Yet, communities may lack the resources and capacities to solve their challenges on their own, and they often "lack the intentionality and cohesiveness" to engage in collective action for local regeneration (Lumpkin & Bacq, 2019, p. 388).

Recognizing these challenges, research has highlighted the role of cross-sector partnering for facilitating community renewal, as coordinated efforts across sectors are often essential to create holistic, locally-rooted solutions to these challenges (Bryson et al., 2006; Clarke & Crane, 2018; Kramer & Pfitzer, 2016; Pinkse & Kolk, 2012; Stadtler, 2018). Cross-sector partnerships are voluntary collaborations between actors from various sectors to address complex challenges like poverty alleviation and community capacity building (Selsky & Parker, 2005; Selsky & Parker, 2010; Clarke & Fuller, 2010; Vurro et al., 2010). The evolution of these partnerships typically follows a set of chronological stages that include formation, implementation, and outcomes (Selsky & Parker, 2005). The formation stage can occur prior to any formalized relationship, but may contain early indications of the potential for the partnership to advance social change (Seitanidi et al., 2010). Two processes of partnership formation are especially critical. First, problem-setting requires partners to agree upon the nature of the issue they seek to address and then align their activities with commonly held values and goals. Second, direction-setting requires partners to find a common purpose and disperse power among themselves to reduce conflict (Gray, 1985).

Forming partnerships is fraught with numerous challenges and overcoming them requires adept facilitation (Byrson et al., 2006). For example, the diversity of partners required to address interconnected social issues can also trigger conflict and power imbalances. Partners from differing sectors are likely to hold divergent goals and ideologies (Dentoni et al., 2018), and when partners hold competing institutional logics, partnership dissonance can create tensions that negatively impact collaboration (Di Domenico et al., 2009). In the formation phase, these tensions are likely to surface as partners try to create consensus on the nature of the problem at hand and shape the partnership's agenda (Bryson et al., 2006). Conflict can also be intensified when partners differ in status (Bryson et al., 2006). Such power imbalances may exist prior to the partnership or may emerge during the partnering process and can be linked to the relative size or reputation of the organizations that participants represent (Selsky & Parker, 2010; Bryson et al., 2006). Lack of trust among partners, which can stem from power imbalances, can also threaten the partnership (Vangen & Huxham, 2003). Research has pointed to the importance of building trusting relationships (Bryson et al., 2006; Selsky & Parker, 2010) and engaging in other relational processes iteratively (Le Ber & Branzei, 2010) to foster a common purpose and help partners leverage key differences and reduce power imbalances. These processes are critical at all stages of the partnering process, particularly in the early stages (Gray & Stites, 2013).

2.2.2 Facilitating Cross-Sector Partnerships in Place

Research has begun to explore the factors that contribute to the facilitation of these partnerships, including the role of brokering organizations or conveners (Bryson et al., 2006). Brokers can facilitate collaboration by bringing together actors who are disconnected from each other or lack trust (Gray & Purdy, 2018; Stadtler & Probst, 2012). Brokering organizations are a key mechanism for working through collaborative tensions and helping partners recognize

shared goals (Stadtler & Karakulak, 2020). In their study of Public-Private Partnerships, Stadtler and Probst (2012) showed that brokers take on specific roles throughout the partnership formation process. In the problem-setting stage, brokers identify key stakeholders for the partnership, facilitate dialogues, and "provide problem-related background knowledge based on research, expertise, and experience" (p. 39). In the direction-setting stage, they bring partners together and help them "craft a shared vision, build relationships and trust" (p. 37). Research on post-disaster organizing has also highlighted the role of brokers for facilitating relationships within and between communities to access and leverage resources to rebuild local capacities following major local disasters (Shepherd & Williams, 2019). Following these disruptions, engaging with place-based values, knowledge, and relationships becomes critical in rebuilding communities as connecting with these assets allows for a more holistic understanding of local needs and challenges (McKeever et al., 2015; Shepherd & Williams, 2014).

Furthermore, researchers have identified the importance of context for partnership formation and facilitation. Cultural, social, political, and economic factors are inextricably linked with and affect the development of partnerships (Pinkse & Kolk, 2012; Rein & Stott, 2009). CSPs are also embedded in socio-ecological systems that impact the partnership's ability to achieve its goals (Dentoni et al., 2021). Research has outlined a variety of external antecedent conditions to partnership formation, including resource availability, the institutional environment, and the need to address complex social issues (Bryson et al., 2015). For example, Vurro and colleagues (2010) showcased how institutional logics in a field can shape the way partnerships are structured and governed, which can influence partnership outcomes. These contextual factors, and the unique local conditions of partnerships, prohibit a 'one-size-fits-all' approach to partnering for social change (Bitzer & Glasbergen, 2010; Rein & Stott, 2009).

Recently, researchers have taken a more nuanced view of context to examine the geographical locations and places in which partnerships are formed. In their study of alliance-based interventions designed to promote peace and sustainable development in Colombia, Trujillo (2018) identified that partnerships can use physical, neutral spaces to help beneficiaries develop emergent collective action capacity, which in turn can build partnership capacity over time. After spending time in these spaces, which included community spaces, libraries, and schools, beneficiaries began to attach meanings and values to them. These became safe spaces for beneficiaries where they felt comfortable to share and discuss openly, which allowed beneficiaries to connect and build trust amongst each other. Through these interactions, beneficiaries were able to identify common challenges and, after spending time in these value-laden spaces, "changed their social networks, their sense of identity, and their frames related to violence, agency, and politics" (p. 437). Thus, these spaces were more than a contextual backdrop; they actively shaped outcomes for beneficiaries and the partnerships.

Furthermore, research has shown that place attachment – a deep connection to the many dimensions of place, including physical spaces, people, culture, and heritage (Shrivastava & Kennelly, 2013) – can motivate communities to address local challenges and crises (Brown et al., 2003; Burley et al., 2007). These findings suggest that place may play a critical role in not only addressing local problems, but also fostering shared purpose for collaboration. Taken together, prior research suggests that places more broadly, which include natural, physical, and social dimensions of geographic locations (Thomas & Cross, 2007), may be critical to draw on in facilitating the development of partnerships. Yet, while research has articulated the value of CSPs for addressing sustainability challenges more broadly, and for local development specifically (van der Vegt et al., 2015), the question of how these partnerships can be facilitated

in place remains underexplored. Therefore, this study asks, how can place be leveraged to facilitate cross-sector collaboration for community regeneration?

2.3 Methods

2.3.1 Research Context

This research took place in the Canadian province of Newfoundland and Labrador (NL). As an island located in the Atlantic Ocean, Newfoundland has a long-standing fishing heritage, and a booming cod fishery was the economic backbone for centuries. Until the early 1950s, most of the population lived in fishing communities dispersed along the province's vast coastline (Higgins, 2008). This soon changed as small-scale, family-owned fishing operations became increasingly obsolete due to global fisheries industrialization and the subsequent decline of cod stocks. The government encouraged residents of outport communities to resettle to larger, more centralized communities to find employment. By 1992, cod stocks declined to such unsustainable levels that the Canadian government announced a moratorium on cod fishing (Higgins, 2008). Thousands of fish harvesters lost their livelihoods overnight, forcing many families to leave their communities and, in some cases, leave the province in search of work. In the years following the moratorium, rural NL communities have continued to face economic decline and outmigration. While some communities have been abandoned completely, as all their residents resettled, other communities have turned to tourism and other economic activities to boost their economies and attract newcomers in hopes of reversing their decline. In addition, there has been a rise in community-based enterprises and social enterprises as entrepreneurs and community leaders search for innovative ways to preserve their local heritage and rebuild rural economies.

We studied and actively participated in two place-based workshops in NL designed to build a network of community leaders to promote rural resilience and address increasingly

complex problems related to the fisheries collapse. These workshops originated from a research collaboration between a research team at a Canadian university and Shorefast, a place-based organization aiming to build cultural and economic resilience on Fogo Island, NL. An island off the northeastern coast of Newfoundland consisting of 10 communities, Fogo Island was one of many places that was greatly impacted by the cod moratorium. The second author led this research team and conducted her own ethnographic study of Shorefast between 2011 and 2018. Both the researchers and Shorefast's leadership team decided that the learnings that emerged from the research project could be of benefit to community leaders province-wide. They decided to host a workshop on Fogo Island in 2018 to discuss the challenges of, and opportunities for, rural community development, while also building a cross-sector network of individuals representing organizations focused on advancing rural development in NL (See Figure 2.1 for a timeline of key events). Hosting the workshop in a remote rural community presented many challenges, namely, on the weekend of the workshop, a massive storm passed over Newfoundland, impeding travel and causing mass power outages. The organizers were forced to postpone the workshop by a day. Despite such challenges, the organizers realized hosting the workshop in a rural community also had its advantages, as it brought together a group of community leaders who were dedicated to the work of local regeneration. Recognizing the importance of continuing to build this network of leaders, a second workshop was planned for the following year (2019) in Petty Harbour, a small fishing community on the east coast of Newfoundland that, like Fogo Island, was deeply impacted by the collapse of the cod fishery. The workshop was co-organized by the same research team and Fishing for Success, a social enterprise based in Petty Harbour working to preserve Newfoundland's fishing heritage. Prior to the workshops, both authors had worked closely with Fishing for Success on various research

projects and the first author was conducting a study of the organization for her doctoral dissertation. Participants at both workshops consisted of individuals working on solutions to help rebuild devitalized communities. There were 35 participants in attendance at the first workshop and 40 at the second. They represented different sectors including all levels of government (municipal, provincial, and federal), the non-profit sector, the for-profit sector, and academia. Most participants were social entrepreneurs and community organizers working to rebuild their rural NL communities.

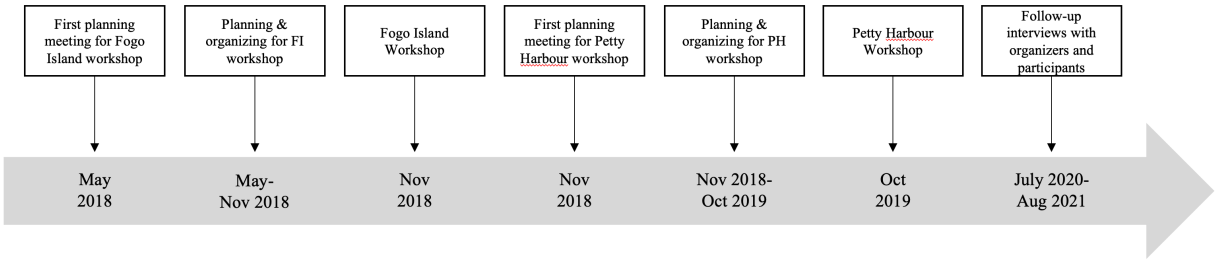

Figure 2.1. **Timeline of Workshops**

In the early planning stages for the Fogo Island workshop, the intention of the research team was mainly to disseminate knowledge to community leaders through the workshop. However, as time went on, and through our deep engagement with Shorefast to plan and execute the workshop, it became clearer that the workshop would be an opportunity for community leaders to learn from each other and build a network. We also began to observe that there were notable dynamics at play between the way place was used in the planning and execution of the workshops and how workshop participants connected with each other and began to build a collaborative network. We became interested in these dynamics and decided to study the workshops in earnest to understand the role of place in building an emergent cross-sector collaboration.

2.3.2 An Engaged Research Approach

As the two place-based workshops were co-created by both researchers and social enterprise partners, this study adopted an engaged approach from the beginning. This study aligns with the principles of community-based participatory research (Hacker, 2013), where there is a degree of shared ownership of the research between the community partners and the researchers (Murphy et al., 2020). Informants were partners in the research project, helping to co-create and disseminate knowledge through the workshops. This engaged approach is often used to mobilize findings to address community-based issues in real time (Bansal et al., 2018). Our informant-partners possessed an intimate familiarity with their contexts, which helped us to deepen and refine interpretations of the data and produce more insightful findings (Hacker, 2013). This engaged, community-oriented process allowed us to gain a deeper understanding of how place became an important factor in the facilitation of cross-sector collaboration.

2.3.3 Sampling

As is common in qualitative case study research, we used theoretical sampling (Eisenhardt & Graebner, 2007). The two place-based workshops were deemed ideal cases to address our research question for two reasons. First, these workshops were place-based. They happened in small communities, and the venues, meals, and activities were chosen to reflect the culture and heritage of those places. As such, these cases allowed for the exploration of how workshop participants connected with each other while engaging with these place-based elements. Second, the workshops intended to share local knowledge and establish a cross-sector network of actors to build resilient communities. Both host communities were devastated following the cod moratorium, experiencing continuous depletion in the decades that followed. Yet, there were social enterprises in both communities dedicated to regeneration, one primarily

through place-based economic development and the other through reviving fishing heritage, and thereby the community's identity. The settings for the two workshops therefore allowed us to observe the early stages of a cross-sector network designed to address issues of community regeneration and resilience.

Our interview informants were also purposefully selected based on their roles at the workshops. We chose informants who had attended one or both workshops and could speak to their experiences at the events. We also interviewed a mix of organizers and participants so we could explore how place was used during the organizing process, and then how it was experienced by participants at the workshops.

2.3.4 Data Collection

Data for this qualitative study were primarily collected from participant observation and archival data, which we supplemented after the workshops with semi-structured interviews to further triangulate our data and to validate our emerging model (Yin, 2009). A qualitative lens allowed us to understand our own experiences as members of the workshop organizing team and also those of the participants. Through this approach, we were able to examine the process through which place was leveraged to facilitate cross-sector collaboration (Eisenhardt et al., 2016; Pratt, 2009). Data collection started in September 2018, leading up to the first workshop, continuing until October 2019 after the second workshop. Interview data were gathered between July 2020 and August 2021 (See Table 2.1 for our data sources).

Table 2.1. **Data Sources**

	Total
Participant Observations	**60 hours/22 events**
Planning Meetings	20 hours/20 meetings
Workshops	40 hours/2 workshops
Archival data	
Planning meeting documents	33 pages
Participant bios	98
Worksheets from roundtable discussions	103 pages
Notes from discussion moderators	35 pages
Written reflections from participants	10
Presentation slide decks	3
Media articles	7
Social media posts from participants and organizers	30
Photos	115
Video footage	210 mins
Interviews	**8 interviews**
Participants	3
Organizers	5

Similar to other participant observation studies of events, the authors observed and participated in each workshop's sessions and activities, and collected all documents created by the organizers and participants before, during, and after the events (Zilber, 2011). We were also part of the organizing teams for both workshops, which gave us exceptional access to all stages of the workshops. This meant that we were members of the groups we were studying and used our experiences as organizers and participants as data (Gephart, 2004). Over the course of the study, the authors participated in over 20 planning meetings and both two-day workshops. Our roles involved attending planning meetings, helping determine the goals and experiential design of the workshops, and assisting with logistics and administrative tasks. We also participated in the workshops and were involved in activities like roundtable discussions, walking tours,

dinners, and experiential activities. The second author gave presentations on research findings at both workshops. We took detailed notes of our observations through the planning process and at the workshops. These notes captured candid interactions with other planning team members and workshop participants. Both authors met regularly throughout the data collection process to exchange notes and discuss these observations.

We also collected and analyzed a wide array of physical and digital artefacts from both workshops that helped us establish the background of the workshops and understand participants' experiences. These materials included agendas and minutes from planning meetings, participant bios, photos, presentation slide decks, media articles, and social media posts from participants that included content about the workshops. We also collected specific types of archival data that were unique to each workshop. From the Fogo Island workshop, we collected video footage from a panel discussion, worksheets completed by participants during roundtable discussions, notes from discussion moderators, and written reflections from participants outlining their key takeaways. As this workshop focused more heavily on roundtable discussions and the completion of worksheets as a key output, we collected these specific types of data that captured the essence of those discussions. From the second workshop, we collected video footage from the experiential activities in Petty Harbour, including footage of participants painting squid, weaving rope, and filleting cod. These videos also captured participant reactions to the activities and conversations they had with one another as the sessions unfolded. Unlike the first, the second workshop was centered around these experiential activities and so we chose to collect video data to capture the way participants engaged with those activities.

Following both workshops, we conducted eight semi-structured interviews with key informants, including organizers from each workshop and community leaders who attended both

workshops. These interviews were used to triangulate and validate our findings from participant observations and archival data. Interview protocols were designed to further understand how being in place impacted participants' experiences of organizing or participating in the workshops. All interviews were conducted online, audio-recorded, and transcribed. Detailed notes were also taken during each interview.

2.3.5 Data Analysis

We analyzed these data through an iterative process of moving between data collection, analysis, and relevant literature to generate the key insights outlined in our findings (Eisenhardt, 1989). This analysis progressed through the three steps outlined below.

Step 1: Building thick case narratives. The first phase involved using multi-modal data such as videos, planning documents, field notes, and interview transcripts to build thick narratives about each workshop (Langley, 1999; Bansal & Corley, 2012), including the workshops' origins, planning process, and the delivery of, and participation in, the events. This step was important for coping with the volume and variety of data we had collected, allowing us to become intimately familiar with each workshop (Eisenhardt, 1989). This approach also allowed us to describe the rich contextual detail of each workshop and its respective community (Langley, 1999). These narratives were initially drafted by the first author, but later refined and developed by both authors as we continued to analyze our data. These narratives revealed that workshop participants emphasized the importance of building a collaborative network, but it was also clear that participants' experiences of place were contributing to that collaboration building. These emergent insights guided the rest of the analysis.

Step 2: Coding the narratives to develop core constructs. In the next phase of our analysis, we coded the narratives to build our data structure. Coding was focused on the way

place was used by the workshop organizers to determine how participants were experiencing place and how they were building collaboration. We generated a series of first-order categories by staying close to the data and developing the categories based on informant phrases and terms (Gioia et al., 2013). After comparing and contrasting these categories, we abstracted a smaller group of second-order themes, which allowed us to conceptualize the processes and dynamics at play in the workshops (Miles & Huberman, 1994). At this stage, we began comparing our data and emergent themes with the literatures on place and partnerships (Eisenhardt, 1989). We identified a total of eight second-order themes.

Step 3: Developing a theoretical model. As we continued to analyze the data, we identified connections between the themes, which allowed us to develop a core group of aggregate dimensions that formed the basis of our theoretical model (Gioia et al., 2013). We built the model to showcase and explain the dynamic relationships that we discovered among these emergent themes and dimensions (Gioia et al., 2013). For example, we determined that "promoting interactions with material elements" and "encouraging engagement with cultural elements" were central to a process of staging that was performed by the workshop organizers; thus, those two themes were subsumed in the aggregate dimension of "staging (in) place". Figure 2.2 illustrates how we developed these aggregate dimensions from our first-order categories and second-order themes.

Finally, to ensure validity in the data analysis, we drew from a variety of data sources, and combined real-time observations with our retrospective data to increase the robustness of our analysis and minimize biases from any one data source or informant (Eisenhardt & Graebner, 2007; Leonard-Barton, 1990). We also discussed our findings and model with colleagues and informants to increase the reliability and validity of our interpretations (Lincoln & Guba, 1985).

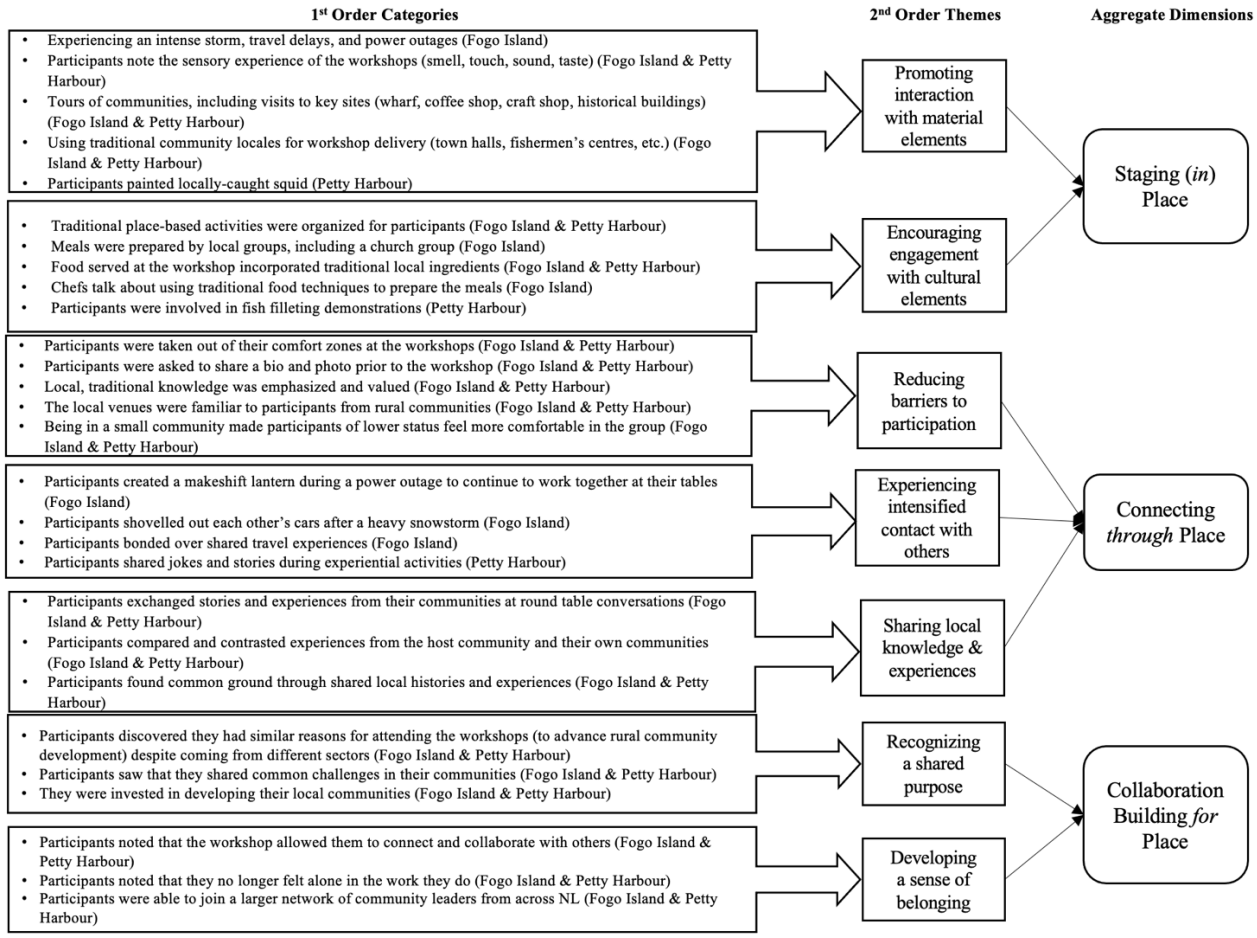

Figure 2.2. **Data Structure**

2.4 Findings

This analysis uncovered three main findings. First, we found that the staging of place – i.e., locating the workshops in small coastal communities and designing experiential activities that connected participants to place – reduced barriers to participation. Second, participants' experience of the place was impacted by both the staged and unstaged aspects of place, which together fostered deeper connections among participants. Third, connecting *through* place promoted shared purpose and a sense of belonging, two key elements for building cross-sector collaboration to regenerate devitalized communities. See Appendix A for additional supporting quotes to supplement the reflections shared below.

Staging (*in*) Place

The Fogo Island and Petty Harbour workshops were deliberately designed to showcase and leverage the assets and capacities of both host communities. The intention was to create an experience for participants that immersed them not only in the physicality of each locale, but to allow them to connect with the rich heritage and culture of place. Thus, the venues, food, and activities were intentionally chosen and staged to represent the material and social-cultural elements of each community. As members of the organizing teams for both workshops, the authors witnessed and participated in those decision-making processes. The organizers felt strongly that hosting these workshops in small communities, rather than in urban centres, was essential for facilitating meaningful conversations about community resilience and regeneration. In an interview, one of the organizers from the Fogo Island workshop reflected on this choice to host the workshops in community:

> If we were going to be discussing what we had learned in our research about Fogo Island, about Shorefast, then why not show participants what those places and that organization actually looks like… just by being in place we felt it would be highly experiential and they would benefit from seeing, touching, smelling, feeling the place and the organization, and seeing the work that Shorefast was doing...

While much of the workshop was staged by the organizers, participants also had unstaged interactions with place that contributed to how they engaged with the materiality and culture of each community. In the following sections, we describe both the staged and unstaged aspects of place and how participants interacted with them in tandem.

Promoting Interaction with Material Elements. One of the key components of staging place for the workshops involved drawing upon the core material elements from each community by creating opportunities for workshop participants to interact with the natural and built environments.

At the Fogo Island workshop, we also observed participants interacting closely with the local natural environment as a result of an intense storm that hit the island. The storm brought wind and waves strong enough to trigger seismic activity, and as those waves pounded Fogo Island's shores, the ferry was unable to cross for two days. This forced the organizers to delay the workshop by a day until the ferries were running again. The strong winds and heavy snow not only created challenging conditions for travel to the island, but also resulted in sporadic power outages throughout the workshop. However, the unexpected storm created unique opportunities for participants to experience the intense weather of Fogo Island and enabled closer contact with local residents. One participant recalled how the weather and resulting power outage played a role in providing a more personal experience with local community members:

> We were staying in a little cabin and when we went back the power had gone and it was extremely cold there so we crawled into bed even with our outdoor clothes on because it was that cold there. And then there was a knock on the door and the person who owned the cabin… had a little in-law suite and she invited us to go down and stay there because they had a wood-fired furnace there.

At the Petty Harbour workshop, the organizers designed walking tours of the community. Local community residents led small groups of workshop participants through the community to expose them to key attractions, buildings, and landmarks. Participants were broken up into smaller groups, each with a community guide who led a group while providing their own anecdotes and memories of the town to accompany the sights. The first author joined in on one of the tours and recalled that the sunny but crisp autumn weather lent itself well to a leisurely walk through the community and witnessed the group interacting with a local fisherman as they approached the wharf to see the many small, colourful fishing boats that were tied up. The fisherman called out and greeted the group as he threw his freshly caught cod into plastic tubs on his small boat while seagulls flew overhead squawking loudly. It became clear to the author that

participants were interacting with place when a woman from the group called out to the fisherman to ask what he was doing and without hesitation he pulled a three-foot cod out of the tub and showed off his catch.

Another participant reflected on how this experience was different from other workshops she had attended in generic hotels. She noted that "you truly used all your senses. You could smell the place, you could see the place, you could touch the assets, you could hug the people, you could taste the food... it was really beautifully woven." We observed participants as we were guided through the community. We walked by waterShed, the local café, where we could hear the burring of coffee grinders and the chattering of patrons sitting outside. Across the street, Chafe's Landing, a local restaurant, was preparing to open for the day and the authors noted the smells of deep-fried fish batter and homemade fries that wafted over the waterfront. The tours also included a stop at a small craft shop where the owners shared stories of their family roots in Petty Harbour while the group browsed the hundreds of trinkets, ornaments, and knitted goods that lined every surface of the store. We again observed the participants interacting with local residents when a man in a pickup truck drove by with a moose carcass in the pan of his truck and slowed down enough to talk with the group about his successful hunting trip. Following the workshop, one participant we interviewed noted that the walking tour was very memorable as it allowed her to experience the material elements of the community through her interactions with people who lived in the community:

> [We were] actually stepping on the key assets of the area, touching them, hearing stories about them...You could see the local capacities… We walked around and they were pointed out to us which was unique and nice but also very much of that place. [Petty Harbour] is small, it's very walkable...and then of course stories come out because when you get a group of people together with a lot of breaks and time for socializing and fun activities that give people the space and the levity to chat.

Encouraging Engagement with Cultural Elements. Closely tied to the material elements of place, the cultural elements of place were also integral to the staging of place at both workshops. The organizers felt that food was one of the ways the culture of the place could be conveyed to workshop participants. For the Fogo Island workshop, they chose a group of women from a local church to serve a meal of homemade soup and sandwiches that was typical of community events such as fundraisers, bingo, and other gatherings in rural communities. The women volunteered to prepare the meal for the workshop participants and the organizers arranged for the proceeds from the meal to be donated to support their local church.

For the evening meal, the organizers arranged for participants to dine at Scoff, a local restaurant whose name is derived from a traditional Newfoundland term for a meal served in the evening, a relic that hailed back to a time when fishermen gathered either at sea or ashore for an impromptu party. Most of the meal was served in the dark because the storm was still raging and power had still not returned, but the restaurant owners and chefs made last-minute arrangements to bring in lanterns and candles to light the restaurant. Luckily, they had propane stoves for cooking. The menu consisted of fresh locally caught cod and other Newfoundland-inspired dishes prepared with local ingredients. Both authors sat among participants around long family-style tables lit with small tealights, observing as the room filled with music and chatter. We felt surrounded by the culture of the place and noticed that participants seemed at ease in this environment with familiar music, smells, and even traditional porcelain tea sets that their grandmothers would have used.

Recognizing how important creating an immersive experience had been to fostering mutuality and commonality at the Fogo Island workshop, the organizers of the Petty Harbour workshop incorporated a series of experiential activities designed to engage participants in the

community's history and culture. One such activity was a cod filleting demonstration. As a historic and active fishing community, Petty Harbour has close ties to the fishery and many residents still harvest and process fish during the summer months when a recreational fishery is sanctioned by the federal government. The first author joined a group of participants at a fishing shed near the wharf where a retired fisherman and co-founder of Fishing for Success, was offering the demonstration. Everyone piled around the cutting table, craning their necks to see his skillful, fluid cuts on each fish. As he dissected each piece, he discussed the heyday of the fishery in the province, explaining how fish was processed in different fishing communities when he was a young boy. The author noted that throughout the demonstration, participants were engaging with this cultural experience as they asked questions about the parts of the fish and how they were used. He told story after story of his childhood in Petty Harbour and his family ties to fishing. When he was a young boy, he would sit under the cutting table where the fishermen were processing the fish and cut out tongues from the discarded fish heads to sell in the community: "I had a job when I was ten years old. I made 4 or 5 dollars a day with a bucket full of cod tongues." Cod tongues were a traditional Newfoundland delicacy. After he had carved off a few fillets, he asked if anyone from the group wanted to cut out a cod tongue and a PhD student volunteered. Step by step, the student was guided through the technique for cutting out the tongue. Not only did participants learn about the traditional skills of fish processing, but they were immersed in stories filled with cultural references to life in Petty Harbour. Reflecting on the experience of watching the demonstration, one participant noted that the activity and being in Petty Harbour gave her a greater appreciation for the social enterprise's work in the community:

> If I was just to hear about Fishing for Success, I wouldn't know what it's like to stand on the land of Island Rooms or I wouldn't know the way [the co-founder] looks at his boat or how proud he is when he's showing a cod eye... it wasn't so much the dissecting of a cod but it was more what I learned about [the co-founder] watching him do that...

Connecting *through* Place

Our data revealed that the staging of place helped to foster greater connections among participants. This process of connecting through place involved three key elements: reducing barriers to participation, experiencing intensified contact with others, and sharing local knowledge and experiences.

Reducing Barriers to Participation. The workshop organizers deliberately invited participants from a wide array of sectors and backgrounds but recognized the need to create a space that allowed these diverse participants to feel comfortable engaging with each other. Some were entrepreneurs and municipal council members, while others were non-profit board members or academics. They came from various communities across the province and ranged from 20 to 70 in age. While such diversity could have introduced status differences in the group, making some participants uncomfortable and discouraging their active participation, we instead found that drawing on material and cultural elements in the staging of place served to reduce barriers to participation.

One of the organizers of the Fogo Island workshop suggested asking each participant to submit a bio and photo to be shared with the group before the workshop with the goal of securing participants' commitment to attend the workshop, fearing that some might register and not show up. Another organizer reflected in an interview after the workshop that she noticed that the bios did more than secure commitment; they reduced any initial barriers to participation by valorizing the work of each participant: "Just the act of creating bios put everyone on the same playing field, in other words, everyone has value because everyone has a bio they can share that showcases who they are and what they do for community." The decision was made again to collect and distribute participant bios at the Petty Harbour workshop, but unlike at the Fogo

Island workshop where the organizers put their bios first, at the next workshop, organizers and participant bios were combined and listed alphabetically.

Furthermore, the decision to hold the workshop in a small community appeared to break down status differences between participants. A young electrician and entrepreneur working to start a farm in a community of fewer than 200 people commented that she initially found it "intimidating… to participate in [the Fogo Island] workshop with people of this caliber", referring to the academics, government staff, and elected officials in attendance. She explained that being with such people could "very easily [have been] a barrier I can create to think, 'I don't belong here, I am just an electrician, or I have pigs'". However, she then noted how being in a small community made her feel less intimidated because she realized the value of community leaders like herself, who had the ability to "see an idea from concept to fruition [and to] accomplish amazing things in our own communities".

One of the workshop organizers observed that the choice of venue for the workshops was also important for reducing barriers because they were spaces commonly found in many rural Newfoundland communities, like town halls, local cafes, and multipurpose buildings where community gatherings are frequently hosted.

> We hosted most of the [Fogo Island] workshop in a town hall that is just like any other town hall in Newfoundland… So it wasn't like you were entering some huge glass dome in downtown Toronto. I think the setting was perhaps equalizing as well.

At both workshops, participants encountered a scene typical of community spaces across rural NL: a dated interior with vinyl floor tiles, fluorescent lights, worn-out wooden rectangular tables, and mismatched chairs. One of the organizers noted the power and status differences she had observed at the Petty Harbour workshop: "peoples' different positions precede them into the room, so you could be the most down to earth easily approachable person but there are still these

psychological barriers". She explained that having the workshops in community-based venues created an "informal kind of setting [that] can remove those barriers", further noting "that people felt more relaxed and less, or not, intimidated." When asked to reflect on the choice to host these workshops in communities, an organizer from the Petty Harbour workshop noted that:

> It sends a message to [the participants] that their work is legitimized and seen as valuable… to be welcomed into someone's community when you're working in community and not have to meet at the Sheraton in St. John's is a very different context, so with so much of social enterprise in the province being around community economic development, to me it only makes sense...it's part of meeting them where they are.

Experiencing Intensified Contact with Others. At the Fogo Island workshop, the storm created challenging circumstances for workshop participants as they faced the cold, snowy, and windy weather in their travels to the remote island. However, one participant noted that even prior to the start of the workshop, participants were bonding and making connections through their shared travel experiences:

> Seeing people arrive who I think otherwise would have arrived as more or less strangers who had shared the ferry delay experience and then knowing about the power outage and the bad weather and all that… I saw the impact that it had… there's something that happens on that ferry when people chat or in the ferry lineup when it's delayed that somehow binds people together in that shared experience.

During the first day of the workshop, there was a power outage in the town hall where participants had gathered. The few windows in the room created enough light for participants to keep working through the blackout. Within a few hours, the sun started going down and the room darkened. We observed one participant projecting her phone's flashlight onto a flower vase to create a makeshift lantern that lit her work group's table. Other groups soon followed suit. As the temperature dropped and the hall became chilly, participants began putting their winter coats on and kept working. Participants continued to discuss the assigned workshop topic with their

group while huddled around the “lantern” at their table. They appeared to be fully immersed in conversations; it was as though they had forgotten about the storm raging outside.

The weather caused participants to work in a dark, cold room together, forcing deep interactions on them. For example, at the end of the workshop, when participants went outside to get in their cars to go to supper, they found their vehicles were “up to the top of the tire in snow”, as one participant recalled. We witnessed participants sweeping the snow off each other’s cars, and a few people pulled shovels from their trunks to dig a path for others to drive through. After reflecting on shoveling a fellow participant’s car out of a snow drift, one participant noted that the harsh weather only “intensified the contact” she experienced with others at the workshop. The situation prompted jokes and laughter as participants helped each other get their cars out of the snowy parking lot.

At the Petty Harbour workshop, we saw that the cultural experiences intensified contact among participants and create opportunities for connection. Experiential activities, like the cod filleting demonstration, encouraged bonding and brought people closer together. The first author also observed this type of exchange while participants engaged in a squid painting activity led by a co-founder of Fishing for Success. Participants gathered around a long table and each person was given their own craft paper, paint, brushes, and a small northern shortfin squid. We witnessed some participants grimacing while others eagerly jumped at the opportunity to get close to the cold, limp, slimy squid. The activity involved painting sections of the squid with different colored paint and then pressing tracing paper overtop to leave a colourful impression on the paper. Once the activity was underway, participants passed around bottles of paint, cracked jokes, and told stories. We observed a president of a charitable foundation sitting beside a town manager from a community of 2,000 people laughing and joking as they touched their squid and

began to position their tentacles on the paper. Two other participants, a town councillor and an innkeeper, exchanged questioning looks and commented on the strangeness of the activity. It became clear to us that such immersive place-based activities appeared to intensify connections between participants. A participant noted that such experiential activities "[promote] interaction because everyone has questions to ask… and it promotes interconnection [because of] the fact that everyone is immersed in an environment that is not normally connected with meetings and workshops." In this environment, we noticed that it tended to be those less familiar with rural NL traditions, such as academics and government officials, who asked the most questions. For example, while observing his squid, a PhD student wondered aloud how the squid would look as it moves through water. A leader of a non-profit organization in a rural community who was seated next to him explained that a squid moves in reverse through the water: "What they do is they take water and force it back out and that's what propels them. They don't actually swim!"

Sharing Local Knowledge & Experiences. At both workshops, participants connected with each other through sharing and exchanging place-based knowledge and experiences. A key component of the Fogo Island workshop involved roundtable discussions where participants could discuss challenges they faced in their communities and brainstorm solutions for action. In a written reflection of their experience, a participant noted that they were able to share the key challenges they face to community development and learn from the experiences of other communities represented at the workshop:

> Many of us within the province have very different barriers and challenges… For example, I never thought of a town council as being a barrier to a social enterprise because our town council is very supportive of those types of endeavours. However, hearing from others around our table, I learned that this can unfortunately be the opposite in another community... Therefore, creating this network will hopefully spread individual or regional knowledge and experiences further around the province to enhance the evolution of this more social way of thinking and doing business.

We also observed the exchange of local stories and knowledge at the Petty Harbour workshop in a rope-weaving demonstration led by a co-founder of Fishing for Success. The first author observed as she held up a piece of nylon fishing rope with three pink strands woven through it, and as she began to pull the strands apart, a retired fisherman and a board member of the Wooden Boat Museum of NL recognized what she was doing and interjected. “Do you want to know a fisherman’s superstition?”, the participant asked. He took the other end of the rope, picked one strand, and started to unwind it. He motioned for her to do the same from her end of the rope. “If we get the same one, it means we’re going to sail together again.”, he said. “Oh, that’s cute!”, someone in the room exclaimed. “Oh ok, let’s see what happens.”, she said. They each selected a strand and started to unwind the rope. “I feel a love story coming on!”, someone else joked. Everyone laughed. “I feel like the noodle in *Lady and the Tramp*”, she said. There was more laughter from the audience. They finally met at the middle of the rope and everyone gasped. The fisherman threw his hands in the air. They had picked the same rope strand! Everyone cheered and laughed as they hugged.

This exchange demonstrated to us that these sorts of shared local histories and experiences allowed participants to find common ground and create more meaningful connections during the workshops. In an interview, one participant commented on how the place-based nature of the workshop and experiential activities encouraged participants to reflect on their own communities and share their own experiences of place:

> People are far more curious and their inspirations are stoked. They’re excited to travel around the province and see, step on, and touch for themselves all the pieces of that place and then they can compare and contrast their place and they can get ideas for what they might be able to do. You can’t do that in a Holiday Inn.

Collaboration Building for Place

One of the main goals of the workshops was to build a cross-sector network of community leaders engaged in community development work. Our data showed that the workshops helped establish this network through a process of collaboration building that was enabled as participants began to recognize a shared purpose and developed a sense of belonging to this network.

Recognizing a Shared Purpose. Over the course of the workshops, we overheard several participants express that they had more in common with other community leaders than they initially thought. A community leader from a small town noted, "We have a lot of common problems. Together we can remove or work around the obstacles to develop social enterprise as a valuable component of our rural economy." Another noted that, "with such an engaged group of people, the ability to keep the conversation going and share ideas is vital to the growth of social enterprise and can expedite action." Even though participants came from diverse backgrounds, several of them indicated that they were attending the workshop to look for solutions to their community's challenges, most of which had originated from the collapse of the cod fishery. One participant noted this shared purpose despite the differences in participants: "At various points you're sitting with people who have come from different backgrounds… it helps you understand that you can build networks across backgrounds. Everybody doesn't have to be from a small rural community to be interested in what you're doing." After the workshop, another participant remarked that she could tell that everyone who attended "had skin in the game", as one participant noted, and were working toward similar goals of community resilience.

Developing a Sense of Belonging. Reflecting on the workshops, many participants indicated that they felt a sense of belonging and comradery after attending. One of the Fogo Island workshop organizers reflected:

> There's no way that the power going out and this being a bit of an adventure didn't bring people a little bit closer because it's kind of like we're all marooned on this crazy ship with no lights and no heat together. It definitely didn't hurt the process of bringing people together and also for people who didn't have a full understanding of the challenges of rural living and operating or the people who didn't see those things in action as often. It really gave them insight into what we deal with out here frequently.

A mayor in attendance explained that one of the biggest insights he gained from the workshop was an understanding that he, and his community, are not alone in the challenges they face. As he noted, "The workshop offered me the opportunity to meet with a lot of people, hear their challenges and their possible ideas to develop a plan to solve them." As the workshops unfolded, participants appeared to connect more deeply with each other and develop a sense of belonging to a larger network of people working to revive rural communities. The place-based nature of the workshop allowed participants to see beyond their differences to find common ground. Many communities in NL are geographically separated, making it difficult for community leaders to collaborate with and learn from others across the province. Several participants commented on the lonely nature of community development work and how the workshop allowed them to see that others were experiencing similar challenges in their communities. One participant who attended both workshops reflected:

> [The workshops] brought out a collection of people that we wouldn't be able to access… It built a network and it also helps you to see that there is a collective that's supportive of the types of things that we're trying to do in terms of building rural Newfoundland, trying to maintain what we have here, and trying to keep our home communities alive.

2.5 Model of Facilitating Cross-Sector Collaboration in and through Place

Integrating our findings with the existing literatures on community regeneration and partnerships, we present a model of facilitating cross-sector collaborations in and through place (see Figure 2.3). This model shows how place can be leveraged to foster greater connection among cross-sector actors and facilitate collaborations to advance solutions for devitalized communities.

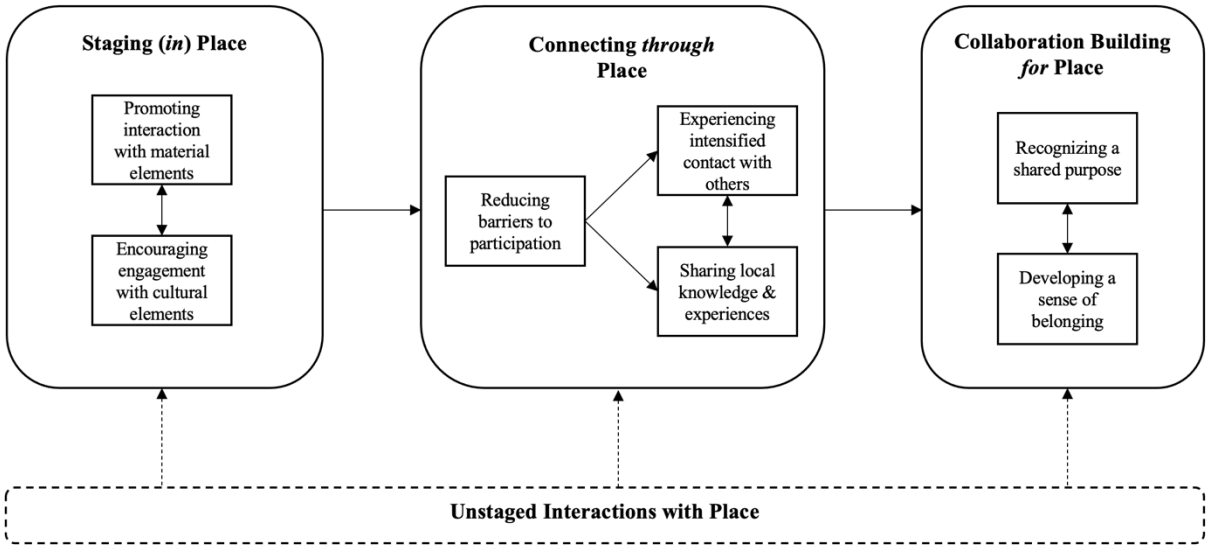

Figure 2.3. **Model of Facilitating Cross-Sector Collaboration In and Through Place**

Our model begins with a staging process, where place is deliberately staged by the conveners of the cross-sector partnership. Conveners or brokering organizations have been shown to be important in facilitating cross-sector partnerships, as they leverage their social capital and legitimacy to broker trust and build relationships between actors from different sectors (Bryson et al., 2006; Stadtler & Probst, 2012). The workshop organizers acted as conveners, bringing together a disconnected group of cross-sector actors who were all interested in, or working to, create resilient communities. We observed, and were part of the decision-making for, the planning and execution of two workshops in rural communities. The organizers

intentionally drew upon core material and cultural elements of the host communities to create an immersive experience for participants. We use the term "staging" to describe how elements of place, such as local cuisine and historic buildings, were organized and presented in order to allow participants to engage with each place holistically. However, our findings also show that this staging process also invited engagement with place that was unstaged. There were moments of impromptu, unbridled interactions with place, such as the storm on Fogo Island or the various unplanned interactions with community residents at both workshops, that contributed to the way participants experienced each community and the workshops. We depict these unstaged aspects of place as underlying our entire model. In our model, we use a dotted line to depict the unstaged interactions with place and signal that, while they are not one of our aggregate dimensions, they were an important part of our research context, underlying the three core processes we describe in the model.

The second part of the model relates to how participants experienced the staging of place and were able to create connections with others through their engagement with place. First, we found that participants' staged and unstaged interactions with material and cultural elements of place resulted in the reduction of barriers to participation. Partnership research has shown that power differences among actors act as an impediment to trust building and effective collaboration, especially in the early phases of partnership formation when participants are working to develop shared understanding of the nature of the issue at hand and determining the best path forward (Gray, 1985; Bryson et al., 2015). However, recent research has shown that drawing on physical, neutral spaces can help build partnership capacity by creating safe and open environments that encourage actors of different backgrounds and status to connect and build trust (Trujillo, 2018). In our findings, the staging of the material and cultural elements of place

elevated local traditional knowledge, which resulted in participants feeling less intimidated by potential status differences in the group and enabling them to more actively participate in workshop activities and discussions. This was not an intentional part of the staging process but became important as it set the foundation to allow participants to create greater connections through their engagement with place. As shown in the second box in the model, participants built these connections through a reinforcing process of experiencing intensified contact with others and sharing local knowledge and experiences. Being in place created unique opportunities for periods of intensified contact where participants discovered common ground and created deeper and more meaningful connections. This growing sense of mutuality and commonality prompted participants to share their personal experiences of community work. Such knowledge sharing continued to build trust and cohesion in the group throughout the workshops.

The connections created through place set the stage for collaboration building by allowing participants to recognize a shared purpose and develop a sense of belonging. In our findings, this reinforcing process depicted in the final stage of the model resulted in the establishment and development of a cross-sector network of community actors. A greater sense of purpose fostered a greater sense of belonging and vice versa. Previous research has shown that for collaborations to be effective, partners must "identify and appreciate a sense of common purpose" (Gray, 1985, p. 917). This shared purpose binds the collaboration together and informs its goals and activities (Gray, 1985). At the workshops, participants were able to discover a shared purpose around building resilient communities. Regardless of their backgrounds, participants were united by their interest in community development and desire to preserve rural places, and for many participants their own particular communities. During experiential activities and in conversations with each other, participants expressed that they saw parallels between the

challenges they faced in their communities and the problems others were facing, such as outmigration and resource depletion. Participants were developing a "coincident appreciation" of their problems and were recognizing that they all possessed a "similar set of values to guide the search for a solution" (Gray, 1985, p. 925). Beyond forming a shared purpose, participants also began to develop a sense of belonging to a larger network of community leaders. Research has examined the role of discourse in collaborations, showing that conversations that connect participants, both to a common issue and directly to each other, can foster a collective identity (Hardy et al., 2005). Similarly, research on community regeneration following a major disruption has shown that relationships are strengthened among locals as they "come together under a shared identity and unified cause", which enables them to address community challenges (Shepherd & Williams, 2019, p. 97). In our interviews, participants noted the lonely nature of community work, especially in a province where communities are geographically dispersed. Participants expressed that connecting with others at the workshop showed them that they were not alone and that their work was linked to the actions of other community leaders across the province. This recognition of interdependence is critical for collaboration (Gray, 1985).

2.5 Discussion

Our model of facilitating collaboration in and through place shows how interacting with key dimensions of place – the built, natural, and cultural elements – both through staged experiences and unstaged interactions with the place, impacts the development of a cross-sector collaborative network as participants find shared purpose and a sense of belonging through deep engagement with place. By exploring the processes of staging place and connecting through place to build partnerships designed to regenerate communities, we offer three key contributions that advance both the CSP literature and research on organizing for community regeneration.

While a growing literature has examined the contextual factors and processes that lead to effective CSP facilitation and formation (Bryson et al., 2015; Rein & Stott, 2009), what is lacking is a deeper understanding of the role of place in the facilitation of these partnerships. Our model goes beyond context as narrowly defined, to explore how place in all its dimensions and richness, including its material and non-material elements, can be leveraged to facilitate partnering in service of place. Researchers have explored how socio-political (Trujillo, 2018) and more recently social-ecological systems (Dentoni et al., 2021) impact partnerships, but there has been an insufficient exploration of the role of specific places, their materiality, and interactions with place in shaping partnerships, and how place can be actively leveraged by facilitators of these collaborations. Our model contributes to this body of work by showing that place is not only a context for partnerships, but that its material and cultural elements can create bonds between participants, which are essential to the development of partnerships. In particular, we add to research that suggests that cross-sector partnerships that bring together a variety of actors, with varying degrees of status and capacities, can benefit from places that are neutral, such as schools and community buildings (Trujillo, 2018). We take this insight one step further by showing that engaging with various elements of place in the early stages of partnership formation can reduce barriers to participation by allowing participants to share rich and sensory common experiences in place. Furthermore, such collaboration building in place can also be designed to address the sustainability of communities by reminding partners of the value of the places they seek to regenerate.

Furthermore, we uncover place-based mechanisms that reduce barriers to participation, a key obstacle to successful collaboration (Bryson et al., 2006). The cross-sector partnerships literature has highlighted the importance of dispersing power not only in the initial stages of

partnerships, but throughout (Gray, 1985). Our findings show how holding partnerships in place helps to reduce barriers to participation by bringing participants closer together through shared place-based experiences. Although power imbalances can prove a major challenge to building cross-sector collaborative initiatives, our findings demonstrate that they can be reduced when participants engage in experiential activities together that leverage the material and cultural elements of a place, thereby fostering connections.

We also extend research on organizing for community regeneration, which has shown that deep engagement with communities, and accessing the resources and social capital within them, can foster solutions for restoring devitalized places (Johannisson & Nilsson, 1989; Johnstone & Lionais, 2004; McKeever et al., 2015), whether these places have suffered from gradual decline or a punctuated shock like an earthquake or the collapse of a primary industry (Farny et al., 2019; Slawinski et al., 2021; Williams & Shepherd, 2016). This research has highlighted that communities possess strong local networks and place-based knowledge, and by connecting to those place-based assets it is possible to understand local challenges and develop holistic solutions (McKeever et al., 2015; Murphy et al., 2020). We extend this scholarly work by showing how engaging with place and drawing on place-based assets can be used to develop partnerships to regenerate communities. The workshops we studied also showed that place can be used as a tool to build cross-sector networks by connecting actors from different communities. These connections are essential for sharing knowledge and building the local capacity needed for regeneration work. At the same time, leveraging heritage and other place-based assets can valorize the work of local community leaders and foster place attachment, a critical resource for advancing the difficult work of community regeneration (Slawinski et al., 2021). Our model extends work on community regeneration to show that, when addressing the challenges faced by

communities, it is critically important to not only develop partnerships, but to do so by drawing on the assets of the disrupted place, including its traditions and natural setting.

Finally, our model highlights the importance of community-engaged research and spending time engaging with the very places that face sustainability challenges. By co-organizing the workshops with community partners, our research team deepened our understanding of the issues that are salient to devitalized communities. We understood that offering our research-based solutions was less important than helping community leaders build their capacity to develop their own place-based solutions to the complex problems they face. At the same time, the research team brought fresh eyes to these problems, and helped valorize and validate the work of the community leaders. Building partnerships in, and between, the places that directly experience sustainability challenges deepens shared understanding among diverse actors, including government officials who create policy and programs to solve these issues. In this way, we respond to growing calls for engaged scholarship (Hoffman, 2021), while expanding existing research showing how co-creating research using community-engaged approaches can advance creative solutions for community regeneration (Murphy et al., 2020).

2.6 Limitations and Future Research

Place-based workshops designed to form a cross-sector collaborative network represent an ideal setting in which to theorize the role of place in forming partnerships. The network formation we studied in two consecutive workshops took place in communities that were deeply affected by the collapse of the NL cod fishery in 1992. As such, these place-based workshops both represent an extreme case (Siggelkow, 2007) of how being immersed in place impacts on collaboration building across actors from different sectors.

We acknowledge limitations to the generalizability of our theory building and identify the following boundary conditions that may limit the applicability of our model. First, our model may hold better in the early stages of collaboration where the focus is less on building the structures and more about creating shared purpose and belonging (Seitanidi et al., 2010). We encourage future research to examine the role of place in impacting collaborative dynamics during the later stages of partnerships. For example, future inquiry could examine whether the relationship between staging in place and reducing barriers to participation applies to later stages of collaborating. Second, our model is more likely to apply to smaller-scale, geographically proximate collaborations where it is possible to gather in communities. Larger-scale global partnerships with partners located in different regions of the world may find it difficult to gather in smaller communities due to logistical challenges. Finally, given that current research on CSP has focused on larger-scale collaboration (Selsky & Parker, 2010), we call for more research that looks at smaller-scale partnerships and collaborations seeking to address sustainability challenges on a local level. We also encourage more community-engaged research that both advances scholarly knowledge and develops solutions to growing community and societal problems (Hoffman, 2021; Murphy et al., 2020).

2.7 Conclusion

Given the promise of cross-sector partnerships to address complex sustainability issues facing communities, it is critical to understand how place can be leveraged to facilitate partnerships that can address these challenges. Our model of facilitating collaboration in and through place opens new opportunities for understanding how place shapes collaborative efforts, and how partnering in place helps devitalized places renew themselves. As CSPs work to address

growing sustainability challenges and crises in communities, it is imperative for CSPs to develop place-specific solutions by engaging with the very places they seek to regenerate.

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Chapter Three: Engaging Both/And Thinking: A Case Study on Fishing for Success

Abstract

Fishing for Success, a non-profit social enterprise, is based in the coastal community of Petty Harbour, Newfoundland and Labrador, where a small-scale cod fishery sustained the community for generations until a moratorium was called on northern cod in 1992. The moratorium resulted not only in mass unemployment but also a loss of local identity and culture. In 2014, Kimberly Orren and Leo Hearn launched Fishing for Success to celebrate and share local heritage and culture through experiential and educational programming. As a place-based social enterprise, Fishing for Success often experiences tensions between competing forces, such as their social and financial objectives. This chapter will explore how Fishing for Success leverages their embeddedness in place to facilitate integrative, both/and thinking to navigate these tensions. By balancing tensions between seemingly oppositional goals, Fishing for Success is able to find creative and holistic, local solutions to global challenges and build a more resilient organization. Overall, this case study can offer key takeaways for community-based social enterprises looking for practices and strategies to embrace tensions and find new ways forward through both/and thinking.

Keywords: social enterprise, place, paradox

3.1 Introduction

Fishing for Success, a non-profit social enterprise in Petty Harbour, was founded to share and promote the fishing heritage and culture of Newfoundland and Labrador (NL). Following the cod moratorium of 1992, many communities across the province faced economic and cultural devastation, as thousands of fish harvesters lost their livelihoods and a core connection to part of their culture as a fishing people. As a coastal outport with deep fishing roots, Petty Harbour was

one such community facing a crisis of culture and identity in the years following the moratorium. The co-founders of Fishing for Success, Kimberly Orren and Leo Hearn, recognized that younger generations both in Petty Harbour and across the province were becoming increasingly disconnected from their heritage, as they were presented with few opportunities to practice and share traditional fishing skills and knowledge. This inspired Kimberly and Leo to start a social enterprise rooted in the community of Petty Harbour and designed to teach youth and traditionally marginalized groups, including women and new immigrants, about fishing in an effort to revitalize local ways of knowing and bring traditional cod fishing back to Petty Harbour.

Many communities like Petty Harbour are experiencing increasingly complex challenges, including ecological destruction and economic decline, related to global issues such as climate change and poverty. In addition, these places face depletion as populations relocate to more urban contexts, resulting in fewer social and economic resources for small communities (Hertel et al., 2019). These conditions create complex environments for economic development, yet these local contexts can also offer unique opportunities for social enterprise creation (Johnstone & Lionais, 2004). Social enterprises are organizations that pursue "business-led solutions to achieve social aims" (Haugh, 2006, p. 183). Social enterprise has been shown to be a key driver of community regeneration and building local resilience, as these organizations are able to tune into place-based needs and tap into local assets to create economic and social value for communities (McKeever et al., 2015; Murphy et al., 2020). When social enterprises are created to address "locally situated social needs" (Seelos et al., 2011, p. 337), they are often considered to be place-based or embedded in communities. However, the work of place-based social enterprise is often full of tensions and contradictions. These organizations need to engage with complex and competing forces, like honouring tradition while fostering innovation (Slawinski et

al., 2021). These interrelated and sometimes contradictory elements create challenging tensions for social enterprises rooted in local places, and how these organizations choose to respond to these tensions can shape their social and financial outcomes (Smith & Besharov, 2019).

This chapter extends research on social enterprise and place-based tensions to show how social enterprises rooted in place respond to tensions that arise from competing forces (Slawinski et al., 2021). We use the case of Fishing for Success to explore how place-based social enterprises can address these tensions through an integrative and holistic approach. This chapter was also written to contribute to an edited volume on place-based social enterprises. The volume describes the PLACE Framework, a heuristic model depicting key principles used by place-based social enterprises to build resilient communities. Each chapter of the volume uses case studies to describe one or more principles of the Framework (**P**romote community champions, **L**ink divergent perspectives, **A**mplify local capacities and assets, **C**onvey compelling narratives, and **E**ngage both/and thinking). In this chapter, we describe how Fishing for Success embodies the *engaging both/and thinking* principle of the PLACE Framework by balancing multiple and often conflicting goals to promote and revitalize local fishing heritage. This organization showcases how place can be leveraged to facilitate integrative thinking that produces innovative and holistic solutions to organizational and community-based problems.

3.2 Navigating Tensions of Place-Based Social Enterprise

Social enterprises are characterized by their ability to generate social impact through commercial means (Haigh & Hoffman, 2012; Haugh, 2006). As such, these organizations actively bridge the divide between non-profit and business worlds to create both social and financial value (Dees, 2001). Social enterprises are a type of hybrid organization because they combine multiple organizational logics and goals (Battilana & Lee, 2014). These logics establish

the core beliefs and practices of an organization and shape its actions, and a hallmark of social enterprise is that it often balances logics of both social welfare and commerce (Grimes et al., 2019). However, carrying these dual logics simultaneously can be challenging, as these organizations must attend to multiple and sometimes contradictory or inconsistent goals and values (Smith et al., 2013). Social enterprises can also pursue multiple social goals at once, resulting in additional tensions that arise due to competing stakeholder demands (Siegner et al., 2018). Therefore, "effectively understanding social enterprises depends on insight into the nature and management of these tensions" (Smith et al., 2013, p. 408).

In management research, paradox theory has been used to extend our understanding of how social enterprises experience and attend to tensions that arise from carrying multiple logics and goals (Smith et al., 2012). Paradox exists when there are "persistent contradictions between interdependent elements" (Schad et al., 2016, p. 6). At first glance, these elements may appear dichotomous and seemingly incompatible, like lightness and darkness (Poole & Van de Ven, 1989), yet they are inextricably linked and bound in a state of mutuality where they inform and define one another (Schad et al., 2016). In a paradoxical relationship, one element cannot be chosen over the other to create a resolution; both must operate simultaneously (Quinn & Cameron, 1988). For social enterprises, their dual goals can be contradictory, but they are equally mutually reinforcing (Smith et al., 2013). Financial goals promote "efficiency, performance, innovation, and growth," while social goals drive "passion, motivation, and commitment," and together these qualities can foster long-term sustainability for organizations (Smith et al. 2012, p. 466). The core challenge for social entrepreneurs lies not only in developing the skills required to both achieve social impact and build a financially viable

organization, but also in managing the tensions that arise from conflicting social and financial demands (Smith et al., 2012).

Research on hybrid organizing and social enterprise has highlighted different ways that these organizations address paradoxical tensions and create a "workable certainty" where tensions are not resolved but navigated through various strategies and approaches (Jay, 2013). Some social enterprises employ organization-level strategies and structures to mitigate conflict and work through tensions that arise when pursuing social and financial goals simultaneously. For example, Pache and Santos's (2013) study of work integration social enterprises finds that organizations used "selective coupling" to pick and choose elements from each logic to "manage the incompatibility between logics" (p. 973). Battilana and colleagues (2015) highlight the use of "spaces of negotiation" to work through tensions between social and commercial goals (p.1678). These spaces took the form of meetings and formal processes where members of subgroups could interact and discuss the issues they were facing. These interactions did not dissolve the tensions entirely but allowed organizational members to maintain a "productive tension" between them (p. 1678). In their study of an information technology social enterprise, Smith and Besharov (2019) found that the organization employed the use of "guardrails" or "leadership expertise and formal structures associated with each mission" to maintain organizational hybridity over time (p. 8). Whenever tensions became more salient and organizational members veered toward one logic over another, they bumped against these "guardrails," which prevented the organization from straying too far from hybridity (p. 8).

Aside from highlighting these various strategies to work through tensions, research shows that some organizations adopt a traditional approach that attempts to resolve tensions by forcing a choice between the competing demands, while others work to engage with the tensions in a

more nuanced way (Smith et al., 2012). An "either/or" approach is a typical response to avoid the complexity and ambiguity created by paradox (Martin, 2007). However, this attempt to force clarity and simplicity can stunt the innovative potential of engaging with these tensions. By moving from a mindset of "either/or" to "both/and," actors can reframe challenges and "build skills in collaboration, support, and community" (Smith et al., 2012, p. 469). Three key skills have been shown to enable social enterprises to navigate the tensions associated with competing demands: acceptance, differentiation, and integration (Smith et al., 2012).

Acceptance involves recognizing that tensions are an inherent part of organizing and that engaging with these tensions can allow organizations to innovate and build resilience. Acceptance also requires social enterprises to adopt an abundance mindset where resources are seen as "plentiful, regenerative, and enabling rather than scarce and limited" (Smith et al., 2012, p. 468). When social enterprises are situated in resource-constrained environments, social-financial tensions become particularly prominent, and an abundance mentality can help these organizations focus on finding new opportunities rather than ruminating on the challenges and obstacles they face (Miron-Spektor et al., 2018). Differentiation allows social enterprises to recognize the unique values of their social and financial demands and how each is distinctly important to the organization (Andriopolous & Lewis, 2009). Contrastingly, integration involves finding synergies between the demands and seeking new and creative solutions to conflicts that arise between competing goals (Andriopolous & Lewis, 2009; Smith et al., 2012). Ultimately, social enterprises are tasked with learning to embrace these tensions by valuing both their distinctions and the synergies that exist between them (Andriopoulos & Lewis, 2009).

Due to the persistent nature of paradoxical relationships, social enterprises must work with and through tensions on an ongoing basis. If they choose to avoid tensions or only engage

with them using an either/or approach, these organizations risk drifting away from their core social mission or facing financial demise (Siegner et al., 2018; Smith & Besharov, 2019). Learning to work through tensions and embrace ambiguity is difficult and requires constant sensemaking by individuals and organizations (Jay, 2013). However, if managed effectively, paradox can catalyze innovation and ensure long-term sustainability in social enterprises (Smith & Lewis, 2011).

In addition to the tensions surfaced by the dual nature of social enterprises, these organizations can also experience additional tensions when they are embedded in communities. Research has shown that social enterprises are often locally embedded to achieve greater social impact (Lumpkin et al., 2018; Seelos et al., 2011; Vedula et al., 2021). These organizations have been known to seek opportunities and establish themselves in places characterized by limited resources and institutional voids, which create additional challenges for organizing (Di Domenico et al., 2010) and can also generate specific place-based tensions (Slawinski et al., 2021). Increased globalization has resulted in organizations being deemed "placeless" and at arm's length from the places in which they operate (Shrivastava & Kennelly, 2013). According to Thomas and Cross (2007), these organizations view themselves as independent occupants of place that "are not committed to the well-being of place and will only maintain the relationship as long as it benefits their shareholders" (p. 40). Contrastingly, place-based organizations have a "rootedness in the physical, social, and human capital of a place, possessing a sense of place and a social mission," as Shrivastava and Kennelly (2013) describe (p. 90). This close connection to the many facets of place causes tensions to arise due to the need to balance multiple goals simultaneously, including ecological, social, and economic goals (Shrivastava & Kennelly, 2013; Siegner et al., 2018). Slawinski and her team (2021) underscore that such place-based tensions

can include insider versus outsider and traditional versus contemporary which surface as these organizations grapple with an overarching "tension between global uniformity and local uniqueness" (p. 610).

Research has begun to explore how place-based organizations engage with these tensions using a both/and approach to regenerate the communities in which they are embedded (Slawinski et al., 2021). Studies have also explored how entrepreneurs can engage with place to build organizations and contribute to local communities (Johnstone & Lionais, 2004; McKeever et al., 2015; Murphy et al., 2020). These organizations often leverage local assets and networks to create social and financial value (McKeever et al., 2015). Despite these insights into place-based organizations, we still have a limited understanding of how these organizations navigate place-based tensions and how place shapes the ways in which these organizations engage with tensions.

To address this gap and explore these ideas in more depth, we draw upon the case of Fishing for Success, a non-profit social enterprise located in Petty Harbour, NL. Fishing for Success uses integrative, both/and thinking to balance tensions between its seemingly oppositional goals and find creative and holistic solutions to its challenges. The findings of this case study are based on three years of ethnographic field work conducted by the first author and the lived experiences of the second author as a co-founder of Fishing for Success. The first author became a member of Fishing for Success's Girls Who Fish program in 2018 and has continued attending regular meetings and events and serving as a volunteer for the organization's Women Sharing Heritage (WiSH) program. In addition to this field work, formal semi-structured interviews have been conducted with organization members and community residents to gain a deeper understanding of how Fishing for Success engages with their social and financial goals

and navigates the tensions of place-based organizing. This research offers new insights into the literatures on social enterprise and place-based tensions while presenting key takeaways for place-based social entrepreneurs looking for practices and strategies to embrace tensions and find new ways forward through "both/and" thinking.

3.3 Fishing for Success: A Place-Based Social Enterprise

Fishing for Success was created by Kimberly Orren and Leo Hearn in 2014 out of a desire to keep the fishing heritage of Newfoundland and Labrador alive. After the cod moratorium of 1992, the province faced both economic and cultural devastation. Kimberly and Leo both grew up on the island of Newfoundland and saw that as the fishery became more industrialized and almost disappeared entirely when the moratorium was called, traditional fishing knowledge was becoming less accessible to younger generations. This drove Kimberly and Leo to launch a social enterprise and design programming to make fishing more accessible to groups who were traditionally excluded from the fishery, including youth, women, and new immigrants.

Kimberly spent her childhood in Grand Falls-Windsor, NL, and moved to Florida with her family when she was a teenager. Kimberly fell in love with fishing at the age of eight when she caught her first mud trout. After that day, she spent her life learning about nature, fishing, and the ocean and decided to turn that passion into a teaching career. After completing her university degree, she taught science at the high school level for thirteen years. Whether she was teaching chemistry, biology, or physics, she always looked for opportunities to bring her students outside and connect them to the plants, animals, and natural world they were studying (Barrett, 2015). By 2006, she felt a need to reconnect with her childhood passion of fishing and to share that passion with students. To do so, she returned to university to pursue a graduate degree in

fisheries and aquatic sciences. In 2009, she retired from her teaching position to move back to Newfoundland with a plan to start a social enterprise dedicated to teaching people, and youth in particular, about the fishing heritage and culture of the province (Barrett, 2015).

Throughout her teaching career, Kimberly believed that children were becoming increasingly disconnected from nature, not just in Florida, but also back in NL. When the moratorium was called on northern cod fishing due to declining cod stocks in 1992, there were catastrophic impacts for the economy and culture of the province. Kimberly felt that after this event, there was a marked change in how the children of the province interacted with nature, the fishery, and their culture. She saw great value in heritage and the way it could contribute to building personal connections and attachments to place, so she knew this disconnect could have real implications for the future of NL. She felt that if the youth of the province grew up without a deep attachment to place, they would be less likely to stay and contribute to the development of the province. She wanted to do something about this, so, armed with her education, teaching skills, and love of fishing, she started scoping out possible locations for her social venture.

Kimberly chose Petty Harbour, a town with a population of 1,000 nestled along a section of coastline just fifteen kilometres south of St. John's, the capital city of NL. This community is accessible to those living in the nearby urban centres, providing close access to tourism-related markets, but it also has a small-town, outport feel. Moreover, Petty Harbour is a Protected Fishing Area, meaning that those who fish within the limits of the community's waters can only do so with hook and line. This protection was put in place in the late 1800s by the families of Petty Harbour who saw more industrial methods of fishing, like gillnets and trawlers, as unsustainable and threatening to the jobs of local fish harvesters (Bryant & Martin, 1996). By the 1960s, these unsustainable methods were being adopted in many other fishing communities

across the island, and indeed globally, because of their efficiency. However, efficiency came at a cost to marine ecosystems, as these methods damaged the seafloor and encouraged the overfishing that had led to the cod moratorium (Barrett, 2015). By contrast, the handline fishery in Petty Harbour has always been small-scale and family-run and prioritizes the quality of fish over quantity. Kimberly believed that this sort of sustainable fishery would be an ideal environment for teaching people about fishing and the sustainability of the oceans.

Leo, a retired fish harvester, spent his whole life on the water. For over 200 years, Leo's ancestors fished for cod in Petty Harbour, and he followed his family's tradition (Nolan, 2017). Growing up in Petty Harbour, Leo could remember a time when fishing was a family affair and even the children of the community were tasked with cutting out the tongues of the cod their fathers brought ashore. From a young age, Leo was immersed in the culture of a fishing community, and as he grew, he learned the necessary skills to become a fish harvester. After fishing for twenty-five years, tracking the movements of cod and finding fishing grounds off Petty Harbour became second nature to Leo (Nolan, 2017). When the moratorium was called in 1992, thousands of fish harvesters from across the province, including Leo, lost their livelihoods and a central piece of their cultural identity. Leo was able to find work at the dockyards in St. John's in the years that followed, but he missed his life on the water (Nolan, 2017).

While working to gain the necessary capital to launch Fishing for Success, Kimberly met Leo, who shared the same passion for preserving their fishing heritage. They decided to partner together to make Fishing for Success a reality. Kimberly purchased Island Rooms, a historic section of land around the inner harbour where the community's fishing families had traditionally "roomed" (Barrett, 2015). Rooms were wooden sheds perched along the water where families would gather and process their catch. Kimberly and Leo used traditional building

methods and materials to rebuild the sheds and fishing stage needed to recreate a traditional fishing premises (Delisle, 2016). Over the next several years, Kimberly and Leo acquired land, boats, and financial capital, and then they officially launched Fishing for Success in 2014.

Fishing for Success works toward its social mission of promoting fishing heritage by offering experiential social programming targeted toward specific groups, including youth, women, and new immigrants. One of their core programs is Girls Who Fish, which is designed to expose women and girls to the fishery and encourage their involvement in the traditionally male-dominated industry. Participants in all Fishing for Success programs can take part in seasonal activities like cod fishing, ice fishing, boat maintenance, hiking, berry-picking, weaving, painting, and cooking. These activities are designed to be immersive and to connect participants to nature and local culture. They also create opportunities for culture sharing with those who are visiting the province or have newly immigrated. All of these programs are offered at minimal or no cost to participants, to ensure that they can be as accessible as possible. To offset the costs of these programs, Fishing for Success generates revenue by offering tourist excursions during the summer months. These excursions often include a mixture of activities on land and on the water, such as cod fishing trips and lessons in fish processing and cooking.

3.4 Leveraging Place to Facilitate Both/And Thinking

As a place-based social enterprise, Fishing for Success grapples with numerous tensions that arise from the plurality of its goals and its rootedness in place. While some individuals and organizations may approach such tensions using an either/or perspective, where a choice is made between competing forces, Fishing for Success is an example of how tensions can be engaged using a both/and mentality. This approach requires organizations to recognize the distinctness and interdependence of competing demands, embrace the tensions they create, and find new

ways forward. Fishing for Success also highlights how place, including its built, natural, cultural, and social elements (Shrivastava & Kennelly, 2013), can be leveraged to navigate tensions between competing demands of old and new perspectives, social and financial goals, insiders and outsiders, and overarching tensions between local and global forces.

Even in the formation stages of their organization, Kimberly and Leo used an integrative approach by drawing on traditional local assets in new ways. They were committed to honouring the history and heritage of Petty Harbour, but also repurposed them for use by new groups of people in modern and innovative ways, as their programming is designed to teach fishing skills to those traditionally excluded from the local fishery, including youth, women, and newcomers. This process was aided by the integration of the different backgrounds and knowledge sets that Kimberly and Leo possess. By combining Leo's knowledge of Petty Harbour and local fishing with Kimberly's teaching experience and understanding of fishing in different contexts, the two were able to create an organization that appreciates both the old and the new, as well as both local ways of knowing and global influences.

The primary mission of the organization is to promote heritage fishing; therefore, the use of traditional practices, tools, and spaces is highly important to Fishing for Success's work. Island Rooms is a place-based asset that carries historical and cultural significance in the community. This piece of land that hugs the harbour was once used by fishing families in Petty Harbour for processing fish, and now it is home to several fishing sheds full of gear and the equipment needed to teach groups of people how to fish. One of the challenges Fishing for Success faces is how to balance the historical and heritage significance of these types of assets with the need to adapt them to modern-day uses. Fishing for Success has found strategies to engage both opposing factors in a way that promotes innovation while still honouring the history

and heritage of the community. For example, they have found ways to use traditional place-based assets in new ways to advocate for and create a more inclusive fishery.

After Kimberly and Leo had established their social enterprise on Island Rooms, one of the traditional fishing stages on the property was severely damaged by high winds in 2018 and was blown into the harbour. This stage was historically important for the community, as it had been the first stage to be rebuilt in Petty Harbour after a great storm in 1966 destroyed much of the community's previous fishing infrastructure. Fishing for Success worked to rebuild the stage using wood reclaimed from the old stage and other abandoned properties around Petty Harbour. They stayed true to the historic integrity of the building but decided to incorporate a wheelchair ramp into the design, making it possible for wheelchair users and others with mobility challenges to access the boats more easily.

Another tension concerns the very practice of fishing in NL, recognizing the wave of industrialized fishing that resulted in the collapse of cod stocks and the deterioration of aquatic ecosystems. Fishing for Success has had to find ways to teach the value of fishing for connecting to heritage, nature, and community in a way that is not harmful to ocean ecology, especially when cod stocks are still recovering from overfishing. To achieve this balance, they only use traditional handline techniques for fishing, actively work to minimize waste in the organization, and search for equipment with a limited environmental footprint. They also draw upon Indigenous ways of knowing, through partnerships with Indigenous groups, to connect with traditional fishing practices that are respectful of the land. These partnerships allow Indigenous youth and Elders to access fish and create opportunities for culture sharing between Indigenous and non-Indigenous groups. Fishing for Success believes that these kinds of collaborations are

important to keep the practice of heritage fishing alive and also promote a more diverse and inclusive sustainable fishery.

Another core tension Fishing for Success faces is between their social and financial goals. As a social enterprise that works to both achieve a social mission and remain financially viable, they face unique challenges due to the interdependent and sometimes contradictory nature of these goals. Fishing for Success's business model makes these tensions particularly salient, as their primary stream of income, tourist outings, is predominantly separate from their social programming. This means that Fishing for Success sometimes has to choose between making money and working toward their social goals. Gaining access to fish has also been a challenge for Fishing for Success, and this challenge has perpetuated these tensions between their social and financial goals. The fishery in NL is highly regulated with strict quotas, even thirty years after the moratorium was called. A recreational fishery is open to the public for approximately thirty days each year, and a commercial fishery is only available to those who are licensed fish harvesters. Without a commercial license, Fishing for Success can only spend a limited amount of time on the water, and so they have to carefully manage the schedules for their programming and their tourist outings. They want to allow the participants in their programs to have as many opportunities as possible to go fishing, but they also need to generate income to support those initiatives. This institutional constraint prompted Fishing for Success to lobby the government for increased access to fish, and after years of persistence, they were granted a special educational fishing license in 2021. This license gives them additional fishing days during the year, allowing them to take more of their social programming participants out fishing. Despite this advantage, Fishing for Success still has to carefully allocate their time on the water between

their economic and social value generating activities, as they have limited human resources and are often hindered by Newfoundland's precarious weather.

One way that Fishing for Success manages the tensions between their social and financial goals involves finding ways to integrate them, so that they can be achieved simultaneously. It is not a perfect balance, but this approach allows the organization to work toward both aims without favouring one over the other. For example, in the past Fishing for Success has involved their Girls Who Fish members in assisting with tourist outings. This creates opportunities for their program participants to gain exposure to fishing activities while still generating revenue from the outing. These tourist outings also focus on teaching heritage skills, promoting awareness about ocean conservation, and encouraging culture sharing. While these outings target customer groups over the organization's beneficiaries, Fishing for Success still uses these revenue-generating opportunities to share their social mission with others and promote the work of their other programs. This highlights that while Fishing for Success has to occasionally make decisions between *either* generating revenue *or* creating their intended social impact, these decisions are made with the ultimate understanding that the organization is still working to achieve *both* financial sustainability *and* social impact. Keeping an overall both/and mindset allows the organization to make necessary either/or choices that keep the organization moving forward without compromising the integrity of their social and financial goals.

Fishing for Success also faces tensions between insiders and outsiders. All of their programming draws "outsiders" to the community of Petty Harbour, meaning those who grew up and/or reside in places outside the community. Some community residents do not always see the value of bringing these groups of people into local community life. Especially in a community as small as Petty Harbour, these outsiders may be seen as intruding or using resources that should

be reserved for locals. Outsiders also often bring divergent views and perspectives that can be construed as negative and disruptive to the community's traditions (Slawinski et al., 2021). However, outsiders can also bring fresh perspectives, and they are often key drivers of economic development, as they bring new business to the community.

Fishing for Success has had to find ways to manage these complex tensions that are inherent to the work of place-based social enterprise. When it comes to addressing insider-outsider tensions, it can be difficult to bridge divides that separate these groups of people. Fishing for Success navigates these tensions by creating opportunities for connection and knowledge sharing between different groups (Slawinski et al., 2021). They do this by bringing in outsiders for programming and drawing upon locals and local businesses to execute and support the programs. One example of this is the WiSH program, a partnership between the Association for New Canadians through which refugee women can come to Petty Harbour and engage in culture sharing around fishing. This program involves many local businesses, like the local mini aquarium, café, and craft shop, to deliver an immersive cultural experience for the participants.

In 2019, Fishing for Success also partnered with academics and researchers to execute a workshop on social enterprise and community development. This workshop brought a cross-sector group of community actors from across NL to Petty Harbour and involved a series of place-based experiential activities organized with the help of local residents and businesses (Brenton & Slawinski, 2022). These kinds of initiatives have created opportunities for building connections between insiders and outsiders and allowed these groups to see past their differences and find common ground through shared experiences.

Another strategy Fishing for Success uses to work through insider-outsider tensions involves telling narratives about the social impact of their work. One such narrative arises from

the WiSH program. This program has proven to be very beneficial for the mental wellbeing of the refugees who participate, as it allows them to connect with nature, culture, and others. The success story of this program has been shared widely by both the Association for New Canadians and the Centre for Addiction and Mental Health in their national newsletters. By telling positive stories about their work, Fishing for Success hopes to increase feelings of empathy in the community for their beneficiaries. These feelings of empathy and compassion can increase integrative thinking by helping people understand issues from the perspectives of others (Miller et al., 2012).

3.5 Key Takeaways and Future Research

The Fishing for Success case offers valuable insights into the tensions of place-based social enterprise. Research has highlighted that organizations that are rooted in place face specific, place-based tensions that emerge from competing local and global forces (Slawinski et al., 2021). However, this same rootedness in place also shapes how organizations frame and respond to challenges (Shrivastava & Kennelly, 2013; Slawinski et al., 2021). Studies have shown that actors who are embedded in the physical and cultural aspects of the local natural environment are, according to Whiteman and Cooper (2011), "attuned to changes in ecological conditions and actively interpret material cues in different landscapes and at different times" (p. 890).

Being closely tied to place provides individuals and organizations with a more holistic understanding of challenges and their underlying tensions. Fishing for Success uses their strong ties to place, knowledge of the community's history, and connections to local residents to help build their organization. This embeddedness also gives them a greater understanding of the close connections between the social, cultural, and ecological aspects of place (McKeever et al., 2015),

which allows them to work toward a both/and approach to navigating tensions that is essential for long-term sustainability. The key takeaway of this case study is that while being rooted in place can cause tensions to surface, this same connection to place can also facilitate the adoption of a both/and approach that is needed to work through those tensions.

This idea is demonstrated through how embeddedness in place allows Fishing for Success to develop an abundance mindset despite facing limited resources. An abundance mindset involves "attending to resources as plentiful, regenerative, and enabling rather than scarce and limited," as Smith and colleagues (2012) observe (p. 468). They add that adopting an abundance mindset is critical for practicing integrative thinking, as it allows social entrepreneurs to accept tensions and shift their focus from "problem solving to possibility finding" (Smith et al., 2012, p. 468).

Fishing for Success works to cultivate this mentality by drawing upon place-based assets. These assets include physical, built assets like traditional fishing sheds and boats, but also cultural assets, like stories and heritage skills. Even though Fishing for Success possesses limited human and financial capital, they use their embeddedness in place to leverage place-based assets to overcome their constraints. They also develop an abundance mindset by collaborating with others. They lean into their social networks, another key asset, to gain access to additional resources, like funding and access to new beneficiary groups. Collaboration with others, both inside and outside the community, also introduces new perspectives and ideas that encourage the kind of creative thinking needed to embrace tensions and ambiguity.

When striving for a both/and approach, Fishing for Success does not attempt to resolve the tensions that arise from their competing goals. They acknowledge that interdependent elements like tradition and modernity are integral and inherent to their work as a place-based

social enterprise. Integrative thinking has been described as a "critical antecedent" of social entrepreneurship, as social enterprises must attend to these kinds of elements on an ongoing basis (Miller et al., 2012, p. 625). Embracing one element does not mean that the organization must forsake the other. For example, it is possible to honour that which is historic and traditional while embracing that which is new and modern. While it is certainly easier and quicker to adopt an either/or mindset to these situations, Fishing for Success has shown that sitting in the discomfort of these tensions, instead of striving to reconcile them, can allow for creative thinking and innovative ways forward that can strengthen not only the organization, but the community as well. Being embedded in place facilitates this process by enabling Fishing for Success to recognize the distinctions and synergies between competing forces (Andriopolous & Lewis, 2009).

Kimberly and Leo are surrounded by historic fishing structures, well versed in heritage fishing practices, and grounded in stories about the local fishery. They are also highly attuned to the modern-day realities of their rural community, including changing demographics, shifting economies, and emergent technologies. This close connection to place allows Fishing for Success to appreciate the value of history and heritage while also seeing a need to adapt and innovate. This demonstrates that place facilitates an iterative process wherein embeddedness draws out these distinctions between competing forces while also presenting organizations with unique opportunities to find synergies. However, this case also demonstrates that even when striving to maintain a both/and approach to navigating tensions, organizations may still need to make either/or choices in their day-to-day operations. For example, there are instances where social enterprises may need to prioritize making money over creating social impact, or they may choose to prioritize the needs of their beneficiaries over generating the most revenue. However,

being rooted in place allows organizations to keep a both/and perspective even when making these either/or choices. Research has shown that place-based organizations possess holistic understandings of local needs and challenges, allowing them to identify new opportunities (McKeever et al., 2015). This case highlights that this same holistic perspective also allows organizations to engage both/and thinking to navigating tensions.

Fishing for Success offers insight into the tensions of place-based social enterprise and demonstrates how embeddedness in place can facilitate the adoption of a both/and approach to navigate tensions. Future research in this area could examine this phenomenon in different contexts to explore how tensions are experienced and managed by other organizations. Insights from new contexts may also uncover additional kinds of tensions faced by place-based social enterprises. Moreover, while this case shows how place can help organizations develop integrative thinking, future studies could explore how place may also constrain both/and thinking, and the types of strategies organizations may employ to manage tensions in these instances.

3.6 Conclusion

This chapter has highlighted Fishing for Success's both/and approach to tensions and leveraging place to facilitate integrative thinking. As a principle of the PLACE framework, the notion of *engaging both/and thinking* represents an important process that can help social entrepreneurs and community leaders address the ambiguity and complexity that arise from community work. The case of Fishing for Success shows that even when faced with numerous conflicting demands and tensions, place-based social enterprises can lean into their deep connections to place to build innovative solutions that create social impact and revitalize communities.

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Chapter Four: Leveraging Place: How Community-Based Enterprises Increase Community Support to Create Long-Term Impact

Abstract

Community-based enterprises (CBEs) are organizations embedded in communities that aim to address local challenges and contribute to community development. Within research on CBEs, it is often assumed that these organizations can only exist in contexts of high community support. This paper challenges this core assumption through a case study of the Bonne Bay Cottage Hospital Heritage Corporation (BBCHHC), a CBE that launched with limited community support and yet contributed to local development for twenty years. This study shows how the BBCHHC was able to increase community support for their organization by leveraging their embeddedness in the community to foster a sense of place among community members for a local heritage building. As more community members developed a deeper connection and attachment to this building, they began to value the work of the BBCHHC, and local support for the organization slowly grew. This increasing community support enabled the organization to become more financially sustainable, pursue new local initiatives, and create long-term impact in the community.

Keywords: community-based enterprises, place, community development

4.1 Introduction

Local communities are facing compounding and increasingly complex social, economic, and ecological challenges often linked to global issues, such as climate change. While these challenges exist on a global scale, they also manifest and are experienced in local contexts, necessitating localized responses and community-driven action to create holistic solutions (Berrone et al., 2016). Considering these challenges facing communities, there has been increased research on how organizations embedded in local communities can help address these

issues and contribute to community development (McKeever et al., 2015; Slawinski et al., 2019). This research highlights that embedded organizations possess intimate knowledge of, and strong connections to, multiple dimensions of a place, and this allows for the recognition of local opportunities for economic and social value creation (Murphy et al., 2020; Vestrum, 2014). Because they are rooted in place, these organizations understand how social, environmental, and economic challenges are manifested locally (Shrivastava & Kennelly, 2013), allowing them to create local solutions that address global problems experienced locally (Guthey & Whiteman, 2009; Muñoz & Cohen, 2017). By coupling the assets at their disposal with assets acquired through their intricate networks, embedded organizations create value for their organizations and their communities (McKeever et al., 2015).

One such type of embedded organization is community-based enterprises (CBEs) that aim to create social and economic value for their communities (Peredo & Chrisman, 2006). These organizations contribute to community resilience by creating jobs, providing new services, and enriching the quality of life in a region (Hertel et al., 2019). While research has demonstrated the value of these organizations for communities, one of the underlying assumptions of this research is that these organizations typically exist within contexts of high community support and participation (Peredo & Chrisman, 2006). Prior research has stressed that community support is essential for the development of CBEs as they often need to draw upon local resources and social capital to grow their organizations (Haugh, 2007; Peredo & Chrisman, 2006). Yet, communities are not homogeneous and therefore do not behave as one actor. Such plurality means that community support can be mixed and is not guaranteed (Somerville & McElwee, 2011). In some communities, community members may be hesitant to support new local ventures that stray from pre-existing community norms or practices (Vestrum et al., 2017).

Given the heterogeneity of communities, we lack an understanding of how CBEs emerge in contexts of low community support and how a lack of community support might shape how these organizations create impact over time. This study explores this topic by answering the question of how community-based enterprises create long-term impact in contexts of low community support.

This paper addresses this question through a case study of the Bonne Bay Cottage Hospital Heritage Corporation (BBCHHC). This CBE was established in the community of Norris Point in Newfoundland and Labrador, Canada, to preserve and repurpose the community's Old Cottage Hospital, which was to be shut down by the government after 61 years in operation and replaced by a new regional hospital. A core team of community members, who were highly embedded in the community of Norris Point, recognized the Old Cottage Hospital as a key asset and community hub and decided to launch the BBCHHC. The findings of this study show that they had limited support from other community members who did not see the value in preserving the heritage structure and did not understand the goals of the organization. Over the twenty-year history of the BBCHHC, this core group of individuals worked to grow the organization's impact while seeking to increase community support for their initiatives. The findings of this study suggest that the BBCHHC was able to slowly increase community support for their CBE by fostering a sense of place—i.e., an emotional attachment—to the Old Cottage Hospital among community members, including an attachment to its physical, cultural, and social elements. As more community members developed a deeper connection and attachment to this heritage building, they began to recognize the value of the work of the BBCHHC, and local support for the organization slowly grew. This increased community support enabled the BBCHHC to create long-term impact in the community through its many initiatives.

This study offers several contributions to the literature on CBEs. First, this case shows that CBEs can grow their impact and contribute to community development in contexts of low initial community support, challenging a core assumption of this literature. Second, the findings demonstrate that CBEs can leverage their embeddedness in local communities to advance their goals of community development and create long-term impact. Third, this case offers implications for organizational research on place, showing that a sense of place can be fostered not only for geographic communities and regions, but for specific places within these communities, such as a heritage building. These findings invite organizational scholars to look not only at the different locations and communities in which CBEs exist but also how these organizations draw upon elements of place to advance impact and address community needs.

4.2 Literature Review

4.2.1 Organizing in Place

As globalization becomes an ever-increasing force that deflects attention away from local places, research has called for a renewed focus on community-level phenomena to uncover holistic, interdisciplinary, and locally rooted solutions to the world's greatest sustainability challenges (Lumpkin et al., 2018; Peredo & Chrisman, 2006). In response to this call, there has been increased research on organizations that are "anchored in a local community and possessed of a distinctive sense of place" (Shrivastava & Kennelly, 2013, p. 84), and how they both shape and are shaped by the places in which they are embedded (Murphy et al., 2020). This increased attention on community and place in organizational research follows the recognition that organizations "do not exist in a vacuum devoid of connection to actual locations" and that these organizations, and the people associated with them, are situated within the material and socially constructed elements of places (Guthey et al., 2014, p. 259).

Place is defined as a multidimensional concept that concerns both the material, including the built and natural environments, as well as the socially constructed elements of place, including culture and heritage (Cresswell, 2015; Gieryn, 2000; Shrivastava & Kennelly, 2013). As such, the idea of place goes beyond a pinpoint on a topographic map; Rather, it represents the "rich and complicated interplay of people and the environment" (Cresswell, 2015, p. 18). Possessing a sense of place requires a deep connection and attachment to a place, which typically involves strong ties to the people, culture, and heritage of place (Shrivastava & Kennelly, 2013). Research on place from a geography lens has stressed that sense of place can be developed for places of all scales, including rooms, homes, communities, and nations, and attachment to these places can become a vital source of identity for individuals and communities (Cresswell, 2015; Relph, 1976). Within organizational research, the idea of place largely refers to regions or geographic communities (e.g., Guthey & Whiteman, 2009) and therefore, sense of place concerns an attachment to a particular community (e.g., Burley et al., 2007). However, emergent research has begun to show the importance of physical places within communities for building collective action capacity to address local challenges. In their study of cross-sector alliances in Colombia, Trujillo (2018) highlighted that when beneficiaries of these alliances spent time in places such as community centers and local libraries, they began to attach meanings to these places allowing them to become safe spaces where beneficiaries felt comfortable to connect with others.

4.2.2 Community-Based Enterprises

The concept of community is used in many contexts with ranging definitions that often reflect ideas of "boundedness and strong ties among members" (Marquis & Battilana, 2009, p. 285). Within research on place-based organizing, community is typically understood to be a

group of people defined by "shared geographical location, generally accompanied by collective culture and/or ethnicity and potentially by other shared relational characteristic(s)" (Peredo & Chrisman, 2006, p. 315). Studies have looked at different types of organizations that are embedded in place and how they contribute to local communities. These organizations can act as place-builders, meaning they can shape and regenerate the places in which they are embedded (Guthey & Whiteman, 2009; McKeever et al., 2015; Slawinski et al., 2019; Thomas & Cross, 2007). Community-based enterprises (CBEs) are one type of organization that have been shown to revitalize communities by meeting local needs, developing community capacity, and generating social capital (Haugh, 2007; Peredo & Chrisman, 2006). These are "commercially oriented organizations that are established, owned and governed to generate economic, social and/or ecological benefits primarily for members of the communities in which they are embedded" (Murphy et al., 2020, p. 4). For example, Hertel et al. (2019) studied two CBEs established in rural villages in Germany. These villages had lost their local pubs due to declining local economies and migration to more urban centers. Devastated by the loss of such central fixtures in their communities, local villagers worked to reestablish the lost pubs as CBEs by selling shares to villagers, raising funds, and investing thousands of hours of voluntary labour. The community-based pubs were successful and became new centers of social life in the villages. Case studies such as this one highlight that communities are often well placed to address their own challenges, as they possess intimate knowledge of local realities and a strong attachment to place that motivates them to take action (Burley et al., 2007). This emergent area of research on CBEs is showing that "a growing number of local communities have become agents of their own change, by building different types of local organizations to tackle their problems" (Hertel et al., 2019, p. 439).

Much of the research on CBEs to date has focused primarily on defining these organizations and exploring the processes underlying the early stages of CBE development (e.g., Hertel et al., 2019; Johnstone & Lionais, 2004; Peredo & Chrisman, 2006). Haugh (2007) outlined six stages of CBE creation that include: opportunity identification, idea articulation, idea ownership, stakeholder mobilization, opportunity exploitation, and stakeholder reflection. Building upon this model, Hertel and colleagues (2019) explored the factors that may trigger this process of CBE creation and the various dynamics underlying each stage. Their key findings highlighted that collective agency, willingness to invest private resources, and a lasting commitment are key prerequisites in the process of CBE formation (Hertel et al., 2019). In their study of community-based entrepreneurship in the Toquaht Nation, Murphy et al. (2020) highlighted that the social and cultural contextual factors of a community can shape how opportunities for community-based entrepreneurship are identified and pursued. Yet, this research on CBEs has yet to look beyond the early stages of CBE creation to explore how these organizations develop and create impact over time. Studies on social enterprise (SE) can offer some insight, as SEs bear many similarities to CBEs, namely that these organizations have been shown to create social and economic value for communities (Murphy et al., 2020). Empirical studies of social enterprises have explored various processes involving organization-level strategies and practices designed to help these hybrid organizations achieve both their social and financial goals (e.g., Battilana & Dorado, 2010; Smith & Besharov, 2019), but these types of processes have yet to be explored within the contexts of community-based enterprise. Additionally, Tracey and colleagues (2005) emphasize that "unlike most social enterprises... community enterprises are multifunctional organisations engaged in several different kinds of initiative designed to contribute to local regeneration in a holistic way, and include democratic

governance structures which allow members of the community... to participate in the management of the organisation" (p. 328). While CBEs share many characteristics with SEs, namely that they both pursue social impact through commercial means, CBEs are distinct in their focus on local development efforts through community engagement. These organizations also often have long-term goals, seek to create gradual impact over time, and take a patient approach to building social and financial capital (Slawinski et al., 2019; Stott et al., 2022). As such, these organizations are likely to experience distinct challenges and barriers from SEs, related to their engagement with diverse community groups and long-term approach to creating impact.

4.2.3 Community Support for CBEs

Research on CBEs has emphasized that community support and engagement is important for the development of these organizations, especially in the early stages of CBE formation (Haugh, 2007; Hertel et al., 2019; Lumpkin & Bacq, 2019; Peredo & Chrisman, 2006). Peredo and Chrisman (2006) argue that dependence on community participation is one of the defining characteristics of CBEs and that a "lack of grassroots participation can threaten the long-run sustainability of the enterprise" (p. 320). This is because these collectively established organizations are often dependent on the resources, social capital, and capacities of a community (Peredo & Chrisman, 2006). The participation of community members in CBE creation and development also contributes to building a sense of ownership over the organization and empowerment to address their local challenges and needs (Peredo & Chrisman, 2006; Tracey et al., 2005). Research has also shown that these kinds of community-based initiatives create greater social impact because the "[c]itizens from the communities being helped are not just beneficiaries but essential participants in problem solving and enterprise development because of their role in generating support and knowledge of local conditions" (Lumpkin & Bacq, 2019, p.

386). In this sense, the community is "not merely the context but also a key participant in the initiation and development" of CBEs (Vestrum et al., 2017, p. 1723). The involvement of community members in CBE activities is also crucial for enabling the organization to become more socially embedded in the community (Vestrum, 2014; Vestrum et al., 2017).

However, there is little consensus in the literature on what proportion of the community should be involved in the creation and development of CBEs (Somerville & McElwee, 2011). Some research highlights that not all community members may participate in the CBE, but they should have opportunities to become involved in the organization's initiatives (Tracey et al., 2005), while others emphasize that "at least a very large majority of the community will have some degree of commitment to the enterprise" (Peredo & Chrisman, 2006, p. 316). More recently, research on CBEs has started to challenge the notion that the successful creation and development of these organizations is contingent on high community support and participation. Vestrum and colleagues (2017) examined two CBEs in two communities in Norway that faced initial scepticism and low participation among their community members, as the concepts behind the CBEs were deemed too "novel and radical" in the local contexts. To gain legitimacy among community members, they lowered barriers for community members to participate in the activities of the CBEs and conformed to established norms and practices of the community. This case study highlights that CBEs that experience limited initial community participation may be able to grow internal support over time by building legitimacy among community members. Yet, we still know little about how contexts of low community support shape CBE development and their long-term impacts.

While research has explored the early stages of CBE creation and has begun to show how CBEs impact communities by contributing to economic and social development, we still have a

limited understanding of how these organizations sustain themselves and create this impact over time, particularly in contexts of low community support. Therefore, this study asks, how do community-based enterprises create long-term impact in contexts of low community support?

4.3 Methods

4.3.1 Research Context

This study explores the case of the Bonne Bay Cottage Hospital Heritage Corporation (BBCHHC), a CBE established in 2001 to preserve the Bonne Bay Cottage Hospital in the community of Norris Point in the Canadian province of Newfoundland and Labrador (NL). Norris Point is a rural coastal community on the west coast of NL that borders on Canada's Gros Morne National Park and is one of several communities that surround Bonne Bay.

Built in 1939, the Bonne Bay Cottage Hospital is a significant fixture in this community. The hospital was established to provide healthcare to the rural communities of the Bonne Bay region. This cottage hospital system was established by the Newfoundland Commission of Government and was derived from a British model of small hospitals built to service rural communities that were isolated from more centralized healthcare services. There were a total of nineteen cottage hospitals built across NL between 1936 and 1954 (Collier, 2011). Regions would apply to the government for a hospital and, if approved, the government would supply communities with the nails for the building and the salary of a foreman - the communities were left to provide the materials, tools, and labour to build it. Altogether, the communities of the Bonne Bay region provided over 7,000 hours of volunteer labour and 70,000 feet of lumber to build the cottage hospital (Crellin, 2007). When the building was complete, the hospital housed "twenty-three beds, x-ray facilities (as of 1943), a dental clinic, a nursery, and a staff of ten medical professionals" (Barrett & Harvey, 2018, p. 4). This building in the centre of Norris Point

not only became a place to promote local health and wellness, but it also became a social hub for the community. Community members would often show up at the hospital, even when they were not in need of medical attention, simply because they had contributed to building the hospital and felt like they had some degree of ownership over it. In interviews with the coordinator of the BBCHHC, she often noted that the Bonne Bay Cottage Hospital was truly a space built "by the community, for the community."

In the 1990s, there was a push by the government to regionalize and centralize healthcare services in response to budget cuts. This led to the announcement that the Bonne Bay Cottage Hospital would be closed and demolished. The coordinator of the BBCHHC, who also worked as a physiotherapist in the Bonne Bay Cottage Hospital, reflected that the news of the closure "was devastating, not only for me but for everyone... because the hospital was central to the community...also it was essential for saving lives." Doctors, patients, staff, and community members all rallied together to lobby the government and advocate for healthcare to remain in the community. In the end, the government agreed to build a new Bonne Bay Health Centre to keep essential medical services accessible to the community and to keep jobs in the region. With this promise of a new healthcare facility, the Bonne Bay Cottage Hospital was set to close and be torn down in December of 2001. The Bonne Bay Cottage Hospital is commonly referred to among locals as the Old Cottage Hospital to distinguish it from the new Bonne Bay Health Centre.

A small group of community members, who were highly embedded in the community of Norris Point and held a deep attachment to the Old Cottage Hospital, decided to come together to save the building that had served the community for over 60 years. They approached the provincial government with their plans to preserve the space, and the government agreed to sell

them the building for one dollar. With the building in their possession, they formed and incorporated the BBCHHC in 2001 and established their mission to “preserve local culture and heritage, promote health and wellness, and foster local economic and social development” (Bonne Bay Cottage Hospital Heritage Corporation, n.d.). While the original board of the BBCHHC was passionate about preserving the Old Cottage Hospital, most of the community did not share their same passion or desire to preserve the heritage structure. The Old Cottage Hospital had been a community hub for many years, but with the news of a new hospital being built, many community members could not see the value in investing time and money into preserving the old hospital. The coordinator of the BBCHHC reflected that most people in the community “thought we were crazy... the community thought it was a stinky old hospital and we were getting this brand new shiny one, and then we didn't need this building anymore.” Several board members also noted that some community members thought the board was taking over the Old Cottage Hospital for their own personal gain, and this contributed to a lack of understanding in the community around the BBCHHC and its goals. In an interview with one board member, she said:

> [Community members] would see it as [the board members] taking one of their community buildings and profiting from it... they didn't understand because they would never in a million years do it themselves, do something solely for the good of the community. So that's where some of the lack of support [comes from] because they couldn't understand it, they don't understand what social enterprise is.

With limited support from community members, the BBCHHC needed to find creative means to support their plans. The provincial government was a primary source of support in the early days of the organization, as the government agreed to pay to keep the heat on in the building until 2005. They also received a $50,000 donation from a local family to help with renovation and operating costs. In exchange for this donation, the BBCHHC decided to formally

change the name of the Old Cottage Hospital to the Julia Ann Walsh Centre in memory of the late mother of the family who made the donation. However, in interviews with many community members, they still used the name Old Cottage Hospital and stressed that "it will always be the Old Cottage Hospital to us." With these kinds of small infusions of capital, the BBCHHC was able to slowly renovate and reuse the Old Cottage Hospital to serve new purposes in the community. To bring in additional revenue, they decided to turn the old hospital staff accommodations on the top floor of the building into a hostel and capitalize on the tourist market associated with the National Park. In the years following, the BBCHHC continued to repurpose various spaces in the building to house the public library, the community radio station, a community garden and kitchen, a museum, performance and meeting spaces, and a wellness centre. These tenants of the Old Cottage Hospital not only provided the community with new services and resources, but the tenants of these spaces brought in rental revenue for the organization. For twenty years, the BBCHHC continued to steadily grow their organization while also slowly building local community support for their initiatives.

The BBCHHC was an ideal research context for several reasons. First, the BBCHHC possesses the defining characteristics of a CBE: 1) it is owned and governed by a group of community members; 2) it uses commercial means to support its initiatives; and 3) it generates economic and social benefits for their community. Second, it launched with very limited community support. While there was a small core group of community members that saw value in preserving the Old Cottage Hospital, many community members expressed their scepticism and disapproval and did not participate in the initial development of the organization. Third, the BBCHHC has existed in the community of Norris Point for twenty years. This long-standing

history makes the organization an appropriate case to explore how CBEs can create long-term impact in contexts of low community support.

4.3.2 Data Collection

This case study involved data collected from interviews and archival data between March 2021 and March 2022. The data from this case study was collected as a part of a larger research project on building resilient communities through SE and CBE that began in the fall of 2020 when the coordinator of the BBCHHC invited the research team to study the impacts of the organization in the community of Norris Point. Initially, some of the interview data was collected by other members of the research team, however, the author regularly debriefed this data collection in weekly meetings with the other researchers. The author was also involved in creating and structuring questions for the interview guides and analyzed all the data included in this study. The author then became directly involved in data collection, conducting nine interviews with organization and community members, and then analyzed the entire data set. Of the 26 interviews conducted, 25 were digitally recorded and transcribed and detailed notes were taken for the interview that was not recorded. Seven board members of the BBCHHC were interviewed to gain a greater understanding of the history of the organization, how it has sustained itself over time, and the types of impacts it has had in the community. Nineteen interviews were conducted with community members, including newcomers to the community, long-time residents, and people who had worked in the Old Cottage Hospital before its closure in 2001. These interviews were used to understand the history of Old Cottage Hospital and how it impacted the community as well as how the community members perceived the BBCHHC over time. In addition to the interview data, various types of archival data were collected and analyzed, including internal documents, news articles, an oral history report of stories from the

staff of the Old Cottage Hospital, and video footage, case study, and book documenting the closure of the Old Cottage Hospital and opening of the BBCHHC (See Table 4.1). These archival sources were used to triangulate findings from the interview data and were essential for understanding the history of the Old Cottage Hospital and the early stages of the development of the BBCHHC (Eisenhardt, 1989). It is also important to note that the coordinator of the BBCHHC became a partner in this research and participated in regular meetings with the research team to discuss challenges the organization was facing. These meetings also allowed the team to present emergent themes in the data to the coordinator and receive their feedback. This engaged approach to research allowed the author to draw upon the organization's intimate understanding of their context to guide the data collection and refine the analysis of the data (Hacker, 2013; Murphy et al., 2020).

Table 4.1. **Data Sources**

Type	**Total**
Archival data	
Community documents (e.g., asset map studies, tourism strategies)	439 pages
Government documents (e.g., regional reports)	98 pages
Oral history document	88 pages
News articles	2
Organizational documents (e.g., strategic plans, business plans, proposals)	178 pages
Organizational spreadsheets (e.g., budgets, projections)	4
Organizational project reports	78 pages
Presentation slide decks	1
Videos	41 mins
Website	1
Case study	1
Book	1
Interviews	**26 interviews**
Organization members	7
Community members	19

4.3.3 Data Analysis

While some of the data analysis happened concurrently with data collection, there were three main stages of the data analysis for this study. The first stage involved building thick narratives about the Old Cottage Hospital and the BBCHHC, including establishing a timeline of key events in their histories (Langley, 1999; Tracey & Phillips, 2016) (See Figure 4.1). Narrative construction of this nature allows researchers to present the complex and rich qualitative data found in single case studies (Eisenhardt & Graebner, 2007). An important part of this process of narrative building was ensuring it was representative of the many perspectives involved in the stories of both the Old Cottage Hospital and BBCHHC. Following this stage, the coding process began and involved creating first-order codes derived from informant terms by closely following the raw data (Gioia et al., 2013). This stage involved "getting lost" in the data to get a sense of the many dynamics at play between the Old Cottage Hospital, the organization, and the community (Gioia et al., 2013). Following this, second-order themes were generated from the initial codes. Throughout this coding process, the data and emergent themes were iteratively compared with the literatures on place and community-based enterprise to help refine the codes (Eisenhardt, 1989). These second-order themes were extrapolated further into the aggregate dimensions that formed the basis of the theoretical model. This coding process is depicted in the data structure in Figure 4.2. The final stage of analysis involved the development of the model. Throughout the entire analysis process, "peer debriefing" was used to reduce bias and refine some of the codes (Corley & Gioia, 2004). This happened in regularly meetings with other researchers about the data and emergent findings. These researchers were part of the larger research project and were familiar with the research site but did not participate in data collection.

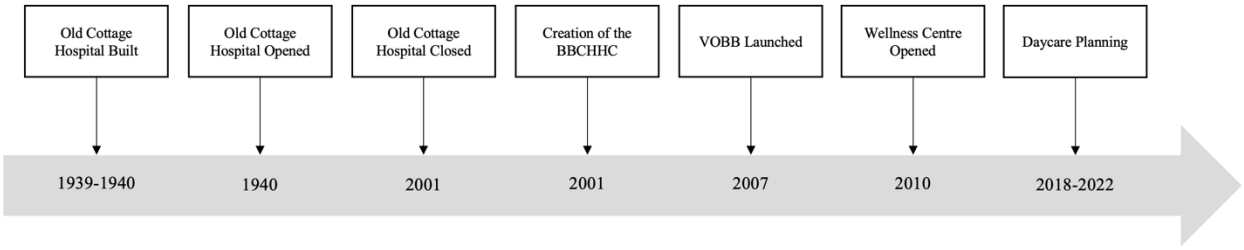

Figure 4.1. **Timeline of Key Events**

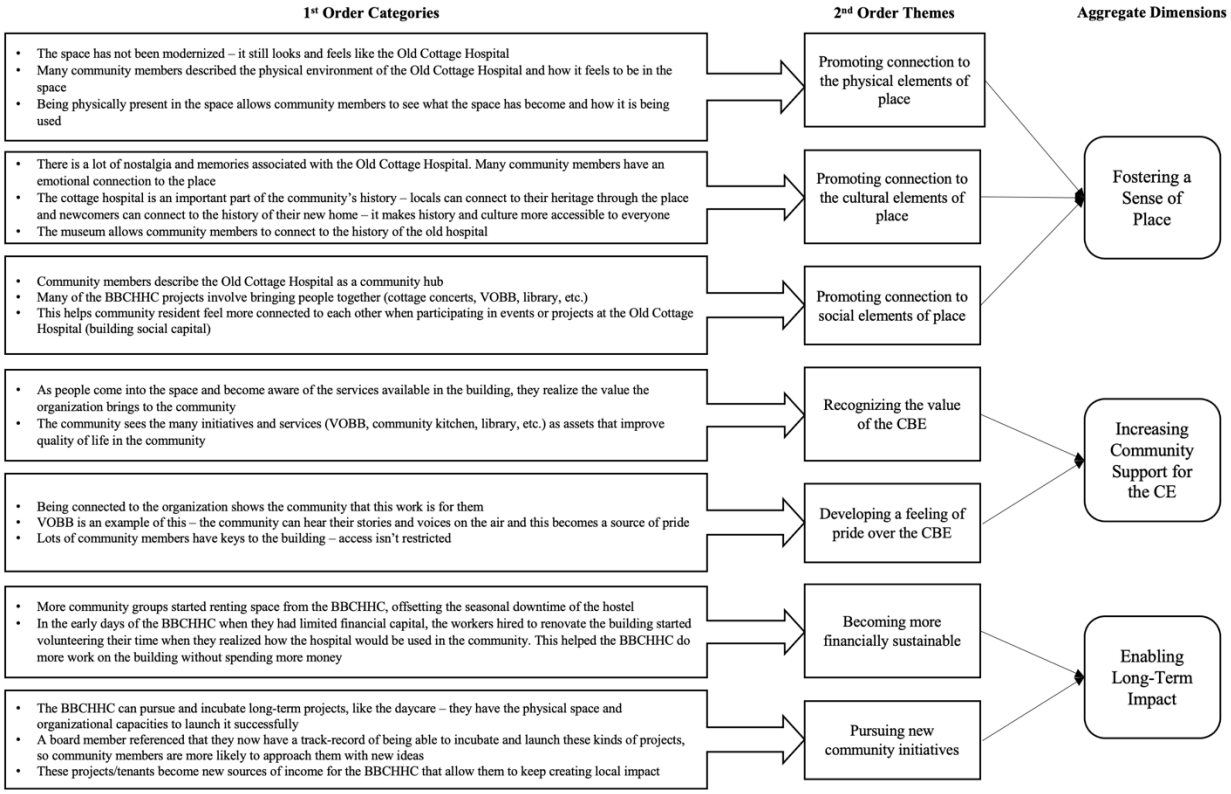

Figure 4.2. **Data Structure**

4.4 Findings

This analysis uncovered two key interconnected processes that encouraged greater community support for the work of the BBCHHC. First, the BBCHHC used its various projects and initiatives to foster a sense of place for the Old Cottage Hospital among community members. Second, this fostered sense of place allowed more community members to connect

with and understand the work of the organization. As more community members became connected with the organization and began to recognize the value it brought to the community, they began to show greater support for the organization. The analysis also showed that this growth in community support enabled the CBE to create long-term impacts in the community.

Fostering a Sense of Place

One of the central findings in this study is how the BBCHHC was able to foster the local community members' sense of place for the Old Cottage Hospital to increase community support for the work of their organization. As the Old Cottage Hospital was physically built by the community and served as a primary employer in the community for sixty years, it was a place deeply connected to the community's history and culture. As described above, the BBCHHC launched with very limited community support, and for many years only a small group of community members participated in the organization's initiatives. Yet, the team of individuals who launched the BBCHHC were highly embedded in the community of Norris Point and had an intimate understanding of the history and importance of the Old Cottage Hospital. This embeddedness in the community allowed the BBCHHC to create opportunities for community members to connect with various aspects of the Old Cottage Hospital, including the physical, cultural, and social elements of this historical building. These opportunities for connection came from the various projects and initiatives undertaken and incubated by the BBCHHC and helped to foster a greater emotional attachment, or sense of place, for the Old Cottage Hospital among community members.

Promoting Connection to the Physical Elements of Place. After launching with very limited community support and resources, according to the coordinator of the BBCHHC, the organization's strategy was to "clean [the building] up and use as is, where is." Even after twenty

years, this approach was evident from the moment people walked into the building. The linoleum flooring, long corridors, and small treatment rooms still labelled as 'X-RAY DEPT.' or 'PHYSIOTHERAPY DEPT.' gave the impression that this space could still be a functional hospital. One of the key barriers the BBCHHC faced to obtaining initial support from the community was a lack of understanding around what the organization did and how it was planning to use the Old Cottage Hospital in new ways. In interviews with board members, several of them expressed that it was important to "bring the community in" so that they could "see it being maintained, kept alive, and keeping the energy going".

As the BBCHHC began to launch more initiatives and projects based out of the Old Cottage Hospital, including the public library and community radio station, there were more opportunities for community members to visit and connect with the building. In interviews with community members, they would often jump at the opportunity to describe their first time visiting the Old Cottage Hospital and would paint elaborate descriptions of the physical space and how they felt walking through the building. One interviewee noted:

> It's like an old hospital! And it still feels like that when you walk in, it still has the feel of this was a hospital. It's not like they went through inside and made everything new and beautiful and modern. They kept a lot of what makes the place, you walk in and you feel like it was a really interesting place, this has a lot of history, a lot of crazy things must have happened here...The history makes it feel like a really special place... it makes you feel like it's a place you want to be.

These kinds of reflections from community members highlight how the preservation of the Old Cottage Hospital was important for drawing people into the space. They felt more connected to building because it hadn't been modernized or drastically altered - it still looked and felt like the cottage hospital that the community once knew and loved. Another interviewee commented that "it's traditional, it's unique, and it's untampered with, certain aspects of that building are frozen in time." This seemed to be especially important for those community

members who had worked in the Old Cottage Hospital and had established strong attachments to the space when it was a functional hospital. One of the retired x-ray technicians reflected: “I still have a connection to it. You can’t work in a building like that and it not become a bit of your heart and soul...”

The BBCHHC has worked to preserve the historical integrity of the building and bringing the community into the physical space to witness this preservation has been important for promoting a continued connection between the community and the Old Cottage Hospital. A newcomer to the community reflected that the Old Cottage Hospital has served as a focal point in the community for years and through the work of the BBCHHC it can become an important part of the community’s future:

> The opportunity that that physical structure offers the community and surrounding areas is just, I don’t think you could put a price tag on it let alone a phrase of what it is or what it means...I think it’s one of the lifelines there, because of what it offers and what it has offered in the past and the history that building has. It’s a foundational part of that community, has been for many years, and I think will be for many more yet.

Promoting Connection to the Cultural Elements of Place. The Old Cottage Hospital is an important fixture in the culture and history of Norris Point. The cottage hospital system was established to bring healthcare to more rural and isolated communities across NL, and the Bonne Bay Cottage Hospital serviced many communities in its region. Not only did this hospital hold meaning for the community because it was physically built by the community, but this was the site of many traumas and fond memories for the people of the region. A long-time resident of Norris Point and a former employee of the hospital reflected: “I can think of patients who walk in that building and they’ll get cold chills thinking about, ‘Oh my God, I had my baby over there in that room’... so it means something to people in the area.” In many interviews with community members, they were eager to share their personal histories with the Old Cottage

Hospital and how important it is to the culture of the community. One community member reflected on why the Old Cottage Hospital was important for the people of Norris Point:

> I feel that this building was and hopefully will always be the connection point for locals because that's where we came from. A lot of us were born here, a lot of us got their first shots, or our first stitches... our grandparents were here and this is where we visited, and it's still a connection because we got to see them grow old here and they died here and they're buried in the cemetery, so the story continues on, and it would be such a shame if something should happen to this building because so much could be done to keep that part of our heritage alive.

Since the cottage hospital first opened in 1939, the demographics of the community changed, businesses closed, and tourism grew exponentially, but amidst all that change, the Old Cottage Hospital remained a constant touchpoint in the community for eighty years. The weight of this rich history was even experienced and felt by newcomers to the community who spent time in the building. A new resident of the community who also worked as a massage therapist in the BBCHHC's wellness centre commented on what it was like to have her practice located in the Old Cottage Hospital:

> It's always incredible to feel like you're stepping into something that's not been modernized...serious things have happened there. There's been births and there's been deaths... my office was in the old emerg room and so you just imagine... a lot of stories if those walls would talk about very crazy things and profound things that have happened.

This history and culture of community healthcare was also kept alive through a museum room curated by the BBCHHC. When the building was being repurposed, the BBCHHC gathered any remaining equipment, tools, and records left from the hospital and created a designated room to showcase and honour the history of the cottage hospital and the service it provided to the community. One of the BBCHHC board members reflected on how this has become an important way to keep the history of the cottage hospital alive in the community:

> The Cottage Hospital... had such a history behind it and to be able to develop a museum where people could come in and see, you know, what was done here in such a little place with the small amount of resources they had... they used to do surgeries in here and

> everything... this was their hospital, it served from Trout River right up to Daniels Harbour and probably even beyond.

The BBCHHC also worked to keep this history of caring for the health of the community alive through a wellness centre in the building that provided the community with access to various forms of paramedical and supplemental healthcare, including massage therapy and physiotherapy. When people entered the building, they were surrounded by both the old and the new ways of providing community healthcare. One community member emphasized how this culture was being maintained through both the museum and the work of the wellness centre:

> The building is like a living museum... people of the community are still utilizing the building which was initially built for the physical wellbeing of the residents and the people in the Bonne Bay region, and it's still being used to support an active lifestyle and support mental health and just creating spaces for people to do other things that are keeping them happy and keeping them healthy, and I think that's one of the major assets we have here, it's still the space.

Another community member reflected that the building "houses those things that are vital parts of our culture in this area and our resources." Many interviewees saw the Old Cottage Hospital as an embodiment of culture and history of the community and that these kinds of heritage structures "tell us about our past which is fundamentally important to our future", according to one community member. This suggests that the work of the BBCHHC was both helping the community connect to its history while also contributing to the future development of the community.

Promoting Connection to the Social Elements of Place. The Old Cottage Hospital was known to be a hub of social activity in the community. The small, modest hospital brought local people together even in the years leading up to its official opening, as the community rallied to build it. A community member reflected that once it was functioning as a hospital, it became a place where the community came together to care for and heal each other:

> They weren't caring for random patients, they were caring for their relatives, for their parents, for their friends, their family, they were caring for their community, and that was really the feel of the place.

The BBCHHC launched and incubated many initiatives focused on contributing to community wellbeing and development. From the community kitchen to the local radio station, the common thread between these projects is that they were all actively building social capital in the community. Community residents entered the building to take out a book from the library or attend an event, but in addition to accessing these services, community members were given opportunities to connect with one another. One community member commented on the value of "the hang" and how the BBCHHC created space for people to come together informally:

> You go to a thing at the cottage hospital for an event, but more so, it's about the hang and what happens around... the social aspect is so important and is often where the real interesting stuff happens.

Through the work of the BBCHHC, the Old Cottage Hospital once again became a physical hub in the community that people gravitated towards, even over more "traditional" community meeting spaces, like the town hall. A new resident of the community noted that the BBCHHC has contributed to building local social capital because of the many initiatives it has launched:

> [The BBCHHC] is a social enterprise of a number of things that create a part of that social fabric that I think every town needs. You look at a lot of these places like town halls and community centers that sit dormant so much of the time because it's really only if there's a special event or something that's taking place, but there's so many purposes that that building holds.

In many of the interviews, community residents referenced how important this kind of gathering place can be for rural living and for attracting newcomers. One individual who had moved to the community with her young family after living in a larger urban centre jokingly

lamented that in Norris Point, “there's nowhere to go except the gas station for coffee in the winter”, but she also highlighted the importance of places like the Old Cottage Hospital:

> [They] become the things in a town that are the reason you want to stay... a community centre allows people to come together, you can network, you get to know your neighbours, especially with people that didn’t grow up here and just know everything. It allows people to get that comradery and that connection. There’s a lot of potential for community building here.

Increasing Community Support for the CBE

The data analysis showed that as the BBCHHC fostered a sense of place, by creating opportunities for community members to connect with the physical, cultural, and social elements of the Old Cottage Hospital, more community members developed a stronger connection with the work of the organization. This connection is revealed in the data through how community members recognized the value of the organization and began to develop a greater feeling of pride over its work in the community.

Recognizing the Value of the CBE. When the BBCHHC launched in 2001 and word traveled through the community that the organization intended to preserve and reuse the Old Cottage Hospital, the original board of directors were met with scepticism and outright criticism. The coordinator of the BBCHHC recalled that some community members had a hard time understanding why it was worth salvaging a “stinky old hospital” when a “brand new shiny one” had just been built just across the road. But for the board of the BBCHHC, they saw that this historic building could be more than just an old hospital and could still contribute to the life of the community. Getting community members to recognize the potential of the Old Cottage Hospital and the value of the work of the BBCHHC was a long process. However, in the twenty years since its launch, the BBCHHC incubated many initiatives and projects designed to enhance community development. These projects, like the museum and the wellness centre, were deeply

connected to the history and social life of the community and were instrumental in demonstrating the value of the organization and the Old Cottage Hospital to the community. A board member of the BBCHHC noted that as more people interacted and engaged with their projects, the more community members began to recognize the value of the organization:

> I think it was really a lack of understanding because they've never seen anything like this before. But the more and more of them started using the building and saying okay, so instead of driving to Deer Lake for physio, I can go here. Oh, now there's a chiropractor and massage therapists coming here. Oh, and now I can get a meal from the kitchen. And now I can get food from the greenhouse. And when they started using the building that made a difference.

Community members also reflected this sentiment in their interviews. They would often list the many services available at the Old Cottage Hospital and how they have benefited the community. As one community member reflected:

> It's great to preserve the history of this facility and this structure that the community came together to build, but I do think there's other uses and that we can make good use of it... So rather than having it as just a walk through, I mean, it's a place for a Public Library, it's a place for a kitchen, it's a place that's going to support the people of our area.

This quote highlights that people in the community started to see this building as more than just the old hospital, and that it could serve new uses and fill various needs in the community. The more community members became engaged through projects like the radio station, community garden, or wellness centre, the more they began to understand that the BBCHHC was working to both preserve the heritage and history of the Old Cottage Hospital while also addressing the current and future needs of the community. One such need that emerged in recent years was the need for childcare in the community. To address this need, the BBCHHC was working with local parents to launch a registered daycare out of the Old Cottage Hospital. Childcare was seen as an important resource to attract young families to the community, and one of the community members involved in launching the daycare project

reflected that "if we want to make jobs enticing to stay for in a rural area... people with families to come into town... we really need to support them with childcare." When choosing a site for the new daycare, she saw the Old Cottage Hospital as an ideal space because of all the other services available in the building:

> We felt that because of the [BBCHHC] board, and because of what else is in the building, the library, specifically for literacy and children, and then also... community garden plots, and there's a huge green space there, the dynamics work really well for pickups and drop offs just being a central location... I see the potential in that building to be dynamic.

In an interview with a board member of the BBCHHC, she highlighted that the daycare would continue to solidify the value of the organization and the Old Cottage Hospital in the community:

> When the daycare is here providing a service that the town needs, that's gonna help the town grow, when you got parents and children in here, they will fight for us... That daycare is gonna cement our position in the community. 'Cause that's really important here, family and children are really important. And when we become a safe place, that's looking after those children... that will turn things around.

Developing a Feeling of Pride over the CBE. The launch of the community radio station, Voices of Bonne Bay (VOBB), was one of the major turning points for the BBCHHC. The VOBB was initially intended to be a temporary, pop-up radio station for the Trails, Tales, and Tunes Festival (TTT) - an annual arts and culinary festival held in the community of Norris Point that launched in 2007. The original idea for the ten-day festival came from a local resident who wanted to promote local arts and culture while drawing tourists to the region. The founder of TTT noted that the festival was closely tied to the BBCHHC from the very beginning:

> We used to meet at the old hospital, and I know there were times in winter when the hospital was running low on fuel and it would be pretty chilly in the meeting room, but the old hospital is very much a foundation of the start of Trails, Tales and Tunes. We used the studio room for performances and then when VOBB came on the year two of the festival the relationship kind of grew and blossomed into a quite an exciting chapter for the festival. We housed a lot of musicians in the old hospital as well, it was affordable accommodation at the time and it just really worked for us.

The radio station was introduced in the second year of TTT to share content from the festival more widely. A make-shift set-up was placed in the multipurpose "studio room" at the Old Cottage Hospital with couches, microphones, soundboards, and tables with coffee and snacks. It was in this setting that the community was invited in to share stories, music, or "chat about whatever you want." During the ten days of the festival, more than 200 locals were broadcast on the airwaves. The founder of TTT reflected that "so many wonderful stories came out of people gathering informally and sharing memories of the old hospital and some other community memories, that was a really special time."

This marked an important point in the history of the BBCHHC, as it was when much of the community was able to come into the Old Cottage Hospital for the first time since its closure in 2001. The coordinator of the BBCHHC credits TTT and the creation of the radio station as the moment when the community truly started to understand what the BBCHHC was trying to accomplish and how it was benefitting the community:

> We invited the community in to talk and when the community could listen to the radio during the festival and hear their own voices reflected back to them, telling their own stories, that's when they go, 'oh, that's what the cottage hospital is, it's for us, it's our building, it's still open, and we can still access it'.

Once community members had come into the space to participate in the radio broadcast, they were able to see what the cottage hospital had become and how it was being used by and for the community. A community member also noted that the radio station was important for making the cottage hospital more accessible to the community and that participating in the broadcast helped community members to see the cottage hospital as being "for them":

> [The VOBB] allowed the town to hear themselves back for the first time probably in that way. And that brought people in and I think made people comfortable. It's why I say VOBB and the cottage hospital are linked because VOBB made people more comfortable with the cottage hospital and made people want to go to experience what this thing was...

> hearing themselves and feeling comfortable with that is key to folks feeling comfortable with the cottage hospital and wanting that or feeling like they can go and just wander in.

After the initial success of the festival radio station, the group of locals operating the station decided to turn it into a permanent community radio station with regular programming. The BBCHHC invited them to repurpose the old doctor's office in the basement of the Old Cottage Hospital into a recording studio. Since launching in 2008, VOBB secured a rotation of local hosts who produced a regular morning show, covered topics on current events, and curated playlists from nearly every genre with an emphasis on traditional Newfoundland folk music. A community member reflected in an interview that "we're listening from our own people, and so they know us and they play what we like or what we might like." Not only has the VOBB been an important tool for getting the community to buy into the work of the BBCHHC, but as one community member noted, it has also become a source of local pride:

> [The VOBB] is a valuable asset to get our information out to local audiences, and I think it's a bit of a source of pride too to have a local community radio station, people are really drawn to that idea that in a small town you can have all these assets.

Enabling Long-Term Impact

Increasing community support for the work of the BBCHHC has been highly important for enabling the community-based enterprise to create local impact over time. While external support gave the organization infusions of financial capital to salvage and repurpose the Old Cottage Hospital, the local support they built over its twenty-year history allowed them to become more financially sustainable, incubate and pursue many new initiatives, and expand its work in the community.

Becoming More Financially Sustainable. People in the community began to recognize the value of the BBCHHC and showed their increasing support by attending events, participating in projects, and becoming more involved in the work undertaken by the organization. One board

member reflected that even in the early years, when the organization hired locals to help with some of the building renovations, these community members started to appreciate the purpose of the organization and expressed their support by volunteering their time and effort for the renovations:

> In the beginning, we were... hiring local people to do some of the painting, the carpentry work... and then when they were coming in here and seeing what we were doing, and some of them really got into putting more into than they were being paid for, because they could see what we were trying to do here...

This volunteerism and active community participation was important because it allowed the BBCHHC to repurpose the Old Cottage Hospital and work toward their goals even with limited financial capital. As more community members began to understand the new vision for the Old Cottage Hospital, various community groups and organizations also began renting spaces from the BBCHHC. One of the board members noted that one of the main questions the organization struggled with over the years was "how can we generate money here... to make the building self-sufficient and self-sustaining?" She further explained that they worked toward becoming more financially sustainable through renting space in the Old Cottage Hospital to community groups, like the public library and the regional search and rescue team:

> It was also providing home for our library, we can get rent from them, from Bonne Bay search and rescue, and providing a home to other community groups that didn't have anywhere to go.

The hostel was a long-standing income stream for the organization, but it was seasonal and could be unreliable with the fluctuation of tourism markets. Having sources of income from community tenants not only helped the BBCHHC offset the hostel's seasonal downtime, but also contributed to making the Old Cottage Hospital more of a central hub in the community. This steady accumulation of community support and income also allowed the organization to pursue

new projects that were important for contributing to community development and enhancing quality of life in the region.

Pursuing New Community Initiatives. The greatest example of the long-term impact of the BBCHHC is the daycare project. As the community's demographics changed to include young families, the need for childcare became more important. When the young parents of the community decided to rally together to launch a daycare, they came to the BBCHHC to help make their vision a reality. They knew that the Old Cottage Hospital would not only provide the space they needed to house the community's youth, but they recognized that the many other services housed in the building would provide an enriching and supportive space for children to grow in. They also knew that the team at the BBCHHC would be able to help incubate their project, as the BBCHHC had established a track-record and reputation locally for being capable of supporting and launching new ideas. One of the local parents involved in the project commented that the daycare initiative would address a local need and serve the community well into the future by attracting young families:

> If we want to make jobs enticing to stay for in a rural area... to have experienced people with families to come into town...if we want those things we really need to support them with childcare. That's why I see the [Old Cottage Hospital]... supporting women in the workplace, families to come to rural Newfoundland, to specifically our area.

New projects, like the daycare, also offer an opportunity to the BBCHHC to become more financially sustainable, further enabling their ability to contribute to community development initiatives over time. The coordinator of the BBCHHC often explained that the daycare, and other long-term tenants in the building, were what enabled the organization to work toward becoming self-sustaining and create local impact. The coordinator also recognized the value in having income streams that were beneficial to both the organization and the community,

as they could create a positive cycle of the community supporting the CBE and the CBE supporting the community:

> We're going to create this space, which is going to take over half of the lower level of the center and bring new tenants into the building and a new source of revenue to make us sustainable. We're also then sustaining this incredibly important service in our community to grow our community. So it's a win-win situation.

The organization reached a point where they could incubate large projects, like the daycare, because of their physical building, but also because of the connections and rapport that they built in the community. These mutually beneficial projects enabled the BBCHHC to sustain themselves for twenty years while creating local impact, and they hoped would continue to sustain their organization and community even further into the future. In an interview with the coordinator of the BBCHHC, she recognized that there are still people in the community who do not understand their work and have not shown their support. While the BBCHHC has yet to achieve complete community support, the coordinator expressed her optimism for the future and explained that she would "rather focus on the 80% who believe" and was confident that "the 20% who don't believe, they'll come along later".

4.5 Model of Creating Long-Term Community Impact through Sense of Place

In this section, I draw upon the concepts described in the findings, research on community-based enterprise, and literature on place from geographical and organizational perspectives to present a model of creating long-term community impact through sense of place (see Figure 4.3). Research has shown that community participation and engagement are important in the early stages of these CBE creation for building strong local networks and amassing resources (Haugh, 2007; Hertel et al., 2019; Lumpkin & Bacq, 2019). While much of the literature assumes that community-based enterprises often benefit from significant community support, the findings in this paper show that community support for the organization

was initially very low and, while it grew over time, remained at a lower level than much of the literature suggests is necessary for CBE creation and development. Despite this low community support, the BBCHHC was able to create long-term impact in their community. This model derived from these findings shows that, in contexts of low community support, CBEs can leverage their embeddedness in community to foster a sense of place among community members for a specific building that holds meaning within the community, and that is connected to the work and social mission of the CBE. In the case of the BBCHHC, that place within community was a heritage building. This sense of place is fostered by creating opportunities for community members to connect with the physical, cultural, and social elements of that specific place. A deeper connection and attachment to the place allows community members to see the value of the work of the CBE, making them more likely to support the organization. This increasing community support enables CBEs to create long-term impact in their community.

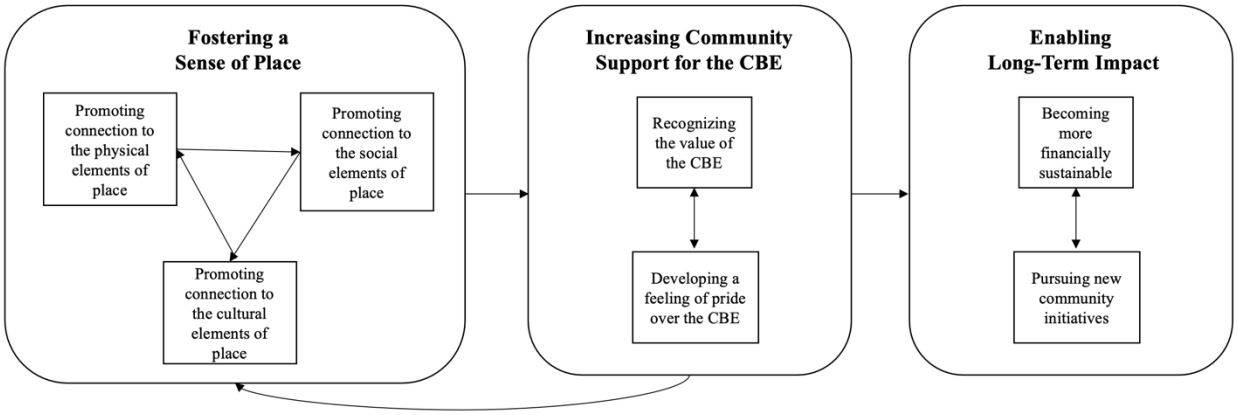

Figure 4.3. **Model of Creating Long-Term Community Impact through Sense of Place**

The first component of the model highlights how the BBCHHC fostered sense of place among community members by creating opportunities for them to connect to various elements of Old Cottage Hospital. Shrivastava and Kennelly (2013) define sense of place as "a personal connection with place, encompassing feelings of identity with and attachment to a place, in all its

complex dimensions" (p. 84). Such dimensions of place include "natural (ecological), cultural, social, political, and economic factors" (Guthey et al., 2014, p. 257). Research has shown that sense of place can be shaped and strengthened by being embedded, on an ecological, cultural, or social level, in the place (Shrivastava & Kennelly, 2013; Whiteman & Cooper, 2000). At its core, place is a "meaningful location" (Cresswell, 2015, p. 12) and it is sense of place that "creates meaning, embracing the meanings that people have derived from their physical and material experiences in places that provide enduring attachment and satisfaction" (Shrivastava & Kennelly, 2013, p. 89). In Norris Point, the Old Cottage Hospital held meaning for many community members due to its rich history and cultural significance in the community, and this was especially evident in interviews with community members who referenced the many births, deaths, and memorable health-related events that had transpired in the building. The BBCHHC worked to foster community members' sense of place toward the Old Cottage Hospital by encouraging people to connect with the various built, cultural, and social elements of that place. These elements of place are highly interlinked and engaging with them deepens attachment to a particular place. Many of the initiatives of the BBCHHC allowed community members to connect with the physical, cultural, and social elements of Old Cottage Hospital simultaneously. The VOBB, for example, invited community members to be physically in the Old Cottage Hospital to share their stories and memories about the community on the radio alongside other people from the community. This one project brought people closer to the physical building, to the culture of the community, and to each other. As Shrivastava and Kennelly describe, sense of place is "not only about *insideness* but also about *oneness* with a place, its landscape and natural environment, the built environment, and the people who call it home" (p. 89).

The next section of the model pertains to how a fostered sense of place for the Old Cottage Hospital among community members helped the BBCHHC build local support for their organization. Research has shown that sense of place concerns the level of emotional attachment people have to a place, and this shapes how individuals value a place and the field of care they extend to the place (Relph, 1976; Shrivastava & Kennelly, 2013). The data in this case showed that when community members connected with the Old Cottage Hospital, meaning they were physically present in the space, reminded of the rich history and culture, and interacting with other community members, they were more likely to recognize the value of the work of the BBCHHC and feel pride over its impact in the community. In the early stages of the CBE creation, community members expressed that they thought it was a waste of money to preserve such a decrepit building and didn't understand what the organization was hoping to accomplish. Yet, the data highlighted that the BBCHHC was able to overcome that initial scepticism by bringing community members into the Old Cottage Hospital and encouraging their participation in the various initiatives they had incubated and launched, such as the radio station. More community members started to see the work of the BBCHHC as being "for them" and for the betterment of the community which increased their support for the organization over time.

The model also depicts a feedback loop between 'fostering sense of place' and 'increasing community support for the CBE'. As the organization fostered sense of place for the Old Cottage Hospital, the community's support grew as locals engaged with the work of the organization and began to see the value of the organization and feel pride over the impact it was having in the community. When the community's support for the CBE grows, community members are more likely to continue to engage with the organization, connecting with the built,

cultural, and social elements of the place, and further contributing to their sense of place. This continues the cycle of building community support through fostering sense of place.

Finally, the data showed that this process of increasing community support through sense of place enabled the CBE to create long-term impact in the community. The support gained from community members ultimately gave the organization greater opportunities to expand their operations, launch new initiatives, and incubate more projects. These new initiatives, such as the daycare project, brought in greater income to the organization, allowing them to become more financially sustainable and continue their community development work. At the same time, these initiatives solidified the BBCHHC's position and value in community, as they worked to address current and future needs of the community, further increasing community support for the organization.

4.6 Discussion

This model shows that local support for CBEs can be increased through fostering a sense of place among community members for a building that holds meaning for them and is also connected to the work of the CBE. This increased support from community members is an important factor in enabling these organizations to create long-term community impact. As such, the findings of this study offer three key contributions to the literature on community-based enterprise and organizational research on place.

Prior research on CBEs has highlighted the importance of community participation and support in the early stages of CBE creation (Haugh, 2007; Hertel et al., 2017; Peredo & Chrisman, 2006). However, this study challenges the assumption that high community support is necessary to launch and build a CBE. The BBCHHC is an empirical example of a CBE that was created in a context of low community support and yet was able to contribute to community

development for twenty years. This finding demonstrates that we lack a greater understanding of how these organizations emerge and develop in contexts of varying levels of community support. While studies have shown that high levels of community support can facilitate the processes of CBE creation through increased social capital and access to resources (Haugh, 2007; Vestrum et al., 2017), this case contributes to the literature on CBEs to show that it is possible to build these organizations with limited community support. Some research has started to challenge prior work on CBEs and how it has depicted communities as homogenous units that respond to new ventures and opportunities with unanimous support (Somerville & McElwee, 2011). The case of the BBCHHC contributes to this counterargument to show that communities are often heterogeneous, comprising many sub-groups of individuals with differing perspectives. And as such, community members may respond in a heterogenous fashion to new CBEs, resulting in less than complete buy-in. Yet, this finding does not suggest that CBEs do not need community support entirely, as the work of CBEs often necessitates community engagement, and it typically involves local development projects that require working with community groups (Lumpkin & Bacq, 2019). However, while the findings of this study showed that increased community support became essential for enabling the BBCHHC to create long-term impact in the community, this case highlights that CBEs can emerge and develop into long-standing organizations even in contexts of low initial community support.

In addition, this study shows that CBEs' embeddedness in community can be leveraged to increase community support for these organizations. Research has described CBEs as being rooted in place and possessing a strong sense of place (Shrivastava & Kennelly, 2013). The model presented in this study shows that CBEs can leverage their embeddedness in place to advance their goals for community development. The BBCHHC case demonstrates how CBEs

can benefit from their founders' strong ties to the community and deep understanding of the heritage and history of places within the community, such as heritage buildings. This embeddedness allows CBEs to create opportunities for community members to connect and build attachments to these kinds of places. Research on place has shown that an increased sense of place translates into a greater attachment and field of care for a place (Relph, 1976; Shrivastava & Kennelly, 2013). In the case of the BBCHHC, this increased field of care was demonstrated in how the community expressed their appreciation not only for the Old Cottage Hospital as a heritage structure, but also the BBCHHC as an organization contributing to local development. Some studies have shown that embeddedness in place can shape how opportunities for community-based enterprise are identified and developed (Murphy et al., 2020). The model based on the BBCHHC extends this work to show that these organizations do not just exist *in* place and are shaped *by* place but can draw upon place, and its various elements, to help advance their goals and enable long-term impact. Therefore, the work of CBEs can be facilitated by the communities in which they are embedded. This finding contributes to the literature on CBE by introducing a nuanced perspective on the role of place in the development of these organizations.

Finally, this study also offers a contribution to organizational research on place by showing that sense of place can be fostered for specific places within communities, such as heritage buildings. Most organizational research to date that has explored how places shape organizations has looked at place on a community or regional scale (e.g., Guthey & Whiteman, 2009; McKeever et al., 2015), with limited consideration to the specific places that exist within these communities. Studies in this field have focused on how sense of place for a community enables actors to address local challenges (Burley et al., 2007). However, this study builds upon emergent research that points to the importance of physical places within communities, such as

community centres, and the role these places play in facilitating community-level impact (Trujillo, 2018). Specifically, this study shows that a sense of place can be fostered not only for communities and regions, but for places such as heritage buildings. These kinds of places that are often more physically bounded and possess their own unique history can be important for bringing community members together to address local challenges. In this case study, the Old Cottage Hospital brought many people together over its eighty-year history to support the community in various ways. Community places, like the Old Cottage Hospital, are repositories of collective memories and values, and can play a central role in community development work by offering community members a physical space to gather and make meaning with others. The findings of this study show that when working to address local challenges, it is not only important to foster a sense of place for communities as a whole, but for smaller-scale places within these communities that can become hubs of social life and local impact.

4.7 Limitations & Future Research

One of the limitations of this study involved the data collection. Due to the public health restrictions related to the COVID-19 pandemic, in-person data collection was not possible for most of the study. Therefore, nine of the interviews included in this study were collected virtually and observation data could not be included to triangulate insights from the retrospective interviews. To mitigate this limitation and avoid biases, interviews were conducted with a wide range of organization and community stakeholders and various types of archival data sources were included in the study (Eisenhardt & Graebner, 2007).

The BBCHHC was an ideal case to explore how CBEs create long-term impact in contexts of low community support, given its work in the community of Norris Point, its twenty-year history, and its experience of low community support in the early stages of its development.

This organization was also created to preserve and repurpose a specific place, the Old Cottage Hospital, in the community of Norris Point. As such, the BBCHHC represents an extreme case of how CBEs can increase community support and create impact in the long-term (Eisenhardt et al., 2016; Siggelkow, 2007). While this may raise questions around the generalizability of the findings and model presented in this study, there are two boundaries within which the model can be transferred. First, this model applies to CBEs that are founded under conditions of very limited community support and participation. The low community support experienced by the BBCHHC prompted the process of increasing community support outlined in the model. This may not apply to CBEs that are created with higher levels of community support, as they are likely to be more concerned with maintaining existing community support over building new support, which is not a process covered in this model. Further research is needed into how these contexts of low community support shape the development of CBEs and how they can increase that support over time. Additional research could explore the processes of maintaining community support for CBEs, as this may be another crucial process for enabling these organizations to create long-term impact. In addition, the model from this study depicts a process of fostering a sense of place related to a physical heritage building in the community that was connected to the work of the CBE. Future research is needed into how CBEs may aim to foster a sense of place among community members for different types of places within communities.

4.8 Conclusion

Community-based enterprises are important organizations that enable communities to address their complex challenges while improving local quality of life, ultimately contributing to building more resilient communities. The model presented in this study offers novel insight into a process by which CBEs can tap into their embeddedness in community to foster a sense of

place among community members and increase community support for their work. This research invites further inquiry into the role of place in community-based entrepreneurship and the processes that enable these organizations to create long-term impact.

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Chapter Five: Conclusion

This thesis responds to calls for place-centred organizational research by examining the role of place in cross-sector partnerships, social entrepreneurship, and community-based entrepreneurship. Given the importance of cross-sector work, social enterprise, and community-based enterprise for addressing sustainability challenges, and a growing appreciation for the locally bounded contexts in which these challenges are experienced, this collection of research unpacks how place can shape the dynamics and processes involved in these forms of organizing. The complexity of sustainability challenges has prompted a need to develop organizational theories that "tune to systems, processes and interdependence, leaving behind any assumptions that organizations act as disembedded entities" (Howard-Grenville, 2021, p. 8). In addition to these calls for theory development on organizational embeddedness, social entrepreneurship researchers are arguing for "deeply contextualized" studies of social enterprises and the need to "situate social enterprises and the problems they address in space, time, and institutional context" (Mair, 2020, p. 334). This thesis has addressed these calls for mid-range theory development (Eisenhardt, 1989; Mair, 2020) by engaging with the multi-dimensional concept of place to explore contexts of cross-sector partnerships, social enterprise, and community-based enterprise.

My research highlights that place offers more than a contextual backdrop for organizations addressing sustainability challenges. Rather, place – including its built, natural, social, and cultural dimensions – can be leveraged to facilitate cross-sector partnerships, navigate tensions of social entrepreneurship, and drive community development initiatives. The three chapters I have presented in this thesis contribute to these areas of research respectively, while also culminating to present the potential of place for studying and theorizing the dynamics at play in a wide array of phenomena. First, Chapter Two focused on the role of place in facilitating

partnerships aiming to contribute to community regeneration. The workshops involved in this study showed that immersive, place-based experiences allowed participants to engage with the physical, cultural, and social elements of place. This engagement with place lowered barriers to participation and created an environment where participants felt more comfortable sharing knowledge and engaging with one another. This study contributes to research on cross-sector partnerships (Clarke & Crane, 2018) by showing that place can be leveraged to facilitate collaboration by creating connections between actors from different backgrounds. Chapter Three then explored how embeddedness in place can facilitate the process of navigating tensions in social enterprises. This chapter emphasized that organizations embedded in place possess a holistic understanding of local realities that allows them to recognize and draw upon local assets to overcome resource constraints. This resourcefulness, rooted in an intimate understanding of the local context, encourages organizations to adopt an abundance mindset when navigating tensions which facilitates their social impact work. This case study contributes to research on social enterprise and place-based tensions (Slawinski et al., 2021) by showing that place not only surfaces organizational tensions but that organizations can draw upon place to navigate those tensions in a generative way. Finally, Chapter Four focuses on how sense of place can be used as a resource in community-based entrepreneurship. In this chapter, sense of place was found to act as both an input and output of CBE activity, as it was leveraged to bring members of the community together in support of the work of the organization. This increased support then facilitates and fuels the CBE's initiatives which further foster and generate sense of place. This chapter contributes to a growing body of CBE research (Hertel et al., 2019; Peredo & Chrisman, 2006) by showing that these organizations can be created in contexts of low initial community

support and that sense of place can become an important tool for building these organizations and advancing local impact.

While each chapter presented in this thesis offers unique contributions to literatures on CSPs, social entrepreneurship, and CBEs, the findings of this body of work culminate to offer several overarching contributions to theorizing on place and community-based organizing. First, this work aims to show that place is more than a context for organizing. Organizations do not passively exist in places, rather place shapes their work and outcomes and influences the core challenges and realities they face. As a result, organizations must be critical of how the physical, cultural, and social dimensions of place may hinder or help advance their goals. For example, in Chapter Four, the BBCHHC recognized that the Old Cottage Hospital was an important place for the community of Norris Point and its history played a vital role in shaping the culture and heritage of the community. Because of this rich history, the BBCHHC chose to hold onto the built, physical structure of the hospital, even when others could not see its inherent value, to create a hub for community development activity. Second, and in this same vein, the research presented in this thesis has demonstrated that place can be a resource to be leveraged by organizations. The multi-dimensionality of place presents opportunities for fostering a sense of belonging and mutuality among individuals from disparate backgrounds. As shown in the thesis, this can have implications for building collaborations or amassing community support for local initiatives. Sense of place plays an important role in bringing people together and creating cohesion in a community. This can be a powerful asset for organizations embarking on community-based work, but sense of place can also be cultivated and strengthened through the work of these organizations, creating a generative feedback loop that facilitates greater impact. Third, this thesis highlights that place can shape the kinds of tensions organizations face while

also showing that being embedded in place and possessing a strong sense of place can allow organizations to think more holistically about their challenges and adopt more innovative solutions by drawing upon place-based knowledge and assets. Therefore, this research shows that place shapes conditions for organizing while also presenting organizations with tools, opportunities, and mindsets that can help them overcome tensions and barriers to advance their local impact.

This thesis has also contributed to a growing body of engaged scholarship (Bansal et al., 2018; Hoffman, 2021). Engaged research is increasingly recognized as an important means for organizational researchers to collaborate with practitioners and community partners and create more impactful research (Murphy et al., 2020). By engaging and working with the communities and groups facing sustainability challenges, researchers can develop theoretical insights while also building and mobilizing holistic solutions. While there is no 'one-size-fits-all' approach to conducting this kind of research, values of empathy and collaboration are always at the forefront. In my thesis, I modelled three different approaches that I used to practice engaged research. In my first manuscript (Chapter Two), I was involved in co-creating the workshops that became the empirical context for the study. I co-wrote my second manuscript (Chapter Three) with my community partner. For my third manuscript (Chapter Four), I was part of a collaborative team of practitioners and researchers that allowed me to develop a deep understanding of the organization I was studying. Throughout this work, it became clear that engaged scholarship is highly important for place-based research. Being closely connected and immersed in the places I was studying gave me a greater appreciation for the sustainability challenges that communities are facing, and it also helped me understand the kinds of holistic solutions needed to build resilient communities.

While this thesis advances scholarship on community-engaged research and offers insights into approaches for conducting research in and with communities, there is a need for more studies that use these methods to develop co-created knowledge and practical tools to address sustainability challenges. Future research is also needed in this area to explore how and under what conditions these parties can work through tensions to co-create research with both theoretical and practical impact. For example, we still have a limited understanding of the core challenges and opportunities of this approach to research and how researchers can be intentional in engaging with research partners and the places in which the research is being conducted. This thesis has argued throughout for greater research into the role of place in shaping organizations. As researchers study place, it is also important to question how researchers can become more closely connected to places they study, and the potential implications of those connections for outcomes in research and practice.

This thesis also opens up many other avenues for future research surrounding the role of place in organizing more generally. First, this thesis did not explore the political and institutional forces at play in place and how governments and other powerful local actors can shape place-based organizing. Future research could examine how these actors shape places and the impacts those forces may have on community-based organizations and their initiatives. The research presented here has also focused exclusively on the positive power of place, and how organizations can leverage place to facilitate and encourage sustainability and community development efforts. However, research has pointed to the potential dark side of places and how a strong sense of place can manifest in exclusionary behaviours that fuel racism and xenophobia (Cresswell, 2015). Organizational research should look to explore how these dark sides of place manifest in organizations and how place or sense of place could hinder or progress their goals

and efforts. In a similar vein, there are opportunities to explore how organizations selectively amplify elements of place. As was demonstrated in Chapter Four, the BBCHHC leveraged sense of place to further their initiatives and community projects. It would be interesting for future studies to explore which elements of place these types of organizations decide to cultivate or build upon to advance their goals. As was also shown in the BBCHHC case, communities are heterogeneous and are formed of a wide variety of people with differing backgrounds, values, and opinions (Somerville & McElwee, 2011). As such, it is unlikely that community-based organizations would be able to or desire to highlight all of those perspectives represented in the community. Future research in this area should consider which aspects of place, including the histories, narratives, cultures, and physicality that these organizations choose to showcase and amplify through their work. In addition, this work could explore how place can be both an input for and output of organizing efforts. This input/output relationship was shown in the BBCHHC case, but this dynamic deserves further exploration in other places to determine the extent to which this relationship is inherent in community-based organizing.

While some may question the value of studying local places when we are concerned with global sustainability challenges, the COVID-19 pandemic offers a prime example of how important it is to move beyond a dichotomy of global versus local. While the ongoing health crisis has been highly disruptive and has had devastating impacts globally, it has served to show that "organizing is irreducibly interdependent with social, economic and natural systems, and that decisions made and actions taken by all manner of organizations have profound effects on human suffering or thriving" (Howard-Grenville, 2021, p. 2). In recent years, scholars have argued that sense of place can allow organizations to recognize their interdependence with these complex systems, which is important for fostering sustainable behaviours and practices (Guthey

et al., 2014; Shrivastava & Kennelly, 2013). As organizational research explores these concepts in greater depth, there is a need for increased attention to local influences on organizational behaviour and a closer examination of how organizations are embedded in geographic communities (Marquis & Battilana, 2009). As Casey (1997) suggests, "nothing we do is unplaced" (p. ix) and this thesis has contributed to a growing body of organizational research that is exploring how organizations shape and are shaped by place. While the idea of place is mundane and engrained in our everyday human experience, place holds power. The cases in this thesis demonstrate that place and its many dimensions can be leveraged to facilitate cross-sector partnerships, navigate tensions of social entrepreneurship, and advance community development initiatives. This work highlights that organizations are not only located in place but can actively draw upon elements of place to further their goals and create greater social impact for communities. Researchers can continue to explore the extent of the power of place by seeking to understand how organizations exist in places, draw upon places, and act in service of places. The answers to these questions can offer important insights for organizational theory development and implications for society's most pressing sustainability challenges.

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Appendix A: Additional Supporting Data

Table A.1. Additional Supporting Data for each Second-Order Theme (Chapter Two)

1. Promoting interaction with material elements	We were very thoughtful and especially Shorefast was very thoughtful about where we should locate the different activities and what should be included. We chose the town hall because it's a neutral space, it's a community space. Shorefast is a private nonprofit organization and it doesn't represent the whole community, but the town hall does, and every community in rural Newfoundland, or almost every community has a town hall, so the participants would feel, you know, comfortable in that space, it would be familiar to them I think that was part of the thinking that went into choosing the venues. We also wanted them to learn about Shorefast so we held a couple of events in Shorefast properties... the panel discussion with the researchers, that was held in the fisherman's union building which was a community space... because it was a historical building that had a really important history for Fogo Island. [Interview with Fogo Island workshop organizer] We decided to have one of the breaks at the local cafe and [the organizers] made sure that the group was introduced to the owner of the cafe and gave her an opportunity to share about her business and her life in Petty Harbour, all while people were around small tables eating cookies shaped like fish. So, that venue with those people and that food was all intentionally chosen to allow participants to fully experience Petty Harbor in all its different facets. [Interview with Petty Harbour workshop organizer] The thing that sticks in my mind most was the participation of just some random resident on the waterfront there as we were walking by...The man just stopped whatever he was doing, took all the fish back out of the tub, explained how he was doing it, what he was doing it for and all that stuff. And I think that's the thing that sticks out the most is the participation of residents without being required to do so. [Interview with participant of the Petty Harbour workshop]
2. Encouraging engagement with cultural elements	For morning catering I think we had like one of the church women's groups to do that which was a way to support because we were already supporting the restaurants with our meals so that was a way to support you know another arm another association in the community and they were you know the best ones to do it they do this kind of thing all the time. [Interview with Fogo Island workshop organizer] And they also employed or asked the ladies at the United Church in Tilting or the Catholic Church... to provide a typical church ladies

	meal for one of the lunches and then the donations went back to that church group, and that represents I think very typical rural Newfoundland set up of having the church ladies make the meal and then donate the proceeds back to the communities... it's very authentic for rural Newfoundland. [Interview with Fogo Island workshop organizer] We wanted the participants to have a full Fogo Island experience in all senses of that word, we wanted them to experience life in rural Newfoundland and specifically Fogo Island, we wanted them to engaged with all aspects of the place, we wanted them to have like an authentic experience. So, you know, eating in eating traditional food or at least food prepared with traditional ingredients, that kind of, so that we could honor, you know, the importance in the life of, or the experience of being in a rural community in Newfoundland and Labrador. [Interview with Fogo Island workshop organizer]
3. Reducing barriers to participation	I think we were lucky with two things, one that a lot of if not all the academics who were there are used to working in these community contexts and I don't think that there was a lot of highfalutin language or something that people couldn't understand like I think that we all approached it in a very human way because of the type of work that these academics do. [Interview with Fogo Island workshop organizer] Because the workshops are all about bringing community leaders and practitioners to a particular community to learn about social enterprise and community resilience it was important that it wasn't just like a group of academics talking down or at these highly skilled and qualified people, it really needed to be a dialogue. And so having Fishing for Success so involved in the planning process alongside the group from the university, it really set up that dialogue mentality right from the beginning. And so having them involved ensured that we were creating content for the workshop that was both relevant and authentic to the work of the community leaders who participated. [Interview with Petty Harbour workshop organizer]
4. Experiencing intensified contact with others	Those kinds of things wouldn't have happened probably if we hadn't had the storm. So we missed out on circling the community, just taking in the view, but we didn't miss out on the people. I think it intensified the contact with the people the fact that everyone was in a difficult circumstance... I think that the people who were at the meeting connected with each other more because of the circumstances that we were in. Like, you went out to get in your car and your car was you know up to the top of the tire in snow and people that were in the meeting with you if they were in less difficult circumstances like there was multiples of them traveling in the same vehicle they helped people

	sweep off their cars and beat a path so you could get your car out and some cases they had to push. And it intensified the connection between the local people and between the people who were at the meeting. [Interview with participant of the Fogo Island workshop] I think it's more about the idea of the importance of hosting these workshops and conversations about community resilience in the actual places where community work is happening. I think it fosters more authentic conversations and connections when you're having them, you know, on the ground in these places that are facing these challenges. [Interview with Petty Harbour workshop organizer]
5. Sharing local knowledge & experiences	I think [hosting the workshop in communities] put the emphasis on these communities that are doing this important work and that are using potentially new innovative ways to build community resilience and to revive and renew their places. So just kind of uplifting those stories and kind of bringing people together to have a dialogue or a conversation about how those practices might be able to be applied in other communities around the province. [Interview with Petty Harbour workshop organizer] We had a whole exercise on the second day that was all about encouraging the community leaders to share stories from their communities and share stories about how they kind of overcame adversity or are working to overcome these kinds of complex challenges. So, it was really about giving community leaders the space to share their own stories and then listen to the stories of others and be able to sort of compare and contrast and learn from each other. [Interview with Petty Harbour workshop organizer]
6. Recognizing a shared purpose	There were so many people who had come from such a variety of backgrounds that were supportive of this type of development. There were people there from municipalities, people from the university, people from the various departments in government. It seemed like Fogo brought out a collection of people that we wouldn't be able to access. [Interview with participant of the Fogo Island workshop] I hope they all knew that and I hope they all gained perspective and colleagueship, a sense of comradery from connecting with other people in the province doing the work that they do because it can be really lonely work and sometimes we feel like the problems in our community are ours to solve and only we have these problems but everyone does… so I think that recognition of others being in the same boat and then of us all being in the same boat. All of us are working towards ensuring that this place we love, this province, is able to succeed in the future, so

	I hope there was a sense of comradery to be gained in that. [Interview with Fogo Island workshop organizer]
7. Developing a sense of belonging	In depleted communities often what's lacking is capacity I also think the work that community leaders do in depleted communities is really lonely work, and it's exhausting, and sometimes getting together with a group of like minded people and sharing ideas can be very energizing, and it can also really validate the work that they do, and this network can continue to be a source of support and energy that these community leaders can draw on even after, you know, the workshop is over. [Interview with Fogo Island workshop organizer] I think a common sentiment that was expressed by the participants at the first workshop was that this sort of connection is just so sorely needed in this province, our community leaders and practitioners are just so burnt out and they're tackling such complex challenges with often really limited resources, and the fact that the communities here are just so geographically dispersed it makes it hard for these leaders to be able to share ideas and knowledge and work together on solving these issues. So, the Fogo Island workshop brought these people together and I think they really appreciated the opportunity to connect, and share, and at the end of the day they were just hungry for more of that, and they were ready to build this sort of network and work collaboratively on these issues of community resilience. [Interview with Petty Harbour workshop organizer]

Appendix B: Ethics Approval

MEMORIAL UNIVERSITY

Interdisciplinary Committee on Ethics in Human Research (ICEHR)

St. John's, NL Canada A1C 5S7
Tel: 709 864-2561 icehr@mun.ca
www.mun.ca/research/ethics/humans/icehr

ICEHR Number:	**20222291-BA**
Approval Period:	January 26, 2022 – January 31, 2023
Funding Source:	
Responsible Faculty:	Dr. Natalie Slawinski Faculty of Business Administration
Title of Project:	*Exploring the Role of Place in Social Enterprise and Community Development*

Title of Parent Project:	*Building resilient coastal communities through social and community enterprise*
ICEHR Number:	*20210870-BA*

January 26, 2022

Jennifer Brenton
Faculty of Business Administration
Memorial University of Newfoundland

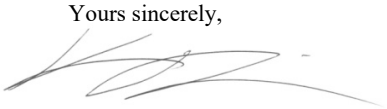
Dear Jennifer Brenton:

Thank you for your submission to the Interdisciplinary Committee on Ethics in Human Research (ICEHR) seeking ethical clearance for the above-named research project. The Committee has reviewed the proposal and agrees that the project is consistent with the guidelines of the *Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans* (TCPS2). *Full ethics clearance* is *granted to* January 31, 2023. ICEHR approval applies to the ethical acceptability of the research, as per Article 6.3 of the *TCPS2*. Researchers are responsible for adherence to any other relevant University policies and/or funded or non-funded agreements that may be associated with the project. If funding is obtained subsequent to ethics approval, you must submit a Funding and/or Partner Change Request to ICEHR so that this ethics clearance can be linked to your award.

The *TCPS2* **requires** that you **strictly adhere to the protocol and documents as last reviewed** by ICEHR. If you need to make additions and/or modifications, you must submit an Amendment Request with a description of these changes, for the Committee's review of potential ethical issues, before they may be implemented. Submit a Personnel Change Form to add or remove project team members and/or research staff. Also, to inform ICEHR of any unanticipated occurrences, an Adverse Event Report must be submitted with an indication of how the unexpected event may affect the continuation of the project.

The *TCPS2* **requires** that you submit an Annual Update to ICEHR before January 31, 2023. If you plan to continue the project, you need to request renewal of your ethics clearance and include a brief summary on the progress of your research. When the project no longer involves contact with human participants, is completed and/or terminated, you are **required** to provide an annual update with a brief final summary and your file will be closed. All post-approval ICEHR event forms noted above must be submitted by selecting the ***Applications: Post-Review*** link on your Researcher Portal homepage. We wish you success with your research.

Yours sincerely,



Kelly Blidook, Ph.D.
Chair, ICEHR

KB/bc

cc: Supervisor – Dr. Natalie Slawinski, Faculty of Business Administration

MEMORIAL UNIVERSITY

Interdisciplinary Committee on Ethics in Human Research (ICEHR)

St. John's, NL Canada A1C 5S7
Tel: 709 864-2561 icehr@mun.ca
www.mun.ca/research/ethics/humans/icehr

ICEHR Number:	**20222292-BA**
Approval Period:	February 2, 2022 – February 28, 2023
Funding Source:	
Responsible Faculty:	Dr. Natalie Slawinski Faculty of Business Administration
Title of Project:	*Exploring the Role of Place in Facilitating Cross-Sector Partnerships*

Title of Parent Project:	*Building resilient rural communities through social entrepreneurship: Lessons from the Shorefast Foundation on Fogo Island, Newfoundland and Labrador*
ICEHR Number:	*20170534-BA*

February 2, 2022

Jennifer Brenton
Faculty of Business Administration
Memorial University

Dear Jennifer Brenton:

Thank you for your submission to the Interdisciplinary Committee on Ethics in Human Research (ICEHR) seeking ethical clearance for the above-named research project. The Committee has reviewed the proposal and agrees that the project is consistent with the guidelines of the *Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans* (TCPS2). *Full ethics clearance* is *granted to* February 28, 2023. ICEHR approval applies to the ethical acceptability of the research, as per Article 6.3 of the *TCPS2*. Researchers are responsible for adherence to any other relevant University policies and/or funded or non-funded agreements that may be associated with the project. If funding is obtained subsequent to ethics approval, you must submit a Funding and/or Partner Change Request to ICEHR so that this ethics clearance can be linked to your award.

The *TCPS2* **requires** that you **strictly adhere to the protocol and documents as last reviewed** by ICEHR. If you need to make additions and/or modifications, you must submit an Amendment Request with a description of these changes, for the Committee's review of potential ethical issues, before they may be implemented. Submit a Personnel Change Form to add or remove project team members and/or research staff. Also, to inform ICEHR of any unanticipated occurrences, an Adverse Event Report must be submitted with an indication of how the unexpected event may affect the continuation of the project.

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Yours sincerely,

Kelly Blidook, Ph.D.
Chair, ICEHR

KB/bc

cc: Supervisor – Dr. Natalie Slawinski, Faculty of Business Administration