



10

A Guide for a
Community-Based
COVID-19 Recovery

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 TAMARACK
INSTITUTE

ACKNOWLEDGEMENTS

This guide was developed by Paul Born, Co-CEO and Lisa Attygalle, Director of Community Engagement (Tamarack Institute). Megan Wanless and Kimber Kunimoto (Tamarack Institute) provided overall management of the guide's production. Sarah Whyte provided copy editing, and Sheena Gingerich supported graphic design.

We acknowledge that contributions to this guide came from individuals located on various parts of Turtle Island. The Tamarack central office is situated within the traditional territory of the Attawandaron (Neutral), Anishinabek and Haudenosaunee peoples. We thank them for the care they provide to this land.

Thank you to the Tamarack board and staff, as well as our special advisors, for sharing their ideas to build out this guide. They include:

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TABLE OF CONTENTS

Introduction	4
Section 1: Assessing Your City's Commitment to Community Change	6
Section 2: 10 Really Good Ideas	9
Section 3: 10 Inspiring Stories	21
Section 4: 10 Useful Resources	40
About Tamarack	42



INTRODUCTION

10 - A Guide for a Community-Based COVID-19 Recovery was an idea hatched by the Tamarack Board and Co-CEO's Liz Weaver and Paul Born while developing a ten-year strategy for Tamarack. As an organization we have spent many hours considering why and how cities and communities have become such a force in community change, especially now during COVID-19. With an eye to the future, this guide captures this momentum, attempting to do so in practical and useful ways.



COVID-19 has impacted our communities in unimaginable ways. People have become very ill and too many have died. Children are uncertain about their future and their education has been compromised. Businesses have closed and many will not reopen. The wellbeing of those in cities and communities has been impacted on a scale few of us thought possible.

In the midst of this mass disruption, we have also seen resilience. Neighbours reaching out to neighbours. Citizens acting responsibly and practicing physical distancing to collectively combat the virus. Our health system workers acting heroically. We have seen new ideas emerge while old ideas are being challenged.

Our cities and communities are where people live. It is here we see the effects of public policy and it is here where we will address the issues that matter most to Canadians. The choices made today will impact Canada's recovery from COVID-19. If we want a future where our cities are thriving, we need to work together to achieve a collective community-based response. We are all in this together and it will take all of us in a community to find our way through.

If you are a community leader, such as a mayor, an elected official, a business leader, a community activist, or a concerned citizen, this guide was written for you. We created it to be accessible and easy to use, with five sections and links to resources throughout.

Section one includes an assessment to take stock of how your city is working toward a COVID-19 community-based recovery. We recommend you start here, as it will serve as a guidepost for exploring the Ideas.

Section two provides 10 Really Good Ideas for thinking forward at a city or community-wide level. This list is certainly not comprehensive as there are now literally hundreds of ideas being implemented by cities in Canada. However, these 10 ideas are important because they are the most universally applied in successful community development.

Section three provides you with 10 Inspiring Stories that highlight examples of cities acting together. These feature cities have implemented ideas listed in our Really Good Ideas section.

Section four includes a list of 10 Useful Resources for cities and communities interested in citizen-led community planning and innovation as you adapt and recover from COVID-19.

We hope that you find this guide helpful and that it inspires you to rebuild together as a community.

SHAUNA SYLVESTER (*Board Chair*)
Director of Simon Fraser University's Wosk Centre for Dialogue

BROCK CARLTON (*Board Vice Chair*)
Former CEO of the Federation of Canadian Municipalities

SECTION 1

Assess your City's Commitment to Community Change

In this section, we are posing ten questions that will help you consider and better understand your community's approach to a COVID-19 recovery/adaptation. Use this quick assessment to indicate what your city is currently doing and then use these results to guide you through the rest of this booklet.

Use the following scale to score responses:

1 = Not yet **2** = Just getting started **3** = We are part way there **4** = We are doing this **5** = We are there

Here are ten questions to think about:

Questions to consider	Rank
1. Has your city taken stock of the impacts, both negative and positive, of the COVID-19 pandemic and considered how it has affected different parts of the community? Notes:	1 2 3 4 5
2. Is your community engaging in dialogue to reflect and learn together about COVID-19 recovery/adaptation? Notes:	1 2 3 4 5
3. Has your community formed a local coalition (citizen or city-led) that is focused on a COVID-19 recovery/adaptation plan? Notes:	1 2 3 4 5
4. How well has your community communicated with your citizens throughout COVID-19 and regarding a recovery plan? Notes:	1 2 3 4 5
5. How comfortable is your community adapting and responding to emergent change? Notes:	1 2 3 4 5

Questions to consider	Rank
6. How knowledgeable is your community with a Collective Impact approach to community change? Notes:	1 2 3 4 5
7. Has your community taken stock of the social and physical assets present to help guide them toward a recovery? Notes:	1 2 3 4 5
8. Does your community have a strong history of citizen-led action? Notes:	1 2 3 4 5
9. Is your community working on a COVID-19 recovery/adaptation plan that focuses on social recovery in addition to economic recovery? Notes:	1 2 3 4 5
10. Has your community dialogued about a recovery that considers disparities of equity and race, poverty, and climate change that have surfaced through COVID-19? Notes:	1 2 3 4 5
<p style="text-align: right;">Your total</p>	

10-25 points – Reach out to us, we can help.

25-40 points – You are doing well. Keep going!

40-50 points – Please reach out to us, we want to learn from you.

What have you learned by taking this assessment?

COMMUNITY



SECTION 2

10 Really Good Ideas

These 10 ideas suggest meaningful ways for a whole community to work together through COVID-19 creating a collective impact. While you can consider each idea alone, they are most powerful when weaved together to create mutually reinforcing actions to build community-wide momentum and change.

- 1 An Opportunity to Unite! Don't Let the Crisis go to Waste.
- 2 Engage Your Community in Dialogue
- 3 Create Innovative Ways to Inform Your Community
- 4 Support and Mobilize Citizen Action
- 5 Adapt and Respond to Emergent Change
- 6 Take an Asset-Based Approach for Sustainable Change
- 7 Build on Shifting Worldviews and Adopt Innovation
- 8 Embrace a Collective Impact Approach
- 9 Harness This Opportunity for a Just Recovery
- 10 Build Community Resilience

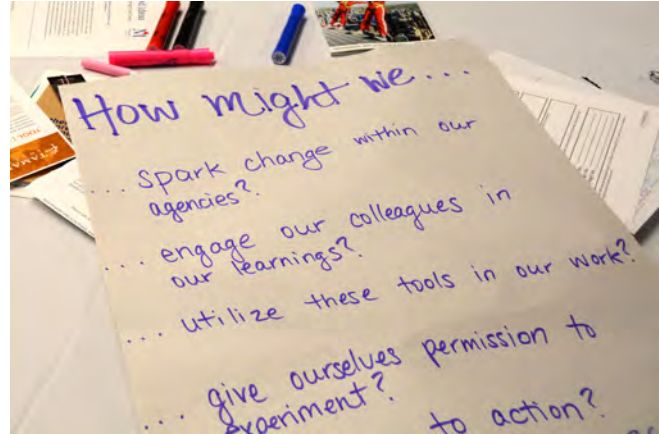
1 AN OPPORTUNITY TO UNITE! DON'T LET THE CRISIS GO TO WASTE.

This pandemic shook the foundations of society. In environments that are traditionally slow-moving and bureaucratic, we have proven there is capacity for action, that immediate responses are possible, and that we can quickly pilot promising ideas and pivot our work to respond to community needs. But only if we unite and work together.

Tim Brodhead shared, in his article “On Not Letting (Another) Crisis go to Waste,” that this is our opportunity to learn, adapt, and innovate. Let’s not try to return to “normal,” instead let’s build back our communities to correct the structural flaws laid bare by this pandemic.

To do this:

- Funders should provide flexible funding agreements, investments in people, and long-term commitments to communities.
- Governments should strengthen the social safety net by providing relief directly to people, use non-profits as essential services for rapid response, and make long-term structural changes.
- All organizations should use their assets to adapt, innovate, and transform for impact.
- Communities should consider a Collective Impact approach to community change. With a common agenda and shared measurements, communities have achieved the seemingly impossible.



LEARN MORE

- [On Not Letting \(Another\) Crisis go to Waste, Tim Brodhead](#) – If we are to derive some benefit from present pain, Canadians need to learn the lessons of COVID-19 and distinguish between short-term corrective measures and the opportunity to correct structural flaws.
- [The COVID-19 Crisis Presents an Opportunity for Canada’s Charitable Sector to Disrupt the Status Quo: Sector Leaders](#), Tim Harper – This article outlines the need for charities and funders to shift thinking in the way they are structured and funded.
- [COVID Signpost](#), Canadian Urban Institute – A research series that looks at how life in Canadian cities has changed and what must come next.

2 ENGAGE YOUR COMMUNITY IN DIALOGUE

Dialogue begins by spending time talking with community members to learn how they have personally been impacted during the pandemic. Hearing personal stories builds empathy, connecting us to issues and to each other in a way that is more meaningful than data alone. Engaging in dialogue allows for reflection, learning, relationship-building, connection, solidarity, and mutual support.

Through dialogue, we can avoid making assumptions or choosing for the community what is most important. We can expand perspectives by learning from others about their experiences, noticing both what is shared and what is unique. This dialogue creates space for community members to offer insights and solutions. Be sure to document the stories and the journeys, using the collection to see what's possible.

Create mechanisms for community dialogue by:

- Inviting story-sharing: use social media, journalism, or a collaborative platform.
- Hosting small group roundtable conversations virtually or in COVID-safe ways
- Inviting focused dialogue during existing gatherings like virtual neighbourhood meetings or physically distanced sing-a-longs.
- Hosting an open community conversation or guided visioning process to understand key impacts and brainstorm ways to create change now and into the future.

- Setting up Social Innovation Labs with diverse stakeholders to ideate and prototype solutions for key social issues.
- Building a Community Plan together. Start by listening to each other, learning about what is most important to residents, then using what you learn and agree on as a guide to city planning, servicing, and program delivery.
- Inviting your community into dialogue shows that you care about each person and their unique situations, want to embrace diverse perspectives, and are invested in working together.

LEARN MORE

- [Citizen Engagement with the Changing City](#), Shauna Brail, Bang the Table – Lessons learned from meaningful citizen engagement in city-building for the future, connecting policy to community building and citizen engagement.
- [Imaginings: A DIY Guide to Arts-Based Community Dialogue](#), The U.S. Department of Art and Culture – A guide for arts-based gatherings that promote community conversation and involving diverse groups to consider their community's future.
- [Innovation in a Few Easy Steps](#), Tamarack Institute – Community Innovation differs from other forms of Social Innovation because of its focus on community—placing community members as both the champions and the arbiters of change.

3 CREATE INNOVATIVE WAYS TO INFORM YOUR COMMUNITY

Innovative communication has been a hallmark of COVID-19. Take a moment to take stock of all of the new ways we have connected with each other throughout the pandemic and how quickly these changes happened: workplaces have become remote, community members are using social media and community platforms to mobilize connection, family and friends are gathering through virtual meet-ups, and services that were purely offered in-person are now online.

This pandemic has revealed that access to communication needs to be clear and accessible. Cities can take action to ensure citizens have access to information by:

- Providing timely and easy-to-understand information from credible and trusted sources, using appropriate alert systems.
- Providing virtual spaces for citizens to meet up and have conversations.
- Expanding access to the internet and necessary technology as a human right.
- Improving technological literacy by developing the necessary skill sets.

- Proactively addressing virtual burnout, fatigue, and mental health issues.

Cities have an opportunity to be the trusted source of information for community members. They can support the recovery/adaption process by committing to communicating well—communicating differently—simplifying information and engaging meaningfully.

LEARN MORE

- [Tipsheet for Accessibility and Equity in Online Engagement during COVID-19](#), Simon Fraser University (SFU) Centre for Dialogue – This tipsheet outlines potential barriers related specifically to online engagement, and particularly during the COVID-19 pandemic, with questions to consider and strategies that can help address these barriers.
- [A Guide to Hosting and Harvesting Meaningful Conversations in Virtual Spaces](#), the Art of Hosting Conversations that Matter – A resource for hosting and harvesting conversations in virtual environments in a way that people are co-creating, learning and able to address the issues that people care about.
- [Seeing Youth Voices](#), Tamarack Institute – A photo exhibit which asked Canadian youth to share what their communities might look like in 2030.
- [Atlantic Youth Weavers Photovoice Project](#), WeavEast – 16 Atlantic Canadian youth captured “what it means to be a changemaker” through this participatory action research project.



4 SUPPORT AND MOBILIZE CITIZEN ACTION

At the height of the pandemic, two contrasting forces aligned. First, there was a strong central authority asking people to stay home, to close businesses and all public places. Second, there was a surge of people organizing to share information, support one another, learn together, create ideas, sew masks, bang pots, feed medical workers, and so on.

As we create plans for building civic life through COVID-19, let's consider some ways that we might harness community activity. How can we create space for community members to share their ideas and time? How can we support citizen action? So often when planning from a central place—like city government—we are trying to *do for* the citizens of a community. Instead, consider strategies that *do with* citizens, or better yet, create spaces and encourage ideas from neighbourhoods so that they are empowered to *do themselves*.

By developing an approach that values citizen action, we can harness local assets. We can use asset mapping to gather the gifts of diverse people, share them and link them to projects.

It is possible to have a centralized plan that is implemented in a decentralized way. Supporting and mobilizing citizen action builds social capital and human capacity—valuable assets both during a pandemic and in the pursuit of a sustainable city.

LEARN MORE

- [The Courage of Conviction](#), Tamarack Institute – In this webinar, Moira Were and Liz Weaver discuss how to step into our convictions with courage. Activism is lived daily through small and large actions. Do you have the courage to lead?
- [Your Influence Matters. How to Use It to Support Long-Term Social Change](#), Becky Margiotta – This 2020 Collective Impact Convening keynote highlights how to maximize the impact of your "three feet of influence" to change the world.
- [Asset-Based Community Development at a Glance](#), Tamarack Institute – ABCD goes beyond any individual's gifts or particular group's strengths to consider how these may come together to create broader changes for the common good within a community. These assets equip people to create local opportunities and respond to needs and challenges in their neighbourhoods.



5 ADAPT AND RESPOND TO EMERGENT CHANGE

The COVID-19 pandemic is proving to be a long emergency, where we have needed to learn as we go, continually pivot, and embrace emergent change. To do this well we need to take in information from our global community to learn what others are doing and combine that with our shared local knowledge of what is needed locally.

We need to partner—the local government, community partners, businesses, and community members—for collective learning and a shared response. Create the environment for authentic collaboration to eliminate competition and build trust, knowing there is room for everyone to contribute. Once we have responded, we can turn and learn from our actions—what happened, what else is needed, what should we do differently? Working with an understanding of emergent change may be a new skill set to develop.

The actions that we take at the city level have a global impact. We see this play out not only with

the COVID-19 pandemic, but with the environmental crisis and systematic racism. Now is not the time to be passive or to think and act in isolation. It is time to act boldly, learn, and share. We need to commit to taking the necessary steps as a local community, within a global community, to build solidarity and lessen the future impacts of the current and coming crises.

LEARN MORE

- [Re:Action Forum](#), CivicAction – This forum brought together 300 leaders to shape Toronto's collective reaction to COVID-19 with a focus on three interconnected opportunities: helping young adults enter or re-enter the workforce; supporting mental wellbeing and combating loneliness; and building and maintaining trust in our communities and leaders.
- [How to Keep Learning During a Crisis](#), Collective Impact Forum – When we're working through a crisis, it can feel overwhelming to consider how we can learn from what's happening around us. This podcast discusses the imperative of learning, especially during times of great upheaval, and the ways we can assess how we're doing and how to move forward.
- [Adaptive Learning - A Pivotal Competence for Collective Impact](#), Chris Soderquist – This session will introduce an integrated set of adaptive learning competencies including systems thinking, conversational capacity, and 'yes to the mess'.



6 TAKE AN ASSET-BASED APPROACH FOR SUSTAINABLE CHANGE

We can look at our recovery as a problem that we need to overcome, or we can leverage the strengths of our community, the assets people have to share, and utilize them for the common good. Remember, we are building a future for our children. This type of forward thinking gets us out of a reactionary-crisis-mode and into a proactive-building-mode for a sustainable future.

How can you build upon your community's assets? Using the notion of radical localism, we can build a circular economy that addresses interconnected issues such as poverty and climate change. Think of neighbourhoods as local circular economies—sourcing what we can at a neighbourhood level, supporting local businesses, and employing local people. Radical localism is also about solving local problems with local solutions, empowering those closest to the issues to share their knowledge and work together to leverage community assets.

This human-centered approach considers a Sustainable Communities Framework—seeking to build economic, social, human and environmental health. It also promotes social equity and evokes multi-sector citizen participation in both planning and implementation.

LEARN MORE

- [Nine Ways to Create an Asset-Based Recovery Plan](#), Tamarack Institute – Organizations and groups across the globe are trying to find the right way to move into the recovery phase of the



pandemic. This guide explores how organizations might alter the traditional recovery methods of top-down approaches to thinking about recovery with community at the center.

- [Asset-Based Community Development Recovery Framework](#), Jonathan Massimi and Heather Kearn – This article highlights how putting the community at the center of recovery helps us learn from what has happened and find solutions to emerge stronger and more resilient.
- [Framework for Sustainable Communities](#), Center for Sustainability – A tool designed to help decision makers make economical and responsible choices regarding public works infrastructure issues within the community.

7 BUILD ON SHIFTING WORLDVIEWS AND ADOPT INNOVATION



How might we debrief the people of our community to understand the changing mindsets that arose during the pandemic? How do we hold on to the empathy that was built during COVID-19 and the ensuing policies that evoked shared responsibility? Consider the policy changes that were quickly implemented during COVID-19 and advocate for making these “pilot” changes permanent: valuing support workers, grocery store employees and garbage collectors, making transit free, providing a sustaining wage for those who could no longer earn an income, and finding innovative solutions to homelessness so that everyone could practice social distancing.

These changes were widely accepted, highlighting a shifting worldview.

As one of our contributors stated:

“COVID is a wakeup call for cities who, while they struggle with an outdated fiscal framework, are stepping up to pivot and explore actions and initiatives they never would have considered and carrying this out rapidly. This ability to be agile and take action can’t be unseen. It is a wake-up call for citizens too, who now know that change can be accomplished quickly and that governments can make it happen. They know they can do it.”

LEARN MORE

- [All-In Cities Policy Toolkit Index](#), PolicyLink – This toolkit offers actionable strategies that policy-makers and advocates can use to advance racial equity. Each tool contains information on important policy considerations, who can implement it, and examples of where it is working.
- [COVID-19 Decision-Making: A Social Impact Tool for Social Purpose-driven Organizations](#), McConnell Foundation – Organizations are encouraged to use this social impact decision-making tool to inform strategic decisions during and post pandemic.

8 EMBRACE A COLLECTIVE IMPACT APPROACH

During the pandemic, we have seen people working together, setting aside individual interests and putting the community's needs first. When we work together for a shared purpose, we can do more than any of us alone. Let's harness these cooperative leadership skill sets that advance collaboration and continue to work across sectors in productive ways.

Collective Impact uses a backbone infrastructure to help many people to work together toward a common agenda. This approach is used to address complex and stubborn community issues by enabling large-scale systems change. The collaborative works together to measure those things we really want to see changed and learn and adapt as we go. Through mutually reinforcing activities and continuous communication, communities can align the efforts of government, businesses, charities, and citizens towards a collective outcome.

Collective Impact offers an approach for a community to truly work together for population-level change.

LEARN MORE

- [Managing Change During the Pandemic: Thoughts for Collective Impact and Nonprofits](#), Paul Schmitz – How can we lean into empathy, along with considerations for how collective impact can lean on experience, networks, and other assets.
- [Turf, Trust, Co-Creation & Collective Impact](#), Liz Weaver – Authentic community change moves at the speed of trust. And yet, we spend so little time and focus on intentionally building trust amongst partners. This paper explores the intricacies of trust, how to build it and what to do when trust is broken.
- [The Collective Impact Compendium Series](#), Tamarack Institute – Collective Impact is a framework for addressing complex community dilemmas and is most effective when trying to move the needle at a population or systems change level. Tamarack has built a comprehensive toolkit to support your work.



9 HARNESS THIS OPPORTUNITY FOR A JUST RECOVERY

Let's do more than recover. If we take the time to think beyond the short-term, we can begin to address the deep disparities of equity and race, end poverty, combat climate change, and address loneliness and isolation. Let's be aspirational rather than return to the status quo that did not work for most people or for our environment.

Put people at the center: We are seeing an increased awareness of equity and human rights. Let's use this momentum to ensure diverse representation—centering the voices of lived experience including Black, Indigenous, People of Colour, 2SLGBTQ+, youth, and those who are vulnerable—in the conversations that are had and as structures are rebuilt.

Keep gender equality, diversity, equity and anti-racism lenses prominent through all rebuilding efforts: COVID-19 has brought a pandemic within a pandemic whereby certain populations are more greatly impacted: the “she-cession”, women in low wage jobs, domestic violence, transit users, primary childcare providers, etc.

Reset what we value as markers of success: We can build on Indigenous worldviews to think long-term and be accountable to our future generations and our planet. Re-think the concept of economic

development to set a vision for an equitable and sustainable future. Use the Doughnut Model to re-define successful development so that it accounts for social justice and planetary boundaries.

Embrace a multi-solving approach: Tackle inter-related problems and respond to the communities most pressing needs by building solutions that deliver multiple community benefits.

LEARN MORE

- [The Doughnut Model](#), Kate Ratworth – The Doughnut Model is a framework that considers meeting the needs of all, while also meeting the needs of the planet, bringing social and environmental concerns together in one single image and approach.
- [Covid-19 and Race: Principles](#), PolicyLink – Principles for a “Common-Sense, Street-Smart Recovery” to build an inclusive economy and equitable nation that works for all.
- [An Intersectional Approach to COVID-19 She-Covery](#), YWCA – This paper addresses the complex needs of communities marginalized through interlocking systems of oppression.
- [Changing How I Think About Community Change](#), Sylvia Cheuy – This paper profiles multi-solving—a framework emerging from the field of climate action that offers a new approach and an array of helpful tools to address our community's most complex issues.

10 BUILD COMMUNITY RESILIENCE

A resilient community is one that is equipped to bounce back after a crisis. When community resilience is present, residents demonstrate the ability to unite community resources (social, cultural, political, physical, economic, material), and collaborate to take collective action. During the COVID-19 crisis, we seldom relied on institutions or formal systems to support us where we lived. They were on standby in case of an acute crisis to offer shelter, food, or care, but for the majority of people in need it was neighbours and family members that went grocery shopping. Friends provided support to combat loneliness, help people make sense of what was going on, and encourage each other to stay well. It was a sense of citizenship (with good advice from the institutional experts) that kept people at home.

We do need formal systems during emergencies, but we also need knowledgeable, prepared and connected citizens. This pandemic will not be the last our communities will face, and it certainly will not be the last disaster. Let's be ready for the next emergency by proactively deepening community and building recovery plans that recognize and provide training for the citizen as a key first responder.

LEARN MORE

- [When Disaster Hits, Your First Responder Probably Will Not Be a First Responder](#), Ron Dwyer-Voss – A look at the importance of social capital and neighbours in emergency response and the impact community connection has on resiliency.
- [The Case for Cultivating Resilience: Adapting to Challenge Sustaining Hope](#), Sylvia Cheuy – This paper explores the concept of community resilience, what it is and why it matters. When considering major trends and their implications for communities it is more crucial than ever now that we are facing divergent possibilities related to the impacts of COVID-19 and our possible responses.
- [Deepening Community](#), Paul Born – Read about the four pillars of deep community: sharing our stories, enjoying one another, taking care of one another, and working together for a better world.





SECTION 3

10 Inspiring Stories

Here are 10 stories that illustrate how cities can engage the whole community through COVID-19 to work together for a collective impact. These stories will give you a taste of how these groups are championing the 10 Really Good Ideas from Section 2.

- 1 **Whitehorse** is Taking an Asset-Based Approach to Food Security
- 2 **Revelstoke**'s Community Momentum Creates Organic Collective Impact
- 3 **Saint John** is Mobilizing Social Capital
- 4 **Peel**'s More than 100 Partners are Collaborating for Systems Change
- 5 **Prince Albert**'s Together, No One Gets Left Behind
- 6 **Lethbridge** is Mobilizing Citizens to Support Each Other
- 7 **Edmonton** and **Guelph** are Leveraging Community Plans to Build Back Better
- 8 **Leeds & Grenville** is Preparing Their Community to Pivot Post-COVID-19
- 9 **Kitchener** is Embedding an Environmental and Social Lens to Decision-Making
- 10 **Montreal** is Creating a Circular Economy for a Greener Recovery

1 TAKING AN ASSET-BASED APPROACH TO FOOD SECURITY

WHITEHORSE, YT

When the pandemic hit Whitehorse, it shone a light on pre-existing issues in the community. Food security was at the top of that list. “People needed us that day,” reflects Dave Blottner, Executive Director of the Whitehorse Food Bank. “It moved the conversation from something we were debating, to something we needed to do. From ‘should we’ to ‘could we.’” Responding to these immediate needs sparked community innovation where different people from different sectors came forward with what they had to offer.

When Air North Airline and Yukon College shutdown, they provided their extra food. The Whitehorse Chef Collective began cooking and packaging meals. The Boys and Girls Club offered their logistical support to figure out when food was arriving and who needed it. The Anti-Poverty Coalition became the hub. The Fetal Alcohol Syndrome Society Yukon managed food delivery by designing core routes and managing volunteers. When the shelter was at capacity and couldn’t provide any more support, a group stepped up and fundraised \$12,000. These groups felt like they were “using their strong suits and vibrating in sync.”

Through all of this collaborative community action, food security support has expanded from a food hamper program available for pickup once a month in Whitehorse, to a food hamper delivery program going to 14 communities, plus a twice daily Meal-To-Go program. They also expanded community gardens and education sessions in cooking and canning.

Addressing short term needs has led to a deeper understanding of the local food system and has solidified the community’s ability to work together. Blottner shared, “Before all of this, no one person knew what the whole system looked like. We were only able to move so quickly because we already had relationships with each other.” Now they are building upon these working relationships and using their assets to plan forward to the creation of sustainable food systems with a goal of ending chronic hunger by 2024.

Taking an asset-based approach builds on the pre-existing strengths within the community. It turns the focus away from what a community is missing to what a community has to use and leverage. It fosters community innovation by inviting people to get creative with what they have and to work together for sustainable solutions.

LEARN MORE:

- [Yukon Anti-Poverty Coalition](#)
- [Whitehorse Food Bank](#)
- Read about how putting the community at the center of recovery helps us learn from what has happened and find solutions to emerge stronger and more resilient: [Asset-Based Community Recovery Framework](#)



② COMMUNITY MOMENTUM CREATES ORGANIC COLLECTIVE IMPACT REVELSTOKE, BC

While the impact of COVID-19 has been swift and intense, Revelstoke has mobilized its response to the pandemic by focusing on two pre-existing community priorities—Affordability for All and Strong Neighbourhood Connections—both of which have been exacerbated by the social and economic instabilities of the pandemic.

Recognizing opportunity within the crisis, Revelstoke’s municipal leaders, business champions, non-profit changemakers, and concerned citizens rallied together to ensure that everyone is able to meet their basic needs and can access critical opportunities for connection. Together, they are leveraging each other’s efforts to support the greater good, build resilience, and revamp local programs, policies and systems. This cross-sectoral effort, called Vibrant Revelstoke, means everyone has a role to play.

Municipal leaders: The City of Revelstoke provides leadership and backbone support for Vibrant Revelstoke. They share reliable information through municipal updates as well as a weekly YouTube videos by Mayor Sulz, Co-Chair of Vibrant Revelstoke’s leadership roundtable.

Non-Profit Changemakers: Non-profits are mobilizing in different ways, including:

- Aligning the local food bank and food recovery programs and adapting programming to accommodate social distancing and safe sanitation;

- Ensuring that women facing domestic violence can access shelters with their children, as well as providing emotional support for both men and women in the community;
- Coordinating responses to support the community’s growing mental and emotional health needs, particularly for seniors and vulnerable populations, using phone trees and email check-ins;
- Putting together a framework for emergency loans to support local businesses

Business Champions: Revelstoke’s Chamber of Commerce is helping local business access federal and provincial support, and many businesses are modifying their services to support elderly and immunocompromised residents.

Citizen-led Innovations: With Revelstoke’s Community Response Network (CRN) taking the lead, a group of Revelstokians have come together to connect volunteers who are ready and able to provide support for those in need. With an awareness of the needs of seniors and people with disabilities, they provide grocery and other deliveries, as well as activities like shoveling snow, dog walking or yard care. Vibrant Revelstoke’s Neighbourhood Connections team has also organized “Front Yard Feasts” on Fridays, inviting neighbourhoods to take to their front yards, eating and connecting while maintaining physical distance.

Amidst anxiety and uncertainties, Vibrant Revelstoke has found a silver lining—an opportunity to do things

differently. Revelstoke's unfolding response involves all parties moving forward together to restore and revamp health, social and economic programs and systems, thus building the foundation for stronger relationships that will last well beyond the impact of COVID-19.

LEARN MORE

- Learn about [Vibrant Revelstoke](#)
- See guidelines for strengthening community resilience in this [Health in a New Key Pocket Guide](#), Vitalyst Health



Revelstoke's Neighbourhood Connections block party

3 MOBILIZING SOCIAL CAPITAL

SAINT JOHN, NB

When COVID-19 restrictions were announced, community leaders in Saint John, New Brunswick responded quickly to the needs of vulnerable residents. Resources were coordinated to support non-profits and grassroots groups so they could adapt and support the most vulnerable—and newly vulnerable—with food and transportation throughout the pandemic. Their success was largely due to their history of collaboration with all four local sectors (non-profit, business, government, and citizens), and their close partnership with the provincial government.

[Living SJ](#) is Saint John's provincial Community Inclusion Network (CIN). Their mandate is to develop a local plan that aligns with New Brunswick's [Poverty Reduction Strategy](#) and to implement the plan in collaboration with community members.

As a result of their collaborative poverty reduction work over several years, Living SJ has built, sustained, and expanded the social capital needed to help residents and communities thrive in positive economic times, and to survive in crisis situations. The Living SJ Team and its partners were essential in working with the provincial government to rapidly assess whom in each community needed service, where the strengths were, how the community was coming together, where the gaps remained, and what else was needed.

The Greater Saint John Emergency Food Program is an example of a neighbourhood-led Collective Impact response where organizations who were

working together, and connected through Living SJ, were able to move quickly to establish a collective food security response.

The Emergency Food Program collective was started by Inner City Youth Ministry, P.U.L.S.E., Waterloo Village Neighbourhood Association, Carleton Community Centre and Horizon Health Community Development in order to get food to families whose children typically access school lunch programs. They became the first beneficiary of the local United Way's Atlantic Compassion Fund and adapted the Inner-City Youth Ministry's paper bag lunch program by bringing bagged lunches for distribution to non-profits that were still open. When those organizations closed as well, the collective secured a packing and distribution space in a Port of Saint John cruise ship terminal and transitioned from a volunteer-based operation to re-deploying staff from organizations in priority neighbourhoods. As a result, several non-profits were able to maintain employees' hours. The United Way had the program recognized as an official provincial food response, allowing the collective to access cheaper bulk food through the New Brunswick Food Depot Alimentaire. With community food needs increasing beyond families, they expanded the service to include isolated adults and seniors.

As of April 6, 2020, the emergency collective had served 1,998 individuals in 629 households, with an average of 125 deliveries per day. Organizations that hadn't primarily been involved in food security put

their organizational missions and operations aside in order to be client-centered—pitching in to fill any gaps so that individuals and families' needs were met.

The Emergency Food Response is a testament to the skill of Saint John's grassroots organizations and what can be accomplished when neighbourhoods have the connections, skills and tools to employ a Collective Impact response.

LEARN MORE

- Learn about [Living SJ](#)
- Read [New Brunswick's Poverty Reduction Plan](#)
- Consider how sustaining collective impact efforts is about engaging, in unique ways, all the resources available to the collaborative with the tool, [Sustaining Collective Impact Efforts](#)



Neighbourhood leaders Penni and Dustin fill food bags in Saint John

4 MORE THAN 100 PARTNERS COLLABORATING FOR SYSTEMS CHANGE PEEL, ON

To ensure that the needs of vulnerable residents are met, the Region of Peel is partnering with community agencies to connect residents to resources, services, and support during the COVID-19 pandemic. With more than 160 partners, the [Community Response Table \(CRT\)](#) helps local agencies support vulnerable and at-risk populations in identifying and responding to emerging needs, and supporting collaboration, coordination, information sharing and

problem solving among Peel Region's not-for-profit and community sectors.

The virtual CRT includes employees from the Region of Peel and municipal partners from Brampton, Caledon and Mississauga. Participants also include not-for-profits, health, social service and systems organizations such as school boards and health agencies.



This photo showcases a gathering of Peel's Regional Community Response Table

As part of this regional response, a community-wide agency [survey](#) was conducted to assess the impacts of the pandemic in the Region of Peel. The survey findings identified several themes, needs, and lessons learned. The most notable findings include: enhanced collaboration among new and existing partners; opportunities to pilot innovative strategies; and the need to be flexible and creative when responding to community needs.

Just ahead of the crisis unfolding, the [Peel Poverty Reduction Committee](#) (PPRC), which is co-chaired by the Region of Peel and United Way Greater Toronto, established a new governance structure consisting of seven action tables for its 2018-2028 Peel Poverty Reduction Strategy. Perspectives from the PPRC's Lived Experience Roundtable on the impacts of COVID-19 on residents experiencing poverty have also been shared with the CRT and have played a critical role in recovery planning.

The Region of Peel's CRT demonstrates the convening power of the community and an understanding that there is strength in a collective. Collaboration has proven to be an efficient and effective way of dealing with the crisis in the short-term. By leveraging connections, increasing awareness of issues, and advocating for improvement and systemic change, CRT members look long-term, beyond the immediate COVID-19 pandemic to the hoped-for outcomes of reduced poverty and a just future for all.

LEARN MORE

- Find out more about the Region of Peel COVID-19 [Community Response Table](#)
- See the [survey findings](#) showing keys themes, needs, and lessons learned
- Learn more about the Peel Poverty Reduction Committee and the [2018-2028 Peel Poverty Reduction Strategy](#)
- Learn about [Five Steps For Building Strong and Sustainable Groups](#) to work together to make change in your community.



5 TOGETHER, NO ONE GETS LEFT BEHIND

PRINCE ALBERT, SK

In the wake of COVID-19, individuals and organizations in Prince Albert sprang into action to support its most vulnerable community members. They also harnessed the power of local collaborations and social media to ensure that everyone knew the right places to seek help. This help included access to food, shelter, washrooms, and supporting each other navigate this extraordinary time.

Prior to COVID-19, the [Prince Albert Urban Indigenous Coalition](#) (PAUIC), in partnership with the Community Networking Coalition (CNC), were working collectively to identify gaps and opportunities within the community. This work included an assortment of programs and services using an Indigenous framework and the development of the Prince Albert Social Action Plan. As a result of these initiatives and other work going on in the community,

there was an identified need for a comprehensive community directory and opportunities for youth.

The PAUIC and CNC captured bite-sized, easy-to-understand information about local, provincial, federal, and Indigenous programs, services, and supports in an online directory. Updated versions are frequently posted on the PAUIC Facebook page and dedicated [Facebook group](#).

The PAUIC includes over 80 Indigenous and non-Indigenous organizations and community members who come together on a monthly basis and share information, heal and reconcile, and address the unique challenges in Prince Albert. The CNC has 450+ local members and was formed by the community in 1999 to enhance communication, prevent duplication of services and to promote collaborative

**“Collaboration, Sharing and Updating in Covid-19 Times”
This is an image of Prince Albert’s networking meetings that now have to take place via Zoom!**





partnerships within the community. Members send information/updates to the PAUIC and CNC coordinators for distribution. During COVID-19, the daily information flow included the latest information about cancellations, closures, altered hours, Health Authority alerts and guidelines, Provincial Statistics, etc.

The CNC/PAUIC partnership will continue to enhance the community response to the pandemic, providing updates in real time and responding to calls for needed services for the duration of the pandemic and beyond. Youth are being engaged to explore youth-driven opportunities in the community to address key concerns and build their futures.

The success of this timely community-based

response is based on a foundation of tight-knit, well-informed local organizations with a history of quickly working together, long before COVID-19. They listened to the community to respond to their needs and committed to communicating differently to ensure information was up-to-date, relevant and accessible.

LEARN MORE

- Learn about the [Prince Albert Urban Indigenous Coalition](#)
- See the dedicated [Programs & Services Community Directory Facebook group](#)
- Learn about [Practices for Engagement in the Time of COVID-19](#)

⑥ MOBILIZING CITIZENS TO SUPPORT EACH OTHER

LETHBRIDGE, AB

Considering the most vulnerable members of their community, the City of Lethbridge launched an Emergency Social Service Committee to work closely with health services and organizations, ensuring vulnerable residents had their basic needs met. Starting with a call-out for community-based mutual aid, the city developed neighbourhood pods to connect people in need with community members who were willing to help. After designing a postcard that could be printed and dropped off at neighbours' homes, Lethbridge Public Interest Research Group (LPIRG) offered to oversee the printing and distribution of the postcards by volunteers to their neighbours.

Using [HelpSeeker.org](https://helpseeker.org), the City of Lethbridge's [COVID-19 Social Response](#) requested local service providers and businesses to list offerings of services and essential items. The online location-based network then connected Lethbridge residents with

community, health and social services and allowed them to stay informed and updated on availability in real-time. Clear needs around accessing technology and digital literacy became evident as frequent requests were seeking support around accessing virtual services and online information. Along with accessing online listings, which were updated in real-time, community members, service providers and businesses were encouraged to download the list and share printed copies with those without access to technology. Information was also distributed through food bank initiatives such as food hampers and weekly snack delivery to the homes of children who were part of the school-based food programs, or upon request.

At the end of June 2020, the platform featured over 1,600 offerings. This strategy enabled immediate inventory and dissemination of essential needs



including transportation, accessing virtual services, employment services, and mental health supports.

To support the high availability of willing volunteers, Volunteer Lethbridge allowed all organizations in the community, even non-members, to post their volunteer needs through the Volunteer Lethbridge website, so community members could easily see all the opportunities available. Led by Volunteer Lethbridge, in collaboration with CMHA, Alberta South Region, volunteers were paired with community members experiencing loneliness. To address social isolation, [Wellness Checks for Community Members](#) arranged regular and friendly wellness check-in calls between community members.

Citizens are key contributors to healthy and sustainable communities. Creating mechanisms to leverage citizen action equips communities to be resilient both now and for the next emergency.

LEARN MORE

- See Volunteer Lethbridge's COVID-19 resources for [volunteers](#) and for [organizations](#)
- Learn about [The Lethbridge Civil Society Activation Model](#)
- Learn about [Mutual Aid 101](#) and see how citizens can come together as well as develop a network where community members voluntarily exchange resources and services for mutual benefit.

Curtis Goodman, who works for the City of Lethbridge at the Helen Schuler Nature Centre, holds the postcard designed for community members.



7 LEVERAGING A CITY'S COMMUNITY PLAN TO BUILD BACK BETTER EDMONTON, AB & GUELPH, ON

In 2019, Edmonton developed a new strategic plan, ConnectEdmonton, that established a new direction for the city. In early 2020, the draft City Plan was developed outlining how the city and partners will work to achieve that vision.

When faced with how to lead Edmonton's recovery from COVID-19 and the oil recession, the city recognized that the plans they had just made could provide the roadmap to guide the community through the rocky times of recovery. Given their recent development, robust technical studies, research, and engagement, these plans still articulate a relevant and desired vision, and can inform an Edmonton-built response to recovery. COVID-19 doesn't change the destination of these plans; rather, it changes the

starting point and the path between this starting point and the destination. Edmonton's fiscal reality is now radically different from when these plans were initiated and achieving them will take more drastic measures, bold action and considerable financial restraint.

Today, the City of Edmonton is at a crossroads. One path contains traditional, so-called easy and expected decision-making where municipal spending is realigned to provide only essential services with a goal of weathering the storm. The other path consciously aligns services and service levels within the new fiscal constraints and moves toward the strategic direction established in ConnectEdmonton and the draft City Plan. This path is lined with difficult

Connecting to community values is so important for progress to be made. Photos from the City of Edmonton.



decisions and choices that prioritize long-term outcomes over short-term priorities, with the goal of emerging as a healthy, urban and economic-climate resilient city that supports a prosperous region.

Similarly, the City of Guelph unveiled their Community Plan in August 2019 after a year of listening to the community. When faced with the storm of 2020, the city recognized the value of their Community Plan, using it as the foundation for their efforts to set the community standard for the elimination of systemic racism.

Guelph's Community Plan was intended to be a living document. While it did speak to diversity and inclusion, it hadn't specifically broached the subject of systemic racism.

Their community-led approach in the Plan's initial development has kept doors open to new and more difficult conversations. And it's providing opportunities to build relationships with communities that hadn't been very involved in the first phase. The team's intention is to be led by the community while offering the Community Plan as a possible platform for dialogue, alignment, action and innovation.

Leveraging an existing Community Plan provides the connection to community values that is crucial for progress. Using one offers cities a way to anchor recovery plans and investments in long-term thinking, ensuring that short-term action does

not steer a community off-track, and guides the city to build back better.

LEARN MORE

- Read Edmonton's [REIMAGINE REPORT](#)
- See Guelph's [Community Plan](#) and [Case Study](#) of the community engagement process
- Watch this [video](#) where Dr. Lauren Smith, Co-CEO of FSG, discusses how the approach and principles of Collective Impact can be applied to support emergency response and reconstructing systems during the COVID-19 pandemic.

Artwork and Photo from Mark Reinhart, Chatham-Kent



8 PREPARING A COMMUNITY TO PIVOT POST-COVID-19

LEEDS & GRENVILLE, ON

Four months after the COVID-19 pandemic hit Ontario, the United Way of Leeds + Grenville and the Every Kid in our Communities of Leeds + Grenville collaborative identified a need for the community: while Leeds and Grenville community organizations were collaborating more, they were not sure how to begin planning for a post-COVID-19 experience. Leveraging financial support from RBC, they decided to invite community partners to learn together about how to think through community planning during, and post, pandemic while reimagining how they could collaborate to support their communities.

Together with Tamarack Institute, the Leeds Grenville team co-designed a four-part Preparing to Pivot webinar series:

- Session One engaged community partners in a reflective exercise to see how organizations had responded to COVID-19 and how this impacted their core purpose
- Session Two focused on reimagining collaboration post-COVID-19
- Session Three helped participants consider how to improve engagement of their staff team, key stakeholders and clients
- Session Four provided participants with the first steps in developing a Preparing to Pivot Plan for their organization or collaborative

Over 70 organizational leaders participated in the webinar series, which also included the opportunity for a coaching session to assist them with the further development of their Preparing to Pivot Action Plan.

During this webinar series, as community leaders in Leeds and Grenville took stock of how they and their organizations and community collaboratives responded during the pandemic, they were able to identify what transitions were successful, what challenges emerged, and what lessons were learned. They reimagined collaboration and new ways of working to achieve deeper community outcomes. They asked important questions: what could we do differently? How can we leverage our collective capacities and strengths both internally at our workplaces and externally across agencies and community-wide? They also identified the enablers required for Leeds and Grenville to be a transformative community.

During one of the webinar sessions, Marg Fancy, a member of the Every Kid in Our Communities collaborative shared that this series led the collaborative to deeply consider its core purpose and explore new strategies to engage their community. They recognized that the online environment was challenging to children and families who lived in more rural parts of the community, which required them to change their thinking about community engagement.

Organizations and collaborative groups have had to adapt quickly in response to COVID-19. Taking stock, reflecting on the shifts that have occurred and then purposefully building a pivot-based action plan can be practical steps to improving community outcomes for the long term.

LEARN MORE

- Go to the [United Way Leeds & Grenville website](#)
- See the work of the [Every Kid in Our Community collaborative](#)



9 EMBEDDING AN ENVIRONMENTAL AND SOCIAL LENS TO GOVERNANCE KITCHENER, ON

The City of Kitchener is working to implement the 17 United Nations Sustainable Development Goals (SDGs), which are a call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

“The reality of climate change is that it will disproportionately impact the most vulnerable,” said Kitchener Mayor Berry Urbanovic. “The COVID-19 pandemic is also heavily impacting those same people. The SDGs are a practical way for cities, like Kitchener, to not only address challenges like climate change but to also focus on building a more equitable community for everyone. The goals have been a wonderful tool in focusing our attention on the areas where we can have the biggest impact. This is more important than ever as we plan our long-term response to the pandemic under historic financial pressures.”

The City of Kitchener is focusing its efforts on governance, starting with the strategic plan and linking to other key plans and programs. City of Kitchener Corporate Sustainability Officer Claire Bennett shared that the City of Kitchener will, “assess our existing strategies, incorporate the SDGs into our decision-making and engagement processes, and then measure our progress against them.” Part of this work will be to create accessible tools and specifically an interactive online dashboard, making progress clear to the public.

The City of Kitchener is also partnering with others to explore innovative approaches. They are

participating in the ISO World Council on City Data project – sharing data with cities around the world to learn from one another as they tackle shared challenges like climate change, affordable housing, equity, diversity and inclusion and economic sustainability. They are also partnering with Wilfrid Laurier University to gather a diverse set of community stakeholders to develop and test innovative and practical approaches to addressing municipal climate action planning in a manner that is just and equitable for all.

“The real challenge is inequity,” said Bennett. “We want to make sure that both current and future generations can live in a Kitchener that is healthy, vibrant and inclusive for everyone.” By incorporating the guidance of the SDGs throughout its operations, Kitchener’s local leaders can make those connections and address their root causes holistically.

LEARN MORE

- Read the [City of Kitchener’s 2019-2022 Strategic Plan](#)
- Read this framework [The Time to Act is Now: A Framework for Post-COVID-19 Recovery for our Towns and Cities](#), which calls for systematic analysis of data, coordination, collective leadership and management of our towns and cities through a series of preparedness, response, and recovery measures.

10 CREATING A CIRCULAR ECONOMY FOR A GREENER RECOVERY

MONTRÉAL, QC

Montréal is thinking differently to address the unprecedented impact of COVID-19 on the economy and people. Seeking a greener recovery, they are investing in a Circular Economy fund, giving support to social economy businesses, and reinventing economic development in their city.

Investing in a Circular Economy: In collaboration with the City of Montréal, Fondation is preparing to launch a \$30 million investment fund dedicated to a circular economy, a Canadian first, to support the economic recovery as well as the ecological transition in the metropolitan area. A circular economy is a "system of production, exchange and consumption aimed at optimizing the use of resources at all stages of the life cycle of a good or a service, while reducing the environmental footprint and contributing to the well-being of individuals and communities." This new investment vehicle will finance and support innovative business models by integrating circularity principles, in particular to reduce greenhouse gas emissions or the production of residual materials. To begin, the fund is targeting the sectors that proved to be critical in Montréal during the pandemic, namely agri-food, waste management and sustainable mobility.

Support for Social Economy Businesses: The COVID-19 pandemic has created unprecedented challenges for social economy businesses in Montréal. Given the importance of these community organizations, the city is providing them with financial assistance, free advisory services, training and psychological support.

An Economic Recovery Plan: Montréal has implemented a recovery plan with twenty measures to support organizations, business owners and businesses in the Montréal agglomeration. The plan is the result of significant mobilization from Montréal's business community and moves beyond a traditional recovery plan with three main objectives:

- Stabilizing and supporting the economy in the short term
- Reinventing the city's economic development
- Mobilizing all partners for green and inclusive economic development

COVID-19 recovery requires many creative options and Montréal is working to not let this crisis go to waste. Investing in a green economy by reinventing their economic model is the way in which Montréal is building upon shifting worldviews to lift up their community and build toward a just and equitable future.

LEARN MORE

- Read about the [Circular Economy Fund](#)
- See how Montréal is [providing support for social economy businesses](#)
- Learn about [Montréal's Economic Recovery Plan](#)
- Learn about [7 "Green strings" principles and guidelines](#) that consider green recovery efforts and ongoing economic stimulus.

SECTION 4

10 Really Useful Resources

This section includes a list of resources that can assist you in your efforts for engaging the whole community for collective impact in the on-going reality of COVID-19. They include tools, guides, case studies, protocols, and policies. Many more can be found on the Tamarack website: www.tamarackcommunity.ca

COMMUNITY LED CHANGE

1 **LEADERSHIP FOR NAVIGATING UNCERTAINTY**

Liz Weaver, Bill Fulton, Jodi Hardin

Given the scale of disruptive forces unleashed by the global pandemic, the social movements which inspired action to respond to racial justice and the economic shockwaves that have followed, the need for effective leadership has risen to the forefront in profound ways. This paper attempts to draw upon the growing literature around leadership models and applies it to the current context, based on what we are observing in communities, states, and provinces across Canada and the United States.

2 **SHAPING THE FUTURE: ENABLING COMMUNITY-LED CHANGE**

Inspiring Communities

A New Zealand example of how might we further support locally-led community action, harnessing the power and potential that was activated during the rāhui to contribute to the social, environmental, cultural and economic revitalization and the reimagination of our country.

3 **UNDERSTANDING COMMUNITY-LED APPROACHES TO COMMUNITY CHANGE**

Lisa Attygalle

There has been a marked increase in demand for “Community-Led” approaches to change across the country. Black Lives Matter, Idle No More, poverty reduction, and youth empowerment provide just a few examples. This momentum shows incredible promise for advances towards community ownership of decision-making practices and active citizen participation in community life. We need to be intentional about what “Community-Led” means so that communities are not inadvertently acted upon, and instead are empowered through leadership.

4 **COLLECTIVE IMPACT POST-PANDEMIC: A FRAMEWORK FOR RESPONSE, RECOVERY AND RESILIENCE**

Liz Weaver

Through the lens of Collective Impact, this paper examines three important stages for leaders to consider when navigating our world post-pandemic: Respond, Recover and Deepening Resilience Capacity.

RESPONDING TO COVID-19

5 **PLANNING FOR THE FUTURE DURING UNCERTAINTY**

Justin Williams

During uncertain times, how can changemakers plan for their future and that of their communities? This article highlights how considering major trends and their implications for communities is more crucial than ever. How do we plan well when we are facing divergent possibilities related to the impacts of COVID-19 and our possible responses to it?

COMMUNITY ENGAGEMENT

7 **CREATING THE CULTURE FOR ENGAGEMENT**

Lisa Attygalle

Fear is one of the biggest barriers that prevents changemakers from applying authentic community engagement practices. This paper explores the role of fear in the engagement process and provides practical strategies for transforming and addressing fear in community engagement.

8 **INDEX OF COMMUNITY ENGAGEMENT TECHNIQUES**

Megan Wanless

This resource is a comprehensive list of community engagement techniques that can be selected based on the level of engagement. Techniques include a description, helpful resources, as well as factors to consider. They are organized by level of engagement – inform, consult, involve, collaborate and empower.

6 **A JUST RECOVERY FOR ALL**

Just Recovery

Six guiding principles developed by a coalition of over 200 organizations across Canada that puts the health and wellbeing of ALL peoples first to build a more equitable, resilient, and sustainable society.

9 **ENGAGING LIVED AND LIVING EXPERTISE IN COVID-19 RECOVERY PLANNING.**

Maytree

Drawing from people with lived/living experience, this resource provides recommendations of top priority actions for recovery and rebuilding; meaningful engagement of advocates with lived expertise in recovery planning; and building lived expert leadership.

10 **MEANINGFULLY ENGAGING YOUTH**

Tamarack Institute

This guide was co-developed with youth leaders and representatives from youth-serving organizations to shine a light on the principles and practices that lead to meaningful youth engagement. By sharing these lessons learned, we hope it will help you to figure out your next steps forward to engage youth to work together for community change.

ABOUT TAMARACK

Tamarack is a connected force for community change, building the capacity of changemakers in cities, within Canada, and around the world. Tamarack catalyzes collective action with diverse leaders to solve major community challenges including ending poverty, building youth futures, deepening community and addressing climate change. Our belief is that when we are effective in strengthening our collective capacity to engage citizens and lead collaboratively, our work contributes to the building of peace and to a more equitable society.

Tamarack was founded to be an institute that would deeply learn about and understand community change, and help organizations and citizens work better together for a collective impact to end poverty.

As a small organization, Tamarack had two transformative goals. The first was to establish a learning Centre to research and document real stories, exemplary practice, and effective applications for community change. Currently, more than 32,000 active learners participate in the Tamarack learning community and engage in the interconnected practices of community change—Collective Impact, Community Engagement, Collaborative Leadership, Community Innovation, and Evaluating Impact. Formed as a social enterprise, the Learning Centre produces signature learning events and is regularly hired as community change consultants. These activities generate revenue which is reinvested to provide online learning resources accessible to all.



Our second transformative goal was to apply the knowledge generated to end poverty. Since then, we have effectively helped more than 1 million households rise out of poverty and have engaged more than 80 Regions (360 municipalities) as partners as we continue pressing toward our goal of changing cities into places that work for all.

Tamarack currently supports three pan-Canadian networks each with a focus on national campaigns.

- **Cities Reducing Poverty:** A national movement to reduce poverty.
- **Cities Deepening Community:** A national movement to create stronger neighbourhoods and deepen a sense of belonging and citizenship.
- **Communities Building Youth Futures:** A national initiative to re-engage young people to successfully navigate educational transitions from youth to adulthood.

These networks are active in nearly 400 cities and communities across Canada. They bring together diverse community members including municipal, community, faith, Indigenous, business and lived/living experience leaders to seek collective solutions. Together with our local partners, Tamarack addresses large-scale social issues including poverty, unemployment, loneliness, youth disengagement, housing affordability, and food insecurity.

Learn more at www.tamarackcommunity.ca

REDUCING POVERTY
DEEPENING COMMUNITY
BUILDING YOUTH FUTURES

Vibrant Communities
T A M A R A C K I N S T I T U T E





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