

# Civic Collaboratives

## Permanent Governance Forums or Metastable States in Transition?

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OCRI



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# Objectives

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- Civic Collaboratives
- Case studies
- Governance model or metastable state?
- Policy implications

# What are civic collaboratives?

- Hybrid of many kinds of organizations
- Community exchange



- Meeting ground for 'social learning'
- Generator of 'collective intelligence'

# Why Collaboration?

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## **Public Sector**

- Needs risks associated with complex social problems mitigated
- Invests public resources

## **Private Sector**

- Needs access to public & civic levers & legitimacy
- Invests private financial resources, time and skills

## **Civic Sector**

- Needs access to private and public resources
- Invests legitimacy and credibility of NFP sector

## **Forums for 'learning conversations'**

- 'Richer' more comprehensive solutions
- All give up some form of control

# Innovation & Learning: Building Collaborative Governance

3-year study to compare collaborative approaches in Silicon Valley, Ottawa, Glasgow

- mapping
- diagnosis
- validation



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# Lessons We've Learned

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- Networks of community players & civic entrepreneurs are better forging partnerships & fostering trust
  - Governments can't fail
  - Perceived self-interest of business makes them ill-suited as community champions
  - Civic sector too fragmented & w/o resources
- Recipe
  - establish common needs
  - multilogue is key (frame reconciliation)
  - achievable programs
  - frequent positive outcomes
  - repeat

# Key Success Factors

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- Grass-roots approach
- Facilitating not directing good ideas, good people and good communication
- Don't take ownership
- Project based co-operative
- Open management style
- Focus on people and relationships
- Choice of projects that can significantly contribute to principal assets

# Principal Assets

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- Intangible profit in reputation
- Non-profit organization
  - non threatening
- Delegated leadership position
- Speaks to many communities
- Profits from generosity

# Governance model or Metastable state?

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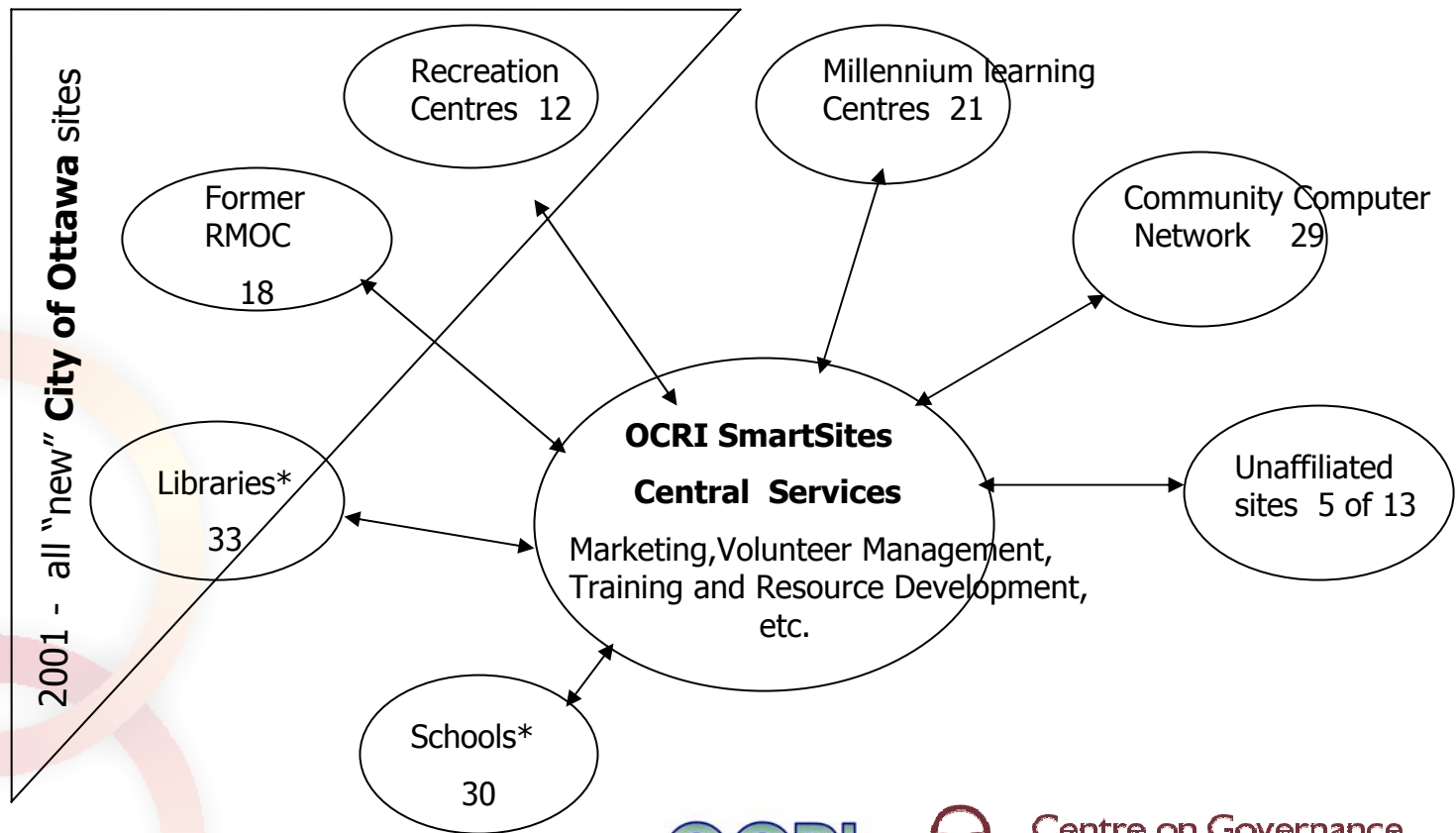
- Form becomes outgrown
  - Projects
  - Partners
  - Vision & focus
  - Resources
- Comfort with collaborative process grows
  - Networks & trust grow
  - Reputational assets grow
  - Commitment to shared learning grows
  - Capacity to make a change grows

# Policy Implications

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- Don't focus on form
- Resource core collaborative activities
- Provide accountable but not prescriptive funding
- Service style leadership

# Sm@rtSites



# Future Work

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- More case studies
- Input to Canada's *Innovation Strategy*
- International network to share experiences and best practices

# Contacts

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