Revitalizing PLACE through Social Enterprise

Edited by

Natalie Slawinski

Brennan Lowery

Ario Seto

Mark C.J. Stoddart

Kelly Vodden

MEMORIAL UNIVERSITY PRESS

Copyright of the collective work Natalie Slawinski © 2023

Copyright of each individual chapter contained herein belongs to the respective author(s) of such work © 2023. All such works are reproduced herein with permission.

This publication is licensed under a Creative Commons licence, Attribution–Noncommercial–No Derivative Works 4.0 International: see www.creativecommons.org. The text may be reproduced for non-commercial purposes, provided that credit is given to the original author. To obtain permission for uses beyond those outlined in the Creative Commons licence, please contact Memorial University Press at mupress@mun.ca

Library and Archives Canada Cataloguing in Publication

Title: Revitalizing PLACE through social enterprise / edited by Natalie Slawinski, Brennan Lowery, Ario Seto, Mark C.J. Stoddart, Kelly Vodden.

Names: Slawinski, Natalie, editor. | Lowery, Brennan, editor. | Seto, Ario, editor. | Stoddart, Mark C. J., 1974- editor. | Vodden, Kelly, 1970- editor.

Series: Social and economic papers ; no. 41.

Description: Series statement: Social and economic papers ; no. 41 | Includes bibliographical references and index.

Identifiers: Canadiana (print) 2023054777X | Canadiana (ebook) 20230547788 | ISBN 9781990445170 (softcover) | ISBN 9781990445187 (EPUB) | ISBN 9781990445194 (PDF)

Subjects: LCSH: Social responsibility of business—Case studies. | LCSH: Social entrepreneurship—Case studies. | LCSH: Sustainable development—Case studies. | LCGFT: Case studies.

Classification: LCC HD60 .R53 2023 | DDC 658.4/08—dc23

Copy editing: Richard Tallman and Rebecca Roberts
Index: Morgen Mills
Cover design, page design and layout: Alison Carr
Cover artwork: Svetlana Piatigorskaia/iStock.com

Published by Memorial University Press
Memorial University of Newfoundland and Labrador
P.O. Box 4200
St. John's, NL A1C 5S7
www.memorialuniversitypress.ca

Printed in Canada

Funded by the Government of Canada
Financé par le gouvernement du Canada | Canada

CONTENTS

INTRODUCTION

Natalie Slawinski, Brennan Lowery, Ario Seto,
Mark C.J. Stoddart, and Kelly Vodden

A community is a physical geographic place where people live in some kind of tangle. They have a shared fate. And if a community is going to survive at all, it needs to have an economy.
— Zita Cobb, founder and CEO, Shorefast

Communities bind people together, provide important sources of meaning and identity, and contribute to human well-being. They are places where human and natural elements come together and where the everyday practices and politics of sustainability play out around issues like land-use planning, food security, climate adaptation, energy use, and transportation. In an increasingly fragmented world, they offer a sense of belonging and connection. Yet communities around the world, both rural and urban, continue to face multiple intersecting challenges to their social, economic, and environmental sustainability, including trends towards globalization, deindustrialization, growing inequality, natural resource depletion, and climate change.

Confronted with such mounting threats, community leaders are increasingly turning to place-based social enterprises (PBSEs) to reimagine and reshape their community's future. In this volume, we define PBSEs as organizations that rely on market-based activities to advance a social mission focused on building and anchoring community wealth, including its economic, physical, natural, cultural, and social dimensions (Lumpkin and Bacq 2019; Shrivastava and Kennelly 2013; Tracey, Phillips,

and Haugh 2005). Unlike profit-driven businesses, PBSEs use their business activities to contribute to the social, economic, and environmental well-being of their communities (Bacq and Janssen 2011), thereby acting as important agents of community transformation. They provide bottom-up solutions that are rooted in place by drawing on and enhancing local resources and capacities. PBSEs also empower community members to participate in the difficult work of sustaining and revitalizing their places, engaging local stakeholders directly in decision-making about the enterprises and their outcomes (Lumpkin and Bacq 2019; Peredo and Chrisman 2006). Nonetheless, we still have a limited understanding of how PBSEs contribute to overcoming the many challenges facing communities around the world and to strengthening their assets and opportunities.

This volume offers a collection of empirical studies that deepen our understanding of the role of PBSEs in strengthening communities, while providing examples to guide practice. It is organized around the PLACE Framework, a heuristic device developed through a decades-long study of Shorefast, a PBSE in the Canadian province of Newfoundland and Labrador (NL) (Slawinski et al. 2021), and refined over subsequent workshops with community leaders and social entrepreneurs from communities across the province (see Chapter 1 in this volume). In addition to highlighting examples from rural coastal communities in NL, this volume includes cases from British Columbia, the United States, the United Kingdom, and Ireland that deepen the PLACE Framework by demonstrating how social enterprises advance community resilience in various contexts, including rural, urban, and Indigenous communities. Importantly, chapters are collaboratively written by researchers and community leaders, thus integrating academic insight with practitioner expertise.

Given the co-created nature of this volume, we opted to allow for a variety of writing styles and to elevate the voices of our community partners. For example, in Chapter 9 the practitioner-authors' opinions are expressed in italicized sentences, and in Chapter 10 they are presented in entire paragraphs. Both chapters incorporate the informal tone of a

popular writing style. Chapters 2, 4, and 6 directly incorporate the practitioner-authors' voices by listing their names while acknowledging that their voices and tones may differ from those of academic researchers. In doing so, we intend to honour our community partners, while advancing the field of researcher–practitioner collaborative writing (Bartunek and Rynes 2014; Van de Ven 2007).

Place-Based Social Enterprises as a Vehicle to Sustainable Communities

In 2015, the United Nations launched the Sustainable Development Goals (SDGs) in which 193 member countries made commitments to address 17 goals with 169 targets by 2030. Recognizing the essential role communities play in fostering sustainable development, SDG 11, "Sustainable Cities and Communities," revolves around the mission to "make cities and human settlements inclusive, safe, resilient, and sustainable" (UN 2015a). Whether in urban or rural settings, local communities are essential to human well-being as they provide their members with a sense of place and belonging (Lumpkin and Bacq 2019; Peredo and Chrisman 2006; Stoddart, Cruddas, and Ramos 2021). While various types of communities exist, including communities of interest, communities of identity, and intentional communities (Lumpkin, Bacq, and Pidduck 2018), in this volume we focus on geographical communities, in which members generally share elements of a collective culture and a sense of identity that emerge from social ties and a shared history in a particular geographic context (Lumpkin and Bacq 2019; Peredo and Chrisman 2006). Technological innovations have allowed for the development of online communities, which are made up of identity- or affinity-based groups (Best et al. 2017; Jørring, Valentim, and Porten-Cheé 2018). While online communities provide a variety of benefits, they do not replace geographical communities, which remain meaningful for residents and for community development (Markey et al. 2015, 108; Ramsey, Annis, and Everitt 2002; Seto 2020).

Community development is challenged by multiple forces that threaten to erode place and create obstacles to building more sustainable communities. For example, urbanization continues to increase; by 2018, over half (55 per cent) of the world's population lived in cities and this rate was expected to increase to two-thirds by 2050 (UN 2015b). Growing urbanization puts pressure on cities and neighbourhoods to grapple with issues such as increased pollution, congestion, and noise levels, loss of green space, and housing accessibility and affordability (Kuddus, Tynan, and McBryde 2020). Climate change has also posed threats to community well-being by causing an increase in natural disasters — including flooding, droughts, forest fires, hurricanes, and other extreme weather events — that lead to loss of life and infrastructure, along with displacement and decline (Williams and Sheppard 2016). Connected to both of these forces is the increasing globalization of production, in which a single product may travel through multiple countries to minimize the costs associated with raw material harvesting, processing, packaging, distribution, and retailing; this process has separated from both profits and employment countless communities that have historically depended on primary industries like forestry, agriculture, fisheries, and mining (Cohen et al. 2019; Gerritsen 2014; MacKendrick and Parkins 2004; Winkler et al. 2016). These global forces coalesce to exacerbate the depopulation of rural regions, the loss of people's ways of life, place-based livelihoods, and identities, and interruptions in long-established relationships and senses of belonging. These disruptions in turn often lead to experiences of social isolation and decreased physical and mental well-being for individuals (Holt-Lunstad et al. 2015). The communities left behind may experience a downward spiral of social, economic, and cultural decline that challenges their viability (Emery and Flora 2006).

In this context, place-based development is an important avenue to revitalize local economies. Researchers from diverse fields such as human geography and social and environmental psychology have demonstrated the importance of place in crafting sustainable solutions for community development (Cresswell 2015; Daniels, Vodden, and Baldacchino

2015; Proshansky and Fabian 1987; Relph 1976; Tuan 1977). A growing literature on place-based development is shaped by diverse scholarship ranging from economic geography (Horlings and Marsden 2014) and rural community development (Vodden, Baldacchino, and Gibson 2015) to public administration (Krawchenko 2014), management (Shrivastava and Kennelly 2013), and entrepreneurship (Korsgaard, Ferguson, and Gaddefors 2015). Place-based development can be described as a holistic approach to interventions that seeks "to reveal, utilize and enhance the unique natural, physical and/or human capacity endowments present within a particular location for the development of the *in situ* community and/or its biophysical environment" (Markey et al. 2015, 5). This approach acknowledges that every community or region offers opportunities to enhance well-being by advocating for development that addresses the specific needs of each place, in contrast to spatially blind policies that tend to leave many places behind (Beer at al. 2020; Rodríguez-Pose 2018), particularly rural constituencies that are often overlooked in favour of urban centres with larger electoral bases. Through a place-based lens, such opportunities are evaluated in the context of existing local assets and values (Murphy et al. 2020; Rennie and Billing 2015) and approached in a balanced manner so that enhancements to economic or social welfare do not come at the expense of other valued forms of community capital, such as ecological integrity or cultural identity (Emery and Flora 2006; Fernando and Goreham 2018).

Increasingly, researchers and policy-makers view social enterprises as an important means to address sustainable development challenges (Lumpkin, Bacq, and Pidduck 2018; UN 2020). Broadly speaking, social enterprises refer to organizations that pursue "business-led solutions to achieve social aims" (Haugh 2006, 183), having emerged to fill market and public-sector gaps in addressing societal challenges (Dees 1998). Social enterprises are sometimes referred to as hybrid organizations because they combine multiple organizational goals, such as social and commercial value creation (Battilana and Lee 2014). While social enterprises can be global in scope, many exist to address "locally situated

social needs" (Seelos et al. 2011, 337), and as such they play a crucial role in community development by prioritizing economic and social value creation for communities (McKeever, Jack, and Anderson 2015; Murphy et al. 2020). Place-based social enterprises are distinct in that they exist to serve a particular geographical community. While they can vary widely in size, governance, ownership structure, mission, and economic sector, PBSEs share a number of similarities. For example, they reinvest profits and centre key decision-making in the community (e.g., Murphy et al. 2020; Stott, Fava, and Slawinski 2019). PBSEs also offer solutions and strategies rooted in place, meaning that they recognize, draw on, and ideally enhance the local assets of a place, including its natural, historical, social, and cultural endowments, to revitalize the community (Shrivastava and Kennelly 2013). These enterprises draw on local resources that others may view as offering little value, or worse, as liabilities. For instance, rather than viewing an abandoned building as a symbol of economic decline or a source of shame, social entrepreneurs (i.e., those who launch and/or lead place-based social enterprises) may see its historical and economic values and opt to repurpose it, thereby re-energizing and unleashing new possibilities into the community that originate from existing community assets.

While the term social enterprise emerged as recently as the 1990s (Dees 1998), organizations involved in community economic development can be considered forerunners of place-based social enterprise (Stott, Fava, and Slawinski 2019). These enterprises have existed historically in different forms, including the first retail cooperatives in England in the nineteenth century, as well as a number of fishers' co-operatives established in communities in NL starting in the late 1800s (Rompkey 2009). Modern PBSEs offer complementary approaches to other community development strategies, including those led by governments and non-governmental organizations (NGOs). Given that social enterprises often blend the practices and logics of private-sector and non-profit organizational models (Haugh and Brady 2019), they can integrate strategies through a multi-sectoral approach and even act as boundary spanners to

bridge divides between different sectors (Selsky and Smith 1994).

PBSEs offer some unique advantages. First, PBSEs look for market-based opportunities to advance community development, including enhancing the community's economy. While local, provincial, or federal governmental agencies may provide valuable contributions to communities, they face difficulties creating revenue-generating activities that can spark local economic activities. As such, PBSEs complement such sectors by offering an entrepreneurial, bottom-up approach to community revitalization (Bhatt and Qureshi 2023). Second, because PBSEs are embedded in the community, they can more quickly identify problems and create solutions that outside actors may miss or be slow to respond to (Berrone et al. 2016; Lumpkin and Bacq 2019). Community actors are often best positioned to understand and effectively address the challenges they face rather than relying mainly on outside actors (Berrone et al. 2016; Lumpkin and Bacq 2019). Finally, PBSEs can join in cross-sectoral initiatives that reach across various levels of government, NGOs, businesses, and other organizations and, as noted above, are often well positioned to do so. At the same time, with fiscal austerity and a lack of resources and capacity being felt in many jurisdictions, it is vital to understand not only the possibilities, but also the limitations related to the roles that non-state actors, including PBSEs, might play in bridging community development gaps (Bhatt et al. 2023).

A growing body of research has been examining how place-based social enterprises contribute to revitalizing community well-being (Hertel, Bacq, and Belz 2019; Tracey, Phillips, and Haugh 2005). This volume contributes to this expanding literature by demonstrating with empirically grounded cases how social entrepreneurs rely on both local and external resources and partnerships to create value in their communities (Korsgaard, Ferguson, and Gaddefors 2015). In this volume, the researcher–practitioner author teams advance knowledge through community-engaged research and share lessons relating to community revitalization practices. Furthermore, this volume draws on research from multiple disciplines and domains, including organization studies, social entrepreneurship, sociology, geography, and community development studies.

This multidisciplinary approach promises holistic solutions to the increasingly complex problems faced by communities. Finally, we join and advance research conversations on community development that underscore the importance of empowerment (Lumpkin and Bacq 2019), self-determination (Murphy et al. 2020), micro-solutions (Tàbara et al. 2020), and positive tipping points (Tàbara et al. 2018), while further elaborating a diverse and evolving understanding of place-based development (Vodden, Baldacchino, and Gibson 2015).

A Place Framework of Community Resilience

Newfoundland and Labrador: Exemplifying the Power of Place

It is fitting that this volume starts with examples of PBSEs from the Canadian province of Newfoundland and Labrador, whose residents feel the strongest sense of belonging of any province in Canada (Statistics Canada 2013). This love of place has been guiding social innovation activity in NL for generations, as examples such as the Fogo Process and the creation of the Fogo Island Cooperative Society (see Chapter 1) illustrate. Building on this history of social innovations, the province has continued to witness a growth in the number of social enterprises dedicated to revitalizing coastal communities since the collapse of the cod fishery. When the groundfish moratorium was announced in 1992, around 30,000 people in NL suddenly lost their livelihoods, and soon the province witnessed a massive wave of out-migration (Higgins 2009). Many of those who decided to remain in coastal communities faced significant economic and social challenges. Vacant and abandoned houses and buildings became reminders of this troubled time, including the loss of a way of life and rich culture that had grown out of the fishery over hundreds of years. Several of the PBSEs discussed in this volume have sought to protect and build upon this culture and way of life beyond the moratorium.

Introducing the PLACE Framework

We offer the PLACE Framework to capture revitalization efforts to tackle the widespread sustainability threats facing communities around the world. As we describe in Chapter 1, the PLACE Framework emerged from a longitudinal study of Shorefast, a non-profit charitable organization founded in 2006 with a mission to revitalize Fogo Island (Slawinski et al. 2021). Like many other NL communities, the community of Fogo Island suffered from significant economic and population decline after the collapse of the cod fishery in 1992. Among its many initiatives, Shorefast launched the Fogo Island Inn, a social enterprise that has created hundreds of jobs for the island's population and whose profits are reinvested into funding community initiatives. The award-winning Inn features locally made furniture and textiles that blend contemporary design with local culture and traditions and has attracted visitors from around the globe. Shorefast also launched an artist residency program on the island and started the Fogo Island Workshops, a social enterprise that repurposes traditional skills like quilting and woodworking to produce unique high-end products to sell in the global market. Shorefast's cultural and economic revitalization is attracting new residents and bringing former residents back to Fogo Island (see Chapter 1).

This volume is organized around the five principles of the PLACE Framework: *Promote community leaders, Link divergent perspectives, Amplify local capacities and assests, Convey compelling stories, and Engage both/and thinking*. The acronym PLACE was intentionally chosen to honour NL community leaders' historical and cultural attachment to the place that motivated them to launch new initiatives, such as social enterprises that serve their communities, and to persevere despite the many barriers they have encountered. Our focus on place also acknowledges this volume's contribution to the growing scholarship and experiences of place-based development outlined above. The five key principles are illustrated in Figure 1 below.

The chapters in this volume are organized into two sections. The first section offers six chapters based on studies conducted in NL. Chapter 1

begins by providing a detailed overview of the genesis of the PLACE Framework through a study of Shorefast's impact on the community of Fogo Island, while the next five chapters each elaborate one pillar (key principle) of the Framework. The second section consists of four chapters that offer cases from outside NL to explore the generalizability of the Framework by studying how PBSEs offer bottom-up solutions for community resilience in other contexts. We provide a brief introduction to each chapter below.

Figure I.1. An illustration of the five key principles of the PLACE Framework. (Designed by Michelle Darlington, 2022)

Promote Community Leaders

Community leaders play a critical role in mobilizing others to drive community-based initiatives through social enterprise activities. As greater numbers of community members join in revitalization efforts, energy and momentum grow, fuelling more initiatives and events, and fostering a sense of collective pride. On Fogo Island, for example (see Chapter 1), Shorefast encouraged Fogo Islanders who had moved away to move back to their community while also attracting people from other parts of the province and from outside NL to make Fogo Island their new home. These new and returning residents, in turn, joined efforts to advance other initiatives and opportunities, thereby further revitalizing Fogo Island (Slawinski et al. 2021). This first principle of the PLACE Framework reflects the importance of local residents as the strongest assets in a community (Kretzmann and McKnight 1993) despite often being overlooked in mainstream economic development models (Arias Schreiber, Windgren, and Linke 2020). It also implies the need for an equitable approach to community leadership that centres on local residents and their needs. External actors and new residents can support this effort, but their needs cannot be placed above the needs of long-time community members (a theme explored further in Chapter 2).

The case of the Bonne Bay Cottage Hospital Heritage Corporation in Norris Point (Chapter 2) demonstrates the importance of leadership in community renewal and expands our understanding of leadership beyond an individualized leadership approach that is common in the management literature. Instead, we see more diffuse, inclusive, and community-based forms of leadership. Leadership is a quality that different people take on in different contexts. The cases of TulsaNow (Chapter 8) and Marsh Farm Outreach (Chapter 9) also pay particular attention to collective and distributed forms of leadership, recognizing that entrepreneurs often depend on wide networks of enablers and supporters (see also Thompson 2010) and that community revitalization depends on the work of many (Lumpkin and Bacq 2019). Indeed, in their work, social entrepreneurs and community leaders pay particular attention to building entrepreneurial ecosystems to

create sustainable economic development. Chapter 10 describes the formation of a social enterprise ecosystem in Waterford, Ireland, as another powerful example. In so doing, the chapter discusses the complexity of different kinds of operating models (e.g., social entrepreneurship, social enterprise, and community enterprise) that can respond differently to the ecosystem's network of stakeholders.

Link Divergent Perspectives

Community development work requires inviting different perspectives into decisions and finding ways to bring them together to foster creative solutions. Given their hybrid nature, social enterprises can play bridging roles between different stakeholder groups, acting as "boundary spanners" by working across diverse perspectives and logics (Powell et al. 2018; Steiner, Farmer, and Bosworth 2020). One of the strengths that social entrepreneurs and community leaders show in this volume's case studies is their ability to quickly incorporate new knowledge by linking divergent perspectives from other leaders on local, regional, international, and other scales.

Chapter 1 depicts, for example, how Shorefast became a broker, building linkages between local and outside knowledge and between new and traditional skills to create new capacities. Using social network analysis, Chapter 3 explains how St. Anthony Basin Resources Inc. (SABRI) formed a variety of linkages between local and external actors and partners from multiple sectors to leverage resources from different sources and enhance local community development by feeding and improving multiple, interconnected forms of community capital (economic, human, cultural, natural, built, and social). The chapter demonstrates the important connecting role that PBSEs can provide while also highlighting challenges in network-building, particularly in rural and remote contexts, that contribute to persistent collaboration gaps. Meanwhile, Chapter 10 illustrates how social enterprises in Waterford, Ireland, created employment opportunities for marginalized groups by linking knowledge from NGOs, academics, and the private sector to provide a variety of supports to clients, including advocacy and professional service referrals.

Amplify Local Capacities and Assets

By being embedded in the community, PBSEs are well-positioned to recognize the value of local assets even when others do not, and to leverage them to create opportunities for economic development. Relying on local assets allows communities to tap into the nearest resources available and provides them with more control over their pathways to economic development. Shorefast, for example (Chapter 1), was informed by frameworks like Appreciative Inquiry (Cooperrider and Srivastva 1987) and Asset-Based Community Development (ABCD) (Kretzmann and McKnight 1993), approaches to organizational and community development that are designed to engage community members in dialogue by asking questions that help them uncover their unique strengths and the opportunities in their communities. Shorefast asks community members questions such as "What do we have? What do we love? What do we miss?" to uncover Fogo Island's potential.

The Placentia West Development Association and the Bonavista Historic Townscape Foundation (Chapter 4) and Marsh Farm Outreach (Chapter 9) invest in their communities' local assets, whether by restoring historic properties or enhancing local skills and capacities, recognizing such investments as more sustainable paths to development that retain investment within the communities themselves. These PBSEs emerged and evolved to guide their community's revitalization based on investment in heritage protection, arts, and culture to enhance the town's livability and attract new residents. These chapters demonstrate how such an economic development strategy that amplifies local place-based assets can rebuild community identity and collective pride.

The example of TulsaNow (Chapter 8), an urban-based civic organization in Tulsa, Oklahoma, also illustrates how amplifying local capacities and assets can become a population retention strategy. Both the Bonavista (see Chapter 4) and Tulsa (see Chapter 8) cases show how PBSEs helped revitalize the downtown core and resulted in visible development of new investments and new residents. Echoing the efforts of local community leaders and entrepreneurs profiled throughout the

volume, TulsaNow demonstrates that economic development can and should go hand in hand with other processes in enhancing the place's livability. The group mobilized Tulsa's citizens to revitalize the city's downtown as an initial step, showing how place-based activists and entrepreneurs have capitalized on their ability to "link divergent perspectives" and "amplify local capacities and assests" to face obstacles from established bureaucratic interests, path dependencies and old-boy networks. Other chapters, such as Chapter 5 on Battle Harbour Trust, Chapter 6 on Fishing for Success in Petty Harbour, and Chapter 7 on the Toquaht Nation's economic self-determination, also illustrate how amplifying local capacities and assets brings a sense of pride to communities while enhancing economic development.

Convey Compelling Stories

Positive stories about a community can provide hope about the future to local residents and counter negative, self-defeating narratives in places facing social and economic challenges (Lowery et al. 2020). In addition to recognizing the importance of narratives for changing mindsets and providing hope within communities, PBSEs also recognize their importance for audiences outside the community. For example, media attention can help draw tourists, and over time, positive narratives can bring new economic opportunities and even new residents (Chapters 1 and 4).

Chapter 5 shows how compelling stories about Battle Harbour's historic significance as the unofficial capital of the Labrador cod fishery have attracted tourists, investments, and public recognition, which in turn have driven social and economic growth for nearby communities in the region. These compelling stories have been constructed through collaboration between local social entrepreneurs and academics to build public recognition of the community's identity. The authors illustrate three pillars of creating a compelling community story, while also highlighting the competing forces that social entrepreneurs must constantly navigate, such as the desire to preserve a historical site's authenticity and "tourism first" orientations.

The community leaders of Marsh Farm Outreach described in Chapter 9 created a compelling new narrative of community potential when they empowered Marsh Farm's citizens in the UK using the internationally-recognized Morais-Freireian Organization Workshop method of community development (Carmen and Sobrado 2013). In doing so, they encouraged their community to amplify local assets by reimagining the role of locally-owned enterprises in capturing and recirculating money locally to enhance self-reliance and provide citizens with greater agency to revitalize their community.

Engage Both/And Thinking

Social enterprises must simultaneously pursue financial and social goals; thus, they must navigate tensions between competing forces, such as between the competing logics of heritage preservation and tourism development or between local needs and global pressures. These tensions are a recurring theme in studies that examine history and heritage as foundations for tourism and economic development (e.g., Antonova and Rieser 2019; George, Mair, and Reid 2009; Horikawa 2021; Kimmel et al. 2015; Overton 2007; Rothman 1998; Stoddart, Catano, and Ramos 2018; Sullivan and Mitchell 2012). Other tensions include those that emerge between competing stakeholder demands (Siegner, Pinkse, and Panwar 2018), as social enterprises straddle the worlds of business, civil society, and local government (Tracey, Phillips, and Haugh 2005). Therefore, studying social enterprises requires delving into the nature and management of these tensions (Smith, Gonin, and Besharov 2013, 408), while these organizations' responses to the tensions often shape their social and financial outcomes (Smith and Besharov 2019).

Approaching oppositional forces as both/and possibilities instead of either/or forced choices can help communities imagine new innovations. For example, Chapter 6 tells the story of an eco-education program, Girls Who Fish, which was both a strategy for revenue generation and an educational program on fishing activities for youth, focusing on teaching heritage skills, promoting awareness about ocean conservation,

and encouraging the sharing of culture. Viewing fishing as not only a source of income but also as an educational tool to help marginalized groups connect to nature and culture helps Fishing for Success, a PBSE in Petty Harbour, NL, create social and economic value simultaneously. Chapter 6 uses the case study of Fishing for Success to examine the PLACE Framework idea of engaging both/and thinking as a way to address paradoxical tensions (Lewis and Smith 2022; Smith and Lewis 2022), such as local and global concerns, insider and outsider knowledge, and social goals and financial sustainability.

Chapter 7 on the Toquaht Project Assessment System (TPAS) provides another salient example of both/and thinking by depicting how modern economic activities can go hand in hand with an Indigenous world view of well-being. Like many Indigenous Peoples globally, the Toquaht People are working to become self-sufficient through economic development activities that preserve and strengthen Toquaht values, culture, traditions, and the natural environment. Working with and for the community, TPAS combines methods of a contemporary socio-culturally sensitive evaluation and monitoring system with place-based Indigenous knowledge and underscores the Toquaht understanding of economic principles through "interconnectedness and balance, personal and communal security, freedom, and happiness" as a model of engagement with integrated thinking.

Conclusion

As communities everywhere face increasing challenges from social, economic, and environmental disruptions, including urbanization, deindustrialization, inequality, and climate change, people are turning to PBSEs to reimagine and reshape their futures. This volume advances PBSE research while offering examples of leaders and organizations leveraging the power of place to strengthen their communities, which we discuss in more depth in the Epilogue. It highlights the triumphs and setbacks that the social entrepreneurs featured in this volume have witnessed and

endured in their decades of experience in organizing place-based social enterprises and working with their fellow community members. Our hope is that this collection of case studies can offer insights into, and lessons towards, building more resilient communities.

References

Antonova, Anna S., and Alison Rieser. 2019. "Curating Collapse: Performing Maritime Cultural Heritage in Iceland's Museums and Tours." *Maritime Studies* 18: 103–14.

Arias Schreiber, Milena, Ida Wingren, and Sebastian Linke. 2020. "Swimming Upstream: Community Economies for a Different Coastal Rural Development in Sweden." *Sustainability Science* 15, no. 1: 63–73. https://doi.org/10.1007/s11625-019-00770-0

Bacq, Sophie, and Frank Janssen. 2011. "The Multiple Faces of Social Entrepreneurship: A Review of Definitional Issues Based on Geographical and Thematic Criteria." *Entrepreneurship and Regional Development* 23, nos. 5–6: 373–403.

Bhatt, Babita, and Israr Qureshi. 2023. "Navigating Power Relations in Community-Driven Development: An Exploration of Constructive Work." In *Social Entrepreneurship and Gandhian Thoughts in the Post-COVID World*, edited by Babita Bhatt, Israr Qureshi, Dhirendra M. Shukla, and Vinay Pillai, 49–65. Singapore: Springer. https://doi.org/10.1007/978-981-99-4008-0_3

Bhatt, Babita, Israr Qureshi, Dhirendra M. Shukla, and Pradeep K. Hota. 2023. "Prefiguring alternative organizing: Confronting marginalization through projective cultural adjustment and tempered autonomy." *Organization Studies*. https://doi.org/10.1177/01708406231203295

Bammer, Gabriele. 2019. "Key Issues in Co-creation with Stakeholders when Research Problems Are Complex." *Evidence & Policy* 15, no. 3: 423–35. https://doi.org/10.1332/174426419X15532579188099

Bartunek, Jean M., and Sara L. Rynes. 2014. "Academics and Practitioners Are Alike and Unlike: The Paradoxes of Academic–Practitioner Relationships." *Journal of Management* 40, no. 5: 1181–1201.

Battilana, Julie, and Matthew Lee. 2014. "Advancing Research on Hybrid

Organizing: Insights from the Study of Social Enterprises." *Academy of Management Annals* 8, no. 1: 397–441.

Beer, Andrew, Fiona McKenzie, Jiří Blažek, Markku Sotarauta, and Sarah Ayres. 2020. *Every Place Matters: Towards Effective Place-based Policy*. Abingdon, Oxon, UK: Regional Studies Association.

Berrone, Pascual, Liliana Gelabert, Federica Massa-Saluzzo, and Horacio E. Rousseau. 2016. "Understanding Community Dynamics in the Study of Grand Challenges: How Nonprofits, Institutional Actors, and the Community Fabric Interact to Influence Income Inequality." *Academy of Management Journal* 59, no. 6: 1940–64.

Best, David, Ana-Maria Bliuc, Muhammad Iqbal, Katie Upton, and Steve Hodgkins. 2017. "Mapping Social Identity Change in Online Networks of Addiction Recovery." *Addiction Research & Theory* 26, no. 3: 163–73. https://doi.org/10.1080/16066359.2017.1347258

Carmen, Raff, and Miguel Sobrado, eds. 2013. *A Future for the Excluded: Job Creation and Income Generation by the Poor: Clodomir Santos de Morais and the Organization Workshop*. London: Zed Books.

Centre for Social Enterprise, Memorial University. "PLACE Framework." https://www.mun.ca/social-enterprise/about-us/what-is-social-enterprise/place-framework/

Cohen, Philippa, Edward H. Allison, Neil L. Andrew, Joshua Cinner, Louisa S. Evans, Michael Fabinyi, Len R. Garces, Stephen J. Hall, Christina C. Hicks, Terry P. Hughes, Svein Jentoft, David J. Mills, Rosalie Masu, Emmanuel K. Mbaru, and Blake D. Ratner. 2019. "Securing a Just Space for Small-Scale Fisheries in the Blue Economy." *Frontiers in Marine Science* 6: 1-8. https://doi.org/10.3389/fmars.2019.00171.

Cooperrider, David L., and Suresh Srivastva. 1987. "Appreciative Inquiry in Organizational Life." *Research in Organizational Change and Development* 1, no. 1: 129–69.

Cresswell, Tim. 2015. *Place: An Introduction*, 2nd ed. New York: Wiley.

Daniels, Jennifer, Kelly Vodden, and Godfrey Baldacchino. 2015. "Matters of Place: The Making of Place and Identity." In *Place Peripheral: The Promise and Challenge of Place-Based Development in Rural and Remote Regions*, edited by Kelly Vodden, Godfrey Baldacchino, and Ryan Gibson, 23–40. St. John's: ISER Books.

Dees, J. Gregory. 1998. *The Meaning of "Social Entrepreneurship."* Kansas City, MO: Kauffman Center for Entrepreneurial Leadership.

de Sousa Santos, Boaventura. 2018. *The End of Cognitive Empire: The Coming of Age of Epistemologies of the South*. Durham, NC: Duke University Press.

Emery, Mary, and Cornelia Flora. 2006. "Spiraling-Up: Mapping Community Transformation with Community Capitals Framework." *Community Development* 37, no. 1: 19–35.

Fernando, Felix N., and Gary A. Goreham. 2018. "A Tale of Two Rural Cities: Dynamics of Community Capitals during a North Dakota Oil Boom." *Community Development* 49, no. 3: 274–91.

Galeano, Eduardo. 1997 [1973]. *Open Veins of Latin America*, translated by C. Belfrage. New York: Monthly Review Press.

George, E. Wanda, Heather Mair, and Donald G. Reid. 2009. *Rural Tourism Development: Localism and Cultural Change*. Bristol, UK: Channel View Publications.

Gerritsen, Peter R.W. 2014. "Working with Indigenous Women on Multifunctionality and Sustainable Rural Tourism in Western Mexico." *Journal of Rural and Community Development* 9, no. 3: 243–57.

Gudynas, Eduardo. 2011. "Buen Vivir: Today's Tomorrow." *Development* 54, no. 4: 441–47.

Hall, Peter A., and David Soskice, eds. 2001. *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage*. Oxford: Oxford University Press.

Haugh, Helen. 2006. "Social Enterprise: Beyond Economic Outcomes and Individual Returns." In *Social Entrepreneurship*, edited by Johanna Mair, Jeffrey Robinson, and Kai Hockerts, 180–205. New York: Palgrave Macmillan.

Haugh, Helen, and Andrew Brady. 2019. "Community Perspectives on Social Entrepreneurship." In *A Research Agenda for Social Entrepreneurship*, edited by Anne de Bruin and Simon Teasdale, 67–81. Cheltenham, UK: Edward Elgar.

Hertel, Christina, Sophie Bacq, and Frank-Martin Belz. 2019. "It Takes a Village to Sustain a Village: A Social Identity Perspective on Successful Community-Based Enterprise Creation." *Academy of Management Discoveries* 5, no. 4: 438–64.

Higgins, Jenny. 2009. "Cod Moratorium." Heritage Newfoundland and Labrador. https://www.heritage.nf.ca/articles/economy/moratorium.php

Holt-Lunstad, Julianne, Timothy B. Smith, Mark Baker, Tyler Harris, and David Stephenson. 2015. "Loneliness and Social Isolation as Risk Factors for Mortality: A Meta-Analytic Review." *Perspectives on Psychological Science* 10, no. 2: 227–37.

Horikawa, Saburo. 2021. *Why Place Matters: A Sociological Study of the Historic Preservation Movement in Otaru, Japan, 1965–2017*. Cham, Switzerland: Springer.

Horlings, Lummina Geertruida, and Terry K. Marsden. 2014. "Exploring the 'New Rural Paradigm' in Europe: Eco-economic Strategies as a Counterforce to the Global Competitiveness Agenda." *European Urban and Regional Studies* 21, no. 1: 4–20.

Jørring, Louise, António Valentim, and Pablo Porten-Cheé. 2018. "Mapping a Changing Field: A Literature Review on Digital Citizenship." *Digital Culture & Society* 4, no. 2: 11–38. https://doi.org/10.14361/dcs-2018-0203

Kimmel, Courtney, Andrew Perlstein, Michael Mortimer, Dequn Zhou, and David Robertson. 2015. "Sustainability of Tourism as Development Strategy for Cultural-Landscapes in China: Case Study of Ping'an Village." *Journal of Rural and Community Development* 10, no. 2: 121–35.

Korsgaard, Steffen, Richard Ferguson, and Johan Gaddefors. 2015. "The Best of Both Worlds: How Rural Entrepreneurs Use Placial Embeddedness and Strategic Networks to Create Opportunities." *Entrepreneurship and Regional Development* 27, nos. 9–10: 574–98.

Krawchenko, Tamara. 2014. "Bringing Municipalities into Rural Community and Economic Development: Cases from Atlantic Canada." *Journal of Rural and Community Development* 9, no. 3: 78–96.

Kretzmann, John P., and John L. McKnight. 1993. *Building Communities from the Inside Out: A Path toward Finding and Mobilizing a Community's Assets*. Evanston, IL: Center for Urban Affairs and Policy Research.

Kuddus, Md Abdul, Elizabeth Tynan, and Emma McBryde. 2020. "Urbanization: A Problem for the Rich and the Poor?" *Public Health Reviews* 41, no. 1.

Lewis, Marianne W. and Wendy K. Smith. 2022. "Reflections on the 2021 decade award: navigating paradox is paradoxical." *Academy of Management Review* 47, no. 4: 528-548.

Lijphart, Arend. 2012. *Patterns of Democracy: Government Forms and Performance in Thirty-Six Countries*, 2nd ed. New Haven, CT: Yale University Press.

Lowery, Brennan, John Dagevos, Ratana Chuenpagdee, and Kelly Vodden. 2020. "Storytelling for Sustainable Development in Rural Communities: An Alternative Approach." *Sustainable Development* 28: 1813–26. https://doi.org/10.1002/sd.2124

Lumpkin, G.T., and Sophie Bacq. 2019. "Civic Wealth Creation: A New View of Stakeholder Engagement and Societal Impact." *Academy of Management Perspectives* 33, no. 4: 383–404.

Lumpkin, G.T., Sophie Bacq, and Robert J. Pidduck. 2018. "Where Change Happens: Community-Level Phenomena in Social Entrepreneurship Research." *Journal of Small Business Management* 56, no. 1: 24–50.

MacKendrick, N.A, and J.R. Parkins. 2004. *Frameworks for Assessing Community Sustainability: A Synthesis of Current Research in British Columbia*. Edmonton: Canadian Forest Service.

Markey, Sean, Sarah-Patricia Breen, Kelly Vodden, and Jen Daniels. 2015. "Evidence of Place: Becoming a Region in Rural Canada." *International Journal of Urban and Regional Research* 39, no. 5: 874–91.

Marti, Ignasi, David Courpasson, and Saulo Dubard Barbosa. 2013. "'Living in the Fishbowl': Generating an Entrepreneurial Culture in a Local Community in Argentina." *Journal of Business Venturing* 28, no. 1: 10–29. https://doi.org/10.1016/j.jbusvent.2011.09.001

McKeever, Edward, Sarah Jack, and Alistair Anderson. 2015. "Embedded Entrepreneurship in the Creative Re-Construction of Place." *Journal of Business Venturing* 30, no. 1: 50–65.

Murphy, Matthew, Wade M. Danis, Johnny Mack, and (Kekinusuqs) Judith Sayers. 2020. "From Principles to Action: Community-based Entrepreneurship in the Toquaht Nation." *Journal of Business Venturing* 35, no. 6: 106051.

Overton, James. 2007. "A Future in the Past? Tourism Development, Outport Archaeology, and the Politics of Deindustrialization in Newfoundland and Labrador in the 1990s." *Urban History Review* 35, no. 2: 60–74. https://doi.org/10.7202/1015922ar

Peredo, Ana María, and James J. Chrisman. 2006. "Toward a Theory of Community-Based Enterprise." *Academy of Management Review* 31: 309–28.

Proshansky, Harold M., and Abbe K. Fabian. 1987. "The Development of Place Identity in the Child." In *The Built Environment and Child Development,* edited by Thomas G. David and Carol Simon Weinstein, 21–40. New York: Plenum.

Powell, E. Erin, Ralph Hamann, Verena Bitzer, and Ted Baker. 2018. "Bringing the Elephant into the Room? Enacting Conflict in Collective Prosocial Organizing." *Journal of Business Venturing* 33, no. 5: 623–42.

Ramsey, Doug, Robert C. Annis, and John C. Everitt. 2002. "Definitions and Boundaries of Community: The Case of Rural Health Focus Group Analysis in Southwestern Manitoba." *Prairie Perspectives: Geographical Essays* 5: 187–201.

Relph, Edward. 1976. *Place and Placelessness*. London: Pion.

Rennie, Frank, and Suzannah-Lynn Billing. 2015. "Changing Community Perceptions of Sustainable Rural Development in Scotland." *Journal of Rural and Community Development* 10, no. 2: 35–46.

Rodríguez-Pose, Andrés. 2018. "The Revenge of the Places That Don't Matter (and What to Do About It). *Cambridge Journal of Regions, Economy and Society* 11, no. 1: 189–209.

Rompkey, Ronald. 2009. *Grenfell of Labrador: A Biography*. Montreal and Kingston: McGill-Queen's University Press.

Rothman, Hal K. 1998. *Devil's Bargains: Tourism in the Twentieth-Century American West*. Lawrence: University Press of Kansas.

Seelos, Christian, Johanna Mair, Julie Battilana, and Tina Dacin. 2011. "The Embeddedness of Social Entrepreneurship: Understanding Variation across Local Communities." In *Communities and Organizations*, edited by Chris Marquis, Royston Greenwood, and Michael Lounsbury, 333–63. Bingley, UK: Emerald Group.

Selsky, John W., and Anthony E. Smith. 1994. "Community Entrepreneurship: A Framework for Social Change Leadership." *Leadership Quarterly* 5: 277–96.

Seto, Ario. 2020. "After Community: Upscaling and the Flux of Online Civic Engagement in Indonesia." *Asiascape: Digital Asia* 7, nos. 1–2: 42–68. https://doi.org/10.1163/22142312-bja10003

Shrivastava, Paul, and James J. Kennelly. 2013. "Sustainability and Place-Based Enterprise." *Organization and Environment* 26: 83–101.

Siegner, Meike, Jonatan Pinkse, and Rajat Panwar. 2018. "Managing Tensions in a Social Enterprise: The Complex Balancing Act to Deliver a Multi-Faceted but Coherent Social Mission." *Journal of Cleaner Production* 174: 1314–24.

Slawinski, Natalie, Blair Winsor, Daina Mazutis, John W. Schouten, and Wendy K. Smith. 2021. "Managing the Paradoxes of Place to Foster Regeneration." *Organization and Environment* 34, no. 4: 595–618.

Smith, Wendy K., and Marya L. Besharov. 2019. "Bowing before Dual Gods: How Structured Flexibility Sustains Organizational Hybridity." *Administrative Science Quarterly* 64, no. 1: 1–44.

Smith, Wendy K., Michael Gonin, and Marya L. Besharov. 2013. "Managing Social-Business Tensions: A Review and Research Agenda for Social Enterprise." *Business Ethics Quarterly* 23, no. 3: 407–42.

Smith, Wendy K. and Marianne W. Lewis. 2022. *Both/and thinking: Embracing creative tensions to solve your toughest problems*. Boston, MA: Harvard Business School Press.

Statistics Canada. 2013. "Sense of Belonging to Canada, the Province of Residence and the Local Community." *Spotlight on Canadians: Results from the General Social Survey*. 89-652-X. https://www150.statcan.gc.ca/n1/pub/89-652-x/89-652-x2015004-eng.htm

Steiner, Artur, Jane Farmer, and Gary Bosworth. 2020. "Rural Social Enterprise: Evidence to Date, and a Research Agenda." *Journal of Rural Studies* 70: 139–43.

Stoddart, Mark C.J., Gary Catano, and Howard Ramos. 2018. "Navigating Tourism Development in Emerging Destinations in Atlantic Canada: Local Benefits, Extra-local Challenges." *Journal of Rural and Community Development* 13, no. 2: 57–75.

Stoddart, Mark C.J., Emma Cruddas, and Howard Ramos. 2021. "Do Neighbourhood Environmental Perceptions Affect Practices?" *Canadian Journal of Urban Research* 30, no. 1: 67–83.

Stott, Neil, Michelle Fava, and Natalie Slawinski. 2019. "Community Social Innovation: Taking a Long View on Community Enterprise." In *Handbook of Inclusive Innovation: The Role of Organizations, Markets and Communities in Social Innovation*, edited by Gerard George, Ted Baker, Paul Tracey, and Havovi Joshi, 145–66. London: Edward Elgar.

Sullivan, Claire, and Clare Mitchell. 2012. "From Fish to Folk Art: Creating a Heritage-Based Place Identity in Ferryland, Newfoundland and Labrador." *Journal of Rural and Community Development* 7, no. 2: 37–56.

Tàbara, J. David, Niki Frantzeskaki, Katharina Hölscher, Simona Pedde, Kasper Kok, Francesco Lamperti, Jens H. Christensen, Jill Jäger, and Pam Berry. 2018. "Positive Tipping Points in a Rapidly Warming World." *Current Opinion in Environmental Sustainability* 31: 120–29.

Tàbara, J. David, Takeshi Takama, Manisha Mishra, Lauren Hermanus, Sean Khaya Andrew, Pacia Diaz, Gina Ziervogel, and Lois Lemkow. 2020.

"Micro-Solutions to Global Problems: Understanding Social Processes to Eradicate Energy Poverty and Build Climate-Resilient Livelihoods." *Climatic Change* 160, no. 4: 711–25.

Thompson, John. 2010. "'Entrepreneurship Enablers' — Their Unsung and Unquantified Role in Competitiveness and Regeneration." *Local Economy* 25, no. 1: 58–73. https://doi.org/10.1080/02690940903545406

Tracey, Paul, Nelson Phillips, and Helen Haugh. 2005. "Beyond Philanthropy: Community Enterprise as a Basis for Corporate Citizenship." *Journal of Business Ethics* 58, no. 4: 327–44.

Tuan, Yi-Fu. 1977. *Space and Place: The Perspective of Experience*. Minneapolis: University of Minnesota Press.

United Nations. 2015a. "Goals: 11." Sustainable Development Goals. https://sdgs.un.org/goals/goal11

United Nations. 2015b. "Topics: Sustainable Cities and Human Settlements." Sustainable Development Goals. https://sdgs.un.org/topics/sustainable-cities-and-human-settlements

United Nations. 2020. "Chapter 1: Social Entrepreneurship." *World Youth Report: Youth Social Entrepreneurship and the 2030 Agenda*. https://www.un.org/development/desa/youth/wp-content/uploads/sites/21/2020/10/WYR2020-Chapter1.pdf

Van de Ven, Andrew. 2007. *Engaged Scholarship: A Guide for Organizational and Social Research*. Oxford: Oxford University Press.

Vodden, Kelly, Godfrey Baldacchino, and Ryan Gibson. 2015. *Place Peripheral: The Promise and Challenge of Place-Based Development in Rural and Remote Regions*. St. John's: ISER Books.

Williams, Trenton A., and Dean A. Shepherd. 2016. "Building Resilience or Providing Sustenance: Different Paths of Emergent Ventures in the Aftermath of the Haiti Earthquake." *Academy of Management Journal* 59, no. 6: 2069–2102.

Winkler, Richelle, Lorri Oikarinen, Heather Simpson, Melissa Michaelson, and Mayra Sanchez Gonzalez. 2016. "Boom, Bust and Beyond: Arts and Sustainability in Calumet, Michigan." *Sustainability* 8, no. 3: 284.

EPILOGUE

Natalie Slawinski, Ario Seto, Mark C.J. Stoddart, Brennan Lowery, and Kelly Vodden

This volume answers calls for more community-engaged research to address the complex societal problems facing communities (Bammer 2019) and to better understand the potential for place-based social enterprise (PBSE) to offer solutions (Lumpkin and Bacq 2019). It showcases the crucial role of community in binding people together, providing identity and a sense of belonging in an increasingly placeless world (Relph 1976), while also offering a meaningful arena for local action towards sustainable development (UN 2015). By focusing particularly on PBSE as a vehicle for local innovation towards more sustainable communities (Lumpkin, Bacq, and Pidduck 2018), this volume offers novel insights into the potential of these initiatives through rich accounts and in-depth engagement with community partners. Most chapters in this volume are the product of academic–practitioner relationships that have been developing for years. By following a collaborative co-authorship approach to integrating academic and practitioner knowledge, this volume draws on the lived experiences of social entrepreneurs and community leaders, filling a gap in existing research by showing practices and processes used by social enterprises and community leaders to build community resilience and sustainability.

The chapters presented in this volume employ a wide range of methods and approaches to offer their unique accounts of PBSE. Drawing on methods including participant observation, participatory action research (McIntyre 2008), social network analysis (Prell 2012), longitudinal

research, in-depth interviews, and focus group discussions, the case studies offer diverse accounts that reflect the heterogeneous nature of PBSEs and the tools they use to revitalize their communities. They capture rich descriptions of the strategies applied within PBSEs to drive cultural, environmental, social, and economic development, thus providing more fully developed perspectives on community revitalization, resilience, and renewal. This volume situates these locally rooted strategies in academic literature emanating from a variety of disciplines, including organization studies (Peredo and Chrisman 2006; Shrivastava and Kennelly 2013), entrepreneurship literature (Hertel, Bacq, and Belz 2019; Welter et al. 2017), cultural and economic geography (Beer et al. 2020; Cresswell 2015; Relph 1976), and sociology (Baldacchino 2010), tying various perspectives together through the overarching PLACE Framework to provide holistic insights into how to navigate the many challenges and tensions found in community development work. The findings advance our understanding of the importance of citizen participation, agency, empowerment, distributed leadership, community entrepreneurial ecosystems, and the roles of PBSEs in community development and regeneration.

Some key challenges and themes emerged across the different chapters and contexts of this volume, reflecting the numerous tensions and competing demands that arise when doing community development work and when launching and operating a PBSE. Community development work requires addressing the often competing goals of stakeholders, including funders, NGOs, local businesses, civic groups, and others (Chapter 2; Lumpkin and Bacq 2019). Similarly, social enterprises often face tensions between their commercial goals and their social goals (Chapter 6) or between their short-term goals and long-term goals (Chapter 1). These tensions are often well described by a broader overarching theme of two dual imperatives: economic sustainability (e.g., ensuring a PBSE can persist and thrive as an economic entity) and social sustainability (e.g., ensuring long-term positive community impacts and social buy-in). A PBSE may also inadvertently create conflict if community opinion is

divided on how its work and vision may affect the community's identity and built environment.

As the studies in this volume demonstrate, these competing goals can be addressed by community members and/or social entrepreneurs who engage in both/and thinking (i.e., the "E" in the PLACE Framework; see Chapter 6 and elsewhere in this volume). However, this does not mean that tensions will automatically disappear. As research on paradoxes in community development shows, tensions between community goals and the goals of the social enterprise are often contradictory, interrelated, and persistent, and new tensions may emerge even as others are addressed (Slawinski et al. 2021). This insight points to the challenging nature of PBSE work and may also explain why these enterprises often struggle (Lyon and Sepulveda 2009; Sheppard 2018). Like entrepreneurial ventures, social ventures are precarious after they are launched, yet unlike for-profit businesses whose main focus is financial sustainability, hybrid organizations such as PBSEs additionally struggle to achieve the dual goal of achieving both social and financial aims.

Depending on their mission, some PBSEs need to have longer-term goals because they deal with more protracted social and environmental issues such as job creation, community livability, advancing respectful relations between Indigenous and settler communities, and climate change. Ensuring long-term growth for a social enterprise requires a balance between achieving the social mission and maintaining financial sustainability. The Placentia West Development Association (PWDA) and the Bonavista Historic Townscape Foundation (BHTF), two of the PBSEs featured in this volume (Chapter 4), each have more than 20 years of experience. Their strategies are complex, but both have carefully considered how to focus on customer needs by developing establishments that can deliver goods and services that are in demand. For example, BHTF opened a restaurant and cultural centre, built alliances with local governments, community members, government agencies, other non-profit organizations, and other businesses, and developed a long-term, evolving Townscape Plan through which they can envision pathways

to their futures. As a result, they are able to offer more activities to the community, and in turn these activities attract more initiatives and entrepreneurial ventures.

Tensions and challenges also arise when writing a volume of chapters co-created between practitioners and academics. Collaboration between academic researchers and community practitioners implies a set of power relations, particularly in settings where extractivist research practices have taken knowledge from communities and regarded community members' knowledge as secondary to that of academic researchers (Post and Ruelle 2021). In general, community practitioners risk giving more to researchers than they get back, with researchers "taking data" and failing to honour the community's needs by, for example, acknowledging and honouring community members' contributions, ensuring research has practical benefits, and sharing research results with community members in appropriate ways. Different temporalities of work can mean different expectations and consequent frustration, such as the seasonality of life in many rural communities that often clashes with academic calendars (Halseth et al. 2016). Additional challenges include the cycles of academic grants and application processes, publication demands, and promotion and tenure expectations for academics that can push researchers to rush community relationships to meet university-based metrics.

There are also tensions for academic researchers who conduct community-engaged scholarship. The relational nature of collaboration presents risks such as the possibility that community partners may become unable to continue dedicating their time to participate in the research and writing process, as they already have to juggle their community engagement and business activities. Another challenge lies in the limits to academic independence, such as the need for researchers to share findings with the academic community in ways that are honest but also do not compromise relationships with community partners. This situation can be particularly challenging when researchers identify limitations to an organization's ability to deliver on their mission, such as conflicts with other local actors. As such, researchers are advised to tread carefully

with airing the "dirty laundry" of partner organizations or risk harming vital community relationships. Increasingly, researchers must agree not to publish work considered harmful to community, which is particularly important in working with Indigenous Peoples but is also a general tenet of community-based research (First Nations Information Governance Centre 2022). Finally, interdisciplinary work presents its own challenges as disciplines often exist in silos with their own language, paradigms, tools, conventions, and expectations, and these divisions have proven difficult to overcome (Ison 2008).

Limitations and Opportunities for Future Research

This volume includes some key limitations that present opportunities for future research. First, the chapters come from a narrow geographic and cultural scope, that is, mostly from the Anglo-American Global North, leaving much room for further inquiry into how PBSE manifests in a broader range of social, political, and economic contexts. For example, we might ask how different PBSEs look in the Global South, where institutional and historical (e.g., Idris and Hati 2013) or socio-economic and cultural realities create different challenges (Bidet and Defourny 2019; Galeano 1997; Lashitew, Branzei, and van Tulder 2023; Littlewood and Holt 2018). In Latin America, for instance, some work has been done on social enterprise in the context of emancipatory social movements (Marti, Courpasson, and Dubard Barbosa 2013). The complementary notion of *buen vivir* draws on Latin American Indigenous traditions to promote community development that prioritizes social and ecological well-being and offers an alternative to dominant forms of development (de Sousa Santos 2018; Gudynas 2011). Similarly, our volume offers only limited coverage of PBSEs in Indigenous community contexts, suggesting that possibilities for the integration of social enterprise with Indigenous knowledge systems and values require further examination, and that this effort should be co-led by Indigenous and settler scholars working together. Furthermore, research could examine how different PBSEs look in the

more corporatist and social democratic political cultures of northern Europe, where close communication and collaboration among state, business, and labour interests are more common than in North America (Hall and Soskice 2001; Lijphart 2012).

This volume also raises some additional themes that could be explored in future research. For example, research could examine more closely the role of leadership in supporting PBSEs and communities, such as which types of leadership are most effective in different contexts, and whether bottom-up solutions or top-down approaches, or both together, work best and under what conditions. In Chapter 1, Shorefast took a top-down approach to get to a bottom-up solution by starting with a vision and resources and then building capacity to generate more participation in decision-making within Shorefast and the community. Chapter 2 offers a more diffuse version of leadership by showing the broad range of roles that community members have played in the revitalization of the Old Cottage Hospital, rather than only focusing on one heroic leader as prior research and political discourse in NL has tended to do (Vodden 2010). Another area that is ripe for future research is leadership succession planning. Many of the case studies in this volume do not discuss the continuity of the PBSE, the role of succession planning in that continuity, or the implications of leaders retiring or leaving the organization.

Gender is another theme that warrants future research. Because PBSEs address social issues, they engage with and often seek support from various members of the communities and may offer more opportunities for women to be involved, compared with other entrepreneurial contexts (Welter et al. 2017). In Chapter 2, many of the community leaders who have led the effort to revitalize the Old Cottage Hospital are women. Chapter 4 explores the monetization of domestic skills, Chapter 6 touches on Girls Who Fish, and Chapter 7 discusses women's reflections on the Toquaht principle of *heshook-ish tsawalk* (interconnectedness) to redefine economic development. Management research has examined the impact on companies of women leaders. For example, studies have found that companies with more women in leadership positions tend to

be more profitable and productive than those with fewer women leaders (e.g., Smith, Smith, and Verner 2006), and women-led businesses are more likely to focus on products and services that meet the needs of women and other under-served groups, which can lead to the development of new markets (e.g., Rosca, Agarwal, and Brem 2020). Thus, it would be interesting to assess if women-led PBSEs would also have different strategies in community development. This question is particularly important in communities where men are seasonal workers or need to work outside their communities, such as those in Newfoundland and Labrador. More broadly, none of the chapters engage with questions of the role of LGBTQIA+ practitioners and leaders in such enterprises, or the current and potential role of PBSEs in advancing rights and/or well-being in these communities.

The PLACE Framework highlights potential tensions and opportunities relating to PBSEs linking insiders and outsiders. In Chapter 1, we saw that Shorefast actively leveraged this dynamic, by bringing outsiders such as artists, designers, and academics into the community, and attempted to mediate a respectful relationship with the local community by emphasizing the strengths of Fogo Island. In addition, Zita Cobb was both an insider and an outsider, having lived away for decades before returning home to launch Shorefast. In Chapter 2, some of the key individuals who led the charge to save the Old Cottage Hospital straddled insider–outsider roles, such as Joan Cranston, who is originally from Ontario but had embedded herself in the community for decades and had become accepted as a local leader. Finally, Chapter 3 revealed the ties that SABRI had with both local partners on the Great Northern Peninsula and external agencies like the provincial and federal governments. Affirming previous social network analyses in the region, some key collaboration gaps were identified. National and international partners are few, although one business partnership established with an Icelandic shipping firm is explored. These examples also raise the question of how to bring together local (including Indigenous) knowledge and scientific expertise in ways that acknowledge the validity of both and promote positive outcomes.

Future research could examine these tensions and opportunities in more depth.

PBSE–government relations is another theme. PBSEs are businesses that focus on addressing specific social and environment issues within a particular community or geographic area. They often work closely with government agencies and local officials to address community needs that overlap with related areas of government responsibility and jurisdiction, frequently by implementing policies and programs and by securing funding for initiatives. Government support for social enterprises can come in the form of grants, tax incentives, and other forms of financial assistance. Additionally, government agencies may also partner with social enterprises to provide services or implement programs. As a result, PBSEs frequently find themselves in both partnerships and lobbying activities, reaching out to their elected officials or other government offices to secure funding or negotiate partnerships, or to advocate for support and/or policy change in their areas of interest. This process can cause tensions, particularly when the agency or governing party of the day has different viewpoints and approaches than the PBSE and its leadership. Changes of government may also disrupt established working relationships and create unexpected challenges.

Examples of these tensions can be seen in Chapter 2, where the nature of government funding programs often leaves the BBHCCH struggling to support its holistic activities in the Old Cottage Hospital while depending on narrowly defined funding programs that address specific community well-being issues (e.g., daycare, healthy food) in departmental silos. The various levels and layers of government are also often bewildering, as in the case of the EU-based Waterford in Chapter 10. PBSE success may depend on knowing how to pull strings or how and when to apply pressure to bring about key decisions (like the sit-in outside Stunell's residence in Chapter 8). It may also depend on knowing how to dance to the different tunes of different funding agencies, including assuring PBSE donors or funders that an organization carries out its due diligence and would stand up to an audit of how funds are used.

Several chapters caution that PBSEs are not a replacement for government services, but complements that can help communities enhance their local assets (see also Steiner, Farmer, and Bosworth 2020). As experience has already shown in other parts of the world (e.g., the UK), state actors seeking to withdraw services from certain areas, such as rural communities, often tout social enterprise as an alternative to public services (Steiner and Teasdale 2019). This dynamic can co-opt asset-based rhetoric to laud community resilience as a justification for austerity measures (Daly and Westwood 2018). The experiences shared in this volume underline that PBSEs can only succeed at enhancing community well-being when the essential foundation of public services and infrastructure is provided. Given their differing roles, we should not see PBSEs as an alternative or replacement for government involvement in community development, but should devote greater attention to examining the dynamics of PBSE–government relationships and how they may facilitate or impede community development in specific contexts. Such further research would provide insight into factors that optimize PBSE–government relationships for maximum contributions to community well-being.

Finally, PBSEs and their community development work can bring about unintended consequences. For example, making a place more attractive can paradoxically make it more expensive to live in as housing prices go up, which can create difficulties for local residents to access the market, as hinted in Chapter 4 (see also *CBC News* 2023). This dynamic has been explored in sustainable tourism studies, for example, where successful tourism development has raised the profile of communities and contributed to "rural gentrification" through in-migration or converting housing to short-term vacation rentals (e.g., Villa 2019). A potential unintended consequence is when PBSEs do a really good job of advocating for their community and improving local conditions, governments may come to see that community as no longer requiring support and decide to reduce investments in the community and/or the PBSEs themselves.

Lessons for Practitioners

The PLACE Framework provides a set of general principles that community leaders and social entrepreneurs can apply to overcome their communities' unique challenges and leverage place-based assets in their communities or regions. These principles are best understood through dialogue with different stakeholders and by engaging with various perspectives. They offer a possible starting point for conversations among a variety of actors, including policy-makers and community leaders looking to revitalize their communities. The case studies shared in this volume seek to show the diverse range of approaches that communities can take to implement the principles of the PLACE Framework in ways that make sense for their local contexts.

For social entrepreneurs seeking to demonstrate their value propositions to investors, incubators and accelerator programs, or government funding agencies, this volume offers tangible evidence of the outcomes of social enterprise across a wide variety of sectors, such as tourism, fisheries, health and wellness, real estate, and agriculture. It also recognizes social entrepreneurs' key role as boundary-spanners who can navigate multiple sectors and domains of community life, while providing them with the PLACE Framework as a complementary approach emphasizing a holistic vision of community development and diverse forms of value.

This volume also contributes to an emerging community of place-based social enterprises in Newfoundland and Labrador and beyond. Place-based social entrepreneurship can be a very isolating experience and field of endeavour. It can be difficult for social entrepreneurs to find others in their community who share their mindset, and when engaging with bureaucratic institutions like universities or government, one often finds more roadblocks than supports. The case studies presented here shed light on a community of practice to reassure place-based social entrepreneurs that they are not alone in their work and that they can leverage a network of peers, mentors, and support services in order to find the resources they need to overcome challenges and create value in their communities.

These case studies also offer practical lessons and policy recommendations for stakeholders who are in positions to support PBSEs. Local governments can support initiatives led by social enterprises as a delegated approach to project development or they can partner with social enterprises directly to tap into new sources of funding that may not be available to municipalities. For upper-level government agencies, a key message from this volume is that each community and region has its own unique set of assets and challenges, requiring place-based policies and programs. Rather than prioritizing particular sectors or activities, funding programs should take approaches that allow local actors to identify economic development opportunities that make sense for their contexts. However, while social enterprise is a promising avenue for community economic development, it is not a panacea, nor is it a replacement for basic services like health care and high-speed Internet. Communities still need this essential infrastructure, and only when these services are provided can social entrepreneurs design innovative solutions to enhance community well-being even further.

Conclusion

Communities everywhere are grappling with how to prepare for and respond to mounting social, economic, geopolitical, and environmental disruptions that often feel beyond their control. One strategy for navigating the rough waters of globalization is to re-localize economic relationships, assets, and practices through place-based social enterprise. This volume offers examples of how such enterprises are finding ways to reimagine and reshape futures for the communities within which they are embedded. We hope that other community leaders will draw inspiration and new tools from these examples and that future research will continue to explore the unique and important roles that PBSEs play in building more resilient communities.

References

Baldacchino, Godfrey. 2010. *Island Enclaves: Offshoring Strategies, Creative Governance, and Subnational Island Jurisdictions*. Montreal and Kingston: McGill-Queen's University Press.

Bammer, Gabriele. 2019. "Key Issues in Co-creation with Stakeholders when Research Problems Are Complex." *Evidence & Policy* 15, no. 3: 423–35. https://doi.org/10.1332/174426419X15532579188099.

Beer, Andrew, Fiona McKenzie, Jiří Blažek, Markku Sotarauta, and Sarah Ayres. 2020. *Every Place Matters: Towards Effective Place-based Policy*. Abingdon, Oxon, UK: Regional Studies Association.

Bidet, Eric, and Jacques Defourny. 2019. "Introduction: The Rising Interest for Social Enterprise in Asia." In *Social Enterprise in Asia*, edited by Eric Bidet and Jacques Defourny, 1–14. New York: Routledge.

CBC News. 2023. "Bonavista Is Looking to Shut out Airbnb as Long-Term Housing Gets Swallowed up by Investors." February 6, 2023. https://www.cbc.ca/news/canada/newfoundland-labrador/bonavista-housing-market-1.6736419.

Cresswell, Tim. 2015. *Place: An Introduction*, 2nd ed. New York: Wiley.

Daly, Mary, and Sue Westwood. 2018. "Asset-based Approaches, Older People and Social Care: An Analysis and Critique." *Ageing and Society* 386: 1087–99. https://doi.org/10.1017/S0144686X17000071.

de Sousa Santos, Boaventura. 2018. *The End of Cognitive Empire: The Coming of Age of Epistemologies of the South*. Durham, NC: Duke University Press.

First Nations Information Governance Centre. 2022. *The First Nations Principles of OCAP*. Akwesasne: First Nations Information Governance Centre. https://fnigc.ca/wp-content/uploads/2022/10/OCAP_Brochure_20220927_web.pdf.

Galeano, Eduardo. 1997 [1973]. *Open Veins of Latin America: Five Centuries of the Pillage of a Continent*, 25th anniversary edition. Translated by Cedric Belfrage. New York: Monthly Review Press.

Gudynas, Eduardo. 2011. "Buen Vivir: Today's Tomorrow." *Development* 54, no. 4: 441–47.

Hall, Peter A., and David Soskice, eds. 2001. *Varieties of Capitalism: The Institutional Foundations of Comparative Advantage*. Oxford: Oxford University Press.

Halseth, Greg, Sean Markey, Laura Ryser, and Don Manson, eds. 2016. *Doing Community-Based Research: Perspectives from the Field*. Montreal and Kingston: McGill-Queen's University Press.

Hertel, Christina, Sophie Bacq, and Frank-Martin Belz. 2019. "It Takes a Village to Sustain a Village: A Social Identity Perspective on Successful Community-Based Enterprise Creation." *Academy of Management Discoveries* 54: 438–64.

Idris, Aida, and Rahayu H. Hati. 2013. "Social Entrepreneurship in Indonesia: Lessons from the Past." *Journal of Social Entrepreneurship* 4, no. 3: 277–301. https://doi.org/10.1080/19420676.2013.820778.

Ison, Ray. 2008. "Methodological Challenges of Trans-disciplinary Research: Some Systemic Reflections." *Natures Sciences Sociétés* 16: 241–51. https://doi.org/10.1051/nss:2008052.

Lijphart, Arend. 2012. *Patterns of Democracy: Government Forms and Performance in Thirty-Six Countries*, 2nd ed. New Haven, CT: Yale University Press.

Littlewood, David, and Diane Holt. 2018. "Social Entrepreneurship in South Africa: Exploring the Influence of Environment." *Business & Society* 573: 525–61

Lumpkin, G.T., and Sophie Bacq. 2019. "Civic Wealth Creation: A New View of Stakeholder Engagement and Societal Impact." *Academy of Management Perspectives* 33, no. 4: 383–404. https://doi.org/10.5465/amp.2017.0060.

Lumpkin, G.T., Sophie Bacq, and Robert J. Pidduck. 2018. "Where Change Happens: Community-level Phenomena in Social Entrepreneurship Research." *Journal of Small Business Management* 56, no. 1: 24–50.

Lyon, Fergus, and Leandro Sepulveda. 2009. "Mapping Social Enterprises: Past Approaches, Challenges and Future Directions." *Social Enterprise Journal* 5, no. 1: 83–94. https://doi.org/10.1108/17508610910956426.

Marti, Ignasi, David Courpasson, and Saulo Dubard Barbosa. 2013. "'Living in the Fishbowl': Generating an Entrepreneurial Culture in a Local Community in Argentina." *Journal of Business Venturing* 28, no. 1: 10–29. https://doi.org/10.1016/j.jbusvent.2011.09.001.

McIntyre, Alice. 2008. *Participatory Action Research*. London: Sage.

Peredo, Ana Maria, and James J. Chrisman. 2006. "Toward a Theory of Community-based Enterprise." *Academy of Management Review* 31: 309–28.

Post, Margaret, and Morgan Ruelle. 2021. "Power in Engaged Scholarship: Dimensions and Dynamics of Knowledge Co-Creation." *Gateways:*

International Journal of Community Research & Engagement 14, no. 2: 1–9. https://doi.org/10.5130/ijcre.v14i2.8009.

Prell, Christina. 2012. *Social Network Analysis: History, Theory & Methodology*. London: Sage.

Relph, E. 1976. *Place and Placelessness*. London: Pion.

Rosca, Eugenia, Nivedita Agarwal, and Alexander Brem. 2020. "Women Entrepreneurs as Agents of Change: A Comparative Analysis of Social Entrepreneurship Processes in Emerging Markets." *Technological Forecasting and Social Change* 157. https://doi.org/10.1016/j.techfore.2020.120067.

Sheppard, Emma. 2018. "'Social Enterprises Go Bust All the Time': How the Sector Is Tackling Its Image Problem." *Guardian*, March 12, 2018. https://www.theguardian.com/small-business-network/2018/mar/12/social-enterprises-go-bust-all-the-time-how-the-sector-is-tackling-its-image-problem.

Shrivastava, Paul, and James J. Kennelly. 2013. "Sustainability and Place-Based Enterprise." *Organization and Environment* 26: 83–101.

Slawinski, Natalie, Blair Winsor, Daina Mazutis, John W. Schouten, and Wendy K. Smith. 2021. "Managing the Paradoxes of Place to Foster Regeneration." *Organization and Environment* 34, no. 4: 595–618.

Smith, Nina, Valdemar Smith, and Mette Verner. 2006. "Do Women in Top Management Affect Firm Performance? A Panel Study of 2,500 Danish Firms." *International Journal of Productivity and Performance Management* 55, no. 7: 569–93. https://doi.org/10.1108/17410400610702160.

Steiner, Artur, Jane Farmer, and Gary Bosworth. 2020. "Rural Social Enterprise: Evidence to Date, and a Research Agenda." *Journal of Rural Studies* 70: 139–43. https://doi.org/10.1016/j.jrurstud.2019.08.008.

Steiner, Artur, and Simon Teasdale. 2019. "Unlocking the Potential of Rural Social Enterprise." *Journal of Rural Studies* 70: 144–54.

United Nations. 2015. *Transforming Our World: The 2030 Agenda for Sustainable Development*. New York: United Nations. https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf.

Villa, Mariann. 2019. "Local Ambivalence to Diverse Mobilities: The Case of a Norwegian Rural Village." *Sociologia Ruralis* 59, no. 4: 701–17.

Vodden, Kelly. 2010. "Heroes, Hope, and Resource Development in Canada's

Periphery: Lessons from Newfoundland and Labrador." In *The Next Rural Economies: Constructing Rural Place in Global Economies*, edited by Greg Halseth, Sean Markey, and David Bruce, 223–38. Oxfordshire, UK: CABI International.

Welter, Friederike, Ted Baker, David B. Audretsch, and William B. Gartner. 2017. "Everyday Entrepreneurship: A Call for Entrepreneurship Research to Embrace Entrepreneurial Diversity." *Entrepreneurship Theory and Practice* 41, no. 3: 311–21. https://doi.org/10.1111/etap.12258.

CONTRIBUTORS

Jennifer Brenton is a post-doctoral research fellow with the Erb Institute for Global Sustainable Enterprise at the University of Michigan. She earned her PhD from Memorial University and was an External PhD Scholar at the University of Cambridge Judge Business School. Her research interests include place, social enterprise, community-based enterprise, and cross-sector work. Her research explores the role of place in shaping social enterprises and cross-sector partnerships and how place-based organizations can drive community regeneration and development. In addition to her research, Brenton has worked as a social enterprise consultant on topics of governance, business plan development, and marketing.

Jennifer Charles boasts a diverse background in Newfoundland's startup, social enterprise, and academic realms. A graduate of Memorial University, Charles holds an MSc in Business, Bachelor of Commerce (co-op, hons.), and Bachelor of Arts (English). Since 2015, she has continued her connection to Memorial University's Faculty of Business and Centre for Social Enterprise as a part-time research assistant in the fields of social enterprise and rural resilience. In this role, she is authoring a mini-case series highlighting social enterprise success stories around the province through the lens of the PLACE Framework. She was a co-founder and inaugural executive director of Newfoundland's first co-working space and founding co-creator and program director of TEDxStJohn's. As a certified yoga instructor, Charles is the sole proprietor of Wild Cove Wellness, a health and fitness business dedicated to enhancing the physical, mental, and emotional wellness of residents and visitors on Fogo Island. She and her family live on Fogo Island year-round and are working to establish a mid-size, regenerative farm in the coming years.

Alan Cobb is co-founder and chair of the Board of Directors for Shorefast. He enjoyed a long career in the senior ranks of the Canadian federal public service and the private sector and has worked in policy and operations for the Industry, Science and Technology, Treasury Board, and Employment and Immigration federal ministries. He also headed the initial federal offshore oil and gas regulatory agency, based in St. John's. After retiring from the federal government, Alan provided management consulting services to the public and private sectors, and worked with a leading technology firm as advisor to the CEO. Since Shorefast's inception in the early 2000s, he has volunteered his time in a variety of roles in service of Shorefast's economic development and charitable work.

Zita Cobb is co-founder and CEO of Shorefast, and innkeeper of Fogo Island Inn. Growing up on Fogo Island, she developed a deep belief in the inherent value of place and profound respect for the human ways of knowing that emerge from respectful relationships with nature, culture, and community. She held senior financial roles in the high-tech industry, notably with JDS Fitel, subsequently JDS Uniphase, where she contributed to building the company into one of the most successful high-tech innovators in history. She returned home to Fogo Island in the early 2000s and, along with her brothers Anthony and Alan, founded Shorefast. In 2016, Cobb was awarded the Order of Canada. She volunteers her time and energies to the active direction and management of Shorefast's projects and community enterprises on Fogo Island.

Senan Cooke is secretary and director of Dunhill Rural Enterprises CLG Ireland, a founding member of Copper Coast Global Geopark, and director of Social Enterprise Republic of Ireland (SERI), formed by some of Ireland's leading SE practitioners and supporters to champion for the sector. Widely considered a pioneer of the social enterprise community in Ireland, Cooke was involved as a founding member of seven social entreprise start-ups and has authored three books, each drawn from his community experience. *The Enterprising Community* (2018) focuses on a

bottom-up perspective on the capacity within communities to regenerate; two other volumes focus on the history of the Gaelic Athletic Association in the country. Cooke was previously employed by Waterford Crystal Ltd as master craftsman/training and communications manager before becoming a lecturer at Dublin City University (2006–14).

Joan Cranston was born in Toronto, grew up in Ottawa, and attended university in Montreal, where she obtained a degree in physiotherapy. She moved to Grand Falls, Newfoundland, in 1983 and "the Rock" has been her home ever since. She has lived and worked in Norris Point since 1988, for many of those years at the old Bonne Bay Cottage Hospital, both in its former life as a cottage hospital and in its current incarnation as a social enterprise incubation centre. She volunteers as the coordinator for the Bonne Bay Cottage Hospital Heritage Corporation, which has owned and operated the centre since 2001. She has provided physiotherapy services to the communities on the coast of the Great Northern Peninsula for over 30 years. Currently, she is a member of the NLSUPPORT Patient Advisory Council as well as the Pan Canadian Patient Council. These councils are both part of the Strategy for Patient Oriented Research of the Canadian Institutes of Health Research.

Susan Cull is executive vice president, for Shorefast and executive chair of the Fogo Island Economic Development Partnership. After receiving her Master's in project management from York University, Susan spent eight years in project development and management with the Newfoundland and Labrador Economics and Statistics Agency. But the pull of home never faded, so in 2014 she and her family moved back to Fogo Island. Passionate about community development, Cull is involved with several local Fogo Island organizations in the economic, social, recreation, and education sectors.

Michelle Darlington is head of Knowledge Transfer at the Cambridge Centre for Social Innovation. She holds a PhD in drawing from Loughborough University. Her specialty is in visual and creative methods for teaching and research. She has published in the areas of social innovation and arts education, and has been researching community economic development since 2017.

Sam Elliot has an extensive background in business, education, and industry. He holds a Bachelor of Vocational Education degree (business major) and a Certificate in Business Administration through Memorial University. For 17 years, he was the executive director of St. Anthony Basin Resources Inc. (SABRI), a social enterprise with an annual operations budget of approximately $1.5 million. Prior to joining SABRI, Elliot was employed as a personnel officer, a human resources/costing coordinator, an instructor, an interviewer, and assistant manager with a finance company. He was also the director on the board of St. Anthony Seafood Limited (17 years), finance chair on the Port Authority of St. Anthony, and treasurer for St. Mary's Anglican Church. He previously served as a director with the Nortip Development Cooperation, a director with the Nordic Economic Development Corporation, finance chair of the Grenfell Historical Society, chair of the St. Anthony Library Board, and member of Labrador-Grenfell Health's Board of Trustees.

Rebecca Franklin, an associate professor of management at New Mexico State University and adjunct professor at Memorial University, received her PhD in business administration with a specialization in entrepreneurship from Oklahoma State University in 2013 and was a visiting assistant professor at Tulane University. She later moved to Newfoundland for a tenure-track position at Memorial University. She has published papers in *Journal of Management*, *Entrepreneurship Theory and Practice*, *International Small Business Journal*, and *Journal of Developmental Entrepreneurship*. Prior to pursuing her PhD, she founded and established two businesses. During her time as an entrepreneur, she was honoured in

Oklahoma Magazine's Top 40 Under 40, The *Journal Record*'s Achievers Under 40, and Urban Tulsa's Top Movers and Shakers. She served as a board member of various organizations, including six years as a mayoral appointee to the City of Tulsa's Economic Development Commission, founding member of Young Professionals of Tulsa, president of TulsaNow, and advisory board member for the OSU Culinary School.

Hadley Friedland is an associate professor in the Faculty of Law at the University of Alberta. Her research focuses on Indigenous law, Aboriginal law, family law, child welfare law, criminal justice, and therapeutic jurisprudence. She has published numerous articles and collaborated to produce accessible Indigenous legal resources for Indigenous communities, legal professionals, and the general public. She is co-founder of the Wahkohtowin Indigenous Law and Governance Lodge, an interdisciplinary initiative developed to uphold Indigenous law and governance through supporting community-led research.

Diane Hodgins is executive vice president of Shorefast, where she focuses on place-based community economic development activities to help communities thrive in the global economy. She serves as a "numeric linguist": a translator for the complex and often ambiguous language of business and finance. Diane works to create modern tools like Economic Nutrition^{CM} which answers the all-important question: "Where does the money go?" Using a whole-thinking approach that puts people and place at the centre of every decision, she and her team create systems that invest in culture and ensure knowledge and financial capital strengthen communities. Diane is passionate about sharing Fogo Island's alternative community business model, in which social and economic value are achieved in tandem.

Jamie Jamieson moved around a lot as a child and at 18 became a Londoner. He earned a degree in philosophy and literature from Warwick University, worked a variety of jobs (carpenter, bookseller, labourer, roofer,

brick mason, tutor, truck driver, milkman, English teacher, shop-floor supervisor), lived in Italy and Switzerland, and eventually made a career in marketing. He met his wife, an Oklahoma native, in Italy and later moved to Tulsa. He started a development company and won the right to turn a 10-acre tract of downtown Tulsa into new housing. He co-founded a neighbourhood revitalization effort alongside residents, business owners, and city planners. That formative experience led to other roles centring on urban life, including transportation infrastructure design, food security, housing, Main Street revitalization, parks and trails design and funding, land-use policy, flood mitigation, and the arts. Jamieson's efforts helped lead to Tulsa's "form-based" zoning policy, its "Complete Streets" policy, its semi-permanent funding for mass transit, and to much greater investment in bike lanes.

Glenn Jenkins is a community organization facilitator based in the Marsh Farm estate, Luton, UK. He is a founding member of Marsh Farm Outreach CIC and has been working in bottom-up community development for more than 30 years, specializing in design and facilitation of self-help projects in housing, employment, arts, entertainment, social enterprise, and neighbourhood regeneration by and for long-term unemployed and socially excluded people.

Felicity Kelliher is professor of management practice and chair of RIKON (www.rikon.ie) at the School of Business, South East Technological University (SETU), Ireland. A Fulbright Scholar, she has published widely in management and development journals and has co-authored three books. Her research focuses on small and micro firm management capability development, cooperative and community of practice activities, and rural network engagement. She works closely with social enterprise stakeholders and policy-makers in Ireland, including Waterford Europe Direct and the Department of Rural and Community Development. Felicity is past-chair of the Irish Academy of Management and a member of the Social Enterprise Research Network Ireland (SERNI).

Nicola Kent is fascinated with human-centred tools to navigate change, looking at real social problems in Ireland's society and developing solutions through creative tools with the people who know the problems. She works as an entrepreneurial tutor and mentor with enterprise support agencies, engaging in the design and delivery of enterprise and social enterprise workshops. She works with those from migrant and traveller communities, people in recovery from substance abuse, people with criminal records, people with disabilities, and long-term unemployed. She is the founder and owner of Power of You (https://powerofyou.ie), an organization that encourages the most vulnerable in Ireland's society to change by embracing fear, insecurity, and uncertainty as a doorway to opportunity and encourages people to build a strong framework around their social enterprise.

Sara Langer is a PhD student in transdisciplinary sustainability at Grenfell Campus, Memorial University. She obtained her bachelor's degree in sustainable research management from Grenfell and completed her master's degree at Queen's University in global development studies with a focus on Indigenous ecology, conflict resolution, and peacemaking. Langer has presented research at international conferences, and her current PhD research is on alternative models of economic development in small, outport fishing communities in Newfoundland. She is especially interested in various modes of knowledge mobilization and translation such as podcasting with Coastal Routes Radio, social media communications with Rural Resilience Research Group, graphic recording/visual notetaking, and participatory art installations.

Brennan Lowery is a transdisciplinary researcher and passionate supporter of entrepreneurial endeavours to build more sustainable communities. With both academic and practical experience in community-based entrepreneurship and innovation, Brennan is developing an emerging research agenda on how rural and resource-based communities can craft self-determined sustainability narratives and how these can include entrepreneurial strategies to advance sustainability goals. Brennan completed his

doctorate in 2020 through Memorial University's Interdisciplinary PhD program, and has held postdoctoral fellowships in the Future Ocean and Coastal Infrastructures project (based at the Memorial Faculty of Business Administration) and the Marine Biomass Innovation project (based at Grenfell Campus, Memorial). Brennan is manager of Navigate Entrepreneurship Centre, which seeks to transform and grow communities in western Newfoundland by supporting aspiring entrepreneurs. He has also been involved in economic development initiatives in western Newfoundland, such as the development of the recently opened Centre for Research and Innovation, and is an adjunct professor with the Environmental Policy Institute at Grenfell Campus, Memorial University.

Johnny Mack is from the Toquaht Nation (Nuu-chah-nulth) and is an assistant professor jointly appointed to the Peter A. Allard School of Law and to the First Nations and Indigenous Studies program at the University of British Columbia. He has an LLB and an LLM and is a PhD candidate at the University of Victoria. His PhD research has earned a CGS scholarship from SSHRC and the Trudeau Foundation (2011). Mack's research investigates the legal relationship between Indigenous and settler peoples in contemporary settler states, particularly Canada. He has published in the *Review of Education, Pedagogy and Cultural Studies*, and in the edited volume, *Storied Communities: Narratives of Contact and Arrival in the Constitution of Political Community* (UBC Press, 2010). He is grateful for the opportunity to reside and work on the ancestral, traditional, and unceded lands of the Musqueam people.

Lorenzo Magzul received his PhD from the University of British Columbia in 2013. His thesis, focused on the experience of two Indigenous communities, the Blood Tribe in Canada and the Mayan town of Patzún in Guatemala, investigated the importance of social capital in adaptation to impacts of climate change. From 2014 to 2016, he worked as a post-doctoral fellow at the University of Victoria's Gustavson School of Business on the project "The Search for Sustainable Development in the Toquaht Nation."

Matthew Murphy is an associate professor in the Gustavson School of Business at the University of Victoria where he teaches and carries out research related to sustainability and social entrepreneurship. His current research focuses on Indigenous self-determination, sustainable community development, and interactions between Indigenous communities and extractive-industry firms. Murphy's earlier research examines interactions between businesses and civil society organizations, issues of trade justice, and social entrepreneurship.

Elizabeth Murphy (MEd, MBA in social enterprise and entrepreneurship) is currently the chair of the Placentia West Development Association, vice chair of the Placentia West Regional Heritage Committee, and a board member of the Heritage Foundation of Newfoundland and Labrador. She has been a part of the Heritage Committee since it was established in 1983 and led the development of a heritage-based social enterprise that includes the Paddle House Museum, the Tea Rose Restaurant, and the Livyer's Lot Economuseum. Elizabeth taught for more than 30 years and was a member of the Newfoundland and Labrador Teaching Association's provincial council for eight years. She received the Centennial Study Award for the use of technology in remote education in 1998, the Newfoundland and Labrador Prime Minister's Award for Teaching Excellence in 2004, and the Provincial Award for Community Service in 2008. She is an avid crafter.

Sinead O'Higgins is an acting senior executive librarian based in the southeast of Ireland, managing seven library branches in Waterford and Europe Direct Waterford. She has over 20 years of library experience, with 12 of these years also managing the day-to-day running of Europe Direct Waterford. She is interested in developing local social and social economy networks and working with stakeholders to organize a wide range of events, conferences, exhibitions, Citizens' Dialogues, lectures, and cultural events to best meet the information needs of the communities served (www.waterfordlibraries.ie).

Kimberly Orren is the founder of Fishing for Success in Petty Harbour, Newfoundland, a non-profit with a mission to transmit traditional fishing knowledge and skills. The organization also promotes the use of local fish as a culturally significant and sustainable food. A former high school science teacher turned fish harvester, Orren was raised in Newfoundland and moved to Florida in 1977 as a teenager with her family. On her visits home to Petty Harbour, she witnessed the ongoing effect of fishery closures and decided that she wanted to teach kids to fish. She volunteers for the Social Justice Cooperative NL, is the lead facilitator for Project WET Canada in Newfoundland and Labrador, and serves on advisory committees for Food First NL, Ocean Frontier Institute/Governance Research, Too Big To Ignore, and the Canadian Ocean Literacy Coalition. In 2018, Orren was honoured as St. John's YWCA Woman of Distinction. Currently, she is working on a project with Memorial University to facilitate a network of people and resources called Outdoor Learning NL and as a research partner in the Ocean Frontier Institute's PLACE Framework project.

Astrid V. Pérez Piñán is assistant professor at the School of Public Administration, University of Victoria, where she teaches graduate courses in the Community Development and Public Administration programs. Her current research engages with the measurement turn in global and community development and the processes that lead to the (re)articulation of alternatives to the mainstream economic paradigm for well-being. She also conducts research on the politics and policies of colonization and decolonization.

Liz Riches has worked in the community development and community networks sector in Ireland for over 30 years. She is currently the Education, Employment and Enterprise Manager at Waterford Area Partnership CLG (WAP), where she also established Waterford Social Enterprise Network as a communication and peer support space for social enterprises in Waterford. Prior to her employment in WAP she managed Ballybeg Community Development Project in Waterford, establishing a horticulture

training project and the social enterprise Ballybeg Greens. She is particularly interested in the role of digital marketing in the promotion of social economy services and products, building awareness of the sector, and positively impacting on customer engagement with enterprises that promote greater social and economic equality.

Amy Rowsell is director of special projects and impact for Shorefast based on Fogo Island, NL. She contributes to strategic planning and impact evaluation as well as program development across various areas of focus, including community engagement, environmental stewardship, and Shorefast's Punt Premises: an interactive cultural interpretation centre dedicated to carrying forward the history of the inshore fishery. Amy holds an Honours Bachelor of Arts in history and gender studies from the University of Ottawa, and a Master of Arts in the history of medicine from McGill University. Though born and raised in Ottawa, Amy's paternal ancestry is entirely from Newfoundland and she permanently relocated to Fogo Island in 2017.

Cloy-e-iis Judith Sayers is president of the Nuu-chah-nulth Tribal Council (NTC) and chancellor of Vancouver Island University in British Columbia, Canada. The role of the NTC is to represent 14 First Nations in three regions stretching along 300 kilometres of the Pacific coast of Vancouver Island. Dr. Sayers is also an adjunct professor of law and business and teaches Aboriginal economic development and Indigenous law at the University of Victoria. She was the elected chief of the Hupacasath First Nation for 14 years, and held the National Aboriginal Economic Development (NAED) chair at the University of Victoria, a joint appointment of the Faculties of Law and Business. She was awarded an honorary Doctor of Laws from Queen's University, was admitted to the Aboriginal Business Hall of Fame in 2009 by the Canadian Council of Aboriginal Business, and has received numerous other awards for her work. Most recently, she was named to the Order of Canada.

Ario Seto is a post-doctoral researcher at the Ocean Frontier Institute, Memorial University. An anthropologist, his current research focuses on the intersectionality of mediatized practices, community-building, and values, particularly in terms of the emerging public morality, democratic resilience, grassroots economic solidarity, and marketization of digital living. His recent book, *Netizenship: Activism and Online Community Transformation* (Palgrave Macmillan, 2017), details the disciplining practices and ethics in shaping militant netizens in online forums.

Gordon Slade is Shorefast's director and served as deputy minister of fisheries for Newfoundland and Labrador and as vice-president of the Atlantic Canada Opportunities Agency (1987–95). In 1996, he became an independent consultant in the fields of heritage, cultural tourism, and community development. He was CEO of One Ocean, an organization that encourages dialogue between the fishing and petroleum industries, and is the former chair and managing director of Battle Harbour Historic Trust. In 2005 Slade was appointed a member of the Order of Canada, and in 2020 he was invested into the Order of Newfoundland and Labrador.

Natalie Slawinski is professor of sustainability and strategy and director of the Centre for Social and Sustainable Innovation at the Gustavson School of Business, University of Victoria, and an adjunct professor at Memorial University. She earned her PhD from the Ivey Business School at the University of Western Ontario. Her research focuses on understanding sustainability, temporality, place-based organizing, and paradoxes in organizations, and has been published in such journals as *Organization Science*, *Strategic Management Journal*, and *Organization Studies*. Her most recent research examines these themes in the context of social enterprise and community entrepreneurship. Slawinski serves as an advisor to Memorial University's Centre for Social Enterprise and is a research fellow at the Cambridge University Judge Business School's Centre for Social Innovation. She is a member of the editorial review board at *Organization & Environment*.

Wendy K. Smith is the Emma Smith Morris Professor of Management at the Lerner School of Business and Economics and the faculty director of the Women's Leadership Initiative at the University of Delaware. She studies how leaders and organizations navigate organizational paradoxes such as tensions between today and tomorrow, stability and change, collaboration and competition, and social missions and financial demands. She describes these ideas in her TedxTalk, "The Power of Paradox." Smith has been named as highly cited — one of the top 0.1 per cent of cited researchers in the field of business — in 2019, 2020, and 2021, with publications in top journals such as *Administrative Science Quarterly*, *Academy of Management Journal*, *Academy of Management Review*, and *Harvard Business Review*. Her recent book, co-authored with Marianne Lewis, is *Both/And Thinking: Embracing Creative Tensions to Solve Your Toughest Problems* (Harvard Business School Press, 2022).

Mark C.J. Stoddart is a professor in the Department of Sociology at Memorial University, with research interests in environmental sociology, social movements, and communications and culture. He is the author, with Alice Mattoni and John McLevey, of *Industrial Development and Eco-Tourisms: Can Oil Extraction and Nature Conservation Co-Exist?* (Palgrave Macmillan, 2020). His work appears in a range of international journals, including *Global Environmental Change*, *Energy Research & Social Science*, *Organization & Environment*, *Environmental Politics*, *Journal of Sustainable Tourism*, *Environmental Communication*, *Mobilities*, and *Social Movement Studies*.

Neil Stott is a management practice professor of social innovation, co-director of the Cambridge Centre for Social Innovation, Judge Business School, and Fellow of Lucy Cavendish College, University of Cambridge. He is also a Fellow of the Royal Society of Arts, Fellow of the Inter University Seminar on Armed Forces and Society, a Fellow in Clayton State University's Center for Social Innovation & Sustainable Entrepreneurship, and an adjunct professor in the Faculty of Business Administration at

Memorial University. He was chief executive of Keystone Development Trust until April 2015. Keystone is one of the largest development trusts in the UK delivering community development, social enterprises, and property development. Previously, Stott was head of Community Development at Canterbury City Council, principal officer (Community) at Cambridge City Council, and a youth and community worker for several children's charities.

Kelly Vodden is a research professor with the Environmental Policy Institute at the Grenfell Campus of Memorial University. She has been engaged in rural community and regional development research, policy, and practice across the country, particularly in Newfoundland and Labrador, for more than 25 years. She has published and led projects on topics ranging from rural regional governance and development models to climate change adaptation, rural drinking water systems, and labour force mobility, and has written and presented widely on these topics.

Blair Winsor is an associate professor at Memorial University, where his research efforts focus on entrepreneurship in the province. He joined Memorial University's Faculty of Business Administration in August 2013, having previously taught entrepreneurship, innovation management, and small business management at Edinburgh Napier University in the United Kingdom. He completed his doctorate at the University of Warwick's Business School in 2010. He also has a Bachelor of Arts in political science from Memorial University, a Bachelor of Laws from the University of Ottawa, and an MBA from Italy's Luigi Bocconi Commercial University. In addition to his academic pursuits, over the last 40 years Winsor has been an entrepreneur, angel investor, and consultant in the UK, the US, and Canada.