



# TAMARACK 2018

## PROGRESS & IMPACT REPORT

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The Journey to Community

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This year's Annual Report is interactive! For the full experience access the report at: [tamarackcommunity.ca/2018-annual-report](https://tamarackcommunity.ca/2018-annual-report)



# Tamarack Institute

## Working with you to accelerate community impact and build vibrant communities.

The Tamarack Institute develops and supports collaborative strategies that engage citizens and institutions to solve major community issues across Canada and beyond. Our belief is that when we are effective in strengthening community capacity to engage citizens, lead collaboratively, deepen community and reduce poverty, our work contributes to the building of peace and a more equitable society. Tamarack's work is comprised of two key areas of impact:

### The Learning Centre

Tamarack's Learning Centre exists to empower community changemakers to achieve greater impact. We draw upon our 16 years of experience leading community change and advancing practice to support municipalities, funders, non-profits, and community leaders through on-demand coaching and consulting, in-person and digital training, and publications that guide change efforts.

We support the 23,277 individuals in our learning network in developing five interconnected practices that lead to community change:

- **Collective Impact:** How can we mobilize collaboration across sectors for systems change?
- **Community Engagement:** How can we engage residents to create and realize bold visions for the future?
- **Collaborative Leadership:** How can we bring the right people together in constructive ways?
- **Community Innovation:** How can we create, test, and scale new approaches?
- **Evaluating Impact:** How can we identify and amplify what works?

### Vibrant Communities

In Vibrant Communities we support cities and local leaders to develop and implement large-scale change initiatives through two learning networks:

- **Cities Reducing Poverty** is a network of 344 municipalities represented by 70 regional partners who are working collaboratively to end poverty in their communities.
- **Cities Deepening Community** is a learning community dedicated to strengthening communities, neighbourhoods and citizen connections. We are working with 74 neighbourhood strategy leaders in 32 cities, 54 practitioners promoting the citizens role in emergency preparedness, and are dedicated to completing 25 local deepening community initiatives in different cities over the next 5 years.

# A Letter from Tamarack

This Annual Report reflects Tamarack's journey through 2018 and our growth along the way. We are incredibly thankful to the 23,277 learning partners in over 2,300 cities across Canada and beyond for being a part of this journey with us over the past year. We cherish the opportunity to work together to navigate community change and to build vibrant places to live and grow.

Last year we moved forward with an ambitious project to re-organize how we work. We developed a Co-CEO model, where we each lead a team to better serve our learners in the Learning Centre and enhance our supports for members in Vibrant Communities – Cities Reducing Poverty and Cities Deepening Community. As we look back on 2018, we are proud of what our teams have accomplished, and we are excited about where we are headed in 2019. We are especially excited about our new 4-year, \$2 million partnership agreement with Employment and Social Development Canada, which will support cities to develop Collective Impact skills, address issues of deepening community and align efforts towards poverty reduction in Canada.

In the Learning Centre, we crystalized our focus across our five interconnected practices, which community changemakers need to be skilled in to take on the challenges facing their communities.

In Vibrant Communities our increased capacity allowed us to strengthen our relationship with

members across Cities Reducing Poverty and Cities Deepening Community to provide learning opportunities based on member needs.

In this report, we have decided to focus our attention not just on what we accomplished at Tamarack this year, but also on the impact our network of learners, partners and members have had in their communities. Our Stories of Impact throughout reflect the different journeys our learners in the Learning Centre take to advance community change and the ways our members in Vibrant Communities are reducing poverty and deepening connection. Combined, these Stories of Impact provide an understanding of the incredible landscape of community change that make up our networks.

At Tamarack, we document stories and create resources to help community changemakers. This growing knowledge base would not be possible without the 874 organizations who supported our work as learners, donors, members and consulting clients over the past year. We value the ideas and contributions that you make to our work, as it shapes our growth and impact. We look forward to seeing how far we can go together in 2019.

Much Joy,



**Liz Weaver**  
Co-CEO, Tamarack,  
Learning Centre



**Paul Born**  
Co-CEO, Tamarack,  
Vibrant Communities

## Highlights:

- **23,277** members of the Tamarack learning community from **973** cities in Canada, **898** cities in the US and **433** cities in rest of the world
- **70** member regions reducing poverty in **344** cities
- **130** local initiatives impacted by consulting and coaching services
- Over **874** donors, learners and partners invested **\$2.4M** in our work
- Tamarack published **228** new publications and blogs this year – all available open source to our learning community – that garnered nearly **112,000** views
- **23** learning events across the country were offered with **1,860** learners attending
- Vibrant Communities held **33** community conversations in **9** provinces that supported the development of Canada's first national poverty reduction strategy
- **40** free online webinars were hosted across Tamarack with over **15,600** participants
- Suncor Energy Foundation invested **\$1M** over **5** years in Cities Deepening Community Employment and Social Development Canada partnered with Tamarack through a **4** year **\$2M** grant



# The Tamarack Learning Centre

## The Tamarack Learning Centre had a busy, but invigorating year.

We are excited to have focused our learning across five interconnected practices that are vital to getting to impact when tackling complex community challenges – Collective Impact, Community Engagement, Collaborative Leadership, Community Innovation and Evaluating Impact. We believe it is these five practices that community changemakers need to be equipped with to take on the challenges we face in our communities today.

These five practices framed our learning schedule in 2018 and as a result we offered learning events, hosted webinars, provided consulting and created publications in each. In 2018 we had the pleasure of visiting 12 cities across the country to deliver workshops, welcoming over 1,000 participants.

A few highlights included offering two new Masterclasses that featured guest Thought Leaders in Principles-Focused Evaluation and Adaptive Leadership respectively; launching a new workshop showcasing the interconnected areas of Developmental Evaluation and Design Thinking; and bringing together over 170 people from six different countries for our four-day *Community Change Festival* in Toronto. We continued to advance the field of community change by offering 22 webinars and disseminating over 31 publications to our online learning community; and built capacity in the sector by providing custom coaching and consulting to 112 client organizations engaging more than 5,700 individuals.



5 Interconnected Practices

## Highlights:

- More than **1,000** learners participated in Learning Centre workshops
- **22** webinars were hosted with nearly **9,000** registrants
- **31** publications shared with our learning network
- The Community Change Festival showcased **5** interconnected practices with **174** learners from **6** different countries
- **700** learners joined us for **2** new Masterclass Series on Evaluation and Collaborative Leadership in **7** cities
- The Learning Centre worked with **112** consulting client organizations, impacting over **5,700** individuals
- Partnered with Ontario Trillium Foundation to build capacity through **5** webinars, **9** workshops and **33** coaching sessions in Collective Impact
- **150** learning partners assisted in the co-design and delivery of Tamarack workshops, webinars and learning events

# Stories of Impact

The Learning Centre was fortunate to work deeply with community groups across the country and beyond in their unique journeys to creating positive community change for their fellow citizens.

The Stories of Impact featured below showcase some of the incredible work these community partners have contributed over the past year.



## **A Journey in Collective Impact: Building a Strong Social and Economic Future for Young People**

Kahnawà:ke Collective Impact (KCI) is a movement to engage, facilitate, and support leaders from the Kahnawà:ke Mohawk community in a shared effort to identify and work towards an ideal social and economic future for the young people of their community. More than 200 people – including 66 youth – have provided input into the process and six possible priorities for community action are now being considered.

 [Read their story](#)



## **A Journey in Community Innovation: Supporting Entrepreneurs with Mental Health or Addiction Challenges**

Rise Asset Development, a Canadian charity providing training, mentorship, and over \$1 million in small business loans to entrepreneurs with a history of mental health or addiction challenges, launched a free online entrepreneurship course for youth. This course has made it possible for youth across Canada to get easy access to their world-class training and supports.

 [Read their story](#)



## **A Journey in Community Engagement: Building a Shared Vision for Community Inclusion**

Ontario Greenhouse Vegetable Growers convened a group of 80 residents from across sectors in the Kingsville-Leamington area. Together, they built a shared vision of a community where all residents and international workers feel connected and valued. Volunteer translator programs, resources and supports for new workers, and cultural awareness training, are just some of the 13 community-wide initiatives that have been started by this growing movement of engaged residents.

 [Read their story](#)



## **A Journey in Collaborative Leadership: The Ripple Effect of a Learner's Journey**

In 2011, Elayne Greeley attended her first Tamarack learning workshop, the Communities Collaborating Institute, which changed her personal and professional life forever. The knowledge Elayne continually brings back to her community has had ripple effects across her collaboration members and many other organizations regionally and nationally.

 [Read her story](#)



## **Two Journeys in Evaluation: Leveraging a Learning Event for Greater Impact**

Community organizations in Saskatoon were active partners in the design and delivery of Tamarack's Evaluating Community Impact workshop and have since leveraged the workshop to deepen practitioner knowledge, build partnerships and advance local poverty reduction and reconciliation work. In addition, changemakers from outside the region were engaged in an experience of how one community is transforming the conversations about poverty and reconciliation.

 [Read their story](#)

# Vibrant Communities

## Highlights:

**70**

members are part of the Cities Reducing Poverty network representing 344 municipalities in Canada and the USA

**378**

poverty reduction professionals from across Canada attended one of our Poverty Reduction Summits

Cities Deepening Community grew its learning network by nearly

**1,500 people**

this year and supported

**5 Local Deepening Community Initiatives**

**182 learners**

attended our Asset-Based Community Development Summit

**18 webinars**

were hosted across Vibrant Communities which attracted 3,800 registrants

**1st**

State of Cities Reducing Poverty paper was released and we worked with 15 communities throughout Canada to showcase examples of their poverty reduction and neighbourhood work.

Vibrant Communities supports two Learning Communities: Cities Reducing Poverty and Cities Deepening Community. These communities support changemakers to regularly interact with and learn from their peers to end poverty in their communities and strengthen connections between citizens. In 2018, Vibrant Communities expanded its capacity to help communities traverse the landscape of poverty reduction and deepen community through the establishment of City Managers who work as champions to support the learning needs of each member.

Cities Deepening Community paved a path of growth and refinement in 2018. In April, we worked with the City of Kitchener to host *Asset-Based Community Development for Healthy Neighbourhoods*. This three-day learning event brought together 182 changemakers to learn from experts like John McKnight, Cormac Russell, Donna Thomson, Al Etmanski and Howard Lawrence. This meeting led to the development of a new community of practice to support Asset-Based Community Development in Canada which has grown to 67 members. Additionally, we saw continued growth in our Neighbourhood Strategy Leaders Community of Practice which now has 74 members and our Citizens & Emergency Preparedness Community of Practice, which grew from 28 members to 54 members over the year.

The Cities Reducing Poverty network also saw impressive forward movement this year including the growth of our network from 61 to 70 members that serve 344 municipalities. We hosted two *Cities Innovating to Reduce Poverty* regional summits. Combined, these events brought together 378 individuals including local government leaders, Provincial and Federal employees and 104 representatives from our member network. Generous support from donors allowed us to support 31 individuals with lived experience of poverty to participate in our summits. Beyond our summits, we supported our members through coaching, refined communities of practices, and the development of a multi-year Getting to Impact plan, which will help members to plan for and report on the impact they have in their communities.



# Stories of Impact

The Vibrant Communities team works closely with its members to support, share and leverage the knowledge and impact that is being built across the country in the areas of poverty reduction and neighbourhood development so that as a learning community we can each be stronger in our approaches to creating positive community change.

The Stories of Impact featured below showcase the amazing work of cities and organizations that are contributing to this powerful movement.



## A Journey in Poverty Reduction: OpportUNITY Plan leads to more Financially Self-Sufficient Central Iowans

In December of 2018, the United Way of Central Iowa did something remarkable. For the second time in two years, they announced that 25,000 more individuals were financially self-sufficient than the year before. Central Iowa's success has come from their community plan OpportUNITY which applies a Collective Impact Strategy. The United Way of Central Iowa has been working with Tamarack's Paul Born as a coach since 2014.

[Read their story](#)

## A Journey in Cultivating the Power of Residents: Lessons from Kitchener

Early in 2018 Tamarack partnered with the City of Kitchener to tell their story about their first neighbourhood strategy, Love my Hood, and how they engaged with over 5,000 residents to develop it. A year into the strategy the results show that residents are willing and able to take the lead in shaping their neighbourhood.

[Read their story](#)

## A Journey in Asset-Based Community Development: Learning from New Brunswick's Strategy

From 2009-2015, poverty decreased in New Brunswick by at least 5% in 9 of 12 regions. Using an ABCD approach, the province brings residents together to define their own local goals and strategies for creating inclusive communities. Vibrant Communities has supported local Community Inclusion Networks since 2004 by connecting them with thought leaders, peers, innovative ideas and resources in ABCD and poverty reduction.

[Read their story](#)

## A Journey in Financial Empowerment: Enough for All - Canada's First Financial Empowerment Model

Calgary's Financial Empowerment Collaborative supports Calgarians to have the income and assets needed to thrive. By the end of 2017, the Collaborative had supported more than 20,000 Calgarians to see a positive change in their net worth. Tamarack has supported Calgary since 2002 as one of Vibrant Communities' initial 13 'Trail Builders'.

[Read their story](#)

## A Journey to an Accessible and Inclusive City: Transforming Kamloops

The City of Kamloops partnered with the Tamarack Institute to implement a Local Deepening Community Initiative along with staff and the community to help shape the development of an accessibility and inclusion policy for the city. The results from the conversations allowed the community to shape the collective action the City should take to promote and transform Kamloops into a more inclusive and accessible community.

[Read their story](#)



## STAFF

**Paul Born** – Co-CEO, Vibrant Communities

**Liz Weaver** – Co-CEO, Learning Centre

**Jane Humphries** – Director of Operations, Learning Centre

**Sylvia Cheuy** – Consulting Director, Collective Impact

**Lisa Attygalle** – Consulting Director, Community Engagement

**Galen MacLusky** – Consulting Director, Community Innovation

**Kirsti Battista** – Senior Manager, Cities Reducing Poverty

**Justin Williams** – Managing Assistant, Vibrant Communities

**Heather Keam** – Manager of Cities, Cities Deepening Community

**Glenda Cooper** – Manager of Cities, Cities Deepening Community

**Alison Homer** – Manager of Cities, Cities Reducing Poverty

**Natasha Pei** – Manager of Cities, Cities Reducing Poverty

**Elle Richards** – Manager of Cities, Cities Reducing Poverty

**Ruté Ojigbo** – Community Animator, Vibrant Communities

**Hannah MacDonald** – Community Animator, Vibrant Communities

**Stephanie Murray** – Manager of Events, Learning Centre

**Duncan Field** – Community Animator, Learning Centre

**Jack Gibbings** – Community Animator, Learning Centre

**Megan Wanless** – Senior Community Animator, Marketing & Communications

**Jana Harris** – Manager, Finance and Administration

**Hannah Cowan** – Community Animator, Finance & Administration

## Our Partners

Thank you to our most generous funders and partners who make our work possible



In-kind contributions:





# Operations and Finance

The Finance and Operations team develops and maintains systems to ensure Tamarack is efficient and well run, and that the staff are happy and productive. The Tamarack Institute is a registered charity supported by member contributions, foundations, business and government, as well as through revenue generated from consulting, coaching, and workshops. The Tamarack team and our Treasurer follow best practices in all our accounting procedures and we are audited annually. Tamarack's full audited statements are available upon request. Please email [paul@tamarackcommunity.ca](mailto:paul@tamarackcommunity.ca) to request a copy.

## BOARD OF DIRECTORS

**Alan Broadbent** – Chairman of the Board

**Nathan Gilbert** – Vice Chair

**Colin Robertson** – Treasurer

**Vali Bennett** – Corporate Secretary

**Paul Born** – Co-CEO, Vibrant Communities

**Liz Weaver** – Co-CEO, Learning Centre

## FELLOWS AND ASSOCIATES

**Vickie Cammack** – Senior Fellow, Cities Deepening Community

**Al Etmanski** – Senior Fellow, Cities Deepening Community

**Mark Cabaj** – Senior Fellow, Tamarack Learning Centre

**Tom Klaus** – Tamarack Associate, Tamarack Learning Centre



### Highlights:

**\$806,020**

provided by Donors  
and Grantors

**\$802,691**

provided by Learners  
and Members

**\$782,838**

provided by  
Consulting Clients

**\$2.4M**

Operating Budget

**21**

staff positions  
located across Canada

# Donors and Contributors

In 2018, 874 donors, learners, and partners contributed \$2.4 million to support the work of the Tamarack Institute. We consider each of these contributors to be partners who provide financial support, new ideas, and stories that make our work more impactful. Below we have highlighted those who have contributed over \$1,000 in 2018. You can view a full list of our contributors [here](#).

## Over \$100,000

Anonymous Donor  
Employment and Social Development Canada  
Maytree Foundation  
McConnell Foundation  
Ontario Trillium Foundation  
Suncor Energy Foundation

Trinity Place Foundation of Alberta  
United Way of Central and Northern Vancouver Island  
Westcoast Family Centres

## \$100,000 to \$10,000

Alberta Health Services  
City of Edmonton  
Futureworx  
Greater Vancouver Foodbank  
Hamilton Community Foundation The Young Fund  
Howard County Multiservice Centre  
JSI Research & Training Institute  
Kahnawake Economic Development  
MaRS Discovery District  
Mental Health Commission of Canada  
Nectar Creative Communications  
Northern Illinois Center for Nonprofit Excellence  
Ontario Greenhouse Vegetable Growers  
Pathways to Education Canada  
Science World BC  
Toronto Community Housing Corporation  
United Way of Greater Atlanta  
United Way of the Greater Lehigh Valley  
Vancouver Foundation  
Zero to Three

## \$5,000 to \$1,000

Adoption Council of Ontario  
Alameda County Office of Education  
Alberta Children's Hospital Foundation  
Alberta Disabilities Forum  
Alberta Medical Association  
Alberta Museums Association  
Alberta Parenting for the Future Association  
Arctic Institute of Community-Based Research  
Aspen Family and Community Network Society  
BDACI  
Boise State University  
Bow Valley College  
Caislyn Consulting Inc  
Canadian Foundation for Healthcare Improvement  
Canadian Mental Health Association - Calgary Region  
Canadian Patient Safety Institute  
Canadian Poverty Institute  
Care Compass Network  
Carleton Victoria Community Inclusion Network  
Centennial College  
Centretown United Church  
Chebucto Connections  
Children and Youth Planning Table of Waterloo Region  
Children's Hospital of Wisconsin/Institute for Child  
City of Aurora  
City of Guelph  
City of Halifax  
City of Kamloops  
City of Kawartha Lakes  
Canadian Patient Safety Institute  
Canadian Poverty Institute  
Care Compass Network  
Carleton Victoria Community Inclusion Network  
Centennial College  
Centretown United Church  
Chebucto Connections  
Children and Youth Planning Table of Waterloo Region  
Children's Hospital of Wisconsin/Institute for Child  
City of Aurora  
City of Guelph  
City of Halifax  
City of Kamloops  
City of Kawartha Lakes  
City of Lethbridge  
City of London  
City of Oshawa  
City of Spruce Grove  
City of St. Catharines  
City of Toronto  
City of Victoria  
City of Windsor  
CityMatCH  
CityStudio and Simon Fraser University  
Collaborative for Health and Home  
Collaborative for Neighbourhood Transformation

## \$10,000 to \$5,000

Bertelsmann Stiftung  
City of Grande Prairie  
City of Kitchener  
City of Prince George  
City of Vancouver  
Collaboration for Impact  
Columbia Basin Trust  
Deltager Danmark  
End Poverty Edmonton  
Environmental Appeals Board with the Dispute Resolution Network  
FuseSocial  
Government of Nova Scotia  
Langley Association for Community Living  
L'Arche Stratford  
National Council of the United States Society of St Vincent de Paul, Inc  
New Brunswick Women's Council  
Parkinson Association of Alberta  
Peel Children's Centre  
Peel Poverty Reduction Strategy  
Pictou County United Way  
Rainy River District Social Services Administration Board  
REACH Edmonton Council  
Region of Peel  
Strathcona County Family and Community Services  
The Sinneave Family Foundation  
The Winnipeg Boldness Project



## \$5,000 to \$1,000 (cont.)

Community Action to End Poverty in Grande Prairie  
Community Engaged Scholarship Institute  
Community Foundation for Kingston & Area  
community Living Ontario  
Community Living Sarnia-Lambton  
Community Living York South  
Community Service Council of Tulsa  
County of Oxford  
County of Simcoe Poverty Reduction Partnership, Barrie, Orillia, Midland  
CUPS Calgary  
DC Moves  
Doctors of BC  
Durham Workforce Authority  
Economic and Social Inclusion Corporation  
Edmonton Chamber of Voluntary Organizations  
Edmonton Mennonite Centre for Newcomers  
Edmonton Southside Primary Care Network  
Elections Ontario  
Emmanuel United Church  
Engineering Change Lab  
Family Day  
Family League of Baltimore City  
Family Services Kent  
FCSS Outcome Measures Trainer  
Federation of Canadian Municipalities  
Future Oxford Partnership  
Government of Alberta  
Government of New Brunswick  
Government of Northwest Territories  
Government of Ontario  
Greater Bennington Interfaith Community Services, Inc.  
Greater Fredericton Community Inclusion Network  
Greater Sudbury Police Service  
Haldimand Norfolk Health Unit  
Halton Poverty Roundtable  
Halton Region  
Hamilton Roundtable for Poverty Reduction  
Hawai'i Community College  
Healthier Jupiter  
Healthier Lake Worth/Healthier Together  
Hillhurst Sunnyside Community Association  
Huron County Health Unit  
Immigrant Services Calgary  
Inclusion Alberta  
Independent Electricity Systems Operator  
IndigoBlue Consult  
Innisfil ideaLAB  
Inspiring Communities  
Institute for Better Health  
Joachim Herz Stiftung  
Kenora Association for Community Living  
KFLA Public Health  
Kids' Brain Health Network  
Körber-Stiftung  
Lakehead University  
L'Arche Canada  
Leeds Grenville Poverty Reduction Alliance  
Leeds, Grenville and Lanark District Health Unit  
LiveWorkPlay  
Living SJ  
Malton Neighbourhood Services  
Mental Health Corporations of America  
Ministry of Education  
Momentum Community Economic Development  
More Than a Roof Housing  
Mount Forest Family Health Team  
Mount Royal University  
Niagara Region  
Ontario Centre of Excellence for Child and Youth Mental Health  
Ottawa Child and Youth Initiative - Growing Great  
Ottawa Community Housing  
Our High River  
PACT  
Palm Healthcare Foundation Inc.  
Parkdale Food Centre  
Poverty Roundtable Hastings Prince Edward  
PREP Community Programs  
Prince Edward County Community Foundation  
Prosper Canada  
R. Keith Jones & Associates

Raising the Roof  
Redwood Park Communities  
Regina Anti-Poverty Ministry  
Region of Waterloo  
Regional Municipality of Durham  
Richmond Children First  
Robin Hood Association  
Ryerson University  
Salvation Army  
Sarnia-Lambton Rebound  
Saskatchewan Association of Architects  
Saskatchewan Association of Rehabilitation Centres  
Service Coordination for People with Developmental Disabilities  
Services and Housing In the Province (SHIP)  
Shorefast  
Simcoe Muskoka District Health Unit  
Simon Fraser University  
SmartSAVER  
Social Development Council of Cornwall and Area  
South Central Community Family Service Centre  
Southwestern Public Health - Oxford Elgin St.Thomas Health Unit  
Sparkrock  
Stacy Giroux  
STADD  
Stony Plain Family and Community Support Services  
Strathcona Refinery - Imperial Oil  
Street Culture Project Inc.  
Stuart Foundation  
Te Tihi o Ruahine Whanau Ora Alliance  
The Association of Family Health Teams of Ontario - AFHTO  
The Atmospheric Fund  
The Change Foundation  
The Denise House  
The District Municipality of Muskoka  
The Ford Family Foundation  
The Regional Municipality of York  
The Saskatoon Food Bank & Learning Centre  
The United Church of Canada  
The Wheelhouse Of Waterloo Village  
THRIVE Medicine Hat  
Timiskaming Health Unit  
Toronto Public Health  
Toronto Public Library  
Town of Oakville  
Townshippers' Association  
TRRUST  
UJA Federation of Greater Toronto  
United Counties of Leeds and Grenville  
United Way Cape Breton  
United Way Greater Moncton and Southeastern New Brunswick  
United Way Greater Toronto  
United Way Halifax  
United Way KFL&A  
United Way of Calgary and Area  
United Way of Central Iowa  
United Way of Southeastern Connecticut  
United Way of the Southern Tier  
United Way Sault Ste. Marie & Algoma District  
United Way Waterloo Region Communities  
United Way Winnipeg  
University of Alberta  
University of British Columbia  
University of Calgary  
University of Saskatchewan  
University of Toronto  
University of Waterloo  
Vancouver School Board  
viaSport  
Vibrant Abbotsford  
Vibrant Communities Calgary  
Vibrant Communities Charlotte County  
Wellbeing Waterloo Region  
Wellington County Rural Health Alliance  
Wellington County Rural Health Alliance  
West Island Community Resource Centre  
Westmorland Albert Community Inclusion Network Co-operative  
Warton Salvation Army  
Winnipeg Boldness  
Winnipeg Poverty Reduction Council Winnipeg  
Wood Buffalo Food Bank  
YMCA of Greater Toronto  
Yukon Anti-Poverty Coalition

**Find Us:**

Tamarack Institute  
Kindred Credit Union Centre  
for Peace Advancement  
Conrad Grebel University College  
University of Waterloo  
140 Westmount Road North  
Waterloo, Ontario, N2L 3G6

**Charitable Registration  
Number:**

862808615RR0001

**Our Vision:**

Building a connected force  
for community change.

**Our Mission:**

Collaboratively create vibrant communities by engaging learning leaders. When we are effective in strengthening community capacity to engage citizens, lead collaboratively, deepen community and reduce poverty, our work will contribute to the building of a more equitable, prosperous, and peaceful society.

**Web:**  
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