

Project 20/20 and Pathways for Lasting Change: Mobilizing CURA Partnerships for Public Policy

Relevance: The Community-University Research Alliance and other funding programs have enhanced the landscape of collaborative research on complex problems that impact Canadian communities. The next frontier is to “move knowledge into active service for the broadest possible common good”.¹ To do so, community-university knowledge must be recognized as relevant input to public policy that leads to lasting change. This area of study is important to Canadian communities because community-university practitioners must do more than write academic papers that “link” community knowledge to policy.^{2,3} Needed is an examination of the actual transfer of community knowledge into the development of public policy.^{4,5,6} Mobilizing knowledge refers to the generation of an organized and transmitted set of facts or other evidence.⁷ Community-based information is typically transmitted into knowledge by decision makers on an ad-hoc basis.^{8,9} The essence of this initiative is to study the knowledge flow among a five-way partnership (see below) and to derive a framework that enables the partners to mobilize knowledge in a manner that is on-going, evidence-based, and relevant for policy.

compare and contrast the case study data using a cross-case analysis database and search engine, which has been co-constructed by PI VanWynsberghe. Cross-case analysis involves condensing the case study, clustering the content of the case by category, discovering relevant case study information, finding patterns or dissimilarities in comparison, and learning how the case is relevant and significant.¹⁰ The approach has the capacity to compare units of analysis across multiple studies and it affords the investigator an opportunity to more accurately examine commonalities and differences in events, activities, and the policy input processes. Each case study will enter its data into 7 fields (e.g., key concepts, what was learned). The condensed case study data is displayed in a matrix and Boolean searches are performed on the data to facilitate the comparison and contrast of multiple case studies.

The global visibility of the Olympic Games and the expectations of host communities create immense opportunities for a broad and complex network of decision makers to collaborate on formulating effective policies. In this context, *Project 20/20* aims to study how community-university partnerships can mobilize their knowledge into meaningful input for policy change. Our research team will analyze five case studies comprising a community-university partnership. The focal node of the research is a community-university partnership called the Impact on Community Coalition (IOCC) (www.olympicsforall.ca) and the unit of analysis is knowledge mobilization. IOCC is a five-year old, community-based coalition whose mandate is to monitor and evaluate the 2010 Games development from a community perspective. The IOCC is comprised of 60 community and academic members including NGO's (e.g. Better Environmental Sound Transportation and Tenant Rights Action Coalition), and academic institutions (University of British Columbia, Simon Fraser University and Royal Roads University). The IOCC's network extends to politicians (e.g., City of Vancouver), policy makers (e.g. Provincial Health Services Authority) and professionals (e.g. Vancouver Olympic Organizing Committee or VANOC). The PI is the IOCC Director of Research and two academic researchers involved in this proposal are on the IOCC Board of Directors. A composite of community and university representatives comprise an IOCC Advisory Council and Cluster-Based Learning groups (CBLs are explained below). VANOC has invited the IOCC to recommend strategies that will address community concerns regarding the impacts of the 2010 Olympic Games. To date, SSHRC, the City of Vancouver, VANOC, and others have supported the IOCC with funding.

All those involved in the IOCC share the common goal of addressing the impacts of the Olympic Games on communities through policy decisions. Indeed the IOCC and Olympic decision makers, implementers, and service providers share a vision of a sustainable and healthful Olympic legacy, and this shared vision is the specific policy lever that has potential to produce lasting change in the community. For example, The Tenant's Rights Action Coalition (TRAC), a founding member of the IOCC, has sought to regulate the conversion of "single room occupancy" hotels to prevent the loss of

housing for the poor. This policy did not exist before the Games period and was created to protect housing for the very poor in Vancouver's Downtown Eastside. Olympic decision makers on the winning Bid Committee helped in making this policy change. Such current policy changes associated with planning for the Vancouver Games represent the leading edge of community-based governance trends that could continue well beyond 2010.

The Games will substantially and permanently change the host region. Outright expenditures of billions of dollars will be withdrawn from other public budgets and budget overruns are inevitable.¹¹ Numerous, very large and expensive buildings are going to be constructed and, as the Winter Olympic Games require special outdoor venues, there will be environmental considerations.¹²

We propose that the 2010 Games have significant potential to encourage different stakeholders to pursue shared policy goals. Over the last twenty-five years, the increasing scale, scope and visibility of the Olympic Games have made this mega-event (i.e., major one-time or recurring events of limited duration) one of the most potent catalysts for the development of partnerships for policy change. These circumstances – a mega-event and unprecedented cooperation - present an ideal natural policy context and experiment for the study of the mobilization of knowledge from community-university partnerships to policy makers. The research questions are:

1. In what direct and indirect ways is community-university knowledge mobilized to provide input to public policy development and change?
2. What tools help community-university collaborations acquire and mobilize knowledge for input into public policy?
3. In what ways do one-time events like the Olympic Games alter the policy formulation process?

Outcomes: *Project 20/20* will determine the pathways and tools for knowledge mobilization, thereby delivering outcomes demonstrably important to Canadian communities, including:

1. A conceptual model of community-university knowledge as input to public policy.
2. Policies that address authentic concerns in relation to 2010 Games' impacts.
3. A network of inter-sectoral collaborators to mobilize knowledge for future policy change.
4. Five case study reports in an accessible format.
5. Over fifteen peer reviewed academic journal articles.
6. Fifteen trained graduate students and their theses and major papers.
7. Curriculum for 2 undergraduate and 1 graduate courses on the topic of the 2010 Games.
8. A new section on research in the IOCC website (www.olympicsforall.ca).
9. A participatory-style video documentary of community-university partnership process.
10. A book entitled "Mega-Events as Crucibles of Change: the 2010 Olympics."

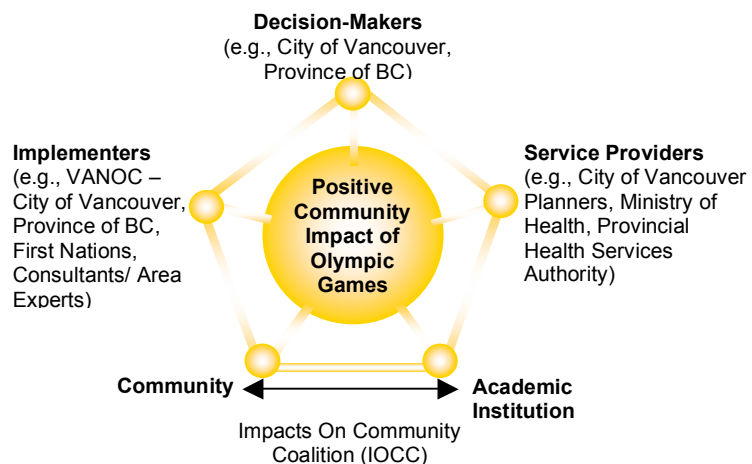
Methodology: To answer the above research questions, *Project 20/20* has selected five case studies (see Table 1 below). These case studies were selected because they generate differences and similarities in the type and flow of knowledge across the cases. The case study is a heuristic device for determining what a phenomena is "a case of" and this approach leads to rich details of an event or series of events.¹³

Project 20/20 will compare and contrast the case study data using a cross-case analysis database and search engine, which has been co-constructed by PI VanWynsberghe. Cross-case analysis involves condensing the case study, clustering the content of the case by category, discovering relevant case study information, finding patterns or dissimilarities in comparison, and learning how the case is relevant and significant.¹⁴ The approach has the capacity to compare units of analysis across multiple studies and it affords the investigator an opportunity to more accurately examine commonalities and differences in events, activities, and the policy input processes. Each case study will enter its data into 7 fields (e.g., key concepts, what was learned). The condensed case study data is displayed in a matrix and Boolean searches are performed on the data to facilitate the comparison and contrast of multiple case studies.

Each case study will use interviews, surveys, document analysis, and participant observation to answer all three research questions. Research questions one to three will be addressed by collecting interview data from select case study research participants (N= ~20) within each case. Interview questions will ask respondents to retrospectively trace the impact of previous knowledge on current policy initiatives while prospective interview questions will seek conjecture on future pathways to policy. Research questions two and three will also be addressed by a survey instrument containing indices that gather data on knowledge. This survey will be delivered to decision makers, implementers and service providers involved in the 2010 Olympic Games. The IOCC has a database of these individuals for dissemination purposes. All three research questions will collect data from relevant documents, such as meeting notes, policy briefs, program descriptions, and e-mails. Video documentation and collaborative exercises at the yearly Community Forums will provide additional data.

Knowledge Mobilization: *Project 20/20* has conceptualized a pathway to mobilize knowledge by adapting the World Health Organization’s “Partnership Pentagram.” The pentagram identifies five key social agents (policymakers, professionals, managers, academics and community) that form the basic elements for coordinating and integrating individual and community health services.¹⁵ The research team has modified this model in creating the “Partnerships Necessary for Policy Change” framework (see Figure 1), which applies the WHO pentagram for health services to one promoting the mobilization of community knowledge. “Partnerships Necessary for Policy Change” posits a hypothetical flow of knowledge from community-university partnerships to professionals (seen here as implementer), managers (seen here as service providers) and policymakers (seen here as decision-makers) for public policy.

Figure 1. Partnerships Necessary for Policy Change



The “Partnerships Necessary for Policy Change” framework illustrates the following knowledge mobilization possibilities:

1. Community-university partnerships that have the resources to impact the creation of policy.
2. Researchers that have mechanisms for sharing their knowledge on complex problems in ways that translates into effective and desirable policies.
3. A productive and sustainable partnership among decision makers and community that uses evidence in creating effective policy and actions.
4. An improved and more relevant (i.e., addresses authentic problems for the community) policymaking system.

Alliances/Partnerships: The “Partnerships Necessary for Policy Change” framework also provides a heuristic for explaining the community-university partnerships that *Project 20/20* enjoys. The IOCC has

facilitated the organizing and sharing of resources between community and university for five years. This foundation is central to *Project 20/20* support. Three universities are supporting *Project 20/20*. Notable are cash and in-kind contributions from Royal Roads University. The numerous community-based organizations listed in this application include a diverse mix of private, public, and charitable organizations, all of whom have indicated a willingness to provide in-kind support, often in the form of valuable human capital, that ranges in a dollar value from \$2,000 - \$14,000 dollars. Noteworthy among these is TRAC and the Social Planning and Research Council of BC's willingness to share their in-house research staff for one day a week. Also notable are contributions from non-IOCC members: VANOC will support the work of the IOCC in the form of a yearly community forums and seats at policy-relevant roundtables. The Provincial Health Services Authority (BC) has also agreed to support *Project 20/20* and will look for ways to create synergies. The prominent role that *Project 20/20* will have in the high level planning that is currently going on across government agencies and private consulting firms assure more partnerships in the future.¹⁶

Research Team: As the CV's and relevant work experience documents suggest, *Project 20/20* has assembled a strong team of academic and community-based researchers. As a group we have specific experience in case study and cross-case methodology, community-based research, local dimensions of social inequality and policy change. Aside from research design and conceptual considerations, the key commitments are timelines, protocols, expectations, governance structures, deliverables, and duties and responsibilities. Each case study will have a research team that includes a scholarly researcher, community-based researcher, policy maker, and graduate student research assistant. The team will employ a "cluster-based learning" (CBL) approach, which involves sustained interaction and cooperation. Data collection, analysis and presentation of findings will be the responsibilities of the entire team.

Governance: Within each case study, a lead scholarly researcher will take responsibility for individual case study research design by working in collaboration with the whole research team. A community-based researcher will be employed (at one day/week) for each case study to provide community-based knowledge and general guidance to the research plan. A policy mentor, drawn from the IOCC's Advisory Council, will provide guidance on the policymaking process and act as a conduit for research-based knowledge. The PI will meet quarterly with the case study leads (scholarly and community-based researcher) to ensure case study progress and the overall alignment of the research with CURA and IOCC goals. The case studies will be presented at yearly community forums hosted by IOCC. The PI, as the Director of Research, will meet regularly with the IOCC Board of Directors. The budget justification explains how the necessary structures and commitments will be implemented.

Case Studies: The following table provides a brief introduction to each case study, their links with the research questions, and the case study research teams.

Table 1. Case Studies, Questions, and Teams					
Case Study:	1. Community-based Coalitions	2. Mega-Events and Urban Growth	3. Indicators for a Healthful Olympics	4. Olympic Media Attention	5. Healthful Communities
Research Questions X Case Study (shortened versions)					
<i>Question 1</i> (community-university knowledge)	Lessons for knowledge flow.	Mega-events as local policy lever.	Types of local knowledge.	Media accounts of IOCC.	Types of expert knowledge.

<i>Question 2</i> (tools to mobilize knowledge)	Case evidence of impacts.	Case reporting on policy impacts.	Policymaking and local knowledge.	Cross-case study of media impacts.	Transferability to health discourse.
<i>Question 3</i> (the Games and policy)	Mechanisms of policy change.	Innovative input into public policy.	Capacities acquired in policy making.	Games coverage in terms of policy	Healthful community policy changes.
Case Study Research Team					
Scholarly researchers	R. VanWynsberghe, W. Frisby	E. Wyly	J. Frankish, X. Li	M. Real	P. Vannini B. Woollard
Community Researchers	J. Irwin	L. Mix	D. Hurford	G. Gilliard	TBD
Policy Mentors	TBD	TBD	T. Hancock	TBD	J. Millar

Dissemination: The content of the research will also inform teaching and training opportunities, as well as media outreach and advocacy efforts that are intrinsic to the IOCC's mandate and strategic plans. The Olympics-related academic courses are especially relevant as three new courses will be taught by members of the research team (VanWynsberghe, Wyly, and Real), which will provide stimulating and timely graduate student training opportunities. The IOCC website will serve as a key forum for IOCC and research-related communications. We will share our results and resources through research reports, academic articles and conferences. Other activities will include publications in newsletters, press releases and presentations at policy rounds in ministries and municipalities. We will present our results to the community through library and community-centre presentations, popular media and local newspapers. We will also share our findings with pending Olympic sites (e.g., Beijing and London). Our project will provide a forum for dialogue, knowledge development and exchange among citizens, community leaders, policy makers and academics. To realize the potential substantial benefits of the Olympic Games, this research will have a special relevance for the International Olympic Committees, VANOC, the City of Vancouver, the Resort Municipality of Whistler, and various Provincial ministries. This research promises to be of interest to other Canadian communities and universities interested in having a significant and substantial contribution to the policy.

¹ Retrieved May 1, 2006: www.sshrc.ca/web/apply/program_descriptions/knowledge_impact_e.asp.

² Watt, S., Higgins, C. & Kendrick, A. (2000) Community participation in the development of services: a move towards community empowerment. In *Community Development Journal* (35)2:120-132.

³ Willard, T. & Andjelkovic, M. (eds.) (2005) *A Developing Connection: Bridging the Policy Gap between the Information Society & Sustainable Development*. International Institute for Sustainable Development.

⁴ Greenaway, A. and Witten, K. (2006) Meta-analyzing community action projects in Aotearoa New Zealand. In *Community Development Journal* (41)2:143-159.

⁵ Downie, A. & Elrick, D. (2000) Weaving the threads: community development and organizing around the environment – a Scottish perspective. In *Community Development Journal* (35)3:245-254.

⁶ Kelly, K. & Caputo, T. (2006) Case study of grassroots community development: sustainable, flexible & cost-effective responses to local needs. In *Community Development Journal* (41):234-245.

⁷ Bell, Daniel (1973) *The coming of post-industrial society*. Basic Books, Inc New York.

⁸ Creech, Heather (2004) Mobilizing IUCN's *Knowledge to secure a sustainable future: The IUCN Knowledge Management Study*, International Institute for Sustainable Development.

⁹ SSHRC (2005) *Knowledge Council: Strategic Plan 2006 – 2011*. Ottawa Canada.

¹⁰ Miles, M. & Huberman, A.M. (1994) *Qualitative data analysis: An expanded sourcebook*, 2nd ed. Thousand Oaks, CA: Sage Publications, Inc.

¹¹ Hiller H. 2000. Mega-Events & Community Obsolescence. *Intl J of Urban & Regional Research* (24)2:439-459.

¹² Burbank, Matthew J., Heying, Charles H. and Andranovich, Greg (2000) Antigrowth Politics or Piecemeal Resistance? Citizen Opposition to Olympic-Related Economic Growth. *Urban Affairs Review* 35(3):334-357.

¹³ Stake, R (2005) Qualitative Case Studies. Pp. 433-466, In Denzin and Lincoln (eds.) *Handbook of Qualitative Research*. Thousand Oaks, CA. Sage.

¹⁴ Miles, M. & Huberman, A.M. (1994) *Qualitative data analysis: An expanded sourcebook*, 2nd ed. Thousand Oaks, CA: Sage Publications, Inc.

¹⁵ Boelen, Charles (2000) *Towards Unity in Health: Challenges and Opportunities for Partnership in Health Development: a working paper*. World Health Organization: Geneva.

¹⁶ Essex, S. & Chalkley, B. (1998) Olympic Games: Catalyst of Urban Change. *Leisure Studies* 17:187-206.