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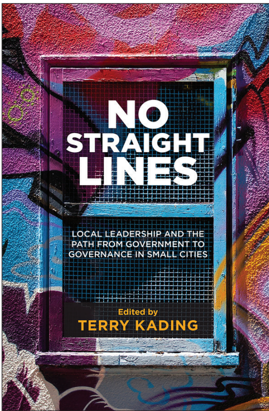

NO STRAIGHT LINES:
Local Leadership and the Path from Government to Governance in Small Cities
Edited by Terry Kading

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7 | CONCLUSION

Leadership Initiatives and Community-Engaged Research: Explorations and Critical Insights on "Leadership and Learning" in the Small City of Kamloops

Terry Kading, Lisa Cooke, Dawn Farough, Robin Reid, Kendra Besanger, Ginny Ratsoy, and Tina Block

Introduction

We believe this collection offers experiences and insights on "leadership and learning" and community-engaged research that will inspire more faculty, students, and citizens, in Kamloops and other locales, to take up this transformational exercise within their respective communities. In our individual and collective engagement with this subject we have learned much about the challenges and opportunities for leadership and learning in the small city of Kamloops. We present in this chapter a collaborative assessment of the varied initiatives examined in this collection; how they have contributed to *equality of quality of life* in the small city; the resulting

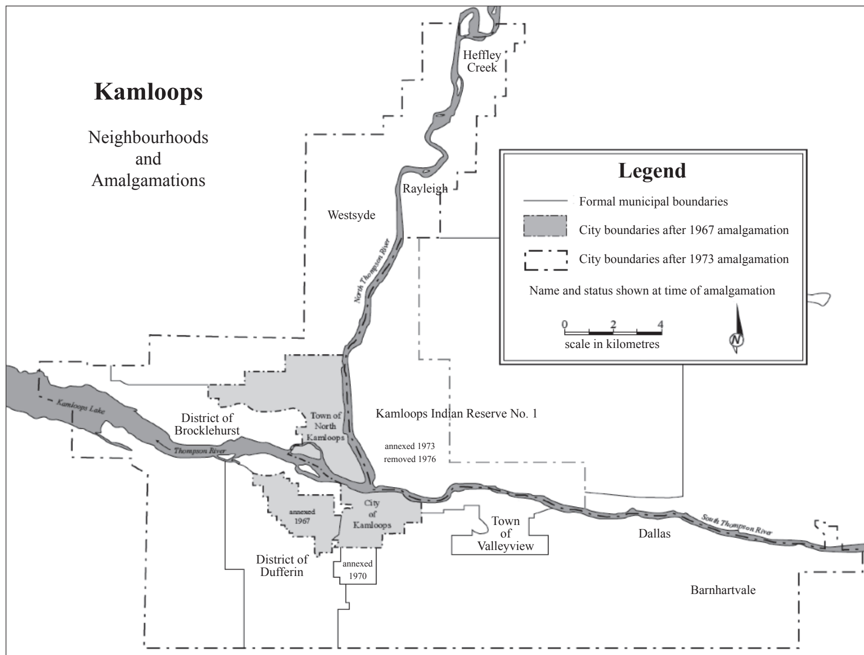
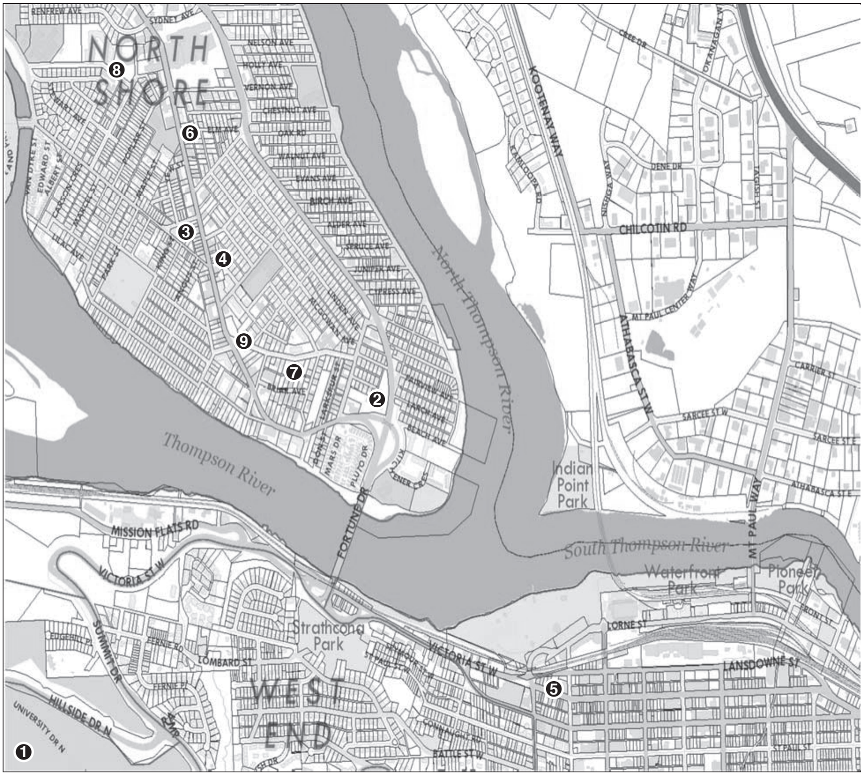


FIGURE 7.1. Municipal Boundaries of the City of Kamloops past and present. From *The Small Cities Book: On the Cultural Future of Small Cities*, edited by W.F. Garrett-Petts (Vancouver: New Star Books, 2005). Courtesy of W.F. Garrett-Petts.

practice of a community-engaged research model as a response to the local learning conditions under the new model of governance; and the small university as a knowledge-support structure. As a complement to the individual case studies, this synopsis contributes to understanding "the heterogeneity of structural and everyday activities of all cities," and furthers the "critical dialogue with urban studies" on "the ways in which small cities have particular physical landscapes and are spatially organized" and the "cultural lives, mindsets, values and goals of small cities" (Bell and Jayne 2009, 692). And while individual chapters have identified the local participation in formal and informal collaborative networks, we provide here a spatial-locational, contextual, and cumulative assessment of the significance of these leadership initiatives and reveal the unexpected linkages among them all, despite their bases in disparate areas of study. This chapter addresses an acknowledged gap on leadership from within the



1. Thompson Rivers University (TRU)
2. Changing the Face of Poverty (CFP)
3. ASK Wellness
4. Theatre Project
5. Public Produce Project I
6. Public Produce Project II
7. Public Produce Project II
8. Northshore Community Centre
9. Small City Change Lab

FIGURE 7.2. Spatial-Locational Placement of Network Activity, City of Kamloops. Contains information licensed under the Open Government Licence – Kamloops.

literature on *urban and regional governance* in accounting for "agency" and "who, how, and why provides these systems, processes, and relationships with future directions" (Sotarauta, Beer, and Gibney 2017, 188–89).

In this chapter we will analyze how the qualities of Kamloops may limit or expand opportunities for bridging and vertical knowledge and social capital linkages, identifying strengths and weakness in the overall

social, creative, and cultural capital—in moving from transactional leadership to transformational leadership outcomes through the "practice of power" (see Introduction). The analysis will include a set of evaluations on the outcomes and challenges flowing from the different types of leadership initiatives, and provide an understanding of the learning and dynamics within particular leadership initiatives and collaborations, or combinations of collaborations, in achieving intended goals. Finally, we examine the role of Thompson Rivers University as a knowledge-support structure, and the leadership and learning challenges from within this institution. This deepens what is recognized as an incomplete understanding of how institutional capacity emerges to be a critical "facilitating agent" in achieving transformational leadership and equality of quality of life outcomes at the local level (Sotarauta, Beer, and Gibney 2017, 189). Drawing on contributor experiences with these local initiatives on the practice and challenges of research, writing, and interrogating local leadership, we will explore the peculiarities and challenges of community-engaged research in a small city, and the varied forms and outcomes from university engagement that may be facilitated in the community and beyond. In concluding, we demonstrate the significance of community-engaged research to the small city, and to the trajectory of our university—as an emergent and integral feature of leadership and learning at the local level.

Local Capacities and Equality of Quality of Life

Is the small city an ideal setting for addressing *equality of quality of life* goals? Like large urban centres, the small city has the challenges of poverty, homelessness, marginalization, and increasing dispersal that express deep inequities and may generate feelings of exclusion and inferiority. As in small towns and rural areas, the small city has persistent economic insecurities and population growth and investment challenges. The main purpose of this collection has been to reveal and challenge understandings of *quality of life* in the small city by providing diverse perspectives and analyses of local leadership initiatives in advancing *equality of quality of life*. As demonstrated, in addition to separate community groups, there are both established networks and a variety of initiatives minimizing hardship, leading us to health, building resilience, increasing fairness,

strengthening bonds, and opening doors to empathy and cooperation in Kamloops. By applying the categories of "leadership and learning" under the new forms of governance to the areas of homelessness and marginal residents, food security and sustainability, heritage preservation, and adult education, we have offered a rendering of the local leadership initiatives and unlikely alliances that counter the trends that diminish the *equality of quality of life* in this small city and serve as examples of transformational leadership outcomes. It is these leadership initiatives, which support other small-city qualities, that we explore in more detail, with particular attention to whether these qualities may mitigate or even prevent the negative individual and community outcomes documented by Montgomery (2013) in large urban centres. And as emphasized in the literature on *governance*, we pay particular attention to the local Kamloops context in which these leadership and learning initiatives occur in relation to provincial and federal efforts to "govern through community." The types of capital identified by Emery and Flora (2006) in creating a local inventory, and Bryant and Marois' (2010) recognition of networks as formal and informal organizations generating particular local orientations, observed and latent, frame our assessments of what has been attained, and what might have been or is yet to be realized, within the existing matrix of capitals.

The overall trajectory of Kamloops, after the economic instability of the 1980s to the early 21st century led first to out-migration and then to stagnant population growth, has been a gradual diversification and stabilization of the local economy, of which the city's status as a regional centre serving a much larger area has been an important feature in attracting provincial and federal investments. Within this trajectory, particular forms of local capital have become more evident and enhanced in shaping orientations: *natural capital*, "those assets that abide in a particular location, including weather, geographic isolation, natural resources, amenities and natural beauty"; *cultural capital*, "the way people 'know the world' and how they act within it" and how "creativity, innovation, and influence emerge and are nurtured" (and acknowledged as *political capital* within a particular local political culture—*our refinement for this chapter*); *human capital*, "the skills and abilities of people to develop and enhance their resources and access outside resources and bodies of knowledge"; *social capital*, "connections among people and organizations or the social 'glue,'

to make things, positive or negative, happen"; and *built capital*, "the infrastructure supporting these activities" (Emery and Flora 2006, 20–21). These forms of capital, in relation to Montgomery's remedies for the challenges of our largest urban centres of biophilia (access to nature), conviviality (increasing connections and closeness), and mobility (opportunities beyond vehicle ownership), reveal that Kamloops has particular strengths.

Perhaps the city's greatest advantage, though little recognized in its contribution to facilitating "community," is the abundance of natural capital, from which other benefits in social-creative capital emerge. With mild and short winters (in contrast to the rest of Canada) and hot, dry summers, "weather/climate" has been consistently identified in citizen surveys as the main feature making Kamloops a "good place to live" and contributing to overall quality of life, followed, in a 2016 survey, by "location/proximity to other places," "recreational/sports activities and facilities," "size of community," and "friendly/nice people" (Trawin 2016, 9). This climate is matched with considerable natural assets, ranging from the hillside/mountain views to the natural vegetation and numerous parks throughout the city and along the confluence of two major rivers (North & South Thompson) in the downtown core. In combination with nearby skiing/snowboarding , numerous local and regional golf course options, and limitless opportunities for fishing, boating, and other water activities, the city is well-placed to attract and retain residents from an aging population and those desiring an active lifestyle. The local government has contributed significant built capital in this area, with a $55 million commitment in 2003 to new and revised parks and facilities throughout the city, justified as generating "sport tourism, sport development, athlete development, health and wellness, and civic pride development" (McCorkell 2011). The centrepieces of this project are the new Tournament Capital Centre and fields (next to TRU) and the revamping of lands and facilities at McArthur Island Park on the North Shore. There have been continuous expenditures to expand activities for biking, year-round programming in facilities, and the introduction of new activities responsive to different age groups (e.g., skateboarding and long board parks for youth, and pickleball courts for seniors), from which the city has received notable recognition. "Highest satisfaction ratings were recorded for: programs and services for recreation and sport (93%), availability of green spaces for recreation

and enjoyment (92%), as well as the overall aesthetic appearance of the city (92%)" (Trawin 2016, 13). In addition to this observed orientation, the "health and wellness" aspect of this investment may be seen as a latent orientation from which to further engage the city in advancing *equality of quality of life* goals (as per Bryant and Marois—see Introduction).

Climate and nature contribute to a long, yearly engagement with a wide variety of outdoor activities, events, venues and sports, and address a critical feature observed by Montgomery (2013) in reviving the fortunes of large urban centres and facilitating the creation of social-creative capital: "We know that nature in cities make us happier and healthier. We know it makes us friendlier and kinder. We know it helps us build essential bonds with other people and places in which we live" (123). This has been borne out in Kamloops, where in 2016 the "majority of respondents said quality of life in the City of Kamloops was either good or very good," adding that this "is significantly higher than quality of life ratings in other British Columbian municipalities"[1] (10). Thus, a combination of climate, ease of access to nature, and official local support and promotion of an active lifestyle has contributed to local conviviality. As Montgomery (2013) observes, "People who say they 'belong' to their community are happier than those who do not. And people who trust their neighbors feel a greater sense of that belonging. And that sense of belonging is influenced by social contact. And casual encounters (such as, say, the kind that might happen around a volleyball court on a Friday night), are *just as important* to belonging and trust as contact with family and close friends" (134). And while one of the lowest levels of citizen satisfaction was recorded for "alternative forms of transportation," Kamloops continues to provide a context for multiple and ongoing casual encounters, further enhanced by not having to contend with the traffic congestion and lengthy commute times of large urban centres that may dramatically reduce social time.[2] Such qualities as friendliness, kindness, and trust that arise through these natural and built forms of capital foster local opportunities for multiple and complex encounters, and continue to preserve the "power of proximity" / ease of contact and engagement identified in several chapters (as per Dubinsky, 2006) that allows for the development of social capital and creative initiatives. Kamloops has the added advantage in *human capital* over smaller towns and rural areas as the regional base of a number of well-established

community organizations, several with provincial or national links and recognition (as evident in the formal and informal network linkages in each chapter). Whether in terms of local social challenges, heritage, sustainability, or creating age-friendly communities, these entities (of which the university has become an important example) have provided ongoing bridging and vertical knowledge, and have grown in scope of assets, services, and programs.[3]

There is little doubt that climate, size, and ease of contact facilitate both the monthly meetings of the Changing the Face of Poverty Network (CFP) and the generation of subcommittees and informal discussions within the network to address the immediate needs for clients or to examine and assess the local resource capacities to initiate new services, such as coordinating shelter and food services or supporting events to provide for the homeless or fundraise for member initiatives—events that often have an outdoor component or take place in the evening or on weekends. Such continuous multi-sectoral representation and engagement beyond monthly meetings confirms that the context allows for more *social time* than in large urban centres. For the Kamloops Adult Learners Society (KALS), the medial position of the small city plays an important role in the success of the organization, with enough residents who are of retirement age to provide KALS with a sufficient number of students and most Kamloopsians living within a 15-minute drive to most parts of the city. As Ginny Ratsoy notes, the sufficient population base and accessibility of location are favourable attributes of this small city—advantages it may have over its village and metropolis counterparts. KALS is succeeding in its vision of "expanding educational opportunities for citizens in their retirement years" by physically locating in areas seniors frequent and gearing publicity toward them, at the same time as it acts on its mission to better the community "through interaction and partnerships with other community groups" through outreach activities. Climate, size, and proximity all facilitate this success—which is crucial in the collaboration of older people, such as those involved in the Kamloops Adult Learners Society, for whom travelling great distances and contending with parking mazes hold little appeal. Those who were instrumental in founding KALS, making the attempt in a large city with a less accommodating climate, might have

found more obstacles in their way requiring more resources to address these limitations.

The contributions by Lisa Cooke on the "culture of giving" and Dawn Farough on the homeless theatre project provide more evidence of this small city adaptability and openness, or fluid "social space," that advances and enhances new leadership initiatives. What I (Lisa Cooke) can say is that my involvement in the project is directly relational to this particular urban setting. I first learned of the Shower Project from Dr. Will Garrett-Petts, a colleague at work who had learned about it in a conversation with Jim McCarthy at a completely separate community event. The two men knew each other from some other context, got to chatting, and the story of the showers came up. These kinds of serendipitous encounters that lead to conversation which leads to research projects happen in all kinds of communities. What is specific about this particular project is that not only is it more likely that people know people and then bump into people in a smaller city context—but this small city has a university in it. Dawn Farough's research through the No Straight Lines theatre production has provided the clearest understanding of the advantages of the small city to developing new leadership initiatives. Group members believe that closer proximity leads to better and closer connections between community members: "I feel like we have the right size of community where it's easier for people to feel connected. We are only a very few degrees from everyone else in the community. You know someone who knows someone who is related to someone."[4] There was also a feeling that *status* or elitism were not as evident in Kamloops as they might be in larger urban centres, serving to facilitate awareness, mobilization, and interaction across a larger cross-section of the community, and a strong sense that the community was open to engaging with new initiatives.

This familiarity and knowledge of multiple contacts across the community, and the varied resources they may provide, reveals the depth of *human* and *social capital* in particular areas. For the theatre project, "If we need or want help from Western Canada Theatre, enough of us know people at Western Canada Theatre well that that might happen. It might not happen in Toronto, for example."[5] Considerable social capital has been developed in the area of sustainability and food security, as the Kamloops Food Policy Committee (KFPC) had been working in the community for

over 15 years as a non-profit, grassroots advocacy group before initiating the Public Produce Project. The KFPC had developed an elaborate network of important partners, including the City of Kamloops, Interior Health, Interior Community Services (ICS), and the Kamloops Farmers Market. As an umbrella organization, the KFPC's success as a non-profit, grassroots organization relates to the broad representation of food-related groups that it works with. As Robin Reid and Kendra Basinger observe, "the ability of the small Public Produce Project to access such a network of resources and partnerships had to do with its willingness to engage locally and work within pre-existing frameworks. It is certainly the case that relying on partnerships of trust and collaboration was essential to the success and continuation of the project." The Tranquille Oral History Project partly reflects the fact that the city is "very conscious of its heritage" (Dubinsky 2006, 90), a consciousness supported by the work of two heritage societies, a Heritage Commission, and a local museum. As Tina Block observed, "when word got out about the emergent development at Tranquille, Kamloopsians made their voices heard about the importance of protecting the heritage of the site," and in part, this outpouring reflects the "power of proximity" at work, as Tranquille, along with its history, looms larger in this small city than it might were it situated in a more populous urban centre. Concerns about protecting Tranquille's heritage are grounded not only in the specific history of the site but in a more general awareness of heritage in this city. It is indeed possible to speak of a heritage culture in Kamloops—a culture that is reproduced and disseminated in both organizational and everyday spaces. This culture has a positive impact on *equality of quality of life* in this small city by nurturing unlikely alliances among the private, public, and non-profit sectors, shedding new light on local histories, and bringing together people with shared interests.

These insights capture other facets of proximity in the small city that contribute to successful initiatives, notably the numerous and close linkages between community members and a variety of established organizations, the weaker emphasis on status (or lack of an evident elitism), and the fact that this urban context offers a space to promote new initiatives, as there is more opportunity for *social time* than in larger urban centres. Ginny Ratsoy, who has done considerable research into smallish cities—particularly Kamloops (largely in the context of the success of its

professional theatre company, Western Canada Theatre)—has had several occasions to reflect on the question of whether or not Kamloops' small to mid-size facilitates the formation and success of organizations:

> I do not believe this question can be answered in isolation from other factors. Specifically, Kamloops's location, I would argue, must be taken into account. It is a relatively isolated small city: the nearest large city, Vancouver, is a four-hour drive away. As such, it has a distinct identity—a luxury it might well not have if it were a one-hour drive from a large city. So, while I do believe that the size of Kamloops facilitates a certain ease of communication—getting from place to place is relatively easy, and, for example, one can go to an unfamiliar organization or social setting and pretty well be assured of already being acquainted with at least one person one encounters—I also believe that the clear boundaries that demarcate the city –figuratively and metaphorically—are as much responsible for the energetic arts and social culture of the city. Thus, at least two factors (and likely many more) are at play in making Kamloops the culture-rich small city it is.

These observations serve to support our earlier assessments that the small city may more readily foment initiatives and long-standing collaborations, as it is less constrained by challenges of distance and silos that are more evident in larger urban centres, but also advantaged by its regional status and numerous established community organizations. The dual advantage of distance from larger urban centres and the "proximity" within the small city clearly generate particular features that support the principle of *equality of quality of life*. On the one hand there are better and closer connections between community members who are less encumbered by status or class concerns. Within this context, initiatives and opportunities may arise more informally—including unlikely alliances—and there is a sense that there is the space to try new things. On the other hand, Kamloops has a substantial and diverse enough citizenry to sustain a wide variety of collaborations which aid in public awareness and mobilization

behind initiatives. Whether considering local social challenges, heritage, sustainability, or the creation of age-friendly communities, the small city is fertile ground for the face-to-face contact that is an important, and perhaps a necessary, element for strong partnerships among individuals and organizations, particularly in fostering successful leadership initiatives, and, as we will see, supporting community-university engagement (Tremblay and Hall 2014).

Despite the evident strengths and advantages of the small city over large urban centres and smaller towns and rural areas, there are serious challenges. From the 2016 Citizen Survey, those residents who felt that the quality of life in Kamloops had declined "blamed it on a higher cost of living, high unemployment / lack of job opportunities and economic downturn more generally" (Trawin 2016, 14). Their concerns are not without merit, as data from the 2011 census revealed that 18.1% of homeowners (compared to a provincial average of 23.8%) and 47% of renters (compared to a provincial average of 45.3%) were spending more than 30% of their income on shelter (Government of BC 2014). Since then, local housing costs and rental rates have continued to rise dramatically, generating an "affordability crisis" by 2016, wherein "the lack of affordable housing in Kamloops has reached a level not seen before. The number of homeless and working poor has increased, and over the last several months shelters and non-profit organizations have seen more and more people turning for help" (Cronin 2016, February 10).[6] Thus, with respect to the local government and social issues, "the largest proportion of respondents said children and youth at risk, mental health, homelessness, as well as people living in poverty should take priority"—a persistent concern observed in earlier surveys (Trawin 2016, 28). And although the observed orientation of the City of Kamloops is toward many *equality of quality of life* outcomes (best expressed through the local Sustainability Plans),[7] like many small cities it has limited financial resources and is highly cognizant of local concerns over raising property taxes or imposing bylaws that may deter investment and growth, and this reinforces a cautious approach to governing. These challenges and concerns relate to our spatial-locational analysis of network activity and initiatives, which feature predominantly on the North Shore of Kamloops and represent a continuing weakness of the local political culture / *political capital* and the structural integrity of Kamloops'

social fabric. North Shore Kamloops residents have retained a long-standing grievance regarding their place in the trajectory of the city, going back to the late 1960s / early 1970s when the Town of Kamloops (North Shore) was amalgamated with southern shore communities to form the City of Kamloops. Since this time there has been a strong sense that their voice has not been heard and that later developments (commercial, professional, retail, and housing) and investment by the local government have advantaged the South Shore over the North, accounting for the dearth in services, inadequate infrastructure, stagnant population growth, and visible social challenges (poverty, homelessness, addictions, and petty crime). In the late 1990s, in response to a proposed halfway house for parolees by the John Howard Society, Deutschmann (2005) observed:

> The North Shore is currently the area demonstrating the greatest amount of resistance to the placement of new social service facilities, and the controversy has typically been framed in terms of the North Shore being increasingly and unfairly disadvantaged relative to the expanding, and wealthier, South Shore neighbourhoods. A comment that was repeated in various ways at the public meetings on halfway and social housing issues: "When you have something good, you put it on the South Shore; when it's bad you dump in on us." This expression of resentment was even more pronounced in private conversations, which often mentioned the way the "night-time lights shine down on us from the hills of the South Shore, getting brighter every year." The university and the largest retail stores are "up the hill," in contrast to the many failed or threatened family-owned small businesses on North Shore. While there are important pockets of poverty and social problems in other parts of the city (especially the downtown South Shore), the heaviest concentrations are found in North Shore communities (341–42).

The North Shore has long been stigmatized locally as more "working class" and an "undesirable area" to locate (Brady et al. 2013), and this division

in status has had significant implications for the *built capital*, and by extension the overall political culture / *political capital* by limiting "how creativity, innovation, and influence emerge and are nurtured" (Emery and Flora 2006, 21). Whereas the 2003 referendum on the Tournament Capital proposal was passed (by demonstrating a commitment to direct investment in North Shore parks and recreational facilities), the 1987 referendum on a $50 million waterfront project that proposed a convention centre, sports coliseum, arts museum, and performing arts centre, and the 2015 referendum on a $90 million performing arts centre[8] (both to be located in the downtown South Shore), failed due to the strong "no" vote from North Shore communities—and were seen as opportunities to voice the latter's continued discontent. Both projects comprised sizable provincial and federal financial commitments linked to a local increase in property taxes, with significant potential to access ongoing provincial and federal monies for activities and spinoff benefits (and thus their rejection represented major losses in *vertical capital*). The inability of City Council to address this division and fund North Shore redevelopment (beyond existing incentives in property tax and development cost breaks), remains a persistent challenge, and is testament to a local weakness in City Council engagement with this issue and *financial capital*, the "financial resources available to invest in community capacity-building, to underwrite the development of businesses, to support civic and social entrepreneurship, and to accumulate wealth for future community development" (Emery and Flora 2006, 21). Thus, advantages in climate, proximity, social time, and established community organizations in this small city provide only a context, or preconditions, for this ease of engagement and to initiate change. For instance, it is not hard to envision small and mid-sized cities where the limited goals set by the Government of Canada in addressing homelessness have prevailed over a broader vision being taken up by a separate leadership such as the Changing the Face of Poverty network, or where there are no shower facilities, theatre productions, public produce, KALS, or collaborative heritage initiatives. Only the efforts and success of leadership initiatives that have emerged locally can explain these outcomes. The activities, initiatives, and leadership from various community organizations, as identified in earlier chapters, have been decisive in preventing the exacerbation of this north–south division, and are the bases of

addressing this weakness in the political culture and *political capital*. They are testament to the increase in *human* and *social capital* that has taken place in Kamloops generally, in which the small university has played an increased role, supporting *equality of quality of life* outcomes.

From Transactional Leadership to Transformational Outcomes under the New Governance Model

Success in achieving goals through collaboration requires a particular type of leadership style, as the "authority to lead" is not granted by a pre-determined job description, and leadership is a shared and cooperative responsibility. Trust, respect, and the credibility of the leaders are recognized as the critical components for collaborative success, with a supportive leadership style that promotes involvement, increases members' satisfaction and participation, resolves conflict, and encourages commitment, different viewpoints, and group achievement, whether in local initiatives or community-engaged research (Tremblay and Hall 2014, 399–400). Dubinsky (2006) has observed that the origins and nature of particular collaborations are important "if collective understanding is a desired goal" (99). From these observations we have revealed the backgrounds and goals of different leadership initiatives in the small-city context in facilitating or limiting these leadership qualities, with an emphasis on what has been learned by and through these collaborations and how this knowledge has contributed to *equality of quality of life* outcomes. As the chapters in this collection have demonstrated, Kamloops has particular qualities that have facilitated a variety of networks, generating a variety of leadership initiatives and the development of *social capital*. There are also persistent and emerging challenges with implications for the overall political capital / *cultural capital* of the city. In this section we examine the varied collaborative leadership initiatives in relation to the new governance / "governing through community" model adopted by higher levels of government (see Introduction to this volume), a model which has established important limitations and constraints and fostered new opportunities to draw on local resources and the expansion of bridging social capital. The emphasis is on (1) the extent to which transactional forms of leadership have become transformational, leading to outcomes that move the city toward

improved *equality of quality of life*, and (2) the potential, or latent, orientations that reside within Kamloops in creating a more inclusive trajectory for the city. An assessment of these efforts in addressing the recognized weaknesses in *political capital* reveals surprising linkages between all of the initiatives analyzed in this collection in relation to this goal, despite their varied foci, when examined from the new governance perspective.

There is also the opportunity to challenge aspects of the existing literature on what constitutes transformational leadership success, which tends to prioritize the longevity of collaborations over recognizing the impact or power of smaller, one-off leadership initiatives in contributing to *equality of quality of life* outcomes. For instance, the collaboration on this collection may be understood as a *coercive collaboration*—to meet the requirements for a specific publication, and a *self-interested collaboration*—in order to fulfill research expectations of our academic positions and meet the benchmarks for tenure and promotion within our university. On the surface, a collaborative initiative based on coercion and self-interest might strike many as unsound grounds from which to achieve a successful result; however, since the goal has consistently been about a specific and tangible outcome—the creation of a publishable collection—coercion and self-interest have served to keep our collective focused, reach particular standards based on continued feedback, and work toward integrating disparate themes into a cohesive collection. Further, the opportunity to read, review, and assess works on different issues from varied academic fields has provided for each of us deeper insights into our academic community and the city in which we live. The initial workshop to examine individual contributions and determine common terms of integration was significant in revealing the multiple connections between the different themes covered and the similarities and the variations in the local collaborations under review. Discussions also evoked memories and experiences of past efforts by contributors engaged in community initiatives as well as recognitions of particular places, changes, and the dynamics of our small city due to these and other local initiatives. Thus, this coercive and self-interested collaboration has had unintended consequences in which there has been a high level of cooperation and a rich learning environment. Nevertheless, the nature of this collaboration is exclusive (rather than broadly inclusive). And it entails particular limits in content, where the narrative of

the editor becomes more pronounced in framing and integrating this venture toward the goal of a particular product, after which the shared leadership, dynamics, and reflective learning from this collaboration will fade. But the collective learning outcomes may endure and be articulated through new or follow-up research, or under new forms of local leadership in Kamloops or elsewhere—important qualities that are evident in similar collaborations with short-term aims at the community level or in particular collaborations involving the university. Thus, we initially examine the prospects for two leadership initiatives with large, open-ended and long-term goals—the Kamloops Adult Learners Society and the Changing the Face of Poverty network. Then we look at the short-term leadership initiatives—the Shower, Theatre, Public Produce, and Oral History projects, revealing these projects as expressions of a much broader and deeper *social capital* emerging under the new governance model, and how these projects continue to have an impact at the local level.

From the inception of Kamloops Adult Learners Society, transformational leadership outcomes in the lives of retirees were the goals of the early founders. Intentionally formed as an independent organization free from formal linkages to other institutions, KALS has demonstrated adaptability and resourcefulness, and enjoyed significant success in expanding linkages and offering a variety of learning options to its membership. Originally envisioned in terms of a peer learning approach where the learners would teach and learn from one another, it has embraced a hybrid model, welcoming instruction from those outside its membership from a wide range individuals, groups, and organizations with varied backgrounds and knowledge. Despite the leadership and organization being highly structured and becoming more complex (an executive with president, secretary, treasurer, and past president, and specialized committees for facilities, programs, policy and planning, fundraising, and membership/recruitment), as Ginny Ratsoy observes, this is "a group whose experiences have led them to expect complexity and embrace flexibility." KALS remains a highly social, active group that collectively possesses a wealth of diverse experiences in varied public and private sector enterprises, and with the wisdom of age, and more *social time*, the personal connections within this structure ensure that all essential tasks are carried out even when vacancies arise due to unforeseen circumstances. "Thus, this

collaboration reveals a broader form of leadership that has emerged due to the experience and commitment of the members—which allows for a less formalized structure to persist as a successful initiative." The position held by KALS to retain its independence as an organization not reliant on other entities may be interpreted as the desire of the membership to affirm their individual power and continued resilience against the prevailing stereotypes of seniors as an increasingly costly and needy demographic in a "larger narrative of decline" (Chappell 2016, June 10). The informal and intimate structures underlying the formal structure further express this collective empowerment in generating security through connections and supporting individual independence, community engagement, and active living as *equality of quality of life* outcomes. In addition, the *political capital* as a voter bloc linked to this demographic change will continue to facilitate provincial investments in healthcare and other services in the city.

KALS is also active in an urban environment that is optimal for growth and outreach prospects, as 20.1% of the Kamloops population is presently 65 or over, with the potential to rise to some 30%+ over the next 25 years based on demographic projections and the high preference of retirees to "age in place," in their existing home or community.[9] And while only a very small number of retirees report being socially isolated, a significant percentage (25%) would like to participate in more social activities. KALS offers not just an activity to "fill time," but a life-affirming organizational structure with a range of responsibilities and duties that reinforce and expand community contacts on multiple fronts within an environment free from the paternalistic or discriminatory practices evident in other spheres of life for retirees (e.g., employment opportunities) (Chappell 2016).[10] Notable in this regard is the locational base of most KALS activities, operating primarily out of the North Shore Community Centre, a local multi-use facility situated within a block of the very area historically fraught with the most visible forms of poverty, petty crime, addictions, and homelessness. Thus KALS, drawing on a membership from across the city with ample choices for alternative venues, has bucked local stereotypes regarding "personal safety issues" on the North Shore in favour of practicality and convenience, in an area where the most growth in retirees is occurring.[11] With the increase in built and planned senior facilities on the North Shore, most of them proximate to the North Shore Community

Centre and offering a range of housing options (from independent to supported living), the placement of KALS is a significant contribution to the local *social capital* and overall *political capital* of the city in making the North Shore an attractive area to "age in place" and contribute to the local economic and social revitalization (and potentially attract retirees from other areas of the city and region). Transformational leadership qualities are not evident just in the membership of KALS but also in redefining the spaces in which they are active, which is further demonstrated in other long- and short-term leadership initiatives.

In the face of a lack of concern or resolve by the federal and provincial governments to address homelessness and poverty in a meaningful manner, the transformational leadership goals of the Changing the Face of Poverty network (CFP) may appear illusive and unrealistic from a leadership perspective. The *Five Year Plan to End Homelessness* has been met by an affordability crisis in local housing, continued visible and hidden homelessness, and the prospects for increased poverty and housing insecurity due to the rising living costs and stagnant provincial rates of social assistance and wages for those most in need. The considerable local learning and accumulated knowledge about local homeless needs in housing and services has not resulted in the vertical supports in resources, thus confirming the most negative assessments of the new governance / "governing through community" model as entailing no meaningful devolution of power and resources, facilitating new inequalities among and within communities, and placing an increased burden on local community groups, while creating a "confused set of accountabilities" (see Introduction to this volume). Despite local awareness of all these facets, the CFP and member organizations have persevered and continue to expand local and external linkages and envision improved programs and services to address the needs of marginalized residents. The Sub-Committee on Anti-Poverty Strategies of the CFP continues to research initiatives (programs and policies) in other cities of similar population size to reduce prices and improve access of public transit, study incentives for increasing the availability of low-cost childcare spaces and after-school supports, engage local employment agencies on services, expand representation within the group, and conduct surveys on local needs, encouraged by efforts in other cities (see Carlton and Born, 2016). As a testament to ongoing support within the network

and the flexibility among dominant members, volunteers of the Jubilee Urban Movement and Partners (JUMP) Kamloops program, initiated in 2012 to fill the weekly gaps in food service provision for homeless residents, have been embraced for their generous frontline outreach efforts and organizational skills, and integrated into directing the programs for the Life Skills Project—which they have expanded through access to city facilities and support from CFP members.[12] Stronger overlap and coordination has been established with the *community entity* of the HPS through cross-representation on the various committees of the HomeFree Collective that inform and guide the use of HPS funding. And while the initial enthusiasm and prospects for the HomeFree Collective to act as a cohesive and engaged vehicle for local change have been dampened considerably due to the lack of affordable housing to exercise the principles of "housing first," a division of labour has emerged in which the CFP is focused on coordinating services for the homeless and strategies to prevent homelessness and housing insecurity, while the HFC is focused specifically on the issue of housing affordability and increasing the local housing stock. This has led to the increased recognition of barriers in municipal policies and of the need for stronger advocacy by the local government in accessing resources for affordable housing (Williams 2017, June 20).

Perhaps, though, the most dynamic leadership has emerged out of the action plan on youth homelessness. A passionate group of young leaders (several with lived experience) have created the A Way Home Committee, now a nationally recognized organization for embracing a Housing First approach to youth homelessness (ages 13–24) by leveraging access to housing through existing community organizations and the private sector (paying rents / set-asides in rental properties) and "breaking down" silos among the many service providers for youth. Confronted with the same constraints in housing availability and the capacity to provide sufficient support services, A Way Home Committee continues to deepen local connections in raising funds and creating educational and employment opportunities for formerly homeless youth. They are also responsible for developing and implementing the first youth homeless count in Canada, and are solicited by other communities and national organizations for advice and progress reports.[13] Along with providing younger membership in the CFP network and HomeFree Collective, they represent the emergence

of a substantial and knowledgeable youth leadership with established connections to a variety of local, provincial, and national organizations, provincial and federal government ministries, the private sector, and the university (and acquiring unmatched entrepreneurial skills in these areas, as per Emery and Flora 2006, 24).

Over the last ten years there is evidence of increased bridging and vertical linkages within the CFP and in concert with other organizations and networks, as well as increased services and programs, while the CFP explores further options with the school district, Ministry of Children and Family Development, and the City of Kamloops. Despite the resource limitations in achieving local goals in reducing poverty or ending homelessness, resolve is maintained in the recognition that their efforts have been part of broader local and national efforts to have the Government of Canada acknowledge the human and financial costs of the ineffectual measures to date (Schwan 2016). The 2015 federal election of the Liberal Party of Canada, on an agenda for a more active government role in addressing urban issues, has seen increased and long-term financial commitments through the HPS and to affordable housing for the provinces. The 2017 election in BC has resulted in a new New Democratic Party–Green Party coalition government in response to insufficient action on housing and related urban social issues by the former provincial government. And while the efforts of the CFP have not been able to "transform governance itself" to arrive at commensurate goals with the provincial and federal governments on homelessness and poverty (as per Shucksmith 2010), local leadership has developed institutional capacity in knowledge resources, relational resources, and mobilizing capacities on a number of fronts. Community advocates and visiting speakers from other centres have noted the strong collaborative dynamic in Kamloops, and formerly homeless residents have mentioned the significant number of services and support compared to other cities. These aspects and their transformational qualities are further evident in the short-term leadership initiatives, strengthening the local *political capital* and moving toward *equality of quality of life* outcomes.

In the case of the Shower Project, one need only to look at the relationships between the groups that have come together for guidance on this initiative. ASK Wellness had worked hard to nurture a working

relationship with the North Shore Business Improvement Association long before a group of United Steelworkers from Local 7619 turned up offering to build a shower. Three self-interested groups came together organically to accomplish a common goal. Despite the focused nature of the project, success was never guaranteed. As Lisa Cooke observes, affirming Shucksmith's critical insights on strategies as "emergent" rather than conforming to a rigid development plan, "the lesson for researchers in this is that the strengths of the collaborations are in the nuanced ways that all of the complexities are negotiated." Thus, it is easy to imagine many "good-intentioned" leadership efforts failing due to this inability to negotiate complexities, particularly a shower project as a visible service that would attract and congregate marginalized residents to the North Shore, an environment recognized for being hostile to this outcome from social initiatives (as per Deutschmann 2005 above). Although the leadership of the Northshore Business Community and the United Steelworkers is to be commended for their openness, flexibility, and resolve, there is little doubt that the mediation skills and reputation of ASK Wellness facilitated the completion of the shower project—revealing the surprising level of generosity toward our most marginalized residents by all parties—as each organization had the collective power to derail or prevent this outcome if confronted by local resistance. Underlying this result, though, is the voice of one individual—Bob Hughes—who took a small storefront organization offering counselling and referral services to residents with AIDS and turned it into a multi-million dollar housing and service provider for thousands of marginalized residents. Openly critical of the federal and provincial government response to homelessness, Hughes is quick to give credit when due, and collaborates with and supports numerous other community organizations and leadership initiatives (e.g., the A Way Home Committee).

Ever present in the local media informing the public as to local affordable housing, addictions, and homeless issues, ASK Wellness has ensured a visible and publicized homeless count every year for over a decade and tirelessly promoted the benefits to the community of adopting the latest harm reduction strategies (such as the shower project). This local (and national) credibility has been built on mediating and revising the trajectory of the North Shore. As gentrification of the South Shore began

occurring between 2004 and 2006, residents of low-cost housing were displaced to the North Shore (with related drug and criminal activity), leading to what Hughes refers to as a "war zone" between 2006 and 2010[14] (see also Chapter 2 of this volume). ASK Wellness, in collaboration with local residents and community organizations, the North Shore Business Association, the RCMP, and the City of Kamloops, gradually introduced the service supports and physical infrastructure that altered the social environment.[15] Hughes later observed, "I'm quite proud to say that it didn't result in the condemnation of and eradication of some of the more marginalized or troubled people. I think they became more embraced" (Brady et al. 2013). Thus, ASK Wellness has played a decisive role in reversing what had become an extremely negative setting for the North Shore (even worse than observed in the 1990s by Deutschmann) while reducing the stigmatization of local residents in need. Acting at an opportune time, when the provincial government was more willing to provide money for affordable housing and services, ASK Wellness has redeveloped several sites on the South Shore for marginalized residents (thus preserving their presence and accommodation in this area), established cordial relationships with property owners in providing housing options throughout the city, and has been a strong advocate and supporter in encouraging other community organizations to make the leap to housing provision despite the risky terms established by BC Housing.[16] Hughes has demonstrated that it is possible to be an innovative risk taker while challenging the power behind existing policies and practices to further *equality of quality of life* outcomes. This is most evident in his belief that even a successful Housing First strategy is not the solution, and that formerly homeless residents need more than "supported shelter." These residents deserve to be fully integrated into the community as working and contributing members of society, and to have the discriminatory impressions attached to addictions, mental health challenges, or being previously homeless erased.

Evidence of this trajectory is demonstrated through the power and the impact of the Theatre Project. The highly challenging but transformative qualities of the collaborative leadership model have been revealed through the insights of Dawn Farough, as both researcher and active participant in the unique theatre project working with at-risk individuals to stage a play. Complexity and uncertainty are apparent in negotiating the outcome,

made more difficult by the demands of preset dates for the opening of the play. Nevertheless, even besides the fixed dates for achieving goals, several other factors contribute to complexity and uncertainty and are important in determining the success of any collaboration—particularly if it is a highly original initiative bringing together partners and leaders working together for the first time. With production, rehearsals, and performances sited within the area of the North Shore, with the most obvious social challenges,[17] everything—from managing available space, accommodating research requirements with the safety and comfort of at-risk participants, communication among individuals from within organizations unfamiliar with each other, and the terms of all engagement—needs to be negotiated and practised for the power of this collaboration to be fully realized. In addition, the uncertainty surrounding the ability of at-risk residents to adapt and remain engaged with this onerous schedule, not to mention the local response to this theatre opportunity, heightens the insecurities surrounding the success of this leadership initiative.[18]

At a micro-level, the challenges of forging and completing a collaborative project among a leadership and participants unfamiliar with each other, with aspirations that the homeless / formerly homeless will be the dominant voice in the enterprise, are the same challenges confronted at the community level. There is an awkward space among individuals with such different life experiences in which common ground may be difficult to attain without building bonds of trust, mutual respect, and mutual value. The main difference at the community level is that "mutual avoidance" is the norm: the homeless consciously avoid the community through hidden camps along the shorelines, the parks, or the underused or rarely observed spaces of downtown urban centres, with contact only through instances of panhandling, bottle collection, or accessing food services. These terms of engagement are usually heavily regulated by police, local bylaw officers, and private security firms; only the intervention of certain individuals and community groups, backed by the support of concerned citizens, is able to moderate this context through ongoing contact, developing an understanding, expressing empathy and concern, and responding to recognized needs in a meaningful manner. The strong local support (see Table "Outside the Rehearsal Hall") and sold-out performances for the No Straight Lines production of *Home/Less/Mess—Bringing Stories*

of Homelessness out of the Dark demonstrated not just the local interest in theatre but also the interest in hearing the creative voices of residents rarely heard, and confirmed the value of years of work by community groups in raising awareness and fostering a general understanding of the local homeless challenge. Further evidence of the enhanced power of these voices arising from this successful series of performances has been the reorganization of the Home Free Collective, now built on the input of those with "lived-experience" through the Lived Experience Committee, to participate in and inform all decisions by subcommittees and the council; several of the No Straight Lines actors are regularly present.[19] To accommodate the participation of these voices, various forms of assistance are provided, with all meetings taking place in city venues near the South and North Shore waterfronts. At a community level, there are no open voices calling for municipal tactics to foster discomfort or expulsion of homeless residents, even though there has been a noticeable increase in their numbers. And results of an anonymous research survey of local business owners and managers, investigating their willingness to employ formerly homeless residents, revealed near-unanimous support for offering these residents a "second chance" in collaboration with mediation and skills development by a community organization.[20] Thus, while the success of the theatre project has not been matched at the community level in addressing homelessness, the local learning and resulting *social capital* have increased, creating a social context amenable to long-term solutions should adequate resources arrive.

Perhaps the most surprising post-project outcome has been the fate of the Public Produce Project. As Robin Reid and Kendra Besanger have stressed, the success of the Kamloops Public Produce Project was enhanced by links with and support from larger existing local associations, in particular the already nationally successful Kamloops Food Policy Council (KFPC) and the well-established Thompson-Shuswap Master Gardeners Association. The vocabulary of "strategic alliances, shared resources, co-productions, co-sponsorships, and cross-sectoral partnerships" made for successful grant applications to emphasize that the project would amount to more than "just a garden" and that the reach would extend beyond the physical space and into the community dialogue of food security. Facing three large challenges—putting forth a new, untested

idea in the community; raising adequate funds for the project; and acquiring credibility as a new community initiative—the KFPC provided the legitimacy and mentorship for a young project, still in the early stages of conceptualization, and this initial legitimacy granted by larger local associations strengthened the prospects for the project and its ability to establish broader collaborations. Since this project, the City of Kamloops has developed the *Food and Urban Agricultural Plan: Harvesting Our Future* based on broad consultation (and in which Robin Reid was a primary member), with the vision of Kamloops being "a leader in sustainable food and urban agriculture systems" (City of Kamloops 2015). City efforts have resulted in continued expansion of Community Gardens due to high demand, fulfilling Montgomery's (2013) observations as to increased health and social benefits of this even greater proximity to nature, as "extreme intimacy—not just looking at nature, but actually touching or working with plants and dirt—is good for us in ways we never imagined"[21] and "every time a slice of urban land is transformed into a community garden, the salubrious effects flow through the brain and bodies of the people who work it and those who just pass by" (121–23). As the profile and support has increased for gardening generally, so has the focus on urban food production to meet the immediate needs of local residents and raise awareness of the "hunger crisis" around Kamloops and surrounding areas. Sponsorship and volume have grown as the "Grow a Row" campaign encourages citizens to expand garden production for the Food Bank (which further distributes food to another 45 agencies), and some 29 local businesses have now established raised beds on their properties for these ends (Cronin 2016, June 7; *The Echo* 2017, 1–2). Whereas the Public Produce Project served to visually, verbally, and physically engage residents around food security issues, while challenging perceptions as to the uses of urban space in the downtown South Shore (in the finest spirit of Montgomery), its most significant impact is emerging on the North Shore because of the leadership within the JUMP program. Initially relocated to an undeveloped and degraded vacant lot on the North Shore at the centre of Kamloops' most visible social challenges, the Public Produce Project struggled to acquire local traction and interest. However, the leadership in the JUMP program, with support of the KFPC and its membership, has gradually transformed this site into a thriving garden area with raised

beds and cement pathways (for wheelchair access), and developed a second public produce site across from the Food Bank on 6,000 square feet of land (and through donations, added an irrigation system and hired a TRU student to develop and maintain the property). The Public Produce Project further demonstrates the potential long-term impact and ripple effects of short-term projects in moving from *quality of life* features (community gardens) to *equality of quality of life* outcomes (public produce, "Grow a Row"). It also illustrates the role of community leaders in advancing imaginative initiatives that contribute to the local *cultural* and *political capital* under the new model of governance.

Of all the projects, the Tranquille Oral History Project (TOHP) best symbolizes and articulates the challenges, limitations, and lost potential under the new model of governance. As Tina Block observed, the "TOHP was loosely structured and lacking in any formal or defined leadership. Initially propelled by the energy and enthusiasm of its participants, the project would have benefited from a more formalized agreement and the establishment of a more consistent leadership to guide and sustain this research partnership in the long-term." The developer continues to preserve and promote Tranquille's heritage, TRU faculty are drawn to Tranquille as a space of creative inquiry, and the site remains rich with possibilities, but "securing stable funding would help to mitigate such issues as limited volunteer capacity and inconsistent leadership"—revealing the importance of particular resources (e.g., time, money, and support) in determining and achieving collaborative goals. Thus, the Tranquille site, despite long being replete with opportunities, also offers considerable space for critical reflection on what has occurred to date in relation to broader local dynamics. The provincial government in the 1980s closed a large and fully functioning government facility employing and addressing the needs of hundreds of individuals. Located in a stunning natural area on the North Shore with access to the vast Kamloops Lake (whereas South Shore access has been restricted by massive pulp and lumber facilities), these elaborate facilities were allowed to go into complete disrepair rather than being repurposed, and access for citizens was limited. While the facility was ostensibly closed to move toward a more progressive community-based model of support for those with mental health challenges, these individuals would eventually appear on the streets as a high percentage of the homeless population.

Combined, these outcomes would be further testament to the decline experienced on the North Shore. Various private sector efforts to redevelop and redefine the area would be found to be uneconomic, and thus sporadic, without government support. But with the financial resources of the local government unable to bear the expense of a major brownfield redevelopment project, and the province repeatedly failing to take responsibility for the increasing costs of the decline, in 30 years there has been limited success in transforming the site into a larger vision of local economic and urban renewal. Again the fate of the site remains precarious, as the "vagaries of the market" and costs of redevelopment have led to the site being placed up for sale—even though a comprehensive, community-engaged, and sustainable vision has been articulated and advanced by the developer. Thus, the commendable leadership skills revealed in preserving this important heritage have been blunted by severe resource constraints, limiting the transformational potential of the site.

In conclusion, collective reflection on these case studies yields several insights on the types of leadership initiatives, the challenges they confront, the importance of local learning, and their transformational qualities and outcomes under the new model of governance and "governing through community." And while Montgomery provides important indicators as to what transformational success should be comprised of, and the local qualities that may facilitate these outcomes, numerous other factors have to come together to foment this transformation—of which leadership and learning are critical and central components. Successful leadership may be broadly understood as a committed core of individuals and organizations who are credible, trusted, flexible, and able to facilitate the advancement of particular goals. There is little doubt that individuals with local experience, knowledge, and contacts—whether in supporting and advising particular initiatives, or as active participants—are a considerable asset in contributing to and negotiating the success of an ongoing initiative. Perhaps what is just as important are the types of goals of leadership initiatives (with or without a university role), as challenges of time, resources, and volunteers require a high degree of flexibility in achieving outcomes. Short-term and precise goals accommodate a variety of forms of collaboration, whereas more general and ongoing goals require higher levels of trust and flexibility in leadership to ensure that participants

remain active and engaged to the overall project, as in the CFP network and KALS. It is also apparent that categories of analysis for understanding potential success, such as the different types of motives for collaboration, grass-roots or government-initiated leadership, the number of networks or local organizations, short-term versus long-term goals, or proximity, only partially assist in unravelling local intricacies and the impact of leadership initiatives. As Lisa Cooke points out, affirming assessments by Shucksmith (see Introduction to this volume):

> Collaborations in practice do not fit into tidy categories. As this overview highlights, no leadership initiative is without complexities and complications. As researchers, when we evaluate the kinds of collaboration, ally-ships, and projects presented in this collection we are confronted with one of the primary difficulties of participatory and collaborative research initiatives—critically engaged honesty. None of us can fault the efforts of those with whom we work. Building showers for street involved and vulnerable people is an incredible gesture of generosity and caring. As are public produce gardens, adult learning programs, public heritage projects, homelessness action initiatives, and theatre productions with homeless and recently housed peoples. But these are also complicated projects that require constant negotiation. We argue here that it is precisely the kinds of creative collaborations that come together in each of these projects that make any of them possible at all. It is these same collaborations that complicate the process. Our critical gaze often leads us to focus on the problems. By using the motivations for collaborations as Dubinsky outlines them as the starting point, we can shift that critical gaze beyond the inter-intra politics of organizations to the broader contexts of the conditions that leave the kinds of gaps that the efforts we examine here are attempting to address. And this is how we as researchers stand to contribute to these collaborations. These more intangible qualities take us beyond the actual dynamics we have observed within the

collaborations to the broader urban environment they are active within.

Contrasting the local transformational leadership outcomes against "what was" in relation to the research categories on *governance* serves to highlight the level of significance from these initiatives and assess their ongoing potential (even if they originated as short-term collaborative initiatives). This is most evident in the small city of Kamloops, where numerous indicators as per Montgomery and the governance literature on small rural towns suggest a wealth of qualities and advantages (supported by local citizen surveys and observed orientations), yet the overall *political capital* was recognized as severely weak, based on earlier research and the spatial-locational recognition as to where our case studies either largely took place or would become focused—the North Shore of the city. What we have been able to expose are important local gains in *natural*, *human*, and *social capital* that have reduced hardship and improved the health, well-being, circumstances, and opportunities for thousands (perhaps tens of thousands) of residents, either directly or indirectly across the city, and how the voices of formerly marginalized residents have emerged, or been preserved for posterity. Most importantly, due to the varied forms of leadership initiatives identified, the North Shore is no longer opposed to "social service facilities" and has become a stimulating area for ongoing activity, new programs, and specialized services—with the appearance of numerous other community organizations focused on affordable housing, youth issues, Indigenous peoples, and retirees (and whose challenges and successes remain to be investigated, assessed, and supported). And while a "performing arts centre" on the South Shore may not yet have traction on the North Shore, what was an area that saw a decline in population during 2005–2011 now has quite positive and recognized growth prospects for the future (Brady et al. 2013; City of Kamloops 2017). There is little doubt that the leadership and learning identified in this collection has led to this transformational outcome and increased *equality of quality of life* for all residents. It is evident that Kamloops has developed significant "space" for new local leadership initiatives, with a university role in a variety of areas (as per evident latent orientations). There are, however, thought-provoking challenges for community-engaged research from within the university,

and in relation to the small city context, to fill an important role as a knowledge-support structure in developing transformational leadership and advancing *equality of quality of life* outcomes.

Leadership and Learning within the Small University and the Intricacies of Community-Engaged Research

Richard Florida identified the university as a necessary component to *quality of life / quality of place* in fostering a creative community. His sense of how the university contributed to this was through "technology, talent, and tolerance," with the link between the inventiveness of the hard sciences and private companies as the critical factor (Florida 2002, 291–93). As we have seen through this collection, though, a broader sense of "the university"—comprising faculty and student researchers from many other fields who are also instigators of creative acts, participants in initiatives, accumulators, and purveyors of "community learning"—plays an active role in generating novel forms of "creative capital" and enhancing not just local *quality of life* but the *equality of quality of life*. Whether in response to the observations by Richard Florida and the effects of global economic change, or to government and parent-student pressures, universities are increasingly challenged to be more active in fostering connections and opportunities with the broader society for faculty and students, placing a higher premium on community-university engagement. Contemporary university mission statements and plans often emphasize diversity, equity, inclusion, and tolerance, addressing societal challenges and promoting engagement with new ideas and peoples.

The emerging intersection between the ideals of the university and the transformational goals of *equality of quality of life* as per Montgomery establishes fertile ground for diverse partnerships in addressing contemporary urban challenges under the new governance model. This has brought to the foreground an emphasis on *community empowerment research* or *action research* (Bryant 2010, 147–50). More formally referred to as Community-Based Research (CBR), this term refers to a particular form of community-university partnership in which the community partners are equal collaborators or co-creators in all aspects of the project: identifying the issues, determining the research questions, guiding the

research, and benefiting the most from the project and research outcomes. Whether addressing community-health issues, housing, poverty, sustainability, discrimination, or exclusion, CBR has a documented history of academic collaborations with local community leaders with respect to particular local concerns. "Although not a panacea, the methodology of community-based research (CBR) provides a feasible and long-standing framework for generating the kind of boundary-crossing knowledge and community organizing strategies necessary for addressing multifaceted issues in the real world" (Etmanski, Dawson, and Hall, 2014, 3). The definitive "gold standard" in community-university partnerships, CBR is not without its challenges in implementation and practice, particularly under the new governance model of "governing through community," in which there are severe constraints in resources and discretionary powers at the local level that may arise depending on the province, the size of the population, and prospects for the local economy. Our recognition of these limitations within local community organizations, and within our own university as a knowledge-support structure, has resulted in a more flexible set of relationships and a more nuanced support role we define as *community-engaged research*. Our collection offers insights into the forms and degrees of university-community engagement that may occur in the small university in support of *equality of quality of life*. Community-engaged research is both an expression of the multiple ways in which faculty and students may be engaged with local leadership initiatives and a flexible response to limitations recognized within local organizations and local networks. Most importantly, community-engaged research, as this collection attests, can take a variety forms beyond the terms established through formal funding agencies and Community-University Research Partnerships (CURP). These may range from documenting community initiatives and outcomes in relation to larger themes (e.g., "small city–big city" debates, federal/provincial governance, sustainability, heritage, social challenges, or an aging population), to participation at meetings and activities of local community groups, to direct roles in establishing new initiatives with community partners—all of which, as will become evident, may evolve and unfold over time in unanticipated and surprising directions. This broader understanding of "research opportunities" may also address a recognized shortcoming of formal CURPs in supporting

the standards of Community-Based Research—which tend to require community "partners" with "dedicated research and evaluative staff" for a "truly vibrant and respectful practice of co-creation to exist" (Tremblay and Hall, 2014, 401). Within this formal framework, many lesser-resourced community groups and initiatives may be spurned despite their greater need for partners and research to support initiatives—which is not uncommon in the small city where funding sources from both private and public institutions (i.e., TRU) are more limited. These chapters attest not only to the varied types of leadership initiatives in the small city but also to the diverse role of "the university" in supporting and initiating a variety of opportunities that may reduce this inequality in community groups—opening up new spaces and horizons in this urban setting for faculty, students, community organizations, and local government. The following examples illustrate these points, and how the specific research outcomes in this collection represent but one facet of the potential benefits from community-engaged research.

There is little doubt that there are unique challenges and rewards with community-engaged research in the small city. It is a very different kind of research from the more objective and distanced approach encouraged and promoted through academic methodologies, because of the extremely close proximity of the researchers to the community participants and the likelihood of repeatedly meeting with participants in multiple settings outside of the initiative. An important aspect of researching and evaluating collaborative initiatives in the small city is what may be called the *predicament of proximity* for us as researchers: because of the close affiliation of all the contributors with the very initiatives under investigation, standards of objectivity are necessarily compromised. However, because of "active observations" and "researchers as participants," there is a deeper appreciation of the small city context, and of the varied interests, dynamics, and challenges that foster community understanding through leadership initiatives. This raises the question as to whether what is lost in foregoing a more objective set of evaluations is balanced by the advantage of subjective measures—measures that perhaps contribute to a richer understanding of the challenges local initiatives confront and highlight the local learning outcomes (from which new ideas and leadership initiatives may emerge). We have found that community-engaged research

in the small city establishes a distinct research context, as the intervention in the subject matter is often due either to direct participation in the generation or sustaining of a response to a local challenge or gap in service, or in documenting and assessing a local response that has tangible benefits, directly or indirectly, for the researcher. As members of the very community, we have a vested interest in the success of these leadership initiatives. Thus, the types of critical engagement that may be directed at more abstract and distant subjects from our immediate lives, such as institutions, public personae, societal practices, and structures, are more difficult to maintain when assessing the actions of fellow community members whose efforts and accomplishments rarely receive much attention, let alone "researchable status." In this process of engagement, then, a certain degree of self-censorship is necessary, as one may be privy to occasional outbursts of frustration, heated disagreements, or personal jibes relayed discreetly, which, while interesting at the time, do not detract from the overall goals of the initiative. However, from this it is apparent that numerous leadership initiatives may have struggled, collapsed, or become dormant, because of personality conflicts or the inability of members to work together to achieve similar ends—an inability to negotiate the inherent complexities of collaborations. Understanding the internal pressures and the external constraints (i.e., time commitments, resources, volunteers) is critical to providing a fair and balanced assessment of achievements, while recognizing that the firm research standards of the university may just not fit. A further unexpected challenge relates to differences between how "research" is understood at the university and by members within the community. Whereas university research ethic boards place a premium on anonymity, confidentiality, and security of information, often community participants have no problem with their name being openly associated with an interview (and do not understand the "secrecy"), even when they are freely being critical of institutions and practices that have hampered their efforts. This can be even more challenging when community members avail themselves of the opportunity to solicit and relay to the researcher opinions and evaluations from other members of the community—regardless of the ethical guidelines put in place by the university (e.g., consent procedures). There is little doubt that an open, accepting, and flexible approach can quickly facilitate informal ties and

conversations that endure into other local contexts because of proximity, and become important bases of awareness of new initiatives and efforts by local organizations.

These observations are supported by Dawn Farough, whose rich account of her experience with the No Straight Lines theatre project revealed some of the initial challenges, discomfort, and surprising insights from engagement with marginalized residents:

> I expected the participants to be somewhat shy or reticent. This is the case for only a small minority; most of our participants loved to talk and had no trouble taking centre stage for as long as possible. The stories varied but there were the expected similarities: dysfunctional childhoods involving foster care, abuse, and neglect; addictions to drugs and alcohol; and few support systems outside of the homeless community and subculture. Some participants were temporarily housed but feeling nervous that they would be back on the street eventually. Others were "camping" . . . I wonder if this process will simply confirm their already firm ideas about mainstream society and their place within it, or will further self-reflection ensue? They certainly aren't submissive and don't seem to lack the "soft life skills" of confidence and communication which No Straight Lines wishes to impart to this group. Perhaps the idea of the disadvantaged as submissive is simply an ivory tower stereotype? Or, perhaps these three men came from more privileged backgrounds than the rest of the group? It's impossible to tell.

These qualities are increasingly apparent at the HomeFree Collective as representatives from community organizations seek to advance the voice of those residents with lived-experience in formulating local responses to homelessness and the housing crisis. Research on homelessness, both local and national, and on the Changing the Face of Poverty network has been particularly rewarding. Outcomes from small research projects with students are being used to shape local government policies and priorities, to support local funding initiatives for critically necessary facilities and

services, and to generate deeper student interest in municipal government and community issues. The largest advantage, though, has been the shift from "researcher" to "active participant." From attending monthly meetings of the Changing the Face of Poverty network, ongoing discussions with councillors and staff from the City of Kamloops, and participation in the HomeFree Collective overseeing HPS funding, there is no longer the need for the formal interview process as a means to acquire an understanding of the homelessness and housing challenges in Kamloops, as these community partners provide more up-to-date information and insights than could ever be acquired through a formal research process. As Ginny Ratsoy observes on the close proximity and relationships maintained with the "research subject":

> In my own experience as a TRU educator and researcher who has also been an educator for the Kamloops Adult Learners Society, fluidity in terms of the researchers' perspectives on those being studied is also worth examining. Those interviewed and surveyed were viewed as active participants rather than subjects. In fact, the fluidity of the roles of the KALS students, founders, and administrators—several of them have been former TRU faculty and students—blurred the lines in other ways. I have long believed that, in all of my teaching, I learn as much as I teach, and never more so than with a group of often well-educated and usually highly life-experienced individuals; perhaps in this case my teaching carried over into my research in that way. In this light, it is revealing that one of the surveys—designed to be completed by KALS students—was in fact completed by a KALS instructor from the perspective of both teacher and learner. A rethinking of the polarization that can result from a traditional researcher-subject relationship may be in order.

Thus, the destruction of established impressions, assumptions, and categories is a natural outcome of this knowledge-sharing experience, and most evident the longer or more in-depth the engagement, challenging certain academic or societal assumptions while offering new and compelling

insights into the lives and thoughts of fellow residents. As Dawn Farough states, in considering the Theatre Project,

> I reflect on the arguments in political theatre and the social sciences about using theatre as a method to allow for a critical self-reflection and consciousness raising that challenges mainstream thinking and common-sense knowledge. Disadvantaged people become less submissive; they start to advocate and envision a different kind of democracy. Three of the homeless men are already very critical of mainstream society; they discuss the divisions between the poor, the middle-class, and the wealthy, analyze racism and the lack of spirituality in mainstream society, and comment on the average Canadian's total disregard for the environment. They seem more politically aware than the majority of my sociology students. They are also very critical of their own families. Ironically, their family backgrounds, to my way of thinking, seem to be less abusive than that of the average participant in the group. Rather than tales of foster care, physical abuse and rape, they talk about family members judging them or not being able to understand their lifestyles. All three have battled addictions. Their identities are very strongly tied to a certain way of life which they see as superior to that of the mainstream. They are devoted champions of the homeless and "would never want to become like the rich people they know."

These insights generate new and unique opportunities for new understandings and research, and a richer and further productive engagement with participants, but they also provide a more focused societal critique of the local needs or gaps giving rise to particular initiatives. As Lisa Cooke highlights from the Shower Project:

> Thinking about the critical role of volunteers in the delivery of programs in Kamloops led Bob Hughes from ASK Wellness, Will Garrett-Petts, and me to submit an

> application to the Vancouver Foundation for funding to support a more detailed inventory and analysis of the reliance of health-based agencies on volunteer labour for the delivery of their programs. The seeds for this research question are found in the very roots of the Shower Project—how is it that there was no free and safe shower facility in Kamloops for street-involved people and what does it mean that it took a group of volunteers to build one? What other gaps are government institutions able to overlook because volunteer efforts fill them?

These insights are revelatory not only in re-examining one's own community from a new perspective (as per Montgomery) but also in understanding the kinds of severe inequities among marginalized citizens between communities resulting from "governing through community." These more critical reflections arising from community-engaged research may also be directed at the role of the university, as highlighted by Dawn Farough's experience in which the "elitist image"[22] of the university can also be matched by arcane understandings of what constitutes "research":

> One of the more perplexing aspects of this process for interdisciplinary research was revealed in seeking approval for the No Straight Lines theatre project. The ethics committee is not concerned with how the homeless / recently housed are recruited for the purposes of the "artistic" side of the research, but it is concerned about recruitment for the purposes of ethnographic observation and formal interviewing. Since the same participants are involved, this has left members of the research team scratching their heads as to how to comply. A letter of instruction from the ethics committee states: "This application would be far easier for the PI [Principal investigator] and for the REB [Research Ethics Board] to manage if it was focused only on the research component instead of being interwoven with the theatre section." Apparently, "art" is not research and "artists" are not researchers. Therefore the theatre faculty can decide for

> themselves how to proceed "ethically" without bureaucratic guidance or interference.

This challenge is not without significance as, increasingly, local initiatives are linked to utilizing a variety of artistic forms and mediums in fostering community-university engagement while simultaneously assessing the effectiveness and challenges of these new techniques in fostering creative citizens (CUVIC Conference 2014). This is also significant in engaging our students, whose facility with the latest technologies only needs to be encouraged and fostered to inspire new and creative leadership initiatives with *equality of quality of life* goals. Thus, from community-engaged research new voices surface from both within the community and within ourselves, bringing about the critical reflection that better serves our research and our students, opening up novel opportunities.

Opportunities to personalize and enrich our own teaching practices to reflect these connections are exemplified by the experience of Tina Block. The Tranquille Oral History Project nurtured connections between the university and the community, and provided TRU undergraduate students with unique opportunities to explore and disseminate Kamloops' public history. Student participants in the TOHP shared their research findings, and their experience with community-based research, in presentations to my classes and those of my colleagues. Such presentations have inspired other students to visit the Tranquille site and to investigate its history, and the knowledge from such presentations now weaves its way through my courses on British Columbia history. Other students may develop a more critical stance, as Dawn Farough recounts, where "one of the service workers, in telling her story at rehearsal, made a point of saying that she enjoyed her sociology classes at TRU but decided to become a social worker since she couldn't stand the idea of being out of touch with people and 'ivory tower' in her thinking and behaviour." It is from such insights, and with an increased confidence in my understanding of "Kamloops," that I (Terry Kading) completely changed the content of an upper-level course on *Local Government in Canada*. The standard text on local government, filled with large urban administrative experiences (e.g., from Toronto and Montreal), was replaced by a critical engagement with Charles Montgomery's *Happy City* in relation to the lived experience and

the personal observations of students being in Kamloops (the first essay question was—"Is Kamloops a Happy City as per the ideals of Charles Montgomery?").[23] Numerous students have relayed to me how the book and class assignments had fostered a unique experience at TRU—sitting around outside of class endlessly discussing with fellow classmates and other students *equality of quality of life* and what that meant for their own life goals and for Kamloops. Similar experiences with research grounded in local content is found more generally in a variety of forums. As Lisa Cooke observes on the Shower Project:

> Because collaborations in all of their complicated forms spur new kinds of configurations of people and ideas, there are a number of things that have evolved out of my research on the Shower Project. Dr. Will Garrett-Petts and I have presented this work on two occasions, once as an informal Research Cabaret at the Thompson Rivers University Campus and once at an academic conference. In both cases our presentations evolved into fascinating conversations with and between research participants on the complexities, challenges, rewards, and successes of the Shower Project. Arriving to both events prepared with notes and presentation slides, as good academics do, we found ourselves swept up in wonderfully rich discussions that added to our data collection (as opposed to reporting on it!). This has been one of the great lessons for me from this project—grounded community-engaged research just keeps going as collaborations form and reform, new relationships emerge, goals shift, and those out there "doing" keep doing.

All contributors can attest to the unique and dynamic discussions that emerge in response to presentations "on the local" by students, faculty, and visiting scholars, in which community members of varied backgrounds feel comfortable relaying insights and experiences, extending the "question period" well beyond allotted times. This affirms (as per Montgomery) that there is a passionate interest by residents in the fate of their communities;

they are looking for opportunities or “spaces” in which to participate and be engaged with ideas on *equality of quality of life*.

From these experiences, it is possible to reimagine the university as a site of broader community engagement—expanding the local impact of this established learning area. Ginny Ratsoy, with such aims, elected to disseminate her research in a face-to-face setting, as part of the TRU Arts Colloquium Series—which, while its location was an academic campus, was inclusive of the representatives of the subject of her research—with the intent to further contact between the KALS and TRU communities in order to attract more TRU faculty as KALS instructors and draw more KALS students to the rich campus life at TRU. In the ensuing question period, “a KALS student raised the issue of administrative hurdles (financial and logistical) to seniors enrolling in TRU courses, which in turn, revealed a lack of certainty among all present about TRU policy. This issue also resulted in invitations to KALS students from TRU faculty to informally join their classes and thus avoid administrative hurdles altogether. Communication among the two groups was facilitated during this discussion, interestingly, around the liberating effects of a grades-free education and the less-than-liberating effects of bureaucracy.” The subsequent newspaper article, entitled “Lifelong Learning Equals Longevity: University Study of Kamloops Adult Learners Society Purports Benefits of Classroom Later in Life,” contributed equally to KALS and the university. Research on this topic for this collection has served to mobilize knowledge in ways that have generated multiple learning outcomes and new leadership initiatives in advocating for adult learning,[24] and reveals the unexplored potential of the university in supporting less visible or unrecognized leadership initiatives within the community.

These responses, questions, reflections, and critical examinations demonstrate the real power of community-engaged research—a heightened level of introspection and revelation as to how we understand and may redefine the role of the university where we work and the community within which we reside. As is evident from these accounts, there is no easy way to categorize the varied responses and observations arising from engagement, and what may be more “cut and dried / black and white” categories and assessments in an academic framework become much more nuanced and “grey.” This more open format of sharing and learning also

flips on its head the question as to who is being studied and researched, and who is learning the most from the experience—the local resident or the academic. What determines what is or is not "research" in this engagement? The challenges of this type of research require constant reflection and examination, as the "knowledge" gained from multiple vantage points (interviews, observations, discussion forums, and individual conversations) does not easily serve to confirm or deny a particular theory or hypothesis. This supports the idea of a "knowledge democracy" comprised of "helpful theoretical discourse" in "building a new architecture of knowledge" (Tremblay and Hall 2014, 377), and relates directly to the requirement to understand the local social terrain before it may be transformed to the advantage of all residents.

It has been critically observed that university-community partnerships have assumed "a somewhat functional character, that is, it is adopted in order to gain access to funding. . . . Partnership could thus be viewed as a hoop to be jumped through in order to attain funding and/or legitimacy" (Storey 2010, 157). And while such instrumental purposes may not lend themselves to greater participation, the recognition of new voices, or transformational leadership outcomes, we have found that engagement with university faculty and researchers is grounded in quite diverse motives depending on the community organization / network and their goals. Certainly among larger, well-established organizations there is a recognition of the significant "status" of the university in both enhancing the prospects for initiatives and advancing opportunities for research and further funding. As identified by Robin Reid and Kendra Besanger, the Kamloops Food Policy Committee (KFPC) co-chair explained that the relationship between the KFPC and Thompson Rivers University adds validity to KFPC project endeavours. Research on food security–related projects is essential because it helps frame grassroots actions in language that can be used in documents, presentations, and grant proposals. The partnership worked to articulate the significance of the project and thus added institutional legitimacy to the work being done on the ground. For these organizations, then, grant applications require "deliverables" or "outcomes," and research becomes important. For some collaborations, awareness of the skill set in the university leads to the success of the initiative (as in the Theatre Project and the Tranquille Oral History

Project). For other organizations there is simply the quality of "pride in accomplishments" in which university research is seen as validation, with the possibility of publicity and the opportunity to promote activities and events to engage a larger audience (as with KALS and the Shower Project). With respect to the Changing the Face of Poverty network there have been no expectations from the university, but there has been enthusiastic support for participation and research projects by undergraduate student researchers—a recognition of the value of mentoring a new generation as to local social challenges. What is evident is that funding opportunities are not the primary motive for engaging with university faculty and students, and that for numerous local organizations, confronted with significant resource and time constraints, the value of engaging with the university is unclear and yet to be determined. Committed leadership from within the university is required to reveal this dimension.

The chapters in this collection study the interactivity of representatives of various community and professional organizations. As is apparent, a clinical, detached approach is less likely to capture the nuances, essences, and insights inherent in such complex social interactions; and not all data is easily—or best—reducible to numbers or terms. For instance, given the persistence of high numbers of visible homeless and hidden homeless since the initiation of the National Homelessness Initiative in 2001, it would be easy to suggest that there have been few meaningful gains made by the local leadership in resolving this challenge. However, such a harsh assessment would be at the expense of recognizing the countless lives that have been enhanced, even spared, through local initiatives from the leaders and participants in the Changing the Face of Poverty network, the Shower Project, and the No Straight Lines Theatre project, or enriched through the Kamloops Adult Learners Society, the Public Produce Project, and the Tranquille Oral History Project—unrecognized benefits on a regular basis that have supported *equality of quality of life* for a wide variety of residents. Thus, a less critical gaze is cast as one engages with the local initiatives, replaced by a deeper appreciation of the ongoing contributions, commitment, and talents of a much broader set of unrecognized local leaders in one's own community. This observation extends to understanding the pivotal role the university has (or may have) in the community, in which it can lend considerable credibility to an initiative

and strengthen the human and political capital (i.e., local influence and support for a project). Exposing this rich and complex collaborative web that underlies *equality of quality of life* is not without its challenges—but this research also reveals the critical role the university plays in inspiring, supporting, and shaping the dynamics and outcomes of local leadership initiatives. Our explorations and methods of analysis of these local leadership initiatives are also an expression of a long process of capacity building within TRU as a knowledge-support structure.

At first glance, the university may appear as a natural source for the role of knowledge-support structure, but to be substantive and offer transformational leadership outcomes at the community level requires the same leadership and learning initiatives as are found within the local community. In developing "collaborative modes of governance" to support local collective agency—recognized as the "key to successful place-based development" (Wellbrock et al. 2013, 420–22)—the "university" occupies a complex position as its own "learning area" with a designated space for "grassroots development initiatives" (student and faculty research projects, student clubs, and organizations), a knowledge-support structure with "facilitating agents and agencies" (courses, programs, faculty, administrators), and a public administration with "supporting policies" (student services, student loans, and awards). However, this learning area, while appreciated by the local community for the potential career opportunities for local youth (*quality of life* features), is ordinarily insular and isolated from the larger community, and thus the "ivory tower" caption is not without validity. From the perspective of the university, our mere presence can be accepted as a significant "community role" in offering both higher education, and, in the case of Kamloops—as the third largest employer, with expanding facilities and employment opportunities—a sizable contribution to the local economy. And for faculty and students, what is a unique environment from most real-world forms of employment is also a maze of policies, practices, and funding arrangements that defy easy comprehension on their face, let alone understanding how they might lend support to the local community. Thus, despite the advantage in spatial proximity to facilitate a larger local "learning region" (421), a concerted effort to develop bridging linkages and *human* and *social capital* is needed to move from the *quality of life* features of a university for a community

to *equality of quality of life* outcomes at the local level. This capacity, or power, is subject to the same foibles as confronted by leadership initiatives within the local community, and involves the same process of learning and advocacy in order to develop institutional stability and resilience as has been evident at TRU.

All of us as contributors to this collection are representative of a particular knowledge-support structure that stems from fortuitous outcomes by several internal leadership initiatives to facilitate ongoing community-engaged research. Without this prior collective agency, each of us would have likely maintained (as per "publish or perish" requisites) a focus on traditional research issues within our respective disciplines, with only casual connections to the community and the challenges of Kamloops. However, in 2000, and after eight months of negotiation, a sizable group of university-college and community leaders submitted what would be a successful grant proposal to the Social Sciences and Humanities Research Council of Canada (SSHRC) under the Community-University Research Alliance (CURA) program, entitled *The Cultural Future of Small Cities* (Garrett-Petts and Dubinsky 2005, 3).[25] This initiative was audacious at the time, for as a teaching-centred undergraduate university-college—with no established research office or graduate programs—neither in institutional nor cultural capacity did the University College of the Cariboo (UCC) appear as a likely contender for a million-dollar federal grant. The majority of faculty did not have PhDs, and those who did were advantaged with a slightly lower course load of six classes for a Fall/Winter term (versus eight for those without a PhD), with the expectation of perhaps attending or presenting at a conference every couple of years. At the time, the president of UCC and the other top administrators, demonstrating leadership, actively endorsed and supported the application even though the prospects for success were low.

Having secured a CURA grant, we would experience constant constraints in matching resources (funding, space allocation, research support services) as UCC adapted to the demands of a new research mandate. For many UCC faculty with PhDs, the CURA themes of "culture" and "small cities" did not readily resonate or inspire, but the flexible leadership within the CURA actively recruited faculty from a variety of disciplines to join in and collaborate on research projects (not just as observers of knowledge

outcomes). This established very strong bases for a renewal of the CURA from 2006 to 2011–12 as more faculty better understood the research potential and their niche within the themes, and strove to understand what was going on within Kamloops and other small and mid-sized cities. The attainment of university status for the institution in 2005 served to open up new funding opportunities and place individual research agendas in higher regard; however, despite a course load reduction to five classes per year, any extra time for research would be consumed by endless commitments to new department and divisional committees (appointments, tenure, work-loading, program development) and university-wide planning. And while sabbaticals were now formalized, pressures in small departments to teach remained high in order to ensure the viability of programs and degrees, only relieved by the course-release offered to CURA researchers. On the other hand, for newer faculty (as observed by Lisa Cooke), lower publishing requirements for tenure, in recognition of the weak research culture in place, offered opportunities and the time for community-engaged research that would have been less likely in other universities. In addition, while relationships with community partners differed, for some of us initially they were only "paper partnerships" "reflecting a pragmatic response to funding requirements" (Storey 2010, 157), and even as engagement with CURA projects forged new and stronger partnerships with other community groups, severe time and resource constraints on both sides have limited larger, multi-year research projects—a reality of life in the small university. Nevertheless, a rich and diverse body of work with a Kamloops focus has emerged, which has created the basis for continued research, infused course content and teaching, and opened new possibilities for our students with funding opportunities from the Office of Research and Graduate Studies (e.g., UREAP, Ambassador Program). And despite the "proximity" advantage within UCC/TRU as a small institution, CURA funding and flexible leadership were necessary to empower this proximity and bring together faculty with diverse academic backgrounds to collaborate with each other over an extended period of time.

As the second CURA came to a conclusion, and with no further federal grant support, financial and space limitations at TRU would preclude ongoing institutional support for the continuation of the CURA. However, leftover federal funds and a core leadership unwilling to let this dynamic

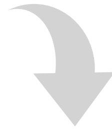
Evolution of UCC / TRU as a Knowledge-Support Structure

Community-University Research Alliances Program (CURA)
"The Cultural Future of Small Cities" (2000)

University College of the Cariboo, Kamloops Art Gallery, City of Kamloops, Forest Research Extension Partnership, Kamloops Museum and Archives, John Howard Society, Secwepemc Cultural Education Society, Stuart Wood School, Western Canada Theatre

Additional Partners through CURA (2001-2006)

Kamloops Make Children First Learning Initiative, Comox Valley Art Gallery
Informal Partners – University of New Brunswick, Saint John & University Waterloo as fellow CURA's studying small and mid-sized cities



Community-University Research Alliances Program (CURA)

"Mapping Quality of Life and the Culture of Small Cities" (2006-2012)

Emphasis on Kamloops, Nanaimo, Prince George, Port Moody, and the cities of the Comox Valley

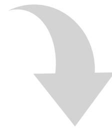
Research team includes 37 community research partners and 26 TRU researchers working in collaboration with faculty from the University of Northern British Columbia; University of New Brunswick, Saint John; and the University of Waterloo

Informal Internal Linkages

Canadian Studies Program

Place Group

Walking Lab



Post-CURA – Support for "Community-Engaged Research" Model
(Office of Research and Graduate Studies)

Undergraduate Research Experience Award Program (UREAP)
TRU Undergraduate Research Ambassador Award
Community-Driven Research Award (since 2016)
United Way/TRU Community Research Initiative (with shared Knowledge Mobilization Officer)
City of Kamloops/TRU Community Research Initiative (in progress)
United Way / City of Kamloops / TRU - Small City Change Lab (under discussion)

Informal Internal Linkages:

Canada Research Chairs in: Community and Ecosystem Ecology; Rural Livelihoods and Sustainable Communities; Culture and Communities, Children and the Law
B.C .Regional Innovation Chairs in: Aboriginal Health; Cattle Industry Sustainability
TRU / UNBC / UBCO discussions on collaborative research initiatives (accepted in principle)

FIGURE 7.3. UCC/TRU as a Knowledge-Support Structure by Terry Kading. Design by Moneca Jantzen, Daily Designz.

wither found strong support and leadership in a local partner—the United Way—whose own national mandate now emphasized poverty reduction, local social issues, and knowledge mobilization to strengthen the capacities of their partner organizations in the community. This opportunity would be combined with the intentional effort to extend the aspirations and principles of the CURA to the university as a whole via TRU's Office of Research and Graduate Studies (with the CURA Director moving into the role of Associate Vice-President).

In 2014 there was the launch of the first Community Research Initiative, in which United Way community partners (many from the Changing the Face of Poverty network) met with interested faculty in a forum to discuss potential collaborative research initiatives (of which the No Straight Lines theatre project was one outcome). This partnership would be formalized in writing, and later, three critical initiatives would be launched from the Office of Research and Graduate Studies.

The first initiative was the Community-Driven Research Award (CDRA), with a total allocation of $25,000 per year for an opening three-year period, offering $2,500 per project to be matched by a community partner (cash or in-kind) for collaborative research endeavours with interested TRU faculty. All funds for the first year have been expended, and second-year funds are being allocated.

The second initiative, intimately tied to enhancing the success of CDRA, was the hiring of a Knowledge Mobilization Officer with a reverse position. Rather than mobilizing knowledge "out from the university," in a shared position in funding, space, and time with the United Way, this officer brings the knowledge and needs of local community organizations to the university. The bases of the successful hiring were deep links to the local community and organizations (as per success in other forms of local leadership) rather than a familiarity with university practices and external funding opportunities.[26]

A forum in late 2016 to mark the official launch of these two initiatives saw brief presentations by 12 potential community partners and 25 faculty—with 4 of the 12 connected and funded and 6 in mediation with the officer to establish sound links with faculty. Combined with "Evaluation Training" funded by the United Way, connections to the broader university network via TRU on Community-Based Research have furthered

linkages by our Knowledge Mobilization Officer with the Research Impact Network and the Canadian Association of Research Administrators. From these linkages awareness was brought to SSHRC that the United Way evaluates all community organizations it funds, addressing a reservation on the part of SSHRC about funding particular initiatives due to their own lack of knowledge as to the legitimacy of proposed community partners. As a consequence, SSHRC is now considering partnering with the United Way at a national level for access to their screening practices and results, paving the way for more community organizations to be eligible for research funding across Canada and revealing the power of place-based local knowledge in creating vertical linkages with national impact.[27]

The third initiative builds on TRU's partnership with the United Way by extending formal research ties with the City of Kamloops, and together proposing a social innovation lab / *Small City Change Lab* with a new facility, tentatively planned for the North Shore of Kamloops at the site of a long-abandoned gas station (and within a two-block radius of ASK Wellness, Interior Community Services, Kamloops Immigration Services, the Salvation Army, YMCA-YWCA, Boys & Girls Club, and the Kamloops Foodbank). Modelled on emerging examples in Canada's large urban centres, such as LEDlab and MaRS,[28] the proposed *Change Lab* would support the institutionalization of the learning outcomes and dynamic networks in place (moving from "change makers" to "community change," as per Scott 2004), act as an incubator for new ideas, create new opportunities in the community for students, and, perhaps, generate stronger linkages with surrounding communities in the region.[29] With scaling to highlight the strengths and challenges of small cities, the expectation is that this lab will reinforce community identity, for if it is successful, the definition of success will be that many others are interested in coming to see what this collaborative leadership initiative has leveraged and achieved in becoming a "living lab" for the small city.[30]

As this account has demonstrated, there was no planned and gradual development of this institutional capacity, and at a number of junctures the momentum could have been lost if not for determined leadership within the university (as per Shucksmith 2010). Starting from precarious beginnings, TRU researchers became aware that the standards of Community-Based Research would be hard to meet, observing that a

"community-university research alliance, as outlined in SSHRC guidelines, is conceived as an 'entity based on an equal partnership between organizations from the community and the university.' We are working toward equality, but initial differences of perspective, tradition, and purpose preclude any creation of a utopian alliance. Community organizations and universities do not necessarily speak the same language or hold the same objectives and values" (Garrett-Petts and Dubinsky 2005, 4). This has not prevented the emergence of a local model—community-engaged research—in response to the capacities of local organizations and networks, or the generation of important learning outcomes (e.g., *The Small Cities Book* [Garrett-Petts 2005]), that remain as vital touchstones in evaluating the progress of Kamloops in relation to *equality of quality of life* goals. However, and despite two consecutive CURAs and advantages in proximity and face-to-face contact, the challenge of establishing a collaborative administrative structure for both the university and the community has been an arduous task that continues to be explored and tested—much like our efforts in community-engaged research. Thus, as in the larger community of Kamloops, the *natural*, *human*, and *social capital* continues to develop in TRU, but there is much to be done in achieving the *cultural* and *political capital* that would equalize university and community voices in a process of mutual co-creation on research, projects, and leadership initiatives as a local knowledge-support structure.

This collection represents just one of the numerous opportunities for faculty and students that have arisen from community-engaged research, and exposes the critical role that the university in a small city may have in supporting and inspiring community initiatives—contributing to the local social-creative capital. Most importantly, it reveals how leadership initiatives—with a direct or indirect university role—comprise an important component of the *equality of quality of life* in this small city. It has been recognized of late, that

> at the most basic level, to study leadership in urban and regional development is to be interested in revealing the things that people do to influence other people in these very particular types of settings both formally and informally—openly as well as opaquely—and how they go about doing

> what they do. It is also about revealing the types of social processes involved in "making things happen" and in "getting things done" (or not getting things done). Ultimately, the motivation is to understand better how and to what extent the places where we live, work and play are shaped by human relationships and interactions and, specifically, in what ways the meanings ascribed to concepts such as *leader*, *leading* and/or *leadership* can be used to explain how these places evolve (Sotarauta, Beer, and Gibney 2017, 188).

To this end, our individual and collective examinations of leadership initiatives have identified and confirmed the importance of collaborative forms of leadership and learning under the constraints of the new model of governance / "governing through community" and revealed, as best as possible, "who, how and why provides these systems, processes and relationships with future directions" in critical areas of life in Kamloops (Sotarauta, Beer, and Gibney 2017, 188–89). Charles Montgomery's work on *equality of quality of life* furthers this endeavour by providing important standards by which to measure or understand success through transformational leadership, and offers a clear and persuasive "justice-oriented" and "anti-foundational" lens for engaging students and faculty (Butin 2015, 8). His work is also an accessible and compelling way to reimagine physical and social spaces in order to achieve sustainable practices "that foster respect and reciprocity" for the local community (8), and supports "making things happen." This will become more important for small cities as the observed and latent orientations in municipal planning documents and public pronouncements increasingly incorporate the language of *equality of quality of life* ideals, but are weak in community-engaged local content (see Stevens and Mody 2013; and Cleave, Godwin, and Chatwin 2017). Concerted university outreach to the community—via faculty, students, and administrators—will likely reveal numerous local initiatives unwittingly working toward providing content to these principles, and interested in the opportunities and advantages that may arise from engagement with the small university in the small city "to get things done."

Notes

1 Comparisons with Kelowna, Nanaimo, Prince George, and Langley. It was also observed that "when comparing results in Kamloops with other British Columbian municipalities, residents of Kamloops were more likely to say quality of life has stayed the same (71% vs. 57%)" (Trawin 2016, 11).

2 As the survey observed, "Looking at results by age, it was found that younger respondents (age 18 to 34) were significantly less satisfied with alternative forms of transportation in Kamloops such as transit and bike lanes, than were older respondents 55 years of age or older" (Trawin 2016, 16).

3 Examples include the United Way, the Kamloops & District Elizabeth Fry Society, the John Howard Society, the Kamloops Food Bank & Outreach Society (one of the first in Canada), the Canadian Mental Health Association, the Boys & Girls Club of Kamloops, Kamloops Aboriginal Friendship Centre, and the Kamloops Community YMCA-YWCA, Kamloops Food Policy Committee, United Steel Workers union, and various local businesses and property owners—all of which have contributed critical local services and various forms of collaborative leadership in supporting broader initiatives or the emergence of new organizations, e.g., Interior Community Services, ASKWellness, JUMP Program, A Way Home Committee.

4 "I see the same people on the street over and over again. On the North Shore and Downtown. The audience members will see some of the performers in their daily lives after the performance is over. This may have an impact. This wouldn't happen in a big city. If you saw the play in Vancouver and lived in, say, Shaughnessy, would you ever see any of the performers again?"

5 Also, see Dubinsky (2006).

6 "Agencies like Ask Wellness say rental rates are simply too expensive and there hasn't been any construction of affordable units in our community in quite some time and that is leaving people living on a low-income with nowhere to go" (Cronin, 2016, February 10).

7 See *Sustainable Kamloops* at http://www.kamloops.ca/sustainable/index.shtml and *Sustainable Kamloops Plan 2016 Progress Update* at http://www.kamloops.ca/sustainable/pdfs/16-SKPUpdate.pdf.

8 Proposal called for a 1,200-seat theatre, a separate black box theatre, and 350 parking stalls downtown (Klassen, 2015); however, it should be recognized that for the 2015 referendum there was a sense that the "yes" side was not particularly effective in making the case for the project, or in motivating potential supporters to make the time to vote.

9 Based on initial research findings and literature review on adapting "age-friendly" policies to the small city urban context, with Dr. Gilles Viaud, Department of Geography, Thompson Rivers University, and Brayden Wilson, former TRU undergraduate researcher.

10 Dr. Neena Chappell (University of Victoria) reported that while physical health declines, quality of life does not, as the vast majority are psychologically healthier

than younger generations (lower prevalence of mental illness, depression, and mood disorders) with 90% reporting satisfaction with their mental health and 89% satisfied with their lives. Exercise was recommended as the main feature to prevent chronic illness and improve outcomes in later life.

11 As Ginny Ratsoy observed, the "North Shore Community Centre (centrally located and with ample free parking and wheelchair accessibility) is a large apartment complex geared to the senior population with a coffee/gift shop and an impressive array of facilities for activities such as socials, meetings, and exercise classes—an ideal location for making KALS' presence known to the population it wishes to continue to attract." It is also within easy walking, biking, scooter, and driving distance of all the exercise opportunities available at McArthur Island Park.

12 A presentation on local leadership initiatives accepted at the annual meeting of the Canadian Alliance to End Homelessness in the Fall of 2017.

13 The Youth Homeless Manager has been selected at the national level as an advisor to the Homelessness Partnering Strategy (HPS) on youth, and there is now an "A Way Home America" and an "A Way Home Scotland" based on the local A Way Home model.

14 "From 2006 to 2010, it was just a war zone," he (Hughes) said. "You were literally picking up needles off the street. There were, consistently, groups of 10–15 women working, standing in the street" (Brady et al. 2013). See also Lisa Cooke, this collection.

15 On a spatial-locational note, the old Shaw Motel, which was at the centre of considerable problematic activity in the area, was torn down and replaced by an automobile service centre and the Alliance Church—the latter becoming the host for CFP meetings and members offering life-skills programming to local residents.

16 BC Housing will provide loans and funding for the physical construction of housing (in collaboration with incentives from the local government, e.g., development cost reductions, property tax, and utility exemptions), but all ongoing maintenance of the housing facility, support programs, and staffing needs must now be met through agreements with other government agencies or other sources of funding (local, private) established by the community organization interested in providing affordable housing.

17 "Three of the academics (two in Theatre and myself in Sociology) have begun the rehearsal process with the homeless. We have chosen a small theatre in a poor area of Kamloops. Our 'getting to know you' stage of the project takes place in a rather tiny front room of the building which shares it space with a Sushi restaurant."

18 "Concerns were raised about the possibility of the 'non-homeless,' i.e., academics and support workers, outnumbering the homeless participants during the rehearsal process. . . . So far there are approximately ten homeless or recently housed participants (although it's not clear that all ten will remain committed throughout the process) and six academics/students/service workers."

19 See HomeFree Collective organizational chart at http://www.kamloops.ca/socialdevelopment/homefree/#.WWOd1FGQzX4.

20 Initial results of an ongoing TRU Research Project entitled *After "Housing First"—Creating Employment Opportunities for the Recently Housed*. Principal Investigators—TRU Undergraduate Researchers—Brayden Wilson and Theresa Thoms, Dr. Terry

Kading (TRU) and Bob Hughes (Executive Director–ASK Wellness) (Kading and Hughes 2016–17).

21 Montgomery mentions the research that suggests working with soil boosts serotonin and reduces anxiety, and that retirees who do "environmental" work are half as likely to show depressive symptoms as with the benefits of other forms of volunteering.

22 "Upon returning home from one day in the 'field,' I received an e-mail from the research office at TRU inviting me to a Champagne and Cheese party. The academics in NSL are part of a successful cohort of TRU academics who have been awarded a large grant. The e-mail asks me to extend the invitation to the community partners involved in our research project. I wonder how the NSL front line workers will perceive this invitation—homelessness in Kamloops and Champagne and Cheese at the university—and I am slightly embarrassed about the university's elitist image."

23 The coursework comprised three five-page essays in which students were asked to assess Kamloops in relation to issues of overall happiness, nature and conviviality, mobility, and urban design—and demonstrate familiarity with city's plans and goals in these areas for the last two papers. A further opportunity for interested students to present their insights at the TRU Annual Undergraduate Research and Innovation Conference has always been met with a strong response, followed by robust and extended discussions of life in Kamloops at these sessions. Similar insights are offered in Preface by Ofori-Amoah (2007).

24 Ben Levin, in a discussion paper, "Thinking about Knowledge Mobilization," prepared at the request of the Social Sciences and Humanities Research Council of Canada, provides a succinct definition relevant to our purposes: "Knowledge Mobilization is . . . getting the right information to the right people in the right format at the right time, so as to influence decision-making. Knowledge Mobilization includes dissemination, knowledge transfer and knowledge translation." Levin, borrowing this time from the Canadian Health Services Research Foundation, reminds us of the broad perspective of dissemination that is attached to Knowledge Mobilization: dissemination goes well beyond simply making research available through the traditional vehicles of journal publication and academic conference presentations; it involves a process of extracting the main messages or key implications derived from research results and communicating them to targeted groups of decision makers and other stakeholders in a way that encourages them to factor the research implications into their work; face-to-face communication is encouraged whenever possible.

25 The leadership core comprised Dr. Will Garrett-Petts (English), Dr. James Hoffman (Theatre), Dr. Donald Lawrence (Fine Arts), Dr. Robert MacKinnon (Geography), Jann Bailey (Director of the Kamloops Art Gallery), and Lon Dubinsky.

26 The appointee for the position has lived in the community since the 1980s, and had a private company with contracts from the federal and provincial governments to provide career supports and education for the unemployed from 2000 to 2012, entailing strong contacts and a working relationship with all major community organizations including UCC/TRU.

27 As an aside, our knowledge mobilization officer has been asked to review grant applications for a large city-based foundation, as a representative for the "rural" perspective.

28 See LEDlab at http://ledlab.ca/about/#approach, and MaRS at https://www.marsdd.com/about/.

29 Local examples of initiatives that can be built on are the ASK Wellness Society offices established in Merritt (see http://www.askwellness.ca/merritt-ask/) and efforts from TRU to establish stronger and deeper collaborative linkages with the University of Northern British Columbia (UNBC) in Prince George and the University of British Columbia–Okanagan (UBCO) in Kelowna (see Figure 7.3).

30 Through the outcomes of these cumulative initiatives and the activities of the *Change Lab*, with their potential to develop much stronger horizontal and vertical capital linkages, it may be possible to better determine the ability of the small city to institutionalize the leadership dynamics identified in this collection (as per Scott 2004) and their long-term creative impact (as per Florida 2002—see Introduction).

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