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Leading Together in Chaotic Times: CCI 2010 By: Sylvia Cheuy



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Mikhail Kokhanchikov

The notion of “leading together” may seem paradoxical when contrasted to more traditional images of leadership that emphasize the individual.

However, David Chrislip, a scholar and long-time friend of Tamarack, suggests that, “traditional models of leadership do not serve us well, especially in our increasingly diverse and complex society.” He suggests that collaborative leadership – or leading together – is a far more effective approach when dealing with complexity.

At the core, the premise of collaborative leadership says: if you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization and community. As Chrislip reminds us, “We need to remember that how we decide is as important as what we decide. The quality of engagement reflects the quality of our decisions and, ultimately, the quality of our outcomes.”

Echoing these thoughts, Angeles Arrien, the award-winning author and renowned cultural anthropologist, recently observed, “Globally and culturally we are undergoing an initiation. An archetypal shift is occurring where we are moving out of the journey of the hero and the heroine...moving into the journey of partnership or the journey of the tribe. The journey of partnership requires the spirit of cooperation and collaboration...that we learn about collective leadership and collective wisdom.”

Beautiful thinking for
January
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Today, large scale changes in our environment, our economy and all around us are deeply impacting communities in both positive and negative ways. We are living in a time of great chaos. In the face of these challenges, organizations and individuals in Canada and elsewhere are discovering that collaboration is an effective approach for addressing complex community issues.

There is growing recognition from the *Innovation Network for Communities* and many others that collaboration “provides social-change agents with a fundamentally distinct and remarkably promising ‘organizing principle’ to use to achieve ambitious goals.” If you are curious about how you might cultivate or strengthen your capacity to effectively lead collaborations, you should attend the 2010 *Communities Collaborating Institute*, Tamarack’s signature week-long learning event being held in Kitchener from September 27th to October 1st, 2010.

The *CCI 2010: Leading Together in Chaotic Times* is geared specifically for those wanting to rejuvenate and grow their collaborative leadership capacity. A dynamic array of some of North America’s most renowned and respected authorities on collaboration have been secured for this event. The thought-leaders now confirmed for CCI 2010 include:

- **Thomas Homer-Dixon** - Thomas Homer-Dixon is a global visionary and award-winning author of *The Upside of Down* which proposes a theory of the growth, crisis, and renewal of societies. He is also the author of *The Ingenuity Gap*, which explores the critical gap between our need for ideas to solve complex problems and our actual supply of those ideas. Dr. Thomas Homer-Dixon holds the Centre for International Governance Innovation Chair of Global Systems at the Balsillie School of International Affairs. Learn more about [Thomas Homer-Dixon](#).
- **Brenda Zimmerman** - Brenda Zimmerman is co-author of the best-selling book *Getting to Maybe: How the World is Changed*, which explores real-life examples of social change through a systems and relationship lens and applies the insights of complexity theory to lay out a brand new way of thinking about making change in communities, in business, and in the world. Dr Brenda Zimmerman is the Associate Professor of Policy and Director, of the Health Industry Management Program at the Schulich School of Business, York University. Learn more about Brenda Zimmerman on the [Changeability website](#).
- **John Ott** - John Ott is co-author of the brilliant new book *The Power of Collective Wisdom*. John, a graduate of Stanford Law School, lives in California. He began group work as a community organizer, helping residents discern their collective voice and claim their power. For the last 15 years he has designed and led large-scale community and organizational change efforts and is a founding member of the Fetzer Institute’s Collective Wisdom Initiative. Learn more about John Ott on the [Collective Wisdom Initiative website](#).
- **Anne Kubisch** - Anne Kubisch is the founder and Director of the Roundtable on Community Change at the world renowned Aspen Institute. She is the author of two books about the work of the community roundtables and is a community policy specialist who has spent many years with the Ford Foundation at their Latin American/Caribbean, Nigerian and New York offices. At Tamarack, Anne is considered *the* founding thought-leader in Comprehensive Collaborative Community Initiatives. Learn more about Anne on the [Aspen Institute website](#).

- **Mark Chamberlain** - Mark Chamberlain is the CEO of Trivaris, a firm that invests in early stage technology companies. He is an entrepreneur and collaborator who received the Distinguished Citizen of the Year award in 2007 for his work as Chair of the Hamilton Roundtable for Poverty Reduction. Mark is currently a member of the Board of the Ontario Centres of Excellence. Learn more about Mark Chamberlain on the [Trivaris website](#).

Participants at CCI 2010 will have the opportunity to be inspired by the insights from these renowned thought-leaders as they deepen their understanding of strategies to engage and mobilize citizens across multiple sectors to advance their community's agenda. In these increasingly chaotic times, cultivating the skill to effectively lead collaborations would seem a wise professional development investment. We hope you will consider joining us.

If you are curious about how you might cultivate or strengthen your capacity to effectively lead collaborations, you should attend the 2010 *Communities Collaborating Institute*, Tamarack's signature week-long learning event.

Related Links:

- [Visit the CCI 2010 web section](#)
- [Register now to attend CCI 2010: Leading Together in Chaotic Times](#)
- [Access the CCI 2010: Leading Together in Chaotic Times event brochure](#)
- [Spread the Word about CCI 2010](#)
- [More resources on Collaborative Leadership](#)

Frameworks for Measuring Community Change By: Liz Weaver

Collaborative planning processes are often challenged to prove measurable outcomes resulting from their efforts. This is difficult for a number of reasons which include:

- *The focus is complex* – Whether your collaborative is working on poverty reduction, prosperity and/or job creation, the issues are almost always complex;
- *The impact is long-term* – Whether you're hoping to impact the environment, health promotion or crime prevention, you require a long-term horizon in order to demonstrate community change;
- *There are many players* – With many partners all contributing to the effort, it can be virtually impossible to attribute success. And, while limited resources are typically allocated to evaluation processes, there are often many existing resources and organizations attempting to capture community change.



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With the support of the Ontario Trillium Foundation, Vibrant Communities Canada is publishing four research papers which outline a compendium of tools being used to measure community change. The four papers highlight tools which measure: less poverty in communities; more vibrant communities; more collaboration; and, more citizen engagement.

In addition to publishing these papers, Vibrant Communities Canada has been animating select approaches through recent tele-learning and on-line seminars. In November and December 2009, the Vancouver Foundation's Vital Signs and the Canadian Index of Well-being were profiled as approaches for measuring more vibrant communities. In January, Michael Mendelson, Senior Fellow with the Caledon Institute of Social Policy, will describe the development of the Deprivation Index – a new indicator tool for measuring less poverty in Ontario.

Vibrant Communities Canada invites comments on the four research papers. If your organization has developed an effective measurement tool which should be included in this resource contact [Liz Weaver](#).

Related Links:

- [Access Approaches to Measuring More Community Engagement](#)
- [Access Approaches to Measuring More Collaboration in Communities](#)
- Listen to Vibrant Communities *Measuring Community Change* online audio seminars, including:
 - [Less Poverty, More Vibrant Communities](#)
 - [More Collaboration, More Citizen Engagement](#)
- [Access How are Canadians Really Doing: A Closer Look at Select Groups](#) by the Canadian Institute of Well-being
- Register for the free, upcoming tele-learning seminar on the Deprivation Index
- Visit the the Caledon Institute's website for more on the Deprivation Index

Ideas we're following...

Senate Recommends A National Poverty Strategy

By: Tom Cooper, Director Hamilton Roundtable on Poverty Reduction

The Senate of Canada is often characterized in popular culture as the sleepy domain for friends of government to slumber until retirement. In fact, "substantial and thoughtful" proposals on poverty reduction were recently put forward by Parliament's 'Upper House': recommendations which the Government of Canada should seriously consider.

In December, the Senate's subcommittee on Cities released a report, *From the Margins: A Call to Action on Poverty, Housing and Homelessness*. That report recommended strengthening provincial income support programs, expanding the federal employment insurance program, investing in affordable housing and most importantly, developing an integrated national poverty strategy.

Perhaps the most far-reaching proposal - championed by Conservative Senator Hugh Segal and others - recommended the establishment of a guaranteed annual income for all Canadians. The report urged "that the federal government establish with the provinces a goal that individuals and families, regardless of the reasons for their need, receive incomes totaling at least after-tax LICOs (low income cut off)."

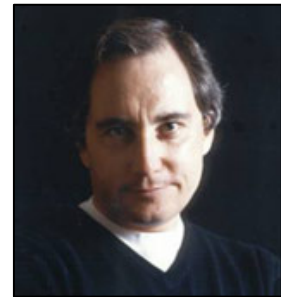
Tamarack, several Vibrant Communities partners –including Vibrant Communities Saint John and the Hamilton Roundtable for Poverty Reduction – as well as the Caledon Institute participated in several rounds of hearings to outline priorities and discuss what is already working in local communities. As former Hamilton Roundtable Director, (currently [Vibrant Communities Lead Coach](#)) Liz Weaver noted in a submission to Senators: *“Many of the investments identified require an integrated policy and program delivery approach between all levels of government which can be moved forward through the leadership of the Government of Canada.”*

Related Links:

- [Access From the Margins: A Call To Action on Poverty, Housing and Homelessness](#) from the Senate Subcommittee
- [The Senate and Poverty](#), Hamilton Roundtable’s Blog on the Senate Report
- [Access A Mile in the Shoes](#), Tom’s blog on the lived experience of poverty
- [More poverty reduction resources](#)

David Pecaut: Canada Loses A Great Collaborator By: [Paul Born](#)

“People need to have a common set of facts that they can debate. This in turn leads them to create a common understanding and language for the issues they are passionate about” said David Pecaut at our first meeting, through an introduction by Alan Broadbent. David’s deep respect for Alan was obvious in his willingness to open to me about his dreams and approach. I had just founded Tamarack with Alan and had heard of David’s work in bringing people together to collaborate for change in Toronto. David became a mentor to me that day.



I learned so much watching David bring together diverse and, at times, powerful people together to debate and eventually collaborate on issues of immigration and settlement; poverty and welfare reform; the arts; and, strong neighborhoods. David was passionate about Toronto yes, but he was equally passionate about the power of collaboration and about people working together for the common good. He, more than anyone, has advanced the field of community collaboration and the work of collective leadership.

David died of cancer on December 14, 2009. He was 54. David, from all your friends and supporters in Tamarack’s Learning community we will miss you and we thank you for all that you have given us. We will remember you always.

Related Links:

- [Read David’s A Love Letter to Toronto](#) sent shortly before his death
- [Visit the Toronto City Summit Alliance website](#)
- [Read the Toronto Star article on David Pecaut](#)
- [Listen as David Pecaut discusses *Enough Talk: The Toronto City Summit Alliance*](#)

Poverty Reduction Momentum Builds in Atlantic Canada By: [Eric Leviten-Reid](#)

Momentum continues to build across Canada around provincial poverty reduction strategies and Atlantic Canada is leading the way.

In November, the province of New Brunswick joined Nova Scotia, Newfoundland and Labrador, Ontario, Quebec and Manitoba in the fight to reduce poverty by releasing its own province-wide plan. *Overcoming Poverty Together: The New Brunswick Economic and Social Inclusion Plan* caps off a year-long 'engagement strategy and describes the collaborative process through which government, business, non-profit organizations, people in poverty and other citizens are moving forward together to reduce poverty. Multi-sector networks will lead poverty reduction efforts in local communities and will focus on three streams of work:

1. *Opportunities for Being* (meeting basic needs);
2. *Opportunities for Becoming* (life-long learning and skills acquisition); and
3. *Opportunities for Belonging* (community participation)

By 2015, the plan's goals include reducing income poverty by 25%; reducing deep income poverty by 50%; and, making significant progress toward sustained economic and social inclusion. Can it be done? Newfoundland and Labrador says yes. With the results of the first progress report on its provincial poverty reduction strategy is now in. It shows a remarkable 50 percent decline in poverty over the last six years and discusses in detail the strategies that are working.

Related Links:

- [Read the *New Brunswick Economic and Social Inclusion Plan*](#)
- [Review Newfoundland and Labrador's First Progress Report on Poverty Reduction](#)

Poverty Reduction Momentum Builds in Atlantic Canada *By: Eric Leviten-Reid*

We are so proud that Ratna Omidvar, Executive Director of Maytree and a member of Tamarack's Board of Directors who was recently honored as one of ten nation builders of the decade in recognition of her leadership and action on immigration issues. Congratulations to her, Alan and Judy Broadbent who have enabled this journey and all the staff at Maytree for this incredible achievement.



Related Links:

- [The Globe and Mail's article on Ratna Omidvar](#)
- [Visit the Maytree website](#)
- [More *Immigration and New Canadians* resources](#)

Engage!
to create vibrant communities

Engage! is published by Tamarack to bring you inspiration, ideas, and the skills you need to envision and create vibrant communities. More about Tamarack at: <http://tamarackcommunity.ca/g1s2.html>