

Creating Canadian Movements for Change

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Introduction

At Tamarack, our interest in movements for change has grown out of our belief that solutions to complex problems, such as poverty and racism, will require engaged communities working together in new and innovative ways.

Organizations and individuals across the country are working towards creating a more just and caring society. We believe that the way we work is as important as what we are working on. Can we work in ways that fundamentally change the way we, and our larger communities, approach issues such as poverty? Why have social movements such as the anti-smoking movement, the recycling movement and the US Civil Rights movement had such widespread and lasting impact? We believe that an improved understanding of the way social movements grow and are sustained will help us, and others, as we work towards changing our world.

In the summer of 2005 we began a research project aimed at gathering a wide range of resources and opinions on movements for change. We started with a question: Can you deliberately create a positive movement for change in Canada? Then we did an extensive search of the web and the University of Waterloo's library and sought input from contacts across the country.

Tamarack believes that a positive movement involves the participation of all members of a community and actively engages and learns from people that have traditionally been marginalized in our society. Such movements work towards building equal opportunities for all citizens by acknowledging and seeking to shift the power imbalances that exist within society and within the movement itself.

Have we found any “quick-fixes” or “step-by-step” manuals to movement building? No, and we would have been skeptical if we had! This report represents a piece of our thinking at a particular moment in time. We are curious about the resources and research available on this topic and the stories and articles we have highlighted are ones that caught our attention. They may not always be the “best” resource - one of the key principles for sharing our research was to highlight easily accessible on-line resources and so we have not included many of the academic or offline material we came across. We have included what we believe is a good cross-section of opinions and resources available online for creating movements for change in Canada.

Our search uncovered fascinating stories, strategy guides, theories and debates on movements for change. We have divided these resources into four sections: Illustrative Stories and Practices, Movement Methodology, Current Thinking and Movement Resources.

Movements for change have first challenged and then later defined the civic landscape. They have driven new behaviors, practices and policies.

-Tyler Norris, 2001

As you will see below, we have highlighted three “signature documents” that provide both an introduction to, and overview of, our research on movements for change. We suggest that you start by taking a look through these three resources since they provide a window into our current understanding of movements for change. Tamarack’s research on movements for change is a work in progress. The content of this website will evolve alongside our understanding of movements for change. We look forward to hearing your stories, ideas, and feedback to help us with this learning process. Please send any comments or questions you have to tamarack@tamarackcommunity.ca.

Signature Documents

Seven Great Ideas for Movement Builders

Grace Lee Boggs

Yes! Magazine, Summer 2005

<http://63.135.115.158/article.asp?ID=1260>

- Grace Lee Boggs is an activist and thinker who has been intimately involved in many social movements, including the American Civil Rights movement. At 90 years old, she is still actively involved in social change efforts and is an inspiration for younger generations. We chose to highlight this article because, in one page, Boggs offers helpful insights into the difference between radical organizing and movement building and outlines seven core characteristics of movements for change. This article helps to lay a foundation for thinking about movements and social change.

Civic Gemstones: The Emergent Communities Movement

Tylor Norris

National Civic Review 90:4 (Winter 2001) 307- 318.

<http://www.communityinitiatives.com/perspjan02.html>

- In our opinion, this paper is a “must read”! Tyler Norris is the founder of Community Initiatives, which offers consultation and performance support to community collaborations and healthcare organizations. In this paper he gives us a clear snapshot of his vision for positive social change propelled by “deeply inclusive” movements for change across North America. He describes citizen movements as “taking sustained action toward measurably improving human well-being and community quality of life”. His discussion of movements for change is set in the context of the American “Communities Movement” but we believe his conclusions can help us think about the role and design of a wide range of movements for change within Canada.

The Group of Six

Sherri Torjman

Caledon Institute of Social Policy, April 2005

<http://www.caledoninst.org/Publications/PDF/529ENG.pdf>

- Vibrant Communities links 15 cities across Canada in a Pan-Canadian Learning Community. Six Trail Building communities act as the “living laboratory” of Vibrant Communities. This paper by Sherri Torjman, Vice-President of the Caledon Institute of Social Policy, describes the circumstances within which Vibrant Communities grew across Canada and explains the innovative ways in which the “group of six” Trail Building Communities work together to shape this national movement for poverty reduction. As a founding partner of Vibrant Communities, Tamarack’s understanding of movements for change has been shaped by its formation and growth. The lessons and principles outlined in this paper are central to Tamarack’s approach to building movement and we believe they are important for others seeking to create positive social change in Canada.

Illustrative Stories and Practices

“Movement for change”, “social movement”, and “collective action” are just a few of the many terms used to describe efforts aimed at achieving a fundamental shift in the way societies operate. As we conducted our research on movements for change, we found a wide range of definitions and views of what movements are and how they operate (you can find these definitions in the glossary we have compiled). However, in the process of defining a movement, we believe some of the complexity, vitality, and energy can be glossed over, or lost. We hope that through highlighting key stories and examples of movements for change we will illustrate how these actions differ from other types of social initiatives such as service delivery programs, education outreach programs, and political campaigns.

At Tamarack, we believe that movements for social change can happen at a local, national and global level. As you read through this section, the “stories” we have highlighted may or may not fit your own definition of a movement. We also recognize that there can be fierce debate about whether a social movement does, or does not, exist around a given issue . The stories in this section illustrate what we believe are good examples of efforts to bring about system-wide social change and create social movement. These stories have been well-documented and are available in easily accessible online resources.

We have a particular interest in learning more about movements that have sprouted in a specific local community and have subsequently been adapted and transplanted to other communities, both nationally and internationally. Although we have found many programs and services that have undergone this process of dissemination, we have found a select few examples of movements that have been successfully replicated.

Our hope is that these movement stories will convey our excitement about the potential for large-scale, sustainable social change that could possibly be unleashed through an improved understanding of what movements for change are, how they function, and how they can be built. These topics are explored in more detail in the subsequent “Movement Methods”, “Current Thinking”, and “Resources” sections. As you read through this section, please let us know if other stories or examples of movements for change come to mind.

a. Tobacco Control Movement

Canada’s tobacco control movement is arguably among the most successful anti-smoking campaigns in the world. Collaborations between major health organizations, the government, business and members of the general public have focused on a comprehensive “multi-pronged” approach to combating smoking. This has included a focus on taxation, health education, smoking cessation, prevention and a wide range of other issues related to tobacco control. In *Smoke and Mirrors: The Canadian Tobacco War*, (http://web.idrc.ca/en/ev-9356-201-1-DO_TOPIC.html) Rob Cunningham, a veteran of the Canadian tobacco control movement and senior policy analyst for the

Canadian Cancer Society, provides a comprehensive overview of the history and current challenges for the Canadian anti-smoking campaign. In Chapter 17 (http://web.idrc.ca/en/ev-28835-201-1-DO_TOPIC.html) Cunningham lists and explains the Canadian tobacco control movement's "key success factors", which include: the use of effective advocacy techniques, people to make things happen, and a comprehensive tobacco control strategy.

While progress has been incremental, the efforts to build a movement around tobacco control have been explicit and intentional. In *Find Common Policy Goals Across Perceived Differences* (http://www.advocacy.org/coalitions/common_goals.htm), the Advocacy Institute explores how the Canadian Cancer Society and the Non-Smoker's Rights Association of Canada created synergy by taking risks and working collaboratively. The formation and structure of the Canadian Coalition of Action on Tobacco (CCAT) is also an excellent example of this deliberate attempt to build a movement for tobacco control in Canada. Appendix A of the *Strategy Planning for Tobacco Control Movement Building* guide (http://strategyguides.globalink.org/pdfs/guide2_MovementBuilding.pdf) provides both an overview of the CCAT and suggestions for coalition management.

- Related information:
In March 1999, the Advocacy Institute prepared a detailed analysis of the American tobacco control movement called *A Movement Rising* (<http://www.advocacy.org/publications/pdf/amovementrising.pdf>)

b. Quebec's Social Economy Movement

The growth of the social economy movement in Quebec represents a deliberate attempt to renew citizen participation and fundamentally redefine the relationships between the public, private, and civil sectors of society. In *The Social Economy: Finding A Way between the Market and the State* (<http://www.irpp.org/po/archive/jul05/neamtam.pdf>), Nancy Neamtan, the CEO of Chantier de l'économie sociale, explains the importance of the social economy movement nationally and internationally.

The social economy has been at the forefront of new and innovative ways to create wealth, produce goods and deliver services, while integrating social or environmental goals into the very act of production.

-Nancy Neamtan, 2005

In 1996, the Quebec government held a Summit on the Economy and Employment and invited representatives from multiple sectors including: business, unions, municipalities, churches, and community movements. The Summit's explicit goal was the development of "strategies for economic renewal and job creation [...] led by representatives of civil society". Out of this grew the Chantier de l'économie sociale (Task Force on the Social Economy) which acts as a "network of networks" to promote the social economy within Quebec, encourage multisectoral collaboration, and ensure that the social economy movement remains one of the "most visible progressive movements in today's Quebec." In *The Political Imperative*

(http://www.bcca.coop/pdfs/Neamtan_Article_MW150126.pdf), Neamtan describes the successes of the Chantier and the growth of the social economy movement in Quebec. For a brief overview of the Chantier's creation and initial strategies, be sure to check out William Ninacs' *The Social Economy in Quebec* (<http://www.caledoninst.org/Publications/PDF/1-894159-12-8.pdf>).

The social economy movement is growing across Canada and was given significant support in both Paul Martin's 2004 Throne Speech and the 2004 federal budget. In *The End of the Beginning* (<http://www.cedworks.com/files/pdf/free/MW150102.pdf>), Mike Lewis explains that this support provides a unique opportunity and describes five ways social economy and community economic development activists can "advance [their] work and leverage it into the future."

Related information:

- Making Waves Spring 2005 Special Edition: CED and the Social Economy (http://www.cedworks.com/mw1501e_02.html)
- The Honourable Eleni Bakopanos: Social Economy Champion, by Anne Makhoul (<http://www.caledoninst.org/Publications/PDF/536ENG.pdf>)

Additional articles by Nancy Neamtan:

- Innovations Through New Practices and New Partnerships: The Quebec Experience (<http://envision.ca/pdf/w2w/Neamtannotes.pdf>)
- The Social and Solidarity Economy: Towards an 'Alternative' Globalization (http://www.unesco.ca/en/commission/resources/documents/social_and_solidarity_economy.pdf)

c. Veterans of Hope

<http://www.veteransofhope.org>

Veterans of Hope (<http://www.veteransofhope.org>) is an interactive learning resource that highlights stories, lessons, models, and connections for movement building that are based on interviews with over 50 elderly peace and justice activists. Throughout the site there is an emphasis on "the extraordinary resources for personal and social transformation -- indeed, for healing -- that come from people who have been oppressed and marginalized." The collection of stories and interviews (http://www.veteransofhope.org/section_home1.php) featured on the website give us an intimate insider's view into the experiences and wisdom of "veteran" social movement activists.

Ruby Sales explains how her involvement in the American Civil Rights struggle "saved her life" (<http://www.veteransofhope.org/bio.php?p=bio&vid=37>), Dolores Huerta explains how her parents and grandparents gave her the inspiration and guidance to become the "midwife" of the United Farm Worker's movement (<http://www.veteransofhope.org/show.php?vid=51&tid=46&sid=77>). Their words are both inspirational and empowering for the next generation of citizens striving for social justice.

d. The Blue Box Movement

The Blue Box has become an icon for recycling throughout Ontario and in cities across Canada. Having grown from the 1981 Kitchener Blue Box Pilot Project, the Blue Box is now used in over 3 million households across Ontario. Pollution Probe's (<http://www.pollutionprobe.org>) detailed account of the individuals and organizations that pioneered the Blue Box program gave us insights into the creation, mobilization, and success of a movement that has driven recycling initiatives across Canada. Their report, *We Recycle: The Creators of the Blue Box Programme* (<http://www.pollutionprobe.org/Reports/we%20recycle.pdf>), suggests “bringing the Blue Box to the general public has done more than divert material from the waste stream. It has helped raise environmental awareness and instigate changes in behaviour and consumer habits.”

Related information:

- Recycling Council of Ontario (RCO) (<http://www.rco.on.ca/>)
 - RCO Update (<http://www.rco.on.ca/publication/Update.htm>)

e. Vibrant Communities

Vibrant Communities links 15 cities across Canada in a Pan-Canadian Learning Community. Six Trail Building communities act as the “living laboratory of Vibrant Communities, where new ideas about poverty reduction are put to the test”. Tamarack (www.tamarackcommunity.ca) is one of three sponsors of this initiative, alongside the Caledon Institute of Social Policy (<http://www.caledoninst.org/>) and the J.W. McConnell Family Foundation (<http://www.mcconnellfoundation.ca>).

Vibrant Communities deliberately focuses on poverty reduction as opposed to poverty alleviation. Several key approaches are central to the success of this movement:

- Each community initiative is unique, tailored to local needs, and is an active participant in the Pan-Canadian Learning Community.
- The strength of Vibrant Communities is derived from the collective action of the participating communities.
- Each Vibrant Community relies on grassroots collaboration between all sectors of the community including community, business and government representatives.

In her paper *The Group of Six* (<http://www.caledoninst.org/Publications/PDF/529ENG.pdf>), Sherri Torjman, Vice-President of the Caledon Institute of Social Policy, compares the work of the six Trail Building communities to the Group of Seven Canadian landscape painters. She suggests that there are important parallels between these unique collaborations that have made them “trail blazers” in their respective fields. This paper goes beyond a superficial description of Vibrant Communities and gives the reader a window into the “heart” of the movement.

The fruits of this growing movement are its locally developed and implemented approaches to reducing poverty. The Caledon Institute of Social Policy has documented several of these initiatives in a series of “community stories”. We have highlighted two of these stories that illustrate the multisectoral poverty reduction initiatives that are underway, and growing, in communities across the country.

- Opportunities Niagara, a Vibrant Communities trailbuilder, played a vital role in facilitating the partnership that has resulted in a plan to build a 40-unit affordable housing complex. Click here (<http://www.caledoninst.org/Publications/PDF/543ENG.pdf>) to read their story.
- In 2003, the United Way of Calgary and Area initiated a Roundtable to influence the government’s policy changes to the Assured Income for the Severely Handicapped program. Click here (<http://www.caledoninst.org/Publications/PDF/532ENG.pdf>) to read about their successes and the lessons learned from their efforts.

For more Vibrant Community stories visit the Caledon Institute website (<http://www.caledoninst.org>), click on “Publications Search”, choose “Community Stories” in the “Subject” menu, and click “Search”.

- Vibrant Communities website: <http://www.vibrantcommunities.ca>
- Eric Leviten-Reid discusses the principles and processes that underlie Vibrant Communities in *Reflections on Vibrant Communities* (<http://www.caledoninst.org/Publications/PDF/468ENG.pdf>)

f. The Mahila Shanti Sena

We recently found out about an innovative movement that is developing in communities across northern India. The Mahila Shanti Sena is a movement based on Gandhi’s belief that women have a unique capacity for “sacrifice and leadership” in peacebuilding. Anne Pearson is a Professor at McMaster University and describes the power and promise of this movement in her paper *Mahila Shanti Sena: New Womens Peace Movement in India* (<http://www.peacemagazine.org/archive/v20n1p15.htm>).

For more information on the Mahila Shanti Sena visit:

Mahila Shanti Sena – A Novel Social Movement in Rural India

Dr. Rama Singh

AID North East Cell Newsletter, January 2005

http://www.somnathmona.com/Anand/Jan2005/wNewsletterJan2005_files/page0002.htm

For a more thorough discussion of the Gandhian movement today visit:

Gandhi is Dead. Long live Gandhi: The Post-Gandhi Gandhian Movement in India

Tom Weber

The Transnational Foundation for Peace and Future Research

http://www.transnational.org/forum/Nonviolence/2001/Weber_Gdead-live.html

For more information on social movements in India visit:
Social Movements in India (<http://www.alternatives.ca/article1040.html>).
Dr. Vinod Raina
Alternatives

Movements we are following:

- Ashoka (<http://www.ashoka.org>)
- Community Foundations Canada (<http://www.cfc-fcc.ca/>)
- Planned Lifetime Advocacy Network (PLAN) (<http://www.plan.ca/>)
- Roots of Empathy (<http://www.rootsofempathy.org/>)
- Toronto Region Immigrant Employment Council (TRIEC) (<http://www.triec.ca/>)
- United Way of Canada (<http://www.unitedway.ca/english/>)
- Vartana Bank (<http://www.vartana.org/>)

Methodology

Central to Tamarack’s thinking and research on movements for change is the question of whether movements can form and grow through the deliberate actions of engaged citizens and organizations. This section explores resources that discuss the processes associated with building successful social movements.

Two general questions have shaped this section: “where are we going?” and “how do we get there?” In order to answer these two questions we have grouped the resources in this section into “movement fundamentals” and “movement strategies”.

We found resources and stories that suggest we can intentionally build positive movements for change in Canada. However, each social issue, initiative, and collaboration is unique. We have found nothing to suggest that there is a “one-size-fits-all” method that organizations and individuals can use to spark and sustain a vibrant social movement. However, tools do exist and this section highlights those we found particularly insightful and practical.

Movement Fundamentals

To gain a better understanding of movements for change, it is essential to learn from the movement builders and participants who have come before us. Accessing and learning from this wisdom will help us answer the question “where are we going?” The resources in this section effectively describe some of the ways in which movements for change are structured and function. The resources included in this section go beyond theory and have a solid foundation in practice.

Veterans of Hope

http://www.veteransofhope.org/section3_models/index.htm

- In order to learn about the foundations that underpin movements for change, the Veterans of Hope team went straight to the source and interviewed over fifty inspirational social movement pioneers and participants. The “models of hope” (http://www.veteransofhope.org/section3_models/index.htm) outline four solid foundations upon which movements such as the American Civil Rights Movement and the Brazilian Environmental Education Movement have been built and sustained.
- Veterans of Hope homepage: <http://www.veteransofhope.org/index.php>

IAF Organizing

Charles Dobson

The Citizen’s Handbook: A Guide to Community Organizing

<http://www.vcn.bc.ca/citizens-handbook/iaf.pdf>

- Charles Dobson describes the Industrial Areas Foundation’s (IAF) organizing as “the best grassroots organizing in the US”. Currently, the IAF has a network of 56 church-based, interfaith and interracial organizations in the US, Canada, UK, and Germany. The foundation’s goal is to create a large network of "Peoples' Organizations" that

would provide tens-of-thousands of ordinary working and modest-income Americans with a measure of power to shape decisions that affect their lives and communities. In this article (<http://www.vcn.bc.ca/citizens-handbook/iaf.pdf>), Dobson summarizes the “highly successful IAF methods” that have distinguished it from other community organizing initiatives.

- IAF website (<http://www.industrialareasfoundation.org/>)

Social Movements and Grassroots Organizing: Lessons for Reproductive Health and Rights Organizations – Executive Summary

Ms. Foundation for Women, 2001

http://www.ms.foundation.org/userassets/PDF/Program/rcof_execsummary.pdf

- This document (http://www.ms.foundation.org/userassets/PDF/Program/rcof_execsummary.pdf) is the Executive Summary of a report that was commissioned by Ms. Foundation for Women to gather information on the successes and failures of social movements in America. The study was conducted in 2001 and is no longer in print, but the executive summary is worthy of reading because it explores how the Civil Rights, Contemporary Right, and Environmental Justice movements were structured to leverage political opportunity, create effective issue frames, and mobilize resources. The summary’s introduction also lists eight successful movement strategies.

Building Movement Project

<http://www.buildingmovement.org/index.shtml>

- The Building Movement Project, sponsored by the Ford Foundation, was established in 1999 and, in 2001, ran a series of meetings across America to “explore the intersection between building movement towards social change and building social change organizations.” Out of this consultation process grew the project’s *Features of Movement Capacity Building for Nonprofits* “toolkit” (http://www.buildingmovement.org/artman/uploads/features_of_movement_capacity_building_001.pdf) which outlines nine “tell-tale” signs that an organization is working in ways that will allow movements to form and flourish.

The Building Movement Project published a full summary of the regional meetings they held, called *Building Movement vs. Building Organization: Summary of Regional Discussions*

(http://www.buildingmovement.org/artman/uploads/building_movement_vs_building_organization_001.pdf).

Greenpeace’s Campaign Strategies

Gilles-Philippe Pagé

<http://www.peacemagazine.org/archive/v20n3p13.htm>

- As a Canadian-born organization that now represents over 2.8 million members, there is much to learn from Greenpeace’s campaign strategies. In this article (<http://www.peacemagazine.org/archive/v20n3p13.htm>) Gilles-Philippe Pagé, a Québécois environmentalist, explains how Greenpeace’s direct actions, political lobbying, public awareness, and controlled message have made it so successful at

capturing the attention of the public, governments, and private enterprises around the world.

- For more information on Greenpeace visit:
<http://www.greenpeace.ca/e/index.php>
<http://www.greenpeace.org/international/>
- Greenpeace Australia has published an activism guide called “Get Active”
<http://www.greenpeace.org.au/getactive/index.html>

Movement Strategies

Once we had an idea of what some of the fundamental characteristics of a movement for change were, we began to look for resources that could help us address the question: can we deliberately create a movement for change?

Strategy Planning for Tobacco Control Movement Building

http://strategyguides.globalink.org/pdfs/guide2_MovementBuilding.pdf

- This strategy guide (http://strategyguides.globalink.org/pdfs/guide2_MovementBuilding.pdf), the second of two *Tobacco Control Strategy Planning Guides* (<http://strategyguides.globalink.org>) published by the International Union Against Cancer and the American Cancer Society, is a comprehensive resource for tobacco control advocates around the world. This is one of the most detailed attempts to deliberately create guidelines for building a movement that we came across in our research. We found the discussion of formal coalition building (page 47), leadership roles (page 51), and leadership lessons (page 55) particularly useful.

We also suggest you take a look at the strategy guide’s two appendices. Appendix A *The Canadian Tobacco Control Coalition* is written by Ken Kyle of the Canadian Cancer Society and describes the creation of one of the most effective tobacco control coalitions in the world. The 10 commandments he lists could be applied to any movement for change. In “*Ten Ways to Kill a Citizen Movement*” (Appendix B) Byron Kennard outlines common pitfalls of movement mobilization efforts. His ten rules highlight important features of social movements that differentiate them from other types of organizing.

Advocacy.org

www.advocacy.org

- Advocacy.org, run by the Advocacy Institute, was created to “make social justice leadership strategic, effective and sustainable”. This site contains a wealth of resources, toolkits, and ideas that are directly applicable to developing strategies to build a movement for change. The site identifies fundamental components of movement building and provides strategies to help us work towards the goals outlined in each of the five sections:

- i. Seed the Team : How to build effective leadership teams
(<http://www.advocacy.org/leadership/>)
- ii. Craft the Campaign: Planning and implementing powerful campaigns
(<http://www.advocacy.org/planning/>),
- iii. Empower the Coalition: Making partnerships and coalitions that work
(<http://www.advocacy.org/coalitions/>)
- iv. Speak to Inspire: Designing effective outreach strategies
(<http://www.advocacy.org/communicate/>)
- v. Fan the Flame: Addressing advocacy fatigue and burnout
(<http://www.advocacy.org/sustain/>).

The sections include a summary of key ideas and goals, informative lessons and multiple resources designed to help organizations think about the way they approach social change initiatives. Each section is also connected to an inspirational story from the Leadership for A Changing World (<http://leadershipforchange.org/>) project that the Advocacy Institute founded in collaboration with the Ford Foundation (<http://www.fordfound.org/>).

- For a further discussion of the Advocacy Institute’s Leadership for a Changing World:
Mapping the New World of Leadership
Richard Louv
Leadership for a Changing World, January 2002
<http://leadershipforchange.org/insights/conversation/files/mapping.php3>

Plenary Keynote: "It's Time to Start Connecting the Dots"

Lisbeth B. Schorr

Solutions for America, National Meeting, The Pew Partnership
Washington D.C. , June 2, 2000

<http://www.common-purpose.org/index.cfm?fuseaction=Page.viewPage&pageID=694>

- In this address to The Pew Partnership, Lisbeth Schorr urges organizations involved in building stronger communities to “connect the dots in ways that would allow us to tell our story more convincingly to the wider world.” This article highlights and discusses many of the elements we believe are essential in positive movements for change: flexibility, learning and evolving, a focus on public policy reform, working in ways that are consistent with the ends desired, involving all sectors in the movement, and maintaining a focus on results. Although Schorr does not use the term “movement building”, we believe this address articulates a clear vision and strategy to guide the community building field in their work to achieve system-wide, lasting change.

Asset Building for Social Change: Pathways to Large – Scale Impact
Ford Foundation

http://www.fordfound.org/publications/recent_articles/docs/asset_pathways.pdf

- This report was published by the Asset Building and Community Development Program of the Ford Foundation and is aimed at exploring ways to “accelerate the diffusion and adoption of effective policies and practices so that large-scale, enduring change is achieved.” Through case studies and strategies from the Ford Foundation’s own work, the report explores five “pathways to scale”: Developing Public Policies, Fostering Communities of Practice, Influencing Market Forces, Changing Power Relationships, and Promoting Social Learning. At Tamarack, we believe that effective movement building strategies follow many, if not all, of these pathways in order to achieve lasting change. We found three sections provided concrete lessons and strategies for building social movements:
 - i. Following the Pathways: Linkages and Combinations (p. 28)
 - ii. Lessons Learned about Scaling Up” (p. 30)
 - iii. Inherent Difficulties (p. 31)

Do We Need Another Hero? Understanding Celebrities’ Roles in Advancing Social Causes

Stephen Huddart

McGill-McConnell Program: Master of Management for National Voluntary Sector Leaders

<http://www.cvsrd.org/eng/mmp/mmp/4.pdf>

- Stephen Huddart, a Program Director with the J.W. McConnell Family Foundation (<http://www.mcconnellfoundation.ca>), offers a comprehensive look at the role “star power” plays in the development of social movements. A summary and conclusions of the report can be found on page 55. Of particular interest is the author’s “typology, critique, and comparative analysis” (p.40) of celebrity engagement. Through illustrative examples, this section provides movement builders with a useful tool for assessing how, when, and with what precautions, they should approach celebrities to support a given social “cause”.

Current Thinking

In order to provide a context for our own research and thinking, we spent a significant amount of time looking into the thinking and writing on movements for change by academics, activists, and other individuals and organizations. All of the resources in this section address important questions about movements for change and aim to provide an introduction to some of the current theories and debates that exist about, and within, movements for change.

This section has been divided into two categories: “movements in theory” and “the debate”:

Movements in Theory

We came across a wide range of resources that proposed or discussed theories related to aspects of social movements such as their creation, maintenance, role, and stability. We believe that an exploration of and introduction to these theories is important to movement building efforts because these models help to answer central questions about social movements, such as:

- Are social movements important? If so, what is their role in society?
- What are the global, regional, local, and personal factors that drive, sustain, and provoke the growth of social movements?
- How can we conceptualize a movement? As a network, community, or fluid? Is our understanding of social movements improved or impaired by these models?

Our goal is not to provide a comprehensive overview of the social movement literature that exists. The resources highlighted below will demonstrate the importance of developing theories about movements and movement building and will provide you with some resources to access, and better understand the literature that exists.

Social Movements: A summary of what works

Charles Dobson

The Citizen’s Handbook: A Guide to Community Organizing

<http://www.vcn.bc.ca/citizens-handbook/movements.pdf>

- Charles Dobson, an Associate Professor at Emily Carr Institute, notes in the introduction to *Social Movements: A Summary of What Works* (<http://www.vcn.bc.ca/citizens-handbook/movements.pdf>), that there is a significant body of academic literature on social movements, which has remained within academic circles. This article provides an accessible summary of Resource Mobilization Theory, one of the predominant theories of social movements that grew out of North America in the second half of the 20th century. His summary highlights theories about favourable pre-conditions, volunteer recruitment and mobilization, and maintenance of movements for change.

Making Change: Why does the Social Sector Need Social Movements?

Mayer N. Zald

Stanford Social Innovation Review, 2(1) Summer 2004

http://www.ssireview.com/pdf/2004SU_feature_zald.pdf?PHPSESSID=d4f5b9f25c6dc9b5c7aeeb789114772a

- Mayer N. Zald is a well-known social movement scholar and co-founder of resource mobilization theory. This useful article explores the role of social movements in North America. Zald uses the growth of the environmental movement to illustrate the way in which movements can put previously ignored issues on the political and social “radar”, and how movements are the innovators of the social sector. On page 28, Zald outlines seven thoughts about how social movements are created. These points helped us think about how movement supporters and the general public can be “mobilized” into action.

Changing Concepts of Change

By Grace Lee Boggs

Reuther Library, June 25, 2005

http://belovedcommunitiesnet.org/Readings%20PDFs/Grace%20Lee%20Boggs/CHANGING_CHANGE.pdf

- As a “movement activist” for over sixty years, Grace Lee Boggs has seen social movements emerge and develop throughout the latter-half of the 20th century. In this discussion forum at Reuther Library, Boggs suggests that in order to build movements for radical change in America we will have to shift our thinking to encompass the complexity of social change. With an illustrative quote by Margaret Wheatley (www.margaretwheatley.com), Boggs helps us understand how, in an interconnected social system, the size and scale of actions do not necessarily correspond their ability to achieve lasting impact in the larger social system. She urges movement builders to focus on “the construction of power from below.”

For more articles by Grace Lee Bogg’s, visit: www.belovedcommunities.org

For more articles by Margaret Wheatley visit: www.margaretwheatley.com

Margaret Wheatley’s quote, referenced by Boggs, is taken from *Leadership and the New Science: Discovering Order in a Chaotic World*. For more information visit:

<http://www.margaretwheatley.com/books.html>

Movement as Network

<http://www.movementasnetwork.org/>

- Movement as Network caught our eye because it presents both a diagnosis of, and theoretical approach to addressing problems that the authors suggest have hindered the environmental movement. This website was created by ONE/Northwest, which is a Seattle-based non-profit that delivers technology support to environmental organizations. Also be sure to check out *Movement as Network: Connecting People and Organizations in the Environmental Movement* which proposes that the environmental movement will function most effectively if the parts that comprise it focus on their areas of expertise: people, solutions, or resources. For a summary of this report visit (<http://www.movementasnetwork.org/001729.html#more>) or to

download the entire report click here
(<http://www.movementasnetwork.org/MovementAsNetwork-final-1.0.pdf>).

Social Movement Theory Summaries

<http://www.cnr.berkeley.edu/~balsiger/summaries.htm>

- This is a web-based annotated bibliography hosted by the College of Natural Resources at the University of California, Berkeley. On this site you will find categorized summaries of over 50 papers by leading social movement academics (http://www.cnr.berkeley.edu/~balsiger/pap_sm.htm). This is an excellent introduction to social movement literature and a great starting point if you are interested in delving deeper into social movement theory.

Movements for Change Bibliography

Tamarack: An Institute for Community Engagement

- In the process of researching social movements, we came across a wide range of resources relating to social movement theory. Check out the bibliography we have compiled for a categorized list of the most useful resources we came across. Where possible, we have included links so that you can access these resources online. We believe this resource is particularly useful as a reference to help guide further research on social movements or if you are interested in exploring a particular movement dynamic, such as participant mobilization, or the diffusion of movement ideas.

The Debate

Some of the most interesting articles we found involve dialogue, conflict, and analysis within, or relating to, specific social movements. In this section you will find resources that highlight debates within, and about, social movements. A healthy debate within a movement is essential for it to progress and evolve as new ideas and perspectives challenge the status quo. The articles below demonstrate that a movement is neither a unified, nor monolithic, group, but that it necessarily involves a diversity of actors and voices.

i. The Health of the Environmental Movement

In 2004, Michael Shellenberger and Ted Nordhaus, founders of the Breakthrough Institute, wrote *The Death of Environmentalism* (http://thebreakthrough.org/images/Death_of_Environmentalism.pdf) and made apocalyptic predictions about the health of modern environmentalism, couched in a larger critique of the state of the American “progressive” movement. In the same year, Adam Werbach, a friend and colleague of Shellenberger and Nordhaus, wrote *Is Environmentalism Dead?* (http://www.3nov.com/images/awerbach_ied_final.pdf) and came to the same conclusion: the modern environmental movement has become a “special interest”, divided from other “progressive” issues such as gay rights or addressing the AIDS epidemic in Africa.

These articles provoked an immediate debate about the authors' methods, motives and conclusions. Carl Pope, Executive Director of the Sierra Club, was one of twenty-five people interviewed by Shellenberger and Nordhaus. In December 2004 he wrote a public response to, and critique of, *The Death of Environmentalism* called *There is Something Different about Global Warming* (http://www.sierraclub.org/pressroom/messages/2004december_pope.asp).

These resources illustrate a recent, and heated, debate about the environmental movement. In highlighting these three resources we are not suggesting that they capture the many nuanced views that exist about the state of environmentalism in North America.

ii. Foundation Leadership

We found a wide range of opinions on the role that Foundations can play in supporting growing efforts to fundamentally alter the society we live in. The financial lifeline that foundations extend to their grantees affords them extensive power. Many foundations are thinking about innovative ways they can support, or lead, social change initiatives and are engaged in a debate about the most effective ways to fund progressive movement building efforts. We have highlighted a sample of current and compelling thinking on foundation leadership:

- In *Grantmaking Leadership* (<http://www.mcconnellfoundation.ca/president.e/speech6.html>), Tim Brodhead, President and CEO of the J.W. McConnell Family Foundation, suggests that the current competitive contract funding structure for non-profits has been detrimental to social change initiatives with the long-term goal of improving Canadians' quality of life. He makes several recommendations for ways in which foundations can work to address this problem and support creativity, innovation and collaboration within the sector.
- *Leading Boldly: Foundations can move past traditional approaches to create social change* (<http://www.pointsoflight.org/downloads/pdf/about/support/LeadingBoldly.pdf>), by Ronald Heifetz, John Kania and Mark Kramer, was featured by the Stanford Social Innovation Review in the winter of 2004. They explore the difference between "technical" and "adaptive" social problems and suggest that while money may be enough to solve technical problems, adaptive problems require a shift in social values, beliefs and behavior. The authors explain how foundations can work to lead "boldly" and address these complex social problems.
- In *Standing at the Crossroads* (<http://www.foundationnews.org/CME/article.cfm?ID=3166>), Emmett Carson makes it clear that community foundations in America are at an important crossroads and must decide whether they are a "field" or a "movement". He proposes that community foundations take deliberate steps towards developing a movement centered around social justice and points to Community Foundations of Canada (<http://www.cfc-fcc.ca/index.cfm>) as a best practice. Carson provides fuel for a

debate between community foundations worldwide by proposing four “barriers” to building a progressive movement.

- In *15 Minutes* (http://www.ssireview.com/pdf/2003SP_15minutes.pdf?PHPSESSID=d4f5b9f25c6dc9b5c7aeeb789114772a), Susan Berresford, President of the Ford Foundation, shares her thoughts on several questions relating to social change and foundation leadership. She briefly discusses the Ford Foundation’s theory of change and comments on topics such as the difference between strategies for change and charity, multisectoral collaboration, and venture philanthropy.

iii. Canadian Peace Movement

The two articles highlighted in this section were published in 1987 and may or may not be applicable to the current Canadian Peace Movement. We have highlighted these resources because they show deliberate attempts to address controversial topics and stimulate debate within a Canadian movement for social change.

- Robert Penner, a former coordinator for the Canadian peace Alliance, suggests the *Peace Movement Needs More Ambitious Strategies* (<http://www.peacemagazine.org/archive/v03n5p23.htm>) and discusses responses to the threat of “self-marginalization” that the movement was facing in the late 1980’s. Of particular interest is his discussion of the role of debate in any movement. He explains: “it is through debates between conflicting opinions that new opinions are formed and forward motion is created.”
- *Growing Pains: The Maturing of the Canadian Peace Movement* (<http://www.peacemagazine.org/archive/v03n5p21.htm>), by Canadian peace activist David Langille, suggests that although the institutionalization of the Peace Movement in the late 1980’s made it more stable and powerful, it may not be “winning”. Langille engages the reader in an interesting discussion of the complications associated with evaluating the effectiveness of a broad-based national movement.

iv. Challenging Power Structures

The Unjust Society (<http://www.alternatives.ca/article737.html>)

- Judy Rebick, publisher of Rabble.ca, calls on Canadian activists to unite and broaden the scope of their movements into a “frontal assault on the idea that a privileged elite can run society in its own interests with little care for those who get left behind.” This article underscores the interdependence of movements struggling to achieve social justice for marginalized groups in Canada.

How to Build A Movement that Can Really Win

(http://www.soaw.org/new/newswire_detail.php?id=648)

- In this article (http://www.soaw.org/new/newswire_detail.php?id=648) Jackie Downing, an activist with the School of the Americas (SOA) Watch, provides a helpful example of how the SOA Watch movement is striving to ensure that it is working in ways that are consistent with the ends it is trying to achieve. She describes

the creation of the SOA Watch Anti-Oppression and Accessibility Working Group and suggests that if “what we want is to build a broad-based, diverse and democratic movement that can win, we have to get serious about fighting oppression within our own groups.”

- For more information on the SOA Watch efforts to fight oppression within their own movement visit <http://www.soaw.org/new/article.php?id=530>

The Revolution Will Not be Funded

(http://www.lipmagazine.org/articles/featdelmoral_nonprofit_p.htm)

- Andrea del Moral, an anti-globalization activist and organic farmer, explains that charitable status for non-profits has made American social justice movements dependent on government, foundation, and corporate funding. Over time, she suggests these organizations have become “ensnared” in a system that reinforces and recreates the power imbalances that exist within society. She poses a central question: “If social justice movements are building foundations for a new society, what are we doing in the cubicles and boardrooms of the old?” This article is helpful because, as Canadian social justice activists, it challenges us to think about *how* the funding structures that we buy into affect our work.

The Last Stop Sign (<http://www.nhi.org/online/issues/102/stopsign.html>)

- Gary Delgado, Executive Director of the Applied Research Center, has been organizing around social justice issues for over 36 years. In *The Last Stop Sign* Delgado explains that traditional community organizing must be reconceived in order to "proactively address issues of race, class, gender, corporate concentration, and the complexities of a transnational economy." He suggests that community organizers could learn from the "progressive activism" that drove movements such as the protests against apartheid in South Africa, the women's movement, and the immigrant rights movement. Delgado pinpoints critical areas for movement builders to address: confronting "wedge issues" such as race and abortion, having traditionally-marginalized peoples in lead roles, assessing funder-grantee relationships, and developing a larger vision for a society based on social justice.

v. Other interesting perspectives

What Works to Better Society Can't Be Easily Measured: Evaluating these complex programs isn't like testing a new drug. Let's stop trying to fit it into that model.

Lisbeth B. Schorr and Daniel Yankelovich

<http://www.common-purpose.org/index.cfm?fuseaction=Page.viewPage&pageID=697>

- Authors Lisbeth Schorr and Daniel Yankelovich argue that in order to determine what social change initiatives “really work”, we are going to have to develop new ways to identify and evaluate social programs. They suggest that the most effective way to evaluate complex social programs is through a “thoughtful assessment”, rather than scientific experiments. In any effort to build, or support, a movement for change, evaluation will inevitably play an important role; however, creative and movement-specific techniques may have to be employed to get a reliable measure of success.

The Impossible Will Take a While: Learning from Desmond Tutu and other joyful, courageous makers of a better world

<http://www.thetyee.ca/Citizentoolkit/2004/10/11/TheImpossibleWillTakeAwhile/>)

- This article (<http://www.thetyee.ca/Citizentoolkit/2004/10/11/TheImpossibleWillTakeAwhile/>) is an excerpt from Paul Loeb's recent book *The Impossible Will Take A Little While: A Citizen's Guide to Hope In A Time of Fear* (<http://www.soulofacitizen.org/newimp/impindex.htm>). By describing the "small" actions of individuals that have had large and lasting effects on society, Loeb argues that courage and hope are at the root of many past movements for change. "Even in a seemingly losing cause, one person may unknowingly inspire another, and that person yet a third, who could go on to change the world, or at least a small corner of it."

Resources

In this section we have highlighted web resources that have helped us develop our understanding of national and global movements for change.

Countless organizations around the world are working on positive social change initiatives. The resources here are links, ideas, and connections along the path to national and global social and economic justice.

a. Close to Home

Vibrant Communities

<http://www.vibrantcommunities.ca>

- The Vibrant Communities website is hosted by Tamarack and provides a window into a growing Canadian movement for change. You will find stories, resources, and updates about nation-wide community efforts to reduce poverty. Be sure to check out the “Learning Themes” that explore topics such as Engaging Business and the Living Wage Initiative.

Tamarack: An Institute for Community Engagement

www.tamarackcommunity.ca

- We suggest you take a look through the other resources in our Learning Centre (<http://www.tamarackcommunity.ca/g3.php>). You will find resources on Community Engagement (<http://www.tamarackcommunity.ca/g3s1.html>), Community-Based Strategies for engagement (<http://www.tamarackcommunity.ca/g3s2.html>), as well as links to online seminars (<http://www.tamarackcommunity.ca/g3s61.html>).

Movements for Change Bibliography

- A categorized list of the most useful resources we came across in our movements for change research initiative. Where possible, we have included links so that you can access these resources online. This resource is particularly useful as a reference for individuals or organizations interested in conducting further research on social movements.

b. Organizations

The J.W. McConnell Family Foundation

<http://www.mcconnellfoundation.ca>

- This leading Canadian foundation, a co-founder of Vibrant Communities (www.vibrantcommunities.ca), has developed innovative approaches to funding national systems change initiatives. The Publications, Reports & Other Resources (<http://www.mcconnellfoundation.ca/pubs.e/index.html>) section of their website provides an introduction to the foundation’s thinking on topics such as Applied Dissemination and Grant Evaluation. Their recent report, *Scaling Up: A Symposium on Applied Dissemination in Canada*

(<http://www.mcconnellfoundation.ca/pubs.e/scaling.pdf>), is packed with thoughts on how to grow social change initiatives from “model to mainstream”.

Caledon Institute of Social Policy

<http://www.caledoninst.org/>

- The Caledon Institute of Social Policy is a co-founder of Vibrant Communities (www.vibrantcommunities.ca) and is a “voice for progressive, practicable social policy” in Canada. All of the Institute’s publications are publicly available online (http://www.caledoninst.org/Publications_Search/). Illustrative resources on Vibrant Communities and other community initiatives can be found by entering either “Vibrant Communities” or “Community Stories” as the “Subject” line of a publication search.

Alternatives: Action and Communication Network for International Development

<http://www.alternatives.ca/en>

- Alternatives is a Quebec-based organization that publishes a newspaper and several Web sites dedicated to raising awareness about, and working towards global economic and social justice. Their monthly newspaper (<http://www.alternatives.ca/rubrique19.html>) often explores issues related to progressive social movements. Alternatives also hosts the following Web projects:

OneWorld.ca (<http://www.oneworld.ca/>): Publishes news about, and links to, national and international progressive social movements.

Rabble.ca (www.rabble.ca): A site that features stories, analysis, and interviews by progressive journalists, writers, artists, and activists. A search through their “rubble” (<http://www.rabble.ca/rubble.php>) for key terms such as “social movement” and “social change” turns up interesting links and articles related to movements for change.

The Polaris Institute

<http://www.polarisinstitute.org/>

- The Polaris Institute grew out of citizen movements in opposition to Free Trade agreements. The institute’s mandate is to “enable citizen movements to re-skill and re-tool themselves to fight for democratic social change in an age of corporate driven globalization.” You will find publications (http://www.polarisinstitute.org/pubs/pubs_index.html) on a range of progressive projects including grassroots globalization, biojustice, and water rights.

Additional Links:

- Applied Research Center <http://www.arc.org/>
- Association for Women’s Rights in Development <http://www.awid.org/index.php>
- Association of Community Organizations for Reform (ACORN) <http://www.acorn.org/>
- Breakthrough Institute <http://www.thebreakthrough.org>

- Building Movement: Inspiring Activism in the Non-Profit Community <http://www.buildingmovement.org/>
- Canadian Policy Research Network (CPRN) <http://www.cprn.org/>
- Center for Third World Organizing <http://www.ctwo.org/>
- Comm-Org: The Online Conference on Community Organizing and Development <http://comm-org.wisc.edu/>
- Marion Institute <http://www.marioninstitute.org>
- Marguerite Casey Foundation: Change is Possible <http://www.caseygrants.org/>
- Movement Strategy Center <http://www.movementstrategy.org/>
- Pew Partnership for Civic Change <http://www.pew-partnership.org/>
- Planned Lifetime Advocacy Network (PLAN) <http://www.plan.ca/>
- Public Policy Forum <http://www.ppforum.ca/>
- The Aspen Institute Roundtable on Community Change http://www.aspeninstitute.org/site/c.huLWJeMRKpH/b.612045/k.4BA8/Roundtable_on_Community_Change.htm

c. Leadership

Ashoka

<http://www.ashoka.org/home/index.cfm>

- Ashoka identifies and invests in leading social entrepreneurs. A search of the Ashoka Fellow profiles (http://www.ashoka.org/fellows/ashoka_fellows1.cfm) uncovers fascinating stories of social change initiatives and leadership taking place in countries around the globe. By 2010, Ashoka Canada (<http://www.ashoka.org/us-canada/main/canada.cfm>) will elect 20-24 Canadian social entrepreneurs to its fellowship.

Changemakers

<http://www.changemakers.net>

- An Ashoka initiative aimed at providing resources to act as a catalyst for social change. This site features a searchable archive of journal articles (<http://www.changemakers.net/journal/archive.cfm>), a library (<http://www.changemakers.net/library/index.cfm>), and multimedia presentations (<http://www.changemakers.net/studio/index.cfm>) that “present compelling stories that explore the fundamental principles of successful social innovation around the world.

Veterans of Hope

<http://www.veteransofhope.org>

- This website (<http://www.veteransofhope.org>) is an interactive learning resource that highlights stories, lessons, models, and connections for movement building. In the *Connections and Wisdom* (http://www.veteransofhope.org/section4_connections/index.htm) section of this website you will find biographical sketches (http://www.veteransofhope.org/section4_connections/connection_2a.htm) of over fifty inspirational leaders and a rich collection of web links and words of wisdom

(http://www.veteransofhope.org/section4_connections/connection_4b.htm) focused on social change and social justice.

Beloved Communities

<http://belovedcommunitiesnet.org/>

- This site is user-friendly and contains a wealth of movement building essays, articles, links (<http://belovedcommunitiesnet.org/links.html>), and ideas. The resources include speeches, papers and interviews with Grace Lee Boggs (<http://belovedcommunitiesnet.org/readingsBoggs.html>), a long time civil rights activist, as well as speeches and the Letter from Birmingham Jail by Martin Luther King Jr. (<http://belovedcommunitiesnet.org/readingsMLK.html>).

Leadership for a Changing World

<http://leadershipforchange.org/>

- The Ford Foundation and the Advocacy Institute have partnered on this project, which recognizes community leaders working for progressive change and seeks to foster a dialogue around innovative leadership initiatives. Each year 17-20 leaders are recognized for their efforts and their stories (<http://leadershipforchange.org/awardees/>) have been posted to inspire others working for progressive social change. On this site you will also find transcripts from online interviews (<http://leadershipforchange.org/talks/>), and research papers and opinion essays (<http://leadershipforchange.org/insights/>) produced by, or in collaboration with, the leadership awardees.

d. Innovative Thinking

Philia: A dialogue on caring citizenship

<http://www.philia.ca>

- Philia is a PLAN (<http://www.plan.ca/>) initiative founded on the belief that the health, well-being and strength of our society requires the presence and participation of all citizens. This site features ideas, conversations, and actions around sustainable social change initiatives and @Philia (http://www.philia.ca/cms_en/page1178.cfm) is a monthly ezine published by the group.

The challenge for all change makers is to frame a powerful sense of possibility and be clear on what people can do to make the change real.

-Eric Young, 2004

McGill-McConnell Masters Program

<http://www.mcconnellfoundation.ca/initiatives.e/mcgill.html>

- Between 1997 and 2002, The J.W. McConnell Family Foundation sponsored a Master of Management for National Voluntary Sector Leaders with McGill University (<http://www.mcconnellfoundation.ca/initiatives.e/mcgill.html>). Over two-dozen major papers by the program's graduates are available online (<http://www.cvsrd.org/eng/mmp/mmp/>).

Eunoia

<http://www.tamarackcommunity.ca/g3s45.html>

- At Tamarack, we publish a monthly eletter that features “beautiful thinking” from our scan of the web and resources from several news services. You can browse through past issues (<http://www.tamarackcommunity.ca/g3s45.html>) of Eunoia or search “Ideas We’re Following” (<http://www.tamarackcommunity.ca/g3s4.html>) from a variety of fields on topics related to community engagement and social change. To subscribe to Eunoia click here (<http://www.tamarackcommunity.ca/g1s4.php>).

Stanford Social Innovation Review (SSIR)

<http://www.ssireview.com/index.php>

- SSIR's mission is to “share substantive insights and practical experiences that will help those who do the important work of improving society do it even better.” Their articles are geared towards the fields of nonprofit management, corporate social responsibility, social entrepreneurship, and philanthropy. Archived SSIR articles have been categorized and are publicly available (<http://www.ssireview.com/articles/>).

Eric Young

<http://www.e-y-e.ca/>

- Eric Young is a leading Canadian social marketer and has constructed numerous social change and social innovation projects. In a keynote presentation (http://www.cleanairfoundation.org/clean_air/caf_eng/workshops/Shifting_Mobility_Proceedings.pdf) (see Section 3.0, page 7-10) for the Clean Air Foundation's *Shifting Mobility Workshop*, he discusses social marketing and large-scale social systems change.

Margaret J. Wheatley

<http://www.margaretwheatley.com/index.html>

- Margaret J. Wheatley is an internationally renowned educator, author, and consultant. Margaret's book *Leadership and the New Science: Learning About Organization from an Orderly Universe* (<http://www.margaretwheatley.com/books.html>) has been credited with establishing a fundamentally new approach to thinking about organization. Her articles (<http://www.margaretwheatley.com/writing.html>) on topics such as leadership, complexity theory, and organizational change have helped us think about how change happens in natural interconnected systems.

Lisbeth Schorr

Common Purpose Homepage

<http://www.common-purpose.org/>

- Lisbeth Schorr has written several books and papers aimed at a long-term goal of developing “a more comprehensive strategy that could combat a wide range of social ills, including those that are separating the haves ever further from the have-nots”. This site features her insightful book *Common Purpose: Strengthening Families and Neighborhoods to Rebuild America* (<http://www.common-purpose.org/index.cfm?fuseaction=Page.viewPage&pageId=676>) and recent articles (<http://www.common-purpose.org/index.cfm?fuseaction=Page.viewPage&pageId=678>) that explore innovative approaches to solving social problems.

e. Tools and Databases

Movement History

<http://www.movement-history.ca>

- This site (<http://www.movement-history.ca>) outlines the efforts of a Canadian writer and activist who is compiling an oral history of Canadian social movement activists. This project is in its formative stages and aims to publish both a book and a series of radio shows called “Radical Elders” based on the interviews conducted. Several sample (<http://www.movement-history.ca/samples.html>) interviews and project progress updates (<http://www.movement-history.ca/status.html>) are posted online.

Social Movements & Culture: A Resource Site

<http://www.wsu.edu/~amerstu/smc/glossary.html>

- The American Studies Department at Washington State University has developed a *Social Movements and Culture* resource site. They have compiled on-line articles, bibliographies, course syllabi, conferences, and sets of links related to American social movements. Their *Glossary of Terms Used To Study Social Movements* (<http://www.wsu.edu/~amerstu/smc/glossary.html>) provides a helpful overview and introduction to terms that are frequently used in discussing social movement theory.

The King Center

<http://www.thekingcenter.org>

- Founded by Mrs. Coretta Scott King, The King Center has a “long-range mission to spread the teachings of Martin Luther King, Jr. to a broader, global constituency” and build the “Beloved Community” that Dr. King envisioned. Among the many resources on this site you will find a biographical sketch and chronology of Dr. King (<http://www.thekingcenter.org/mlk/index.html>), and programs and services such as The Martin Luther King Jr. Papers Project (<http://www.stanford.edu/group/King/>) and a tutorial on nonviolence (<http://www.thekingcenter.org/prog/non/index.html>).

CoolWomen.ca

<http://www.coolwomen.ca/>

- A very “cool” website dedicated to women and girls who are making history. They have compiled a searchable database of stories and an extensive listing of women’s resources, including national and international web links and a “Cool Chronology” of the achievements of women in Canada.

The SPIN (Strategic Press Information Network) Project

<http://spinproject.org/index.php>

- This strategic media communication project was created to strengthen “organizations hoping to shape debates and shift public policy.” Their online resources (<http://spinproject.org/article.php?list=type&type=9>) include communication tutorials, links, consultant directory, and free online communications plan generator. You can also browse the books and articles (<http://spinproject.org/article.php?list=type&type=8>) they have published to facilitate strategic communication for progressive social change.

Directory of Social Movement Scholars

http://www.cnr.berkeley.edu/~balsiger/pap_sm.htm

- This online directory hosted by the College of Natural Resources at the University of California, Berkeley, lists many of the preeminent social movement scholars around the world. Click here (<http://www.cnr.berkeley.edu/~balsiger/summaries.htm>) to access summaries of over 50 theoretical papers on social movements.

Additional Links:

- American Sociological Association: Collective Behaviour and Social Movements (<http://www2.asanet.org/sectioncbsm/>)
- Crazy Fads <http://www.crazyfads.com/>
- Directory of Social Movements (<http://www.social-movements.org>)
- National Housing Institute and Shelterforce Journal <http://www.nhi.org/>
- New Social Movement Network <http://www.interweb-tech.com/nsmnet/>
- Organizer’s Collaborative: Comprehensive links (<http://oc-tech.org/links>)
- Peace Magazine <http://www.peacemagazine.org/>
- Sociology Index: Sociological subjects, sub-fields, and topical subjects <http://www.sociologyindex.com/>

- SocioSite: Social movements (<http://www2.fmg.uva.nl/sociosite/topics/activism.html>)
- The Citizens Handbook: A Guide to Community Building
<http://www.vcn.bc.ca/citizens-handbook/>
- The Tye: A feisty one online <http://www.thetyee.ca/>
- Tools for Organizers, Activists, Educators, and Other Hell-Raisers
<http://www.casagordita.com/tools.htm>
- UC Berkeley Library: Social Movements in South Asia – Selected Internet Resources
(<http://www.lib.berkeley.edu/SSEAL/SouthAsia/movements.html>)
- United Nations Research Institute for Social Development (UNRISD)
<http://www.unrisd.org/>
 - Civil Society and Social Movement research programme
[http://www.unrisd.org/80256B3C005BB128/\(httpProgrammeAreasForResearchHome\)/F25CB3CC77AD656E80256B750053D399?OpenDocument](http://www.unrisd.org/80256B3C005BB128/(httpProgrammeAreasForResearchHome)/F25CB3CC77AD656E80256B750053D399?OpenDocument)
- Women and Social Movements in the United States 1600-2000
(<http://womhist.binghamton.edu/index.html>)
- YES! Magazine: Supporting youth in creating a more just, sustainable, and compassionate world <http://www.yesmagazine.org/default.asp>

