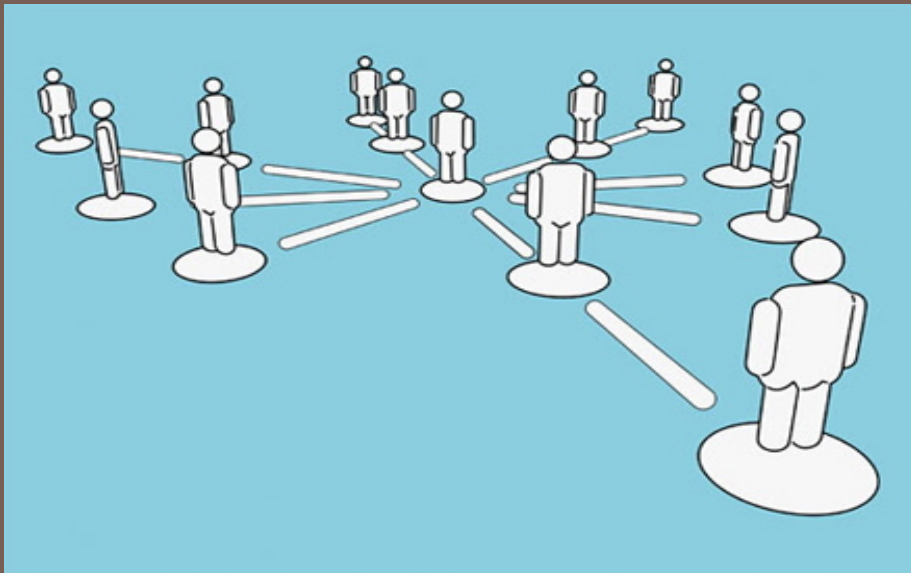


CREATIVE SOCIAL ENTREPRENEURS, SOCIAL CAPITAL, AND COLLABORATIVE GOVERNANCE: A SASKATOON CASE STUDY



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Central Hypothesis:



- **Creative social entrepreneurs** facilitate **collaborative governance** in the Saskatoon city-region by being the primary creators of **social capital**.

Central hypothesis broken down:



- H1: Creative social entrepreneurs have large, far flung networks that span the collaborative governance network.
- H2: Creative social entrepreneurs are the bridgers (connecting people and groups) in the network.
- H3: Being in a structural position of power in a collaborative governance network is synonymous with being a creative social entrepreneur.

Outline:



- 1.0. Introduction
- 2.0. Collaborative Governance
- 3.0. Social Capital
- 4.0. Creative Social Entrepreneurs
- 5.0. Methodology
- 6.0. Results
- 7.0. Conclusion



1.0. Introduction—

A shift in governance theory

1.0. Introduction

- Traditional governance:

- Governance = Government

- Governance is something done to people, not by people.

1.0. Introduction Cont'd



- But, a shift in governance theory has occurred:
 - ▣ In today's structural realities, politics is done by citizens.



2.0. Collaborative Governance—

The rise of non-traditional
governance

2.0. Collaborative Governance Cont'd



- Synthesis of non-traditional governance literature...

- Collaborative Governance:
 - ▣ A form of governance that enables a community to mobilize all of its assets (individuals, associations, and institutions) in all sectors of society (industry, government, and civil society) to cooperatively address issues of need and to create new growth.

2.0. Collaborative Governance Cont'd



- In each of three sectors (civil society, industry, and government) there are two types of actors that fulfil the roles and functions of those sectors:
 - Institutions
 - Individuals



3.0. Social Capital—

A rich community

3.0. Social Capital



- Social capital is the term used to describe, and to place value on, networks of relationships.

- Two important elements of social capital:

- 1) Societal social capital

- 2) Associational social capital

3.0. Social Capital Cont'd

| Associational Type | Examples | Membership | Description |
|------------------------|---|--|---|
| Primary Associations | Kinship, ethnicity, and/or religion | High barriers to entry (exclusivity for strangers) | Strong ties, mutual obligation between members, diffuse goals |
| Secondary Associations | Community based associations | Low barriers to entry (membership open to all qualified individuals) | Weak ties, less formalized, non-hierarchical mode of interaction |
| Tertiary Associations | Firm, interest associations, and/or political party | Variable membership | Member activity is narrowly circumscribed by assigned function and hierarchical control |



4.0. Creative Social Entrepreneurs—

The impetus

4.0. Creative Social Entrepreneurs



- Richard Florida's "Creative Class":
 - Role of the Creative Class in the Economic Sphere.
 - However...
 - Impact in the Governance Sphere?

4.0. Creative Social Entrepreneurs

Cont'd



- Four Key Characteristics:
 1. Creativity
 2. Horizontal Hypermobility
 3. Preference for Participatory Activities
 4. Desire for Quasi-anonymity



5.0. Methodology

5.0. Methodology



- “Structural Power” methodology (Mills, 1956)
 - ▣ Structural changes:
 1. Individuals rather than structures have become the central mode of analysis. (Rosenau, 2008)
 2. A skills revolution has created a knowledgeable and creative populace. (Florida, 2004 and Rosenau, 2008)

5.0. Methodology Cont'd



- 27 Theme III (Social inclusion and civic engagement) interviews.
 - Conducted between 2007 and 2008.
- List of important actors in Saskatoon's collaborative governance system.
 - 253 Individuals:
 - 73 from Business
 - 63 from the University
 - 59 from Government
 - 58 from Community Based Organizations

5.0. Methodology Cont'd



- “Creative Social Entrepreneurs Survey” (2008):
 1. Social and biographical data.
 2. Entrepreneurial characteristics.
 3. Social network mapping.

5.0. Methodology Cont'd



- Two node attributes:

1. Creativity:

- Professional creativity index

- Informal creativity index

5.0. Methodology Cont'd

2) Entrepreneurial Capacity

| Entrepreneur Life Themes | Summary Description |
|-------------------------------|--|
| 1. Dedication | Consumed by a goal or purpose |
| 2. Focus | Discriminates and targets |
| 3. Profit Orientation | Advantage-focused |
| 4. Ego Drive | Wants to make a recognized difference |
| 5. Urgency | No time to waste, must take action now |
| 6. Courage | Determined in the face of adversity |
| 7. Activator | Wants to make it happen |
| 8. Opportunity | Sees possibilities, not problems |
| 9. Creativity | Buzzing with ideas |
| 10. Expertise Orientation | Knows own limits and finds experts |
| 11. Team | Gets the right people together |
| 12. Individualised Perception | Sees and uses strengths in others |

5.0. Methodology Cont'd



- Social networks analysis (SNA) analyses the structure of networks.
 - SNA and Creative Social Entrepreneurs...



□ Three measures of centrality were used to measure this impact:

1. Closeness Centrality
2. Betweenness Centrality
3. Eigenvector Centrality

5.0. Methodology Cont'd



- H1: Creative social entrepreneurs have large, far flung networks that span the entire network.
 - ▣ Closeness Centrality
- H2: Creative social entrepreneurs are the bridgers (connecting people and groups) in the network.
 - ▣ Betweenness Centrality
- H3: Being in a structural position of power in a heterarchical network is synonymous with being a creative social entrepreneur.
 - ▣ Eigenvector Centrality



6.0. Results

6.0. Results



- Thirty individuals took part in this research.
- Biographical Data:
 - Occupation:
 - 5 government
 - 9 university
 - 7 industry
 - 9 civil society
 - 2 others

6.0. Results Cont'd



▣ Gender:

- 19 Female
- 11 Male

▣ Ages:

- 31 to 64
- Average 49

▣ Place of Birth:

- 11 born in Saskatoon
- 18 born elsewhere

▣ Individuals who moved to Saskatoon:

- Average 22.8 years
- Range 1 year to 52 years

6.0. Results Cont'd

□ Node attributes:

1. Creativity:

- Professional creativity
 - Mean 0.42
 - Standard deviation 0.15
- Informal creativity
 - Mean 0.23
 - Standard deviation of 0.16.

2. Entrepreneurial capacity:

- Mean 0.81
- Standard deviation of 0.09.

6.0. Results Cont'd

Closeness Centrality:

- Positive correlation between closeness centrality and professional creativity:
 - ▣ Tertiary associations
 - 32% at 95% degree of significance
 - ▣ Casual acquaintance networks
 - 28% at 90% degree of significance
- Negative correlation between closeness centrality and informal creativity:
 - ▣ Tertiary associations
 - -32% at 95% degree of significance
 - ▣ Community involvement networks
 - -38% at 97.5% degree of significance

6.0. Results Cont'd



Betweenness Centrality:

- Positive correlation between betweenness centrality and professional creativity:
 - Secondary associations:
 - Community involvement 23% at 90% degree of significance
 - Casual acquaintance 27% at 90% degree of significance
 - Primary associations:
 - 55% at 99.9% degree of significance

6.0. Results Cont'd

Eigenvector Centrality:

- Positive correlation between eigenvector centrality and professional creativity:
 - Tertiary associations:
 - 34% at 95% degree of significance
 - Primary associations:
 - 38% at 97.5% degree of significance
- Negative correlation between eigenvector centrality and informal creativity:
 - Community involvement:
 - 31% at 95% degree of significance








7.0. Conclusion

7.0. Conclusion Cont'd



- Creative social entrepreneurs are not unambiguously the primary creators of social capital in the Saskatoon city-region.
- However, there some conclusions that can be drawn from the data...

7.0. Conclusion

| Hypothesis: | Conclusion: |
|--|--|
| <p>H1. Creative social entrepreneurs have large, far flung networks that span the entire network.</p> | <ul style="list-style-type: none">  - Professional Creatives have large, far flung casual acquaintance and tertiary association networks.  - Informal Creatives have small community involvement and tertiary association networks. - Entrepreneurial Capacity inconclusive findings. |
| <p>H2. Creative social entrepreneurs are the bridgers (connecting people and groups) in the network.</p> | <ul style="list-style-type: none">  - Professional Creatives are bridgers, primarily in primary association networks. - Informal Creatives inconclusive findings. - Entrepreneurial Capacity inconclusive findings. |
| <p>H3. Being in a structural position of power in a heterarchical network is synonymous with being a creative social entrepreneur.</p> | <ul style="list-style-type: none">  - Professional Creatives are in structural positions of power in tertiary and primary association networks.  - Informal Creatives have very weak structural positions of power in community involvement networks. - Entrepreneurial Capacity inconclusive findings. |

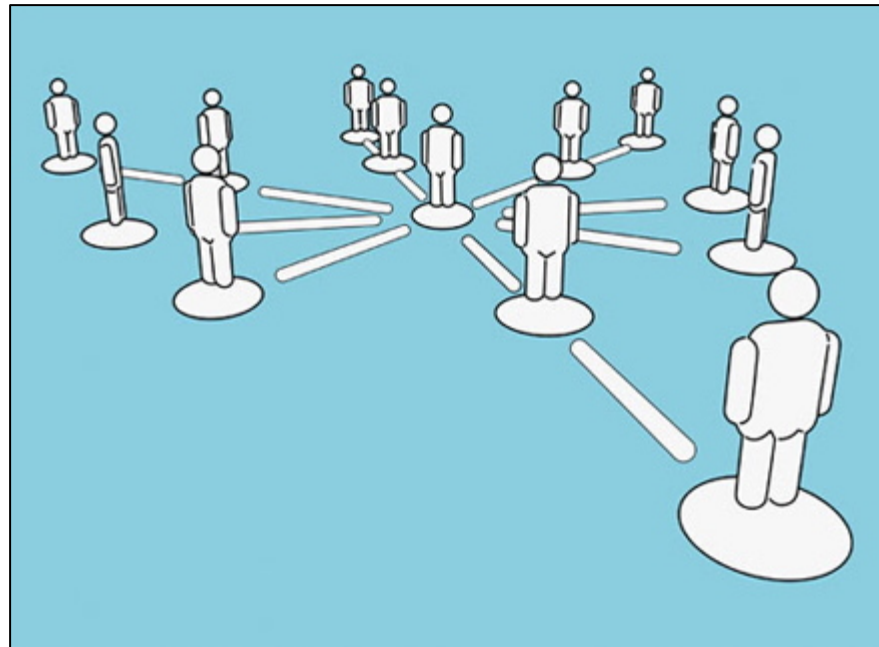
7.0. Conclusion Cont'd



- Areas of further investigation...
 - 1) More research into the role that professional creatives play in social capital creation.
 - 2) Expand research to incorporate local, regional, national, and global networks.

7.0. Conclusion Cont'd

- Concluding comments...
- “Gouverner, c’est choisir”—to govern is to choose.
(Duc de Levis, French soldier and writer, 1812)



Impact of social networks in Saskatoon



- Societal social capital:
 - ▣ “Promot[ing] change in people’s attitudes.” (Participant 15)
 - ▣ “Raising the overall quality of life”.
(Participant 4)
- Associational social capital:
 - ▣ “The construction of two soccer centers and rais[ing] significant (i.e. millions) of dollars for non-profit organizations”.
(Participant 26)