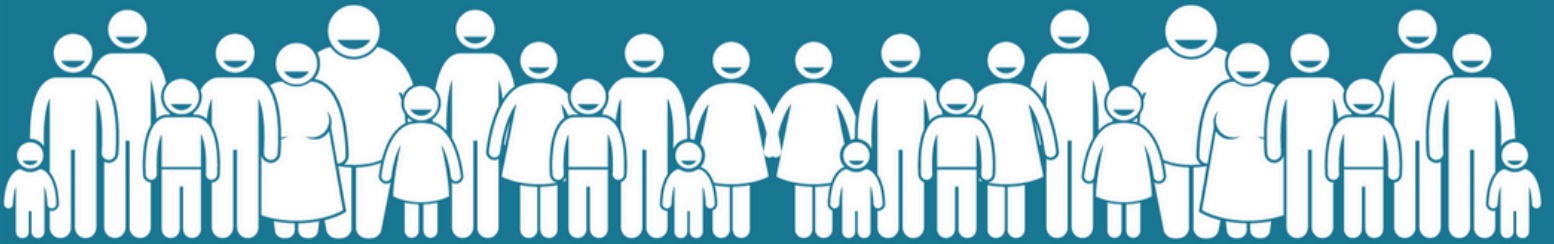




Success
in
community
ACTION!



Community Toolkit Guide



cdLi community
development
learning
initiative

Acknowledging the Land

We are hosting from and do our community work on Treaty 7 Territory. These lands are home to and have been cared for thousands of years by the Blackfoot Confederacy (Siksika, Kainai, Piikani), Tsuutina Nation, the Îyâxe Nakoda Nations, and home to Metis Nation District 5 + 6.

We are all Treaty People. Treaty 7 was and is a promise between nations to share the land and support one another, and it is up to each and every one of us to work to make this place and the world better for all future generations.

What are you doing to learn more about these Truths, and to share them with your community?

What 'Truths' do you know about the histories and experiences of Indigenous peoples on these territories? In your communities?

What are you doing to support 'Reconciliation' personally, and through your community?

What else can you do to advance Reconciliation efforts in your life and in your community?

COMMUNITY DEVELOPMENT LEARNING INITIATIVE?

CDLI - Community Development Learning Initiative - is a Calgary-based network for community minded people seeking to deepen their connections and capacities to create positive change in their communities. Our work is made possible thanks to our core funders: Calgary Foundation, City of Calgary, and United Way of Calgary. CDLI envisions a world where people from diverse backgrounds feel they can inspire change in their local communities.

CDLI's mission is to gather community-minded people to explore new possibilities, to innovate and take tangible actions now for a socially equitable future.

CDLI meets the mission by convening people passionate about community regularly, with several different community conversations happening each month. In addition to convening, we aim to build capacity, which is the primary goal of this community action toolkit.

CDLI also seeks to be a resource hub, sharing tools, information, connections, and the stories of people and groups doing important work in Calgary and beyond.

ABOUT SUCCESS IN COMMUNITY ACTION?



Success in Community Action is a community development leadership training that has been developed by the community, for the community. Work on this toolkit began in 2017 with community organizations and community members providing input - and content - for the learning. Since then, it has been updated and expanded based on feedback from the 100+ people who have participated in the training, and as our community learning needs have shifted.

Anyone can take this material and use it in your community spaces - each tool can be useful to your success in building meaningful, intentional communities. Throughout this toolkit there are theories & frameworks, exercises and prompts to support your efforts.

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COMMUNITIES IN ACTION: THE KEY INGREDIENTS



CD ALIVE: STRENGTHENING OUR COMMUNITIES

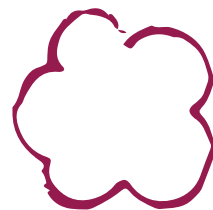


community development is...

a process where community members work together to take collective action for the common good.

What does community development mean to you?

What communities are you a part of?
Do you wish to be a part of?



community development principles

principles = values + behaviour

by community, for community

- power WITH not over
- decisions must be made with community, especially those most impacted and whose voices are least heard
- community ownership comes from community-driven action
- community members are the experts

possibilities

- focus on what is strong, not what's wrong
- appreciate the good of what is and build off of that

strengths- & asset-based

- start with the strengths and assets in the community, let these be the guide
- everyone has gifts to share, create opportunities for them to build and/or realize these opportunities

in relation

- with each other and the world around us
- with reciprocity, mutuality, respect, and empathy

participatory

- engage community members in learning, understanding, and participating
- CD is about collective action, therefore need space for others to meaningfully contribute
- use multiple ways of coming together, sharing information, and making decisions to accommodate different needs and realities

equity

- always consider how to address the barriers that exist for people in your community
- ensure diversity is incorporated in your efforts through active, meaningful, and representative participation

empowerment

- people have control & agency over their own lives
- work together to empower community members to share their strengths
- lifelong learning is a guide

curiosity

- lead with curiosity rooted in empathy- this creates openness and new possibilities
- ask questions

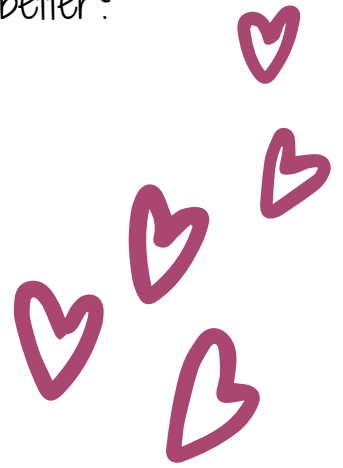
collaboration

- CD requires working together
- be intentional to have meaningful, representative participation reflecting the diversity of individuals and stakeholders in your communities
- shared leadership in your efforts is key

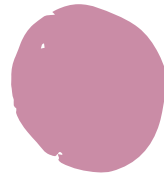
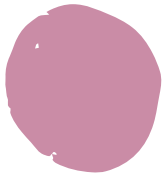
social justice

- about creating change to make things better - the goal is resilient and inclusive communities
- challenging inequity and empowering community leads to these changes

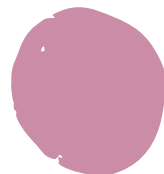
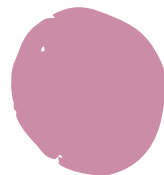
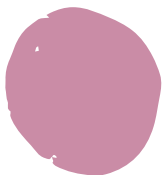
Why are you on this journey to make your community better?



Which of these principles are already a part of this journey?



Which of these principles do you need to work on intentionally incorporating into your efforts?



Can you think of other principles that make sense to include for your community?

What does a great community mean to you?

This framework shapes the entirety of the 'Success in Community Action' guide and learning. The exterior bubbles (in colour) require us to think, plan, and act differently than we may have been taught to do in school and our workplaces.

It recognizes the complexity of communities, embeds the community development principles, and offers a way of creating and producing that is counter to traditional colonial structures.

Finding success in community action requires us to shift our mindsets and the way we approach ideas and working together. Following this framework will help you achieve that!

What elements do you already follow in your community efforts?

What elements do you want to develop your knowledge/skills on?

Community Vision: Start with WHY

How do you describe your community efforts when you encounter someone new? Do you start by telling them about the events that take place? The volunteer opportunities? Do you tell them that there is a group of community members who help organize things?

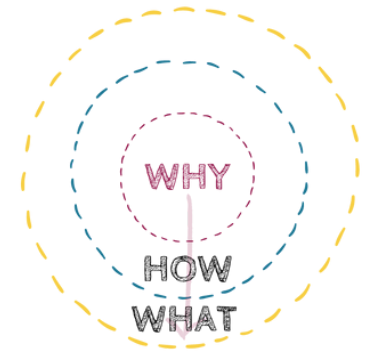
These are all natural reactions and entry points. You want to give them specifics about the community and how they can become involved. However, it may not be the most effective for getting them interested in getting involved!

In a 2009 TEDTalk, Simon Sinek shared his concept of the "Golden Circle" that states that we should focus on our **WHY** - our purpose, our core belief, our passion - and start from there.

When we encounter someone new, instead of telling them **WHAT** we do (we host monthly community potlucks!), or **HOW** we do it (we bring people together for important conversations), start by **WHY** you do those things (we believe in creating an equitable world where everyone has a sense of belonging, everyone feels connected and like they are contributing to something bigger).

By starting with our **WHY**, we're connecting with the hearts of others, and in doing so, they may be more inclined to actively participate in what we're doing. They have a better understanding of what you're about, and may inspire them to imagine how they can contribute to that **WHY**.

Simon Sinek's Golden Circle



WHY = Your purpose; passion; vision... the big, deep, heartfelt reason behind why you're doing this!

HOW = Your process to put your why in action. The approaches you use that are based on what make you special.

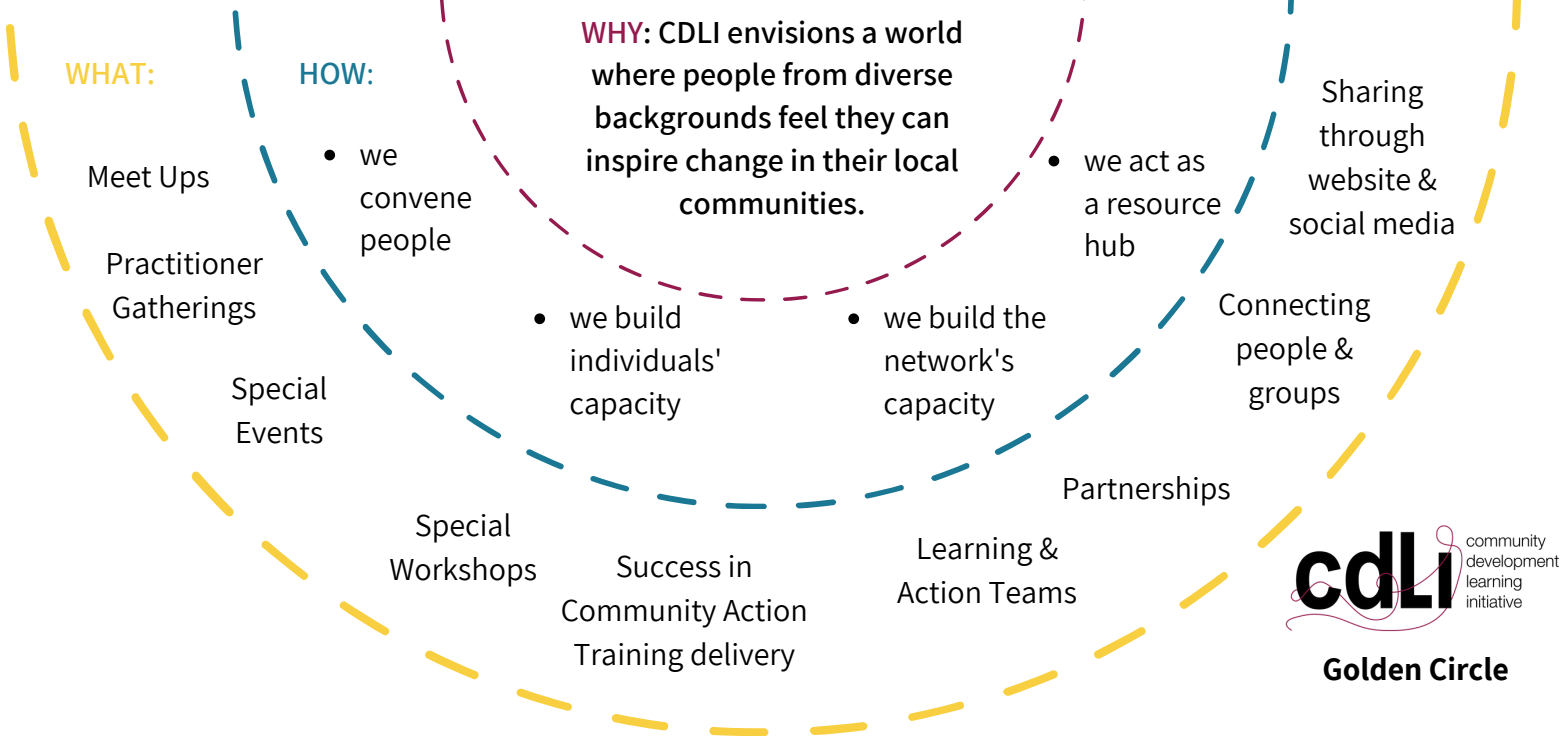
WHAT = The specific activities, actions, products, services that put your why into action.

The Golden Circle can help us with more than being able to better communicate with community members. It is also a framework that can help us design and plan our community efforts!

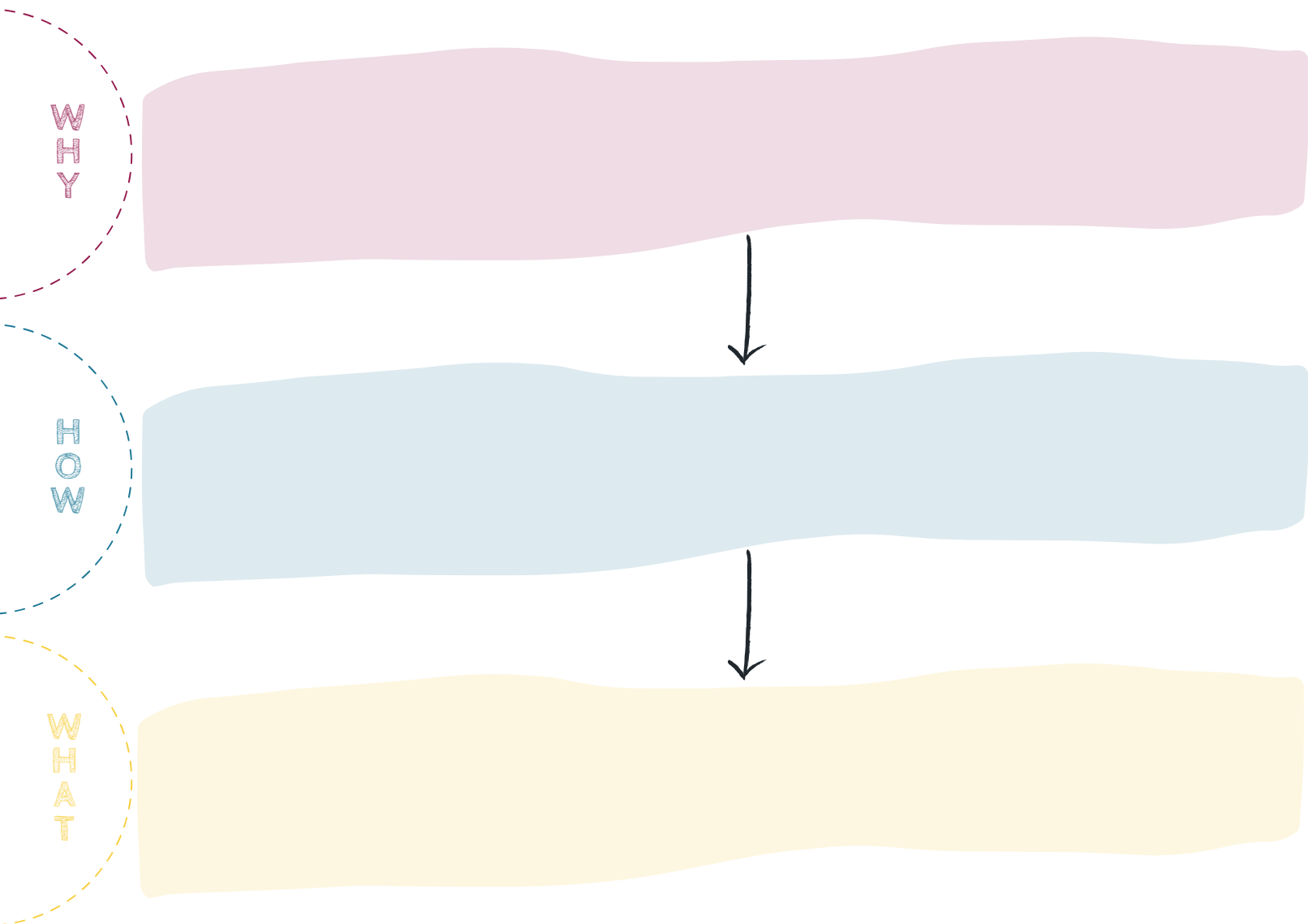
When we are very clear on our purpose - our **WHY** - we can ensure that the ways we build community are reinforcing that... and when we start with the **WHY**, it allows us to be more flexible in adjusting our approaches and activities to better respond to opportunities, community assets, etc.

What is your community passion?

Once you know **WHY** you want to build community, think about **HOW** you can go about making that happen - based on the strengths, energy, opportunities of the community and those involved. When you know what approach(es) you want to use, you can then get to planning out the specific **WHATs**, the activities that you will plan and implement.



What could your golden circle look like?



communities are complex!

Have you ever been a part of a community initiative that didn't work or came up against significant difficulties? What happened?

It is normal for things to not go as planned, especially when we're working with many moving parts and people! It is important for us to take time and get curious about what contributed to the difficulties, so we know what we can do differently in the future. Sometimes, our challenges are because we are not using the right tools or approach for the problem or system that we are working on, which we explore more on the next page. Sometimes we are not seeing the change we want to see because we are focusing our 'hows' or 'whats' on an effect, not on a root cause!

The 5 Whys (sometimes called the 9 Whys) is a straightforward tool to help us surface what the root causes contributing to the problem we're trying to solve might be. Once we start to understand the major contributing factors, we can then adjust our efforts and energy to move in the direction of the change we seek.

Start with a question, or problem or statement. Then ask yourself, 'why is that?'. Ask yourself why that answer might be happening, and why that might be occurring, and so on. Typically by the time you are five 'whys' deep you are surfacing some root causes!

This won't lead to a magic solution, but it might help you get some ideas for how to move forward. For instance, small changes you might make and who you might be able to partner with!

5 Whys

Question / Idea / Problem / Statement

WHY?



WHY?



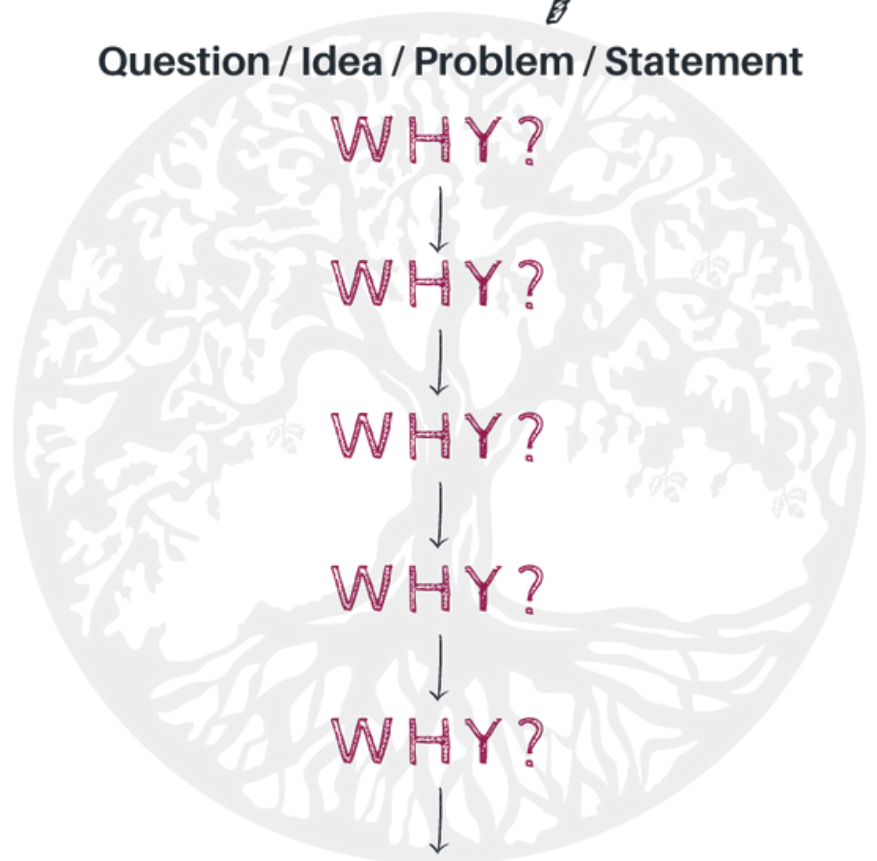
WHY?



WHY?



WHY?



Simple vs. Complicated vs. Complex Challenges



Simple challenges are like baking a cake.

The relationship between action and outcome is **obvious**. We simply need to coordinate our response and get to work.

If we use the same process and **control** all the parts we can bake the same cake every time. A cake doesn't have many parts, and the recipe **predicts** how the parts will interact.



Complicated challenges are like building a rocket.

The relationship between action and outcome requires some **analyzing** and perhaps some **expert knowledge** and guidance. Co-operation is important and good mentorship will ensure that all parts of the system work together to achieve the goal.

We need **special knowledge and skills**, but if we use the same **process** and **control** all the parts we can build and launch a rocket every time. A rocket has many parts, but the parts always act in **predictable** ways.



Complex challenges are like raising a child.

The relationship between action and outcome can only be **understood after the fact**. **Ongoing collaboration** and **reflection** is important to make meaning of the outcome, and **adjust our actions** as needed.

There isn't one process that works every time, and we can't control all the parts to get the results we hope for. The full picture is **unknowable**, and cause and effect can be understood only partially. **Emergent practices** and relying on **collective knowledge** help us navigate these challenges.

Adapted from "Getting to Maybe: How the World Is Changed" By Frances Westley, Brenda Zimmerman, Michael Quinn Patton



systems are...

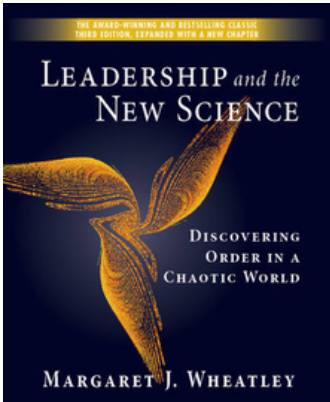
a number of parts or elements that interact, or have a relationship with, one another, within a set boundary.

How does working in complexity change how you approach community building?

SHARED LEADERSHIP FOR COMMUNITY



A leader is anyone who wants to help at this time. In fact, in this day and age, when problems are increasingly complex, and there simply are not simple answers, and there is no simple cause and effect any longer, I cannot imagine how stressful it must be to be a leader and to pretend that you have the answer. And a life-affirming leader is one who knows how to rely on and use the intelligence that exists everywhere in the community, the company or the school or the organization. And so these leaders act as hosts, as stewards of other people's creativity and other people's intelligence. And when I say host, I mean a leader these days needs to be one who convenes people, who convenes diversity, who convenes all viewpoints in processes where our intelligence can come forth. So these kinds of leaders do not give us the answers, but they help gather us together so that together we can discover the answers.



What does shared leadership mean to you? What values, principles are necessary for shared leadership?



What are your strengths as a leader?

What does leadership look like when working in complex systems like communities?

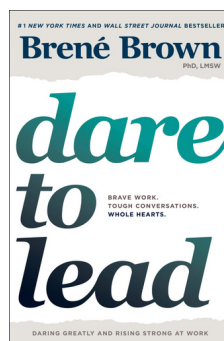
The 2007 book "[Getting to Maybe: How the World is Changed](#)" by [Westley, Zimmernan, and Quinn Patton](#) offers some valuable insights.

They identify that leadership in this context requires focusing on and **recognizing the capacities of others**, and that it is the **power in the connections between people** where the success lies. They talk about the significance of **being vulnerable**, being **open about not knowing exactly what we are doing**, or what the outcome will be, and placing the importance on **figuring things out together**. Similarly, they highlight being open that **mistakes will be made**, and creating a culture of **experimentation**. Through this openness with the wider team, emergence is possible.

They also talk about how the role of leaders is to **sense patterns** that are emerging, and **create the environment for a variety of strategies - and ultimately the people involved - to grow**. This is possible through fostering **self-organization**. Leadership in complexity requires always being in a state of **inquiry**, holding the **bigger picture** in view, and creating spaces for '**standing still**' or reflection.

self-organization

people organizing according to their own interests, talents, or choices.



“Daring leadership is a collection of four skill sets that are teachable, observable, and measurable: Rumbling with Vulnerability, Living into our Values, Braving Trust, and Learning to Rise.”

Take the [Daring Leadership Assessment](#) to better understand your strengths and opportunities for growth as a daring leader.

Four Fold Practice

If leadership in complexity calls on us to convene - to host others - and to harness the skills, talents of those we are working with, how might we do that?

The Four Fold Practice is a framework that can help guide us in this work, and is the basis for the 'Art of Hosting'.

Here we capture the essence of the framework, adapted from The Art of Hosting work.



1. Be Present

...host yourself first - be willing to endure chaos - keep the 'space' for possibilities open - stay in the fire of the present...

This requires you to show up fully, undistracted, prepared, and clear about your needs and personal contributions. Without this, it will be difficult to maintain curiosity, or to deeply connect with the people and ideas in the space.

Prior to gathering with others, check in with yourself. How are you feeling? What head space are you in? What do you need to do before others arrive to be fully present? What are the conditions or rituals you need to build into your practice to create this self-presence? What kind of environment can you create to help you and others to be present?

A 'check in' question can help facilitate this, as can an intentional moment of silence to start a conversation.

2. Participate

...be willing to listen fully, respectfully, without judgment and thinking you already know the answer - practice conversation mindfully...

Conversation is an art, and demands that we listen carefully to one another and that we offer what we can in the service of the whole. To allow curiosity to guide us, we cannot be in a judgmental space. When we are working in uncertainty - which complex communities requires us to be - we must be open and allow for deep curiosity about potential outcomes. Our role is to slow down conversations to allow for wisdom and clarity to emerge.

How do you identify when you've moved from curious to making judgments about what is being said? What language can you use to help guide others back to curiosity when they are bringing in judgment? How will you slow down conversations to allow for wisdom to emerge?

3. Host Others

...be courageous, inviting and willing to initiate conversations that matter - find and host powerful questions with stakeholders - and then make sure you harvest the insights, the patterns, the learnings and wise actions...

Hosting conversations is an act of leadership and means taking responsibility for both creating and holding a 'container' in which a group of people can do their best work together. This requires understanding the need for, the purpose of the gathering. It also requires preparing powerful questions to help start the conversation, and to put thought and intention to how you will harvest - document - what emerges from the conversation, and how that will be used. To host others requires courage.

How do you create safety within a group? What boundaries need to be created and maintained? What creative tools and processes can you use to ensure the key ideas, actions, wisdom, and experiences offered in the conversation are collected and shared meaningfully?

4. Co-Create

...be willing to co-create and co-host with others, blending your knowing, experience and practices with theirs, working partnership...

Co-creation asks that we show up in a conversation without being a spectator, and that we contribute to the collective effort to sustain results. Here, we want to listen for 'what is in the middle', what is arising out of the centre of our collaboration. This does not mean balancing each of the individual agendas, but about finding what is new from what everyone is bringing to the space. When that is discovered, work unfolds naturally, everyone is clear about what and how they contribute. In a truly co-creative process, who said or contributed what is irrelevant as we are each building on each other's knowledge and contributions, and the whole becomes bigger than the sum of the parts.

This is not an easy thing to accomplish, and requires a lot of practice. How can you build trust within yourself and with others to support this process? How can you listen for what is emerging and common from the conversation, and highlight that as the conversation moves forward?



This phrase comes from the disability rights community, and has become a mantra for inclusion more broadly. When we are convening people for conversations, it is essential that we ensure our communities are properly represented.



The Circle Way

METHOD for collaborative conversations

The Circle Way is a highly adaptable method of hosting meaningful dialogue, deep reflection and conversation. It can be used with any group size. "Circle can be used to build relationships, to have difficult conversations and make decisions, and to help community through transitions."

Principles

1. Leadership rotates among all circle members
2. Responsibility is shared for the quality of the experience
3. Reliance on wholeness, rather than on any personal agenda

Intention

Intention shapes the circle and determines who will come, how long we will meet, and what kinds of outcomes are to be expected.

Spend time articulating intention & invitation.

Start-Point or Welcome

Begin the circle with a gesture that shifts people's attention from social space to council space. eg. moment of silence, a poem, a song... something that invites centering.

Setting the Centre

All energies pass through the centre of the circle, & it holds the rim together. Use an object that represents the intention of the circle and place it at the centre. e.g. a plant, candle, bowl...

Practices

1. **Speak with intention:** noting what has relevance to the conversation in the moment.
2. **Listen with attention:** respectful of the learning process of all members of the group
3. **Tend to the well-being of the circle:** remaining aware of the impact of our contributions

Guardian

The single most important tool for aiding self-governance and bringing circle back to intention is the role of the guardian. One circle member volunteers to watch and safeguard group energy and observe circle's process. The guardian uses a gentle noise-maker that signals to everyone to stop action, take a breath, rest in a space of silence. The guardian makes their signal again and speaks to why they called the pause. Any member can call for a pause.

Check In

Helps members into a frame of mind for council & reminds everyone of their commitment to the expressed intention. Share brief stories to weave an interpersonal net.

Conversation

Typically a question or questions tied to the intentions of the Circle. Participation flows as members have contributions to share. Periods of silence can deepen the discussion.

Check Out

At the close allow a few minutes for each member to comment on learning, or what stays in their heart and mind as they leave.

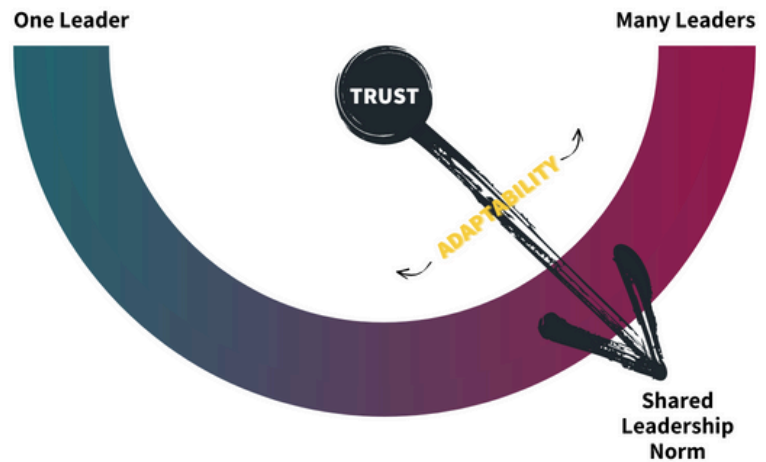
Talking Piece Council

Using a talking piece slows down the conversation and collects all voices and contributions.

The Circle Way is a process that puts shared leadership and decision-making into practice.

When we talk about shared leadership, we're talking about a spectrum that incorporates others in decision-making. That can look like a completely decentralized model where everyone has an equal say, to a blended model. Most often, what this looks like in practice will shift and adjust, or adapt, depending on the circumstances of the community and the structures that are at play. Trust among the individuals and community more broadly is a significant factor for influencing what is possible when it comes to shared leaders. Learn more about shared leadership on NonprofitQuarterly.org

Spectrum of Shared Leadership



Adapted from "[Doing More with More: Putting Shared Leadership into Practice](#)" by Allison, Misra, and Perry.

The Consensus Process



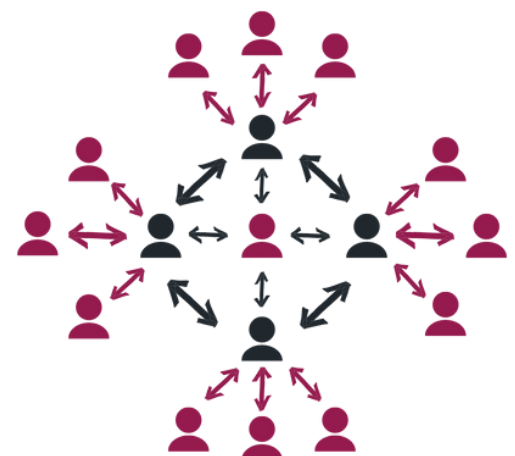
Consensus decision-making is an alternative way of making decisions to the traditional majority rules voting process. It encourages a group to be committed to finding solutions that everyone can agree to - whether that agreement is actively supporting, or indicating it is a solution that can be lived with. Critical to this process is ensuring that the opinions, questions, ideas, concerns of each person participating are heard and taken into consideration. [Seeds for Change](#) has an excellent guide on [Consensus Decision Making](#). The consensus process they identify (an adapted version pictured to the left) is similar to The Circle Way, and easily incorporated with the Four Fold Practice.

A different model for shared leadership that is frequently used within the realm of community organizing is called the 'Snowflake Model', developed by Marshall Ganz and famously used by President Barack Obama's presidential campaigns.

This leadership model relies on actively building the leadership of others, who in turn develop the leadership of others, shifting leadership from a position to a practice.

Ganz describes how "relationships are the glue that hold the snowflake together, and these relationships support the interconnected teams that make up the snowflake." Further, "decision-making is decentralized wherever possible", and "team members are accountable to each other, mutually agree on tasks, and expect results from and provide support to each other". To learn more, check out "[Organizing: People, Power, Change](#)".

Snowflake Model



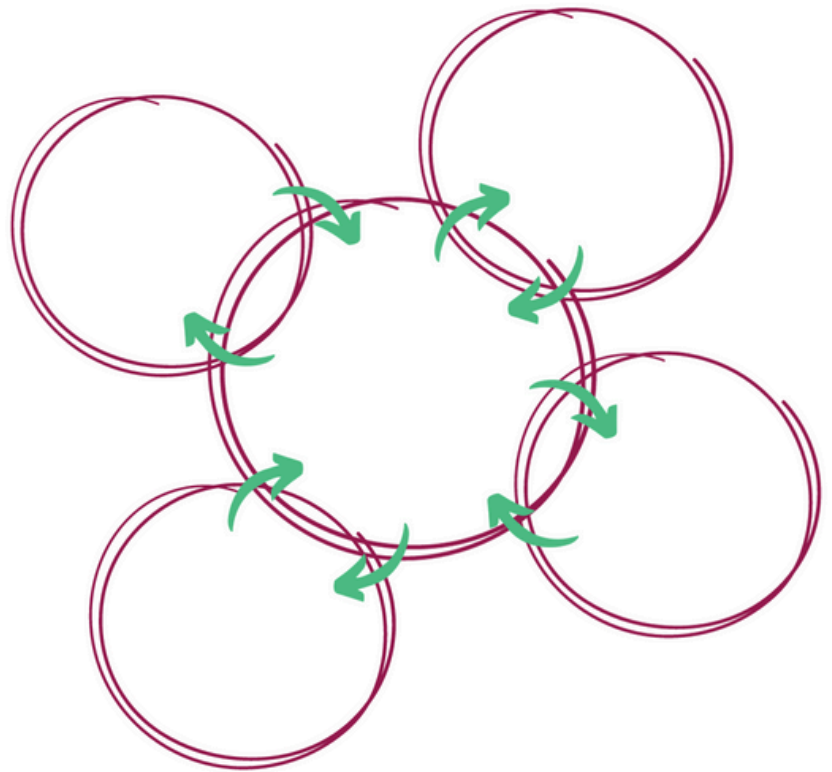
Sociocracy

Sociocracy is a governance approach with a circular hierarchy whose principles and practices are designed to foster collaboration and respect. This approach involves higher commitment and creativity and decentralizes leadership and decision making. It is designed around circles, which are self-containing units defined by their aim (work) and domain (responsibilities).

While this process may seem longer than other forms of decision-making, it actually saves time because it encourages us to listen rather than convince, and so in its process we're building relationships, trust, and taking the time to understand people's considerations which prevents us from rushing into decisions that don't actually work. It is ensuring that everyone is actually heard and that their considerations are built into the final decision.

A good temperature check for sociocracy is your willingness to accept a decision for the group to move forward. How did that feel? Your group may not have got to a consensus, and more thoughtful conversation may be needed.

Learn more about [Sociocracy!](#)



Example: Sociocracy Process

Presenting Idea

A member of the group presents or proposes a new idea that the group should initiate.

Round One: Gathering Input & Clarity

Members add what they feel is needed for them to be involved and participate in the initiative being proposed.

Report Back

Summarize what has been heard. What is the new proposition, now that everyone has shared their feedback on the original presenting idea.

Round Two: Explore

Group members share any further feedback, input and barriers they feel are important to consenting to the proposed idea.

Integrate Adjustments & Consent Round

All members consent to the now adjusted proposal.

STRONGER TOGETHER: BUILDING YOUR COMMUNITY OF COMMUNITY BUILDERS



RELATIONSHIP BUILDING & TRUST

Relationship Building - Trust

What information do you need to know to help create trust? How do you create a sense of connection? What does it look like to be vulnerable to help allow new possibilities to emerge?

Meaningful conversations are an important way for us to build trust in community, and to build and deepen our relationships.

Conversations aren't necessarily always good, generative, or meaningful... there is some alchemy to it - some intention to how you are coming together, and how you are showing up... we need to be showing up and be willing to bring ourselves into the conversation - be vulnerable - to be actively curious and build trust...



Trust the People. (If you trust the people, they become trustworthy) ... Move at the speed of trust. Focus on critical connections more than critical mass—build the resilience by building the relationships.

adrienne maree brown

Emergent Strategy, p.42

Relationship Building - Vulnerability

Being open and transparent are required to be vulnerable! Often times it's not what you say but rather how you make others feel. Vulnerability is the invitation and signal to others that can be the foundation for trustworthy connections.

How we introduce ourselves, what we choose to share about ourselves and the way we show ourselves to others is a demonstration of how we show up for the community.



Vulnerability is not winning or losing; it's having the courage to show up and be seen when we have no control over the outcome. Vulnerability is not weakness; it's our greatest measure of courage.

Brene Brown

Rising Strong, p.4

Relationship Building - Accountability

Remaining accountable to our community building efforts, the relationships can at times be difficult, uncomfortable and take commitment. Accountability are the internal systems and principles that ground why you build community in the first place. There will always be competing ideas, issues and agendas that distract from our community building efforts. Ultimately when faced with other interests, what it means to be accountable: to centre the development of relationships first.

66

Colonial systems of accountability include laws, policies, annual budgets, the economy, etc - they are seemingly separate or distant from us. Decolonizing accountability includes reflection & commitment to external & internal systems. Knowing who you are accountable to helps you stay in good relations with yourself & the land & your community. Your accountability commitments are the foundation of your decisions & directions, like when to say "no" & walk away and when to run joyfully towards "yes".

Ta7taliya Michelle Nahanee Decolonize... p.5

66

The key to moving forward is what we do with our discomfort. We can use it as a door out—blame the messenger and disregard the message. Or we can use it as a door by asking, Why does this unsettle me? What would it mean for me if this were true? ... How can my unease help reveal the unexamined assumptions I have been making?

Robin Diangelo White Fragility, p14

Empathy Mapping

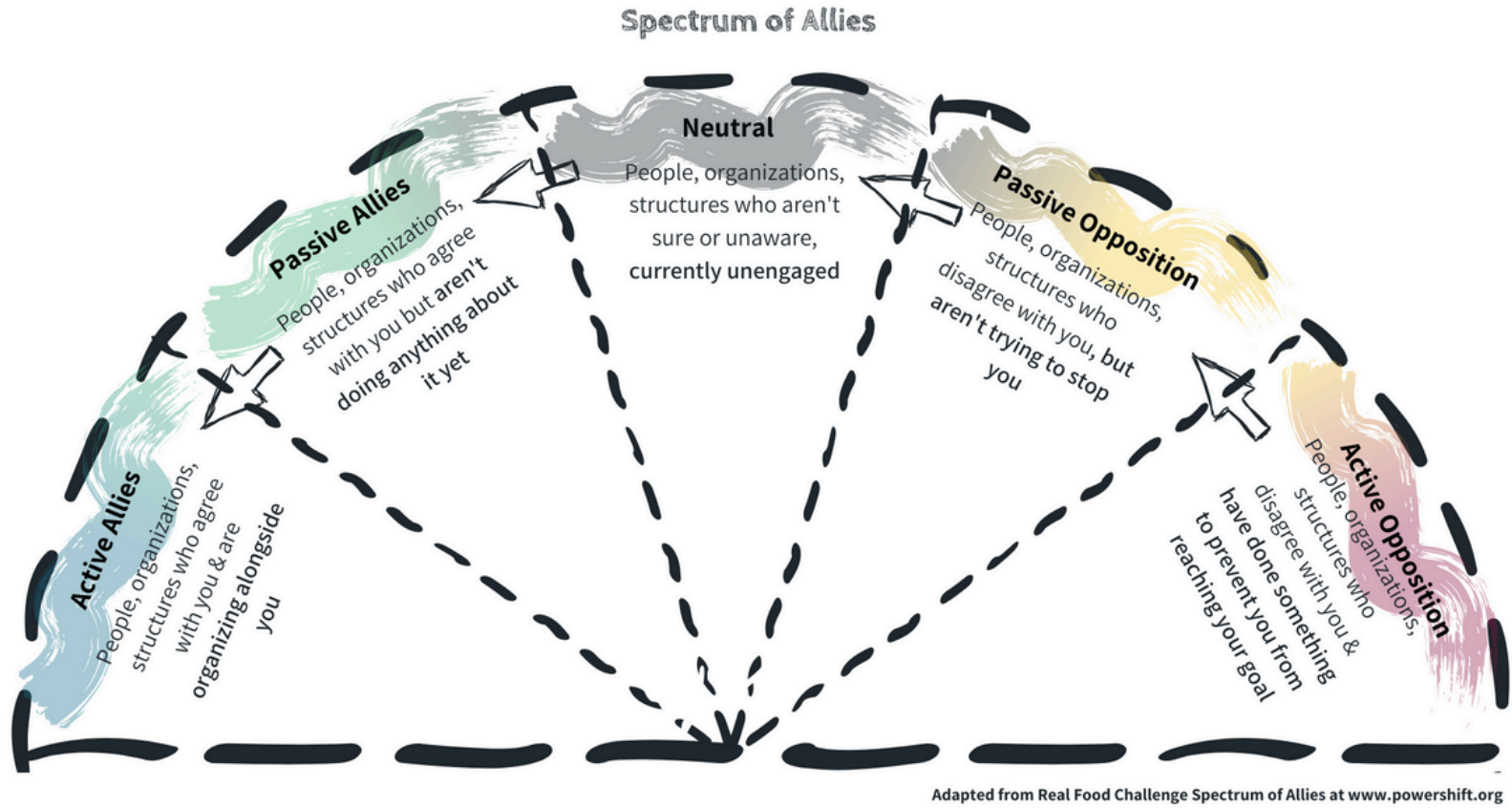
Starting from a place of empathy can help us to figure out how to best communicate with people.

There are many different definitions of 'empathy'. We refer to empathy as the ability to step into the shoes of another; to imagine what they may be thinking and/or feeling. Empathy helps us create strong relationships and healthy communities. Does Empathy mean feeling exactly what someone else feels? No, it doesn't. We can never know exactly what another person is feeling or be able to exactly replicate those feelings, but we can make an attempt or an estimation.

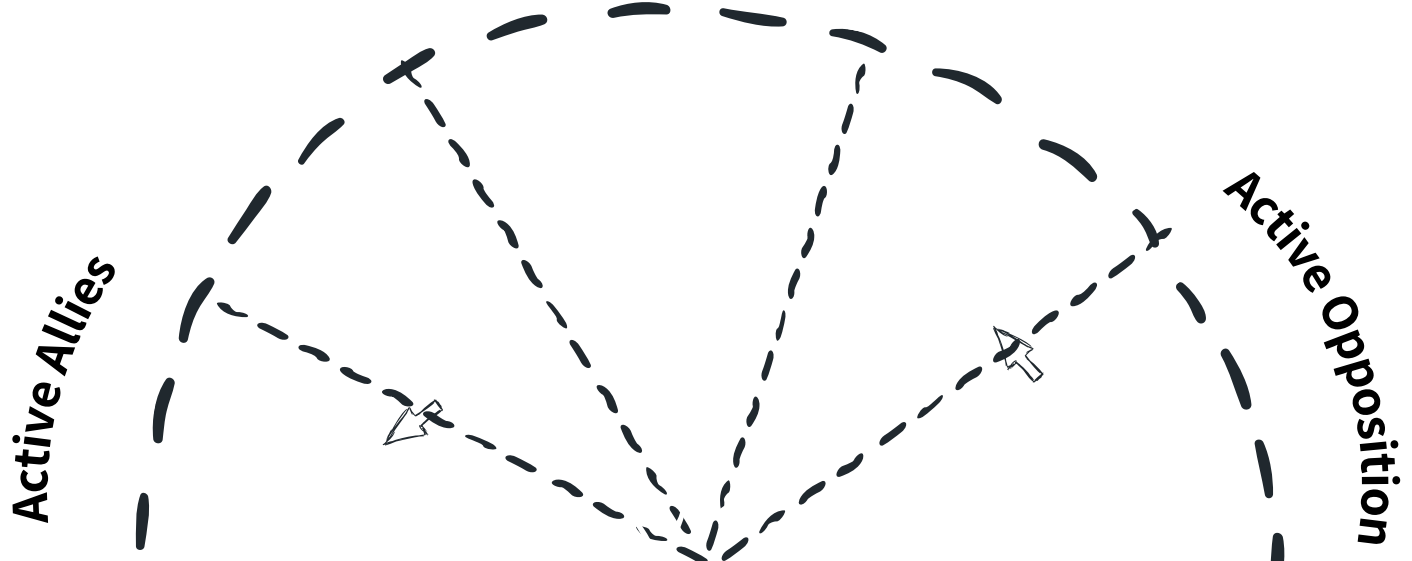
Try to imagine different types of people in that community, and what they may be seeing/saying/doing/thinking/feeling/hearing.



No matter what community we are in, no group is homogenous. We are always going to find people who have different points of view and opinions... some of whom may be more excited about our community building initiatives than others. This is going to shape who we interact with and how... insofar as we're going to need different communications strategies. One of the tools that can help us is the spectrum of allies. Having an understanding of where groups of different people land and where their interests will help us know how to best communicate with them.



1. Map the range of social forces (people/orgs/structures) that affect or are affected by your initiative along the spectrum to have a fuller picture for action and success. Remember to engage people with diverse experiences and perspectives. Not everyone needs to be an ally. Be strategic.
2. People/groups in different wedges require different tactics (communication, approaches) to move your efforts forward.
3. The goal is to understand the different needs and experiences, it is not always possible or helpful to move everyone as an ally.
4. Build relationships, deepen understanding of different positions, dialogue to explore those and find ways of strengthening relationship and/or changing their position.



Generative Conversations: Five Core Characteristics

Generative conversations are about discovery, shared questioning and learning, finding new solutions... and requires that all parties are coming in with an open mind where they are willing to de-centre themselves and practice deep empathetic listening. Generative conversations provide the opportunity for something new to emerge that wouldn't exist if done in isolation by any one individual.

Some essential elements of Generative Conversations, and what makes this approach different from others:

- They are intentional conversations that are focused on possibilities.
- They involve deep listening and an honest exchange of sharing and inquiry which allows for discovery and new solutions.
- People who have different opinions don't try to be right—they try to learn from each other's point of view, and search for commonalities.
- These conversations allow for possibility and meaning to emerge that no one would have thought of individually.



Openness

A willingness to let go of certainty and hear other perspectives. Openness comes from within. Individuals must truly be open to hearing new perspectives and to listening deeply.



Self-Accountability

Being responsible for how you articulate your perspective and its impact on others. Self-Accountability includes using "I" statements and suspending your own judgements of others.



Mindfulness

Being present in the conversation that is happening, and letting go of old conflicts or disagreements of the past. Mindfulness means truly listening to what the other person is saying, not only selecting information that reinforces your perspectives and opinions.



Authenticity

Showing up as your full self. Authenticity means speaking your perspective with honesty and clarity.



Coherence

The creation of a holistic view from multiple perspectives. Through exploring similarities and differences, what seems fragmented and misaligned can come together to form a shared vision.

Generative Conversations: Process

Plan

Look for commonalities and focus on possibilities.

- Summarize what you have learned from the conversations
- Talk about strengths of the head, heart, hands you can each contribute
- Invite others to take action or stay in touch

Learn

Discover questions you are each interested to answer.

- How can you learn more?
- Who else might you involve?

Connect

Learn what people care enough about to take action on.

- Listen to understand, not to judge.
- Share your vision. Start with Why.

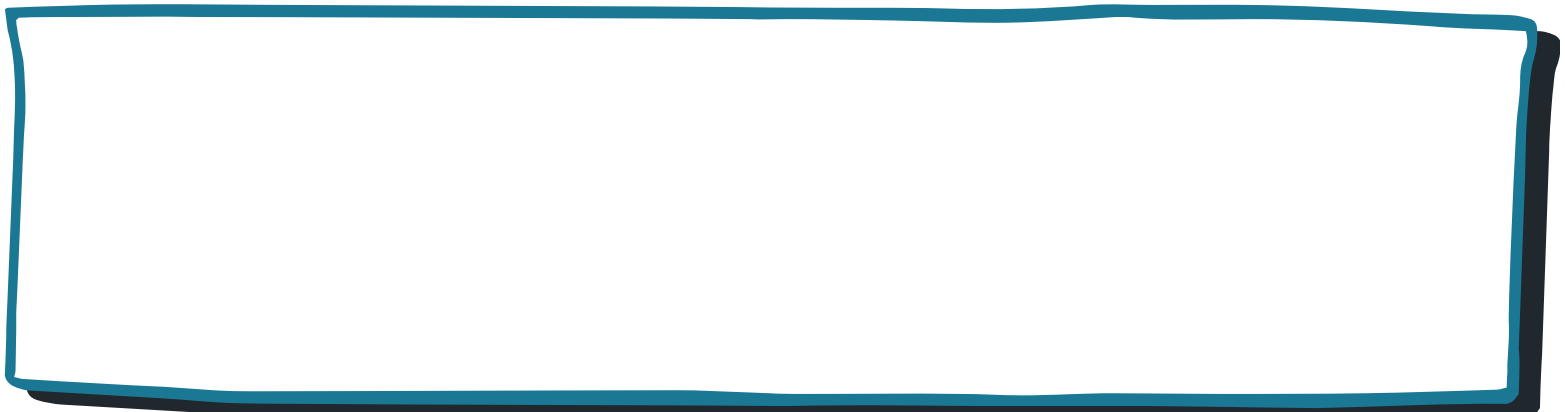
Explore

Explore and share what you each know.

- What is working well?
- Who else might you involve?

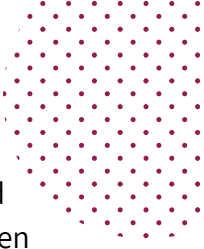
Based on the work of the Cafe Institute

What types of conversations would you like to have in your community?



Conflict in Community

How and why people show up in community can be difficult, it can not be what we expect and when we reflect about building trust, empathy and vulnerability in community, can be made even more difficult with conflict. However, trust, empathy and vulnerability will be the very qualities we need to see our communities through.



Participation - How we participate in community building can reduce conflict.

- Is everyone who is involved informed and up to date?
- Making a change? How do those impacted provide input?
- Have conflicts of interest been considered and addressed?
- People can participate on their strength.
- Have you considered your engagement on social media? Conflicts can arise on these platforms.

Process - The processes we choose to build community can reduce conflict.

- Are there defined ways of how people can contribute and how they are accountable?
- Are there government rules and regulations that need to be followed?
- How is the group making decisions? Is there consensus? How does your group disagree?
- Developing an accountability spaces guideline or a group norms of treatment.

People- How we treat the people that we build community with can reduce conflict.

- Keeping gossip and complaining to a minimum.
- Check-in with those who have expressed feeling overwhelmed; this can reduce burnout and volunteer fatigue.
- Check-in with those that have barriers and challenges to being part of the group. Be inclusive.

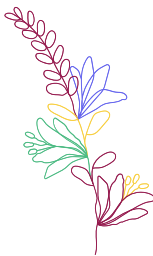
Steps to an effective apology

You or someone you know recognize that they need to apologize. We aren't always sure what goes into an apology. Below are four necessary steps to apologizing after a conflict.

How we reduce harm and acknowledge when it's happened is critical to remaining in community. Here's an outline to consider when mistakes happen in the community and how to make meaningful efforts to repair.

1 Taking Responsibility

Identify what you're apologizing for, "Sorry, for whatever I did," or "Sorry I offended you", are not appropriate ways to demonstrate responsibility.



2 Empathize

Recognize how your action or inaction impacted the person you're apologizing to.

3

Accountability

Make clear why the problem behaviour won't happen again. Explain how things will change for next time.

4

Moving Forward

What will change in the future.



Not every conflict ends with an apology nor does it need to in order to feel resolved.*



COMMUNITY STRENGTHS & ASSETS



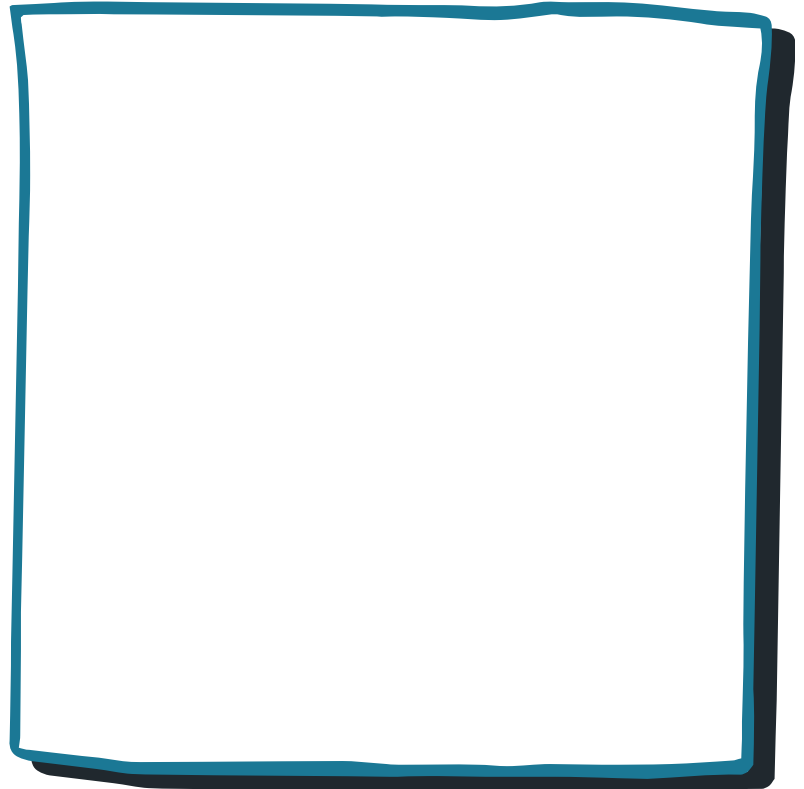
This mantra put forward by Cormac Russell perfectly captures some of the key aspects of asset-based community development. [Hear more on ABCD here.](#)

Every single person, no matter how young or how old, has special gifts, strengths, or 'assets' that they have to offer.

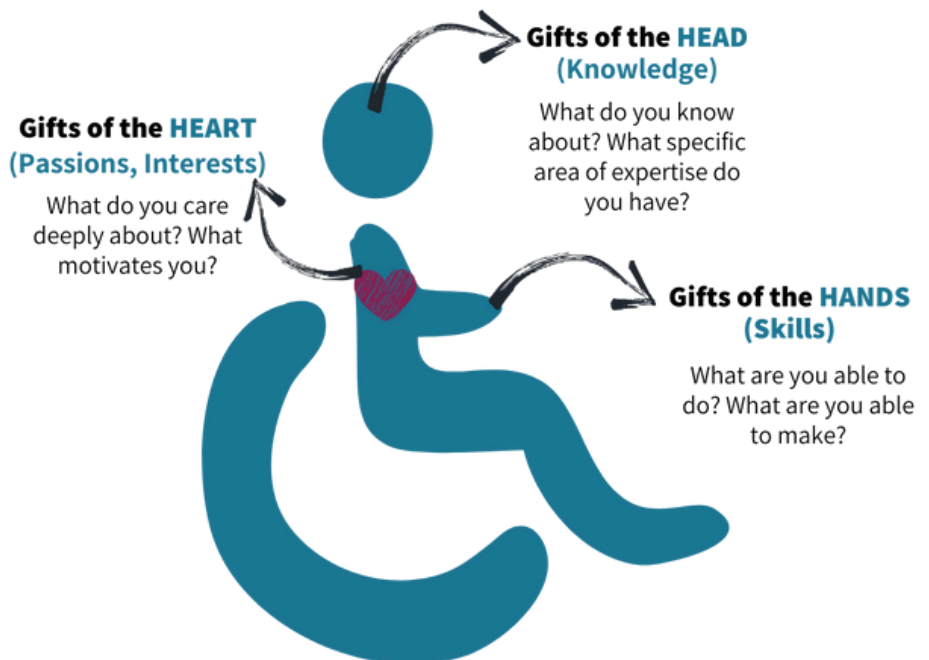
By tapping into our gifts, and the gifts that our community members have to offer, we are able to focus on what's strong. We centre the strengths that exist, and are actively engaging and leading by community, for community.

The Head, Hands, Heart model pictured to the right is one framework for mapping out our individual assets. The [ABCD Institute](#) has a [great resource](#) for learning more about unlocking the gifts of our community.

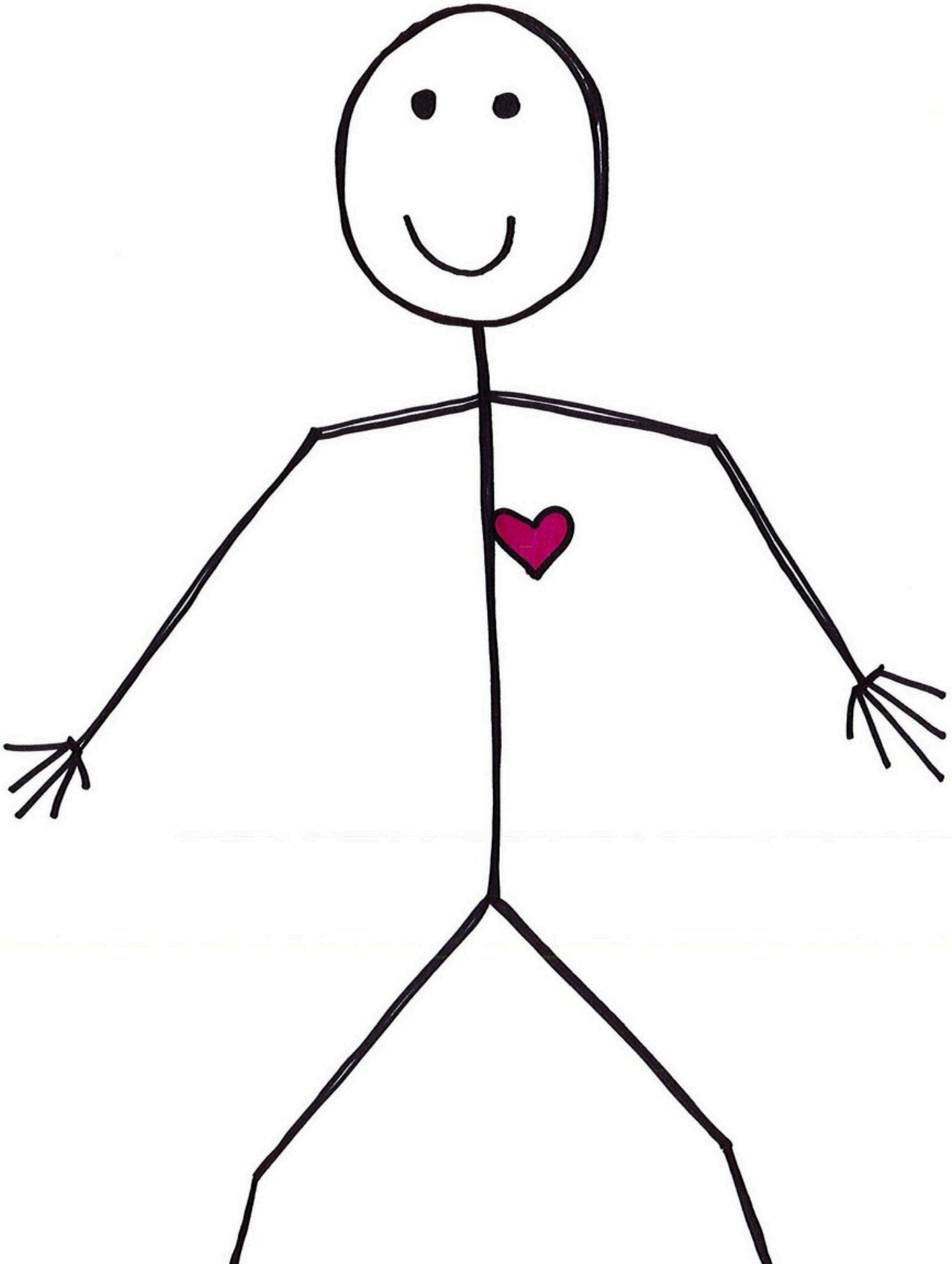
What is strong about your community?



Head, Hands, Heart Model



MY ASSETS (HHH-style)



community assets

the gifts, strengths, resources that already exist in a community that can be mobilized to drive desired community change.

Community assets are often categorized into the five groups detailed below: People, Associations, Institutions, Physical & Ecological, and Connections. We've brainstormed what some of those may look like in your community - can you think of others?



What are the assets in your community?

NEIGHBOURHOOD ASSET MAP

Asset Mapping is a method for residents to identify and highlight the strengths that exist in their community. This worksheet will help you explore, examine and appreciate the many attributes, character and places that make your neighbourhood a place to belong!

NEIGHBOURHOOD: _____

TIME OF DAY: _____

WEATHER: _____

THOUGHTFUL TOOLS FOR ASSET MAP:

WHERE DO PEOPLE GO?

HOW DO RESIDENTS MOVE AROUND THE HOOD'?

PLACE YOUR EXPERIENCE ON A MAP

REMEMBER:

WHAT **DIRECTION** WILL YOU TAKE?
WHAT WILL YOU **SEE**?
WHAT ARE YOU HOPING TO **FIND**?



▼ Character



What did you observe as beautiful on your walk?

What did you observe as unique?

Any heritage or historical observances?

Are there places to bike, scooter or other forms to wheel around?

Yes Nope

Was there a bus stop?

Yes Nope

Places to take a break, were there benches or places to sit?

Yes Nope

Come across murals or other forms of public art?

Yes Nope

Come across fun places to play?

Yes Nope

▲ What Did You Spot?



Asset Checklist



Schools: Recreation: Big Businesses

Senior Homes: Gardens: Religious Institutions:

Local Small Businesses: People: Cultural Associations:

Emergency Services: Non-Profits: Parks:

Community Associations: Libraries: Outdoor Gathering Spaces:

Other : _____





Did you notice anything new on your walk?



Did you identify natural places where neighbours can 'bump' into each other? Where were they located?



How would other populations experience the walk? (for example tourists, people with accessibility barriers, children).



What's your vision for your neighbourhood? What do you appreciate?





ABCD Marketplace

METHOD to identify and exchange gifts, favours, advice amongst participants

The ABCD Marketplace is a quick yet impactful way to identify, connect, and exchange the skills, talents, favours, advice, resources, etc. that your community both has to offer and is seeking. It uses a few simple roles and a shared google spreadsheet, and is something that can be done once, or built off of over time.

Supporting Roles

Marketplace Leader

explains the process and guides people through the process from start to finish.

Notetakers

document in a shared notetaking sheet what the speakers are requesting/ offering/ declaring and matches from participants.

Minimum of 2.

Time Keeper

keeps track of time for speakers to keep things moving and let them know when time is up.

Process

Each person, including those in a supporting role, will have the opportunity to speak for a certain amount of time to **either** make a **request**, make an **offer**, make a **declaration**, or **pass**. Everyone can **match** with as many people as they like.

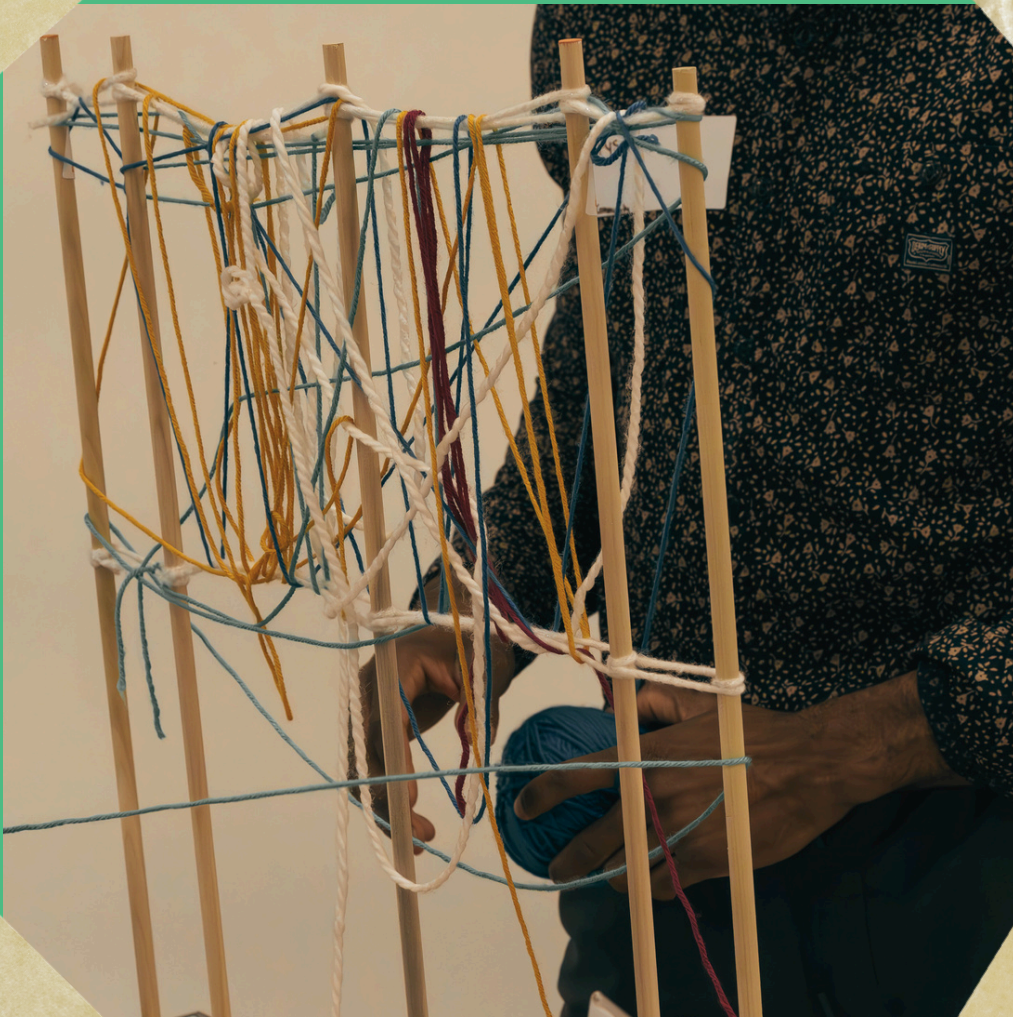
The amount of time to speak is typically between 30-60 seconds, depending on number of participants and how long you have for the exercise. People do not need to use the full amount of time. If they have hit the full time, the Time Keeper gently notifies them in some way (e.g. a sound, saying 'time's up!', etc.)

While an individual is speaking, note takers are capturing their offer/request/ declaration in the relevant column in the notes. People who would like to match with that person reference to match.

Once everyone has had the chance to speak, the Marketplace is done. Ensure that everyone who would like to be contacted has shared their contact information in the chat to be added to the notes/spreadsheet. The people participating should receive a link to the shared notes so that they are able to connect with their matches.

A C T I O N S	Request	Offer	Declaration	Pass
	ask for something you need, e.g. resources on a topic, experience with a tool, a physical space or object	announce something you have to share, e.g. particular resource, skillset, physical space or object, or to be a sounding board	put something out there which you would like some accountability on or would like to share with the group, e.g. "I will use this tool"	not ready or open to share right now

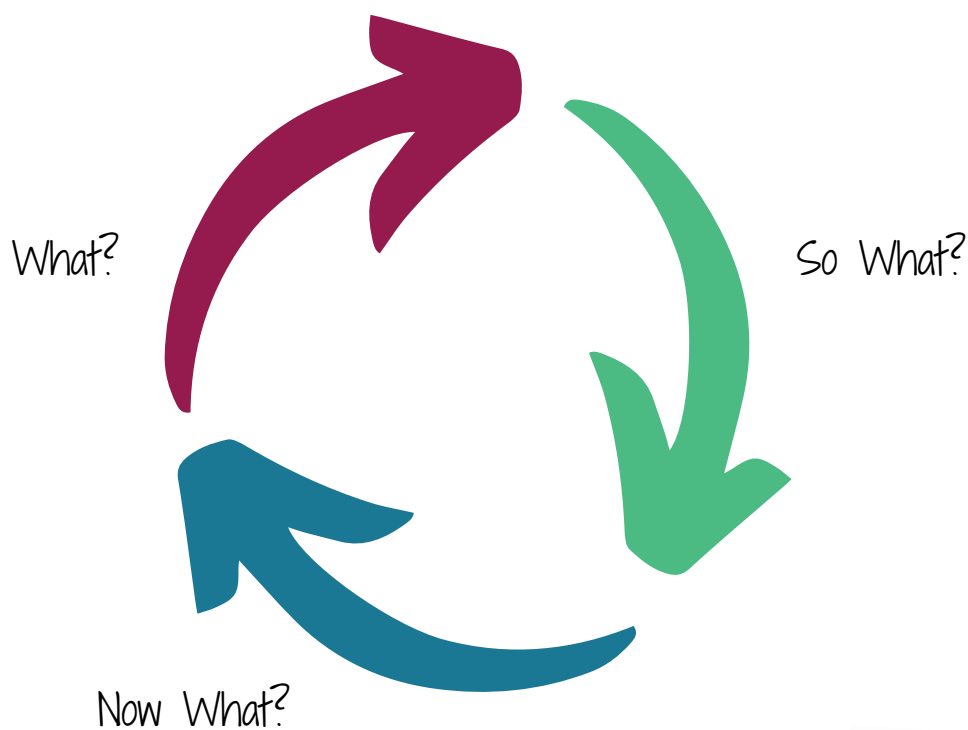
WEAVING IT TOGETHER: COMMUNITY IN ACTION!



community in ACTION

Adaptive Action

Adaptive Action is an iterative process that can help us in our community efforts, both in terms of understanding what action we might take next, AND in understanding the impacts of the actions we've taken so far. It is iterative because once one cycle has finished we're starting a new one.



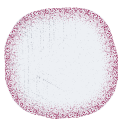
First, we ask the question 'What?' to gather some data and surface patterns. What do we currently know? What has surprised you?

Then, we ask 'So What?' to make sense of those patterns and see what they may be revealing to us. What patterns are revealing themselves to us? What might that mean for the actions we have taken, or should take?

Finally, we ask 'Now What?' to explore what actions we might take in response to what we've learned. When exploring the next action(s), also think about who should be involved (think strengths), how you might judge/assess success, etc.

Stepping Stones

Is a process in which to consider all the steps you may need to take to make changes to a program or project in your community. Do this with your community! Look and write down the current state and then write down what you want to have changed. This change is the outcome or goals your community is looking to achieve.



The **milestones** required to achieve your new goal!



The **intermediate stones** that are important smaller details in between your **milestones**.

Reflexivity:

"A process of continual, active reflection that moves beyond comfort, to activate new ways of knowing & doing based on new information."

- Ta7taliya Michelle Nahanee

successes and celebrations in community

Celebrating both the big and the small successes in your community initiative can keep people motivated and engaged. Celebration is not something we should save until the end of our project, but rather do all along the way.

Consider what are we celebrating? What does success look like? There are variety of types of success.

Typically, the types of success will fall under one of these four categories:

new relationships and sense of belonging



- fun
- community events
- new groups
- beautification
- support
- friendships
- activities

learning and growth for community members



- new knowledge/
skills/talents
- confidence
- new mindsets
- new experiences

community participation and results



- effort
- volunteers
- planning
- results of actions
- accomplishing
tasks
- new resources
- resource sharing

social justice



- advocacy efforts
- public awareness
- community
research
- new attitudes
- opportunities
- new allies

Let's Celebrate

Celebrating Success should be an ongoing process, done in small and big ways. When celebrating individuals, tailor the ways in which community members prefer to be celebrated! Being intentional about the way we celebrate our successes and each other is important as it helps make sure the celebrations are genuine and meaningful to everyone. When working with others in community it is particularly important to learn about how others like to receive recognition for their efforts. While some people might be comfortable with public displays of recognition, others may prefer a simple thank-you card or certificate of appreciation- we want to make people feel appreciated, not alienated, for their efforts.

SHARE IT

Success ultimately is cultivated by the relationships you have.

WRITE ABOUT IT

Write about it in a newsletter, blog post, etc

REPORT ON IT

Share your successes in your annual report to funders and supporters.

SHOW IT

Naming a room or something after a long time volunteer

RECOGNIZE IT

Recognize with a gift, card, a meaningful gesture.

LEARN TOGETHER

Providing personal and professional development opportunities.

POST ABOUT IT

Share your gratitude and success on Social Media.

ACKNOWLEDGE IT

Celebrate all the people, groups, and organization that made it all possible.

How might you identify successes in your community initiative? (including unintended or unexpected) along the way?

What are some ways you would like to celebrate?

Written, designed and prepared by:
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Funding Provided By:



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