



The Group of Six

by

Sherri Torjman

April 2005

The Group of Six

by

Sherri Torjman

April 2005

The author would like to acknowledge the inspiration of Paul Born, Tamarack – An Institute for Community Engagement.

Copyright © 2005 by The Caledon Institute of Social Policy

ISBN 1-55382-126-2

Published by:

The Caledon Institute of Social Policy

1600 Scott Street, Suite 620

Ottawa, Ontario, Canada

K1Y 4N7

Phone: (613) 729-3340

Fax: (613) 729-3896

E-mail: caledon@caledoninst.org

Website: www.caledoninst.org

The power of ideas

Vibrant Communities is noteworthy not only for what it does. It is also significant for what it is – the foundation for a ‘Group of Six’ trying to develop a distinctive approach to community-based poverty reduction.

The Group of Six initiatives within the overall project are known collectively as ‘Trail Builders.’ They are an essential component in a broad national effort seeking new and more effective ways to reduce poverty. This national initiative is sponsored by three partners: Tamarack –An Institute for Community Engagement, the Caledon Institute of Social Policy and the J.W. McConnell Family Foundation.

At the heart of Vibrant Communities is a pan-Canadian learning partnership in which 14 communities are looking both individually and collectively to find local solutions to reduce poverty. They are aided in their efforts through the coaching assistance provided by Tamarack. The community initiative is also supported by the policy work carried out by Caledon which consists of policy papers and a policy dialogue, discussed below. The J.W. McConnell Family Foundation provides essential financial support to the national project and, more specifically, to the six Trail Builders developing comprehensive initiatives to reduce poverty.

We know from both research and practice that poverty imposes heavy social, economic and personal costs that affect all Canadians, both directly and indirectly. It means lost opportunities for individuals and society, and higher risks of a wide range of health and educational problems. Poverty means heavier social expenditures and foregone revenues that governments require to fund important public programs – including those aimed at preventing and reducing poverty.

The Vibrant Communities project evolved in response to a clear problem: Traditional methods of tackling poverty at the community level are sometimes less than successful. While individual organizations may be doing good work, their interventions are often fragmented and too disparate to make a significant difference in people’s lives. Moreover, these organizations are typically unstable because of shoestring budgets and lack of ongoing support to ensure the sustainability of their efforts.

Vibrant Communities seeks new approaches to dealing with this tough issue. It puts into practice a simple, but powerful, principle: Don’t try to address a problem by doing more of the same. Do something different.

Another important idea embedded in Vibrant Communities is that the responsibility for reducing poverty lies not only with social agencies – or socially conscious community groups. Neither is it the sole responsibility of governments. Rather, persistent and seemingly intransigent social problems – such as widespread poverty – is the concern of all citizens. Business, labour, government and the voluntary sector can and should play significant roles.

A related principle guiding the new approach is that citizens – and, in this case, individuals living in poverty – should be actively engaged in shaping local initiatives that address their concerns. Several years ago, the book *Nothing About Us Without Us* was written to help ensure that persons with disabilities are actively involved in formulating policies and programs that directly affect them [Charlton 1998]. Its title applies equally well to a wide range of community interventions.

Vibrant Communities has been moved by the power of big ideas. Its challenge is to develop the practice that gives life to these ideas: the need for new strategies to tackle poverty, share responsibility for social concerns, engage citizens in designing appropriate interventions and question, test and learn – early and all the time.

But it usually takes more than powerful ideas to effect substantive change. The stars also need to be properly aligned. And in this case, the context was right.

The stars were aligned

At the start of the millennium, the ground was ready for a project like Vibrant Communities. Like the rest of the world, Canada had just struggled through a tough decade with high rates of unemployment – the highest, in fact, since the Great Depression of the 1930s. Throughout the 1990s, the country also saw new social needs arising from increased immigration, the continued depopulation of rural areas and the community-based supports required for an aging population.

The impact of major economic and social changes typically is mitigated or compensated through positive public policy. Unfortunately, in the last decade, public policy solutions were not readily forthcoming. The political climate in the country was highly unstable in the wake of the failed Meech and Charlottetown constitutional talks and the razor-close results of the Quebec referendum in 1995.

The various economic, social and political shocks that the country faced might have been easier to absorb had they not been played out in a context which itself was shifting dramatically. Deficit obsession was driving public policy decisions and Canada's social programs found themselves vulnerable in this fiscal-first environment. Perhaps most significant in the past decade were the changes to the social security system.

The Canada Assistance Plan (CAP) had allowed the federal government to share with the provinces and territories in 50 percent of the costs of welfare and social services. With no prior notice, CAP was dismantled in 1996 and replaced by the Canada Health and Social Transfer (CHST), a block fund that provided for a lump-sum federal transfer in respect of health, post-secondary education, welfare and social services. Three guesses where welfare and social services sat on this funding hierarchy. The social component of the transfer has since been pulled out of the

formula and moved to a new Canada Social Transfer – though the contents of this pot still remain unclear.

One positive change since the CHST ‘bombshell’: The federal government worked with provinces and territories to introduce in 1998 a new National Child Benefit, which represented a significant advance in the fight against poverty [Battle and Muszynski 1995]. But this landmark initiative came only several years after what proved to be another significant remodelling of the social structure.

In 1996, Unemployment Insurance was changed to Employment Insurance in an attempt to embed a more active training component within the program. But many unemployed lost coverage as a result of the shift; the percentage of unemployed Canadians receiving benefits plummeted from 74 percent in 1990 to 38 percent in 2002.

While the intent of the reforms was positive, the changes not only hurt many unemployed Canadians. They also created a serious breach of the ‘social contract.’ The notion of social insurance effectively involves an implicit contractual agreement between citizens and the state. The payment of contributions for security in the face of risk – in this case, short-term unemployment – should provide sufficient protection when the contingency arises.

The contractual bargain had been broken and confidence shaken, especially in light of the CHST-EI knockout punch. Questions arose around the trustworthiness of governments and whether they could be counted on to play ball when it was their turn at bat.

This series of events subsequently became the ‘tipping point’ in which the big ideas underpinning Vibrant Communities became even bigger [Gladwell 2000]. There was a need to look for more effective and reliable ways of tackling what seemed to be a stubborn and intransigent problem – widespread poverty in the midst of plenty. The contributions of sectors other than government alone had to be harnessed to this end.

But Vibrant Communities was the result of positive forces as well. There was growing global recognition of the importance of local governance and engaging citizens in decisions that affect their lives [Torjman 2001]. Increasing attention was being paid in all levels of government to the need to work ‘horizontally’ in order to combine the resources, supports and expertise from individual departments. The notion of ‘resilience’ embedded in the concept of sustainable development began to take hold as an active and promising notion of continuing adaptation and renewal. The challenge for the Vibrant Communities project was to breathe life into the ideas that sounded so powerful on paper.

It is important to acknowledge that this national initiative is not unique in what it seeks to achieve. Literally thousands of projects throughout the world are trying to tackle poverty. What makes this project distinctly different from other efforts is the *architecture* – or key building blocks

that comprise its structure. This architecture consists of three major elements: learning, policy and local intervention. The story begins with the communities themselves.

Learning with and from each other

At the heart of Vibrant Communities is a pan-Canadian learning community, which brings together 14 cities across the country seeking local solutions to reduce poverty. Victoria, Surrey, Edmonton, Calgary, Saskatoon, Winnipeg, Niagara, Waterloo, Saint-Michel, Trois Rivières, Saint John, Halifax, Cape Breton and St. John's are working both individually and collectively in this search.

Representatives from each of these centres meet on a monthly basis (typically by teleconference) to develop and share practice around their respective areas of work. It is a structured meeting organized and hosted jointly by Tamarack and Caledon.

The learning network is significant from several perspectives. First, the process of sharing is a powerful message. It says to partners: The work in which you are engaged is difficult and it is important that you have support in your efforts.

The learning structure has also helped individual communities attain a higher profile, both at home and throughout the country, than had they simply worked on their own. This profile raises public awareness and promotes a broader understanding of poverty and possible interventions. It is helpful as well when seeking support from funders.

The fact that the project ties communities together is also empowering. Participants themselves have stated that the national connection gives them a voice beyond their own community.

Equally important is the quality factor. In theory, the sharing of experiences helps ensure that groups need not start from square one every time they embark upon a particular action. They can learn from each other, effectively raising the bar of practice for all.

The learning process does not necessarily mean that a given community will be able to move automatically from square one to step ten. In fact, that type of quick progression would not even be desirable. It is actually important for the partners engaged in this kind of work to proceed through the key stages of local practice. The concept of community development means just that – the *development* of the community.

But as a result of the learning, local partners may be able to move from square one to step three or four – or to proceed through all the stages more quickly. Pace of intervention is actually

critical to success. For one thing, small successes are important to keep people interested in the work and at the table.

Pace is significant from another perspective as well. It is embedded in the concept of sustainable development in which time actually does matter. Even within the context of a longer time frame, the pace at which change occurs is crucial – particularly to offset some of the negative effects of economic development [Torjman and Minns 2004].

Policy matters

One of the unique aspects of Vibrant Communities is the policy component incorporated within this national initiative. Several key elements comprise this dimension of the work.

The first task involves the documentation of the unique approach to community action being undertaken by the project. Several reports were written that explain the overall approach, including the features of so-called ‘comprehensive community initiatives.’ They are long term. They involve more than one sector. They seek to formulate a comprehensive plan even though they must identify the precise areas where the community can move strategically. They devise new solutions and interventions by virtue of the novel combinations of ideas and resources [Torjman and Leviten-Reid 2003].

The documentation of these approaches helps give weight to community practice. Often the latter is so wide-ranging and diverse that there appears to be no clear underlying methodology. Yet there absolutely *is* ‘method to the madness’ that these processes embody.

Comprehensive community initiatives involve several clear steps such as a community scan; identification of appropriate convener; selection of appropriate partners; development of a strategic plan for poverty reduction with clear roles, responsibilities and protocols of behaviour; garnering of support; implementation; collection of data and monitoring of progress; and evaluation.

Of course, community work typically does not proceed in a linear or orderly fashion – though the key steps in the process are crucial. They must be undertaken at some point, usually in the order identified here.

But there are other important components to the policy focus. As a national policy institute, Caledon works continually on policies related to child development, training and employment, and income security that seek to reduce the overall burden of disadvantage by tackling structural sources of inequality. Appropriate income support, adequate minimum wages, and educational and employment opportunities can help reduce social exclusion.

In seeking the local application of this work, several participating communities have been involved in ‘living wage’ initiatives. The message to governments is to ensure sufficient levels of minimum wage, indexed to inflation. With respect to employers, these groups are trying to convince private business of the importance of paying a decent wage. Households should not be better off on welfare than they are working.

In addition to promoting policy ‘enablers’ or measures that build self-sufficiency, the policy focus seeks to identify and reduce barriers rooted in federal or provincial programs or practices. The purpose of this work is to link the problems of individuals to broader public policies – basically to turn ‘private troubles into public issues.’ In fact, this type of analysis helps ‘scale up,’ or bring to a higher level of attention, the individual efforts of the project.

The third dimension of the policy work involved a policy dialogue which the Caledon Institute hosted over an 18-month period. Representatives were invited from 10 federal departments including health, human resources, the Urban Aboriginal Strategy, justice, citizenship and immigration, housing and heritage (responsible for issues related to the voluntary sector) to meet on a monthly basis.

While the government representatives met in person, the 14 members of the pan-Canadian learning community could participate as they wished by phone. A wide range of issues pertaining to both government and community concerns were discussed.

Several communities subsequently decided to initiate their own policy dialogue processes. United Way in Calgary, Alberta, for example, is spearheading a policy roundtable that brings together representatives from a number of community agencies. At a key point in the process, individuals with disabilities were asked to identify the problems they face with respect to an income security program (Assured Income for the Severely Handicapped) run by the province.

It would have been easy to pack the stairs of the legislature with people in wheelchairs and to create a great ‘photo op’ for the media. But the community felt that this was not the best way to effect a change in an outdated program. There may be a need for a public demonstration at some point. And in a democracy, citizens always have the right to express their concerns in this way. The community believed that starting with dialogue at least might open the door to an ongoing working relationship with the provincial government. It is hoped that this discussion will serve as a model or prototype for other related policy issues.

Six Trail Builders

Six communities, in particular, receive financial support through Vibrant Communities to pursue intensive poverty reduction agendas: BC's Capital Region, Niagara, Saint John, Edmonton, Saint-Michel and Calgary. Together, they are referred to as 'Trail Builders' to reflect their pioneering role.

Each Trail Builder is governed by a local body or coordinating mechanism. The local governance body plans, implements and evaluates all aspects of the poverty reduction strategy. In order to participate in Vibrant Communities, every Trail Builder must involve representatives from at least four key sectors: business, government, the voluntary sector and people living in poverty.

The Trail Builders that comprise the centerpiece of the Vibrant Communities project do not have all the answers in the ongoing search for effective methods to reduce poverty. But there is plenty of evidence emerging from relevant literature, national longitudinal surveys, statistical correlations and community practice about the approaches that appear to work best under certain circumstances and with specific populations.

It is clear from a wide range of sources, for example, that low levels of literacy tend to be linked to poverty. This problem is exacerbated in a knowledge economy in which reading, numeracy and computer skills are essential. Improving basic and work-related skills, through approaches such as customized training, is a key weapon in the war on poverty.

There is a large body of evidence from the biological and social sciences on the importance of intervention in the early years. The range of factors that contribute to healthy child development and the readiness to learn has been documented.

There is also growing appreciation for the role that the accumulation of basic assets plays in encouraging self-sufficiency. They provide an opportunity for choice – and hope for a better future.

These are just a few examples of a broader issue: The work of the Trail Builders is founded upon evidence derived from both literature and practice. The foundations of knowledge are not yet as certain when it comes to making all these potentially positive interventions work effectively together. But while communities may not have all the definitive answers required to carry out comprehensive community initiatives, they do have sufficient knowledge and practical experience to make informed choices.

This knowledge is invaluable in helping them explain the logic of their actions, which subsequently becomes part of their unique 'theory of change.' The theory is then used as the basis against which to test their assumptions, monitor progress and assess the effectiveness of their work.

Each Trail Builder has approached the poverty reduction challenge in a unique way and has selected a distinct set of methodologies. The following brief descriptions merely capture the highlights.

The Quality of Life CHALLENGE in Victoria (BC's Capital Region) was the first of the Vibrant Communities Trail Builders. The CHALLENGE has invited the entire community – business, voluntary organizations, governments and citizens – to help build a vibrant quality of life in the region. The major goal in the strategic plan is to increase the number of households with sustainable incomes, decent affordable housing, and social and community connections. Various projects are being undertaken in respect of these three interrelated objectives: paid work, reasonable housing and supportive relationships.

Community Care of St. Catharine's and Thorold is the sponsoring agency for Opportunities Niagara, the second Trail Builder. It has set the ambitious goal of enabling 2,000 individuals/families in the Niagara Region to move out of poverty by the end of 2005. Like Edmonton, its initial focus is the working poor. Similar to the efforts of the BC Capital Region and Saint-Michel (described below), it seeks to ensure the availability of decent affordable housing. Opportunities Niagara has also incorporated a component that is unique to Vibrant Communities: tackling the challenges associated with mental illness.

Saint John is the third Trail Builder. The business leaders in that community play an active role in this effort. A major focus is to ensure that young single parents can complete their high school education. It is working as well on employability and housing issues. Saint John is also testing a new approach to poverty reduction: the creation of a network of life mentors to help vulnerable members of the community work their way through the many service systems that they typically face.

Vibrant Communities Edmonton is co-sponsored by the Edmonton Community Loan Fund, the City of Edmonton Community Services Department and the United Way of the Alberta Capital Region. The initial focus of this Trail Builder effort seeks to assist people who are currently employed but still live in poverty. Selected interventions include workforce development, family economic support and community investment. The effort is also engaging in discussions with business leaders in order to improve the income and employment circumstances of the working poor.

Saint-Michel in Montreal is the fifth Trail Builder. It is an historic district, home to many immigrants and birthplace of the world-famous *Cirque du Soleil*. Saint-Michel is focusing its strategic plan for poverty reduction upon three key themes. Like BC's Capital Region, it is working to increase the supply of affordable and safe housing for neighbourhood residents. It is also concerned with providing access to training and employment so that residents have sufficient incomes to support themselves and their families. Finally, Saint-Michel adds a focus that is unique to both Vibrant Communities and its own history: It will encourage community participation by promoting access to a wide range of cultural and recreational activities and events.

The unique contribution of Calgary as a Trail Builder comes in its efforts to change policies and practices that have a direct impact on poverty. The Calgary initiative has undertaken a research project to better understand how a 'living wage' campaign might be part of a sustained poverty reduction initiative. A living wage encourages employers to recognize that most employees have family responsibilities for which they incur additional costs. As noted, Calgary has also recently completed a policy dialogue in which selected community agencies met on a regular basis and consulted with with representatives from the Alberta government to work through problems around a program known as AISH – Assured Income for the Severely Handicapped [Makhoul 2005].

Blazing the trails

In stepping back from the specifics of Vibrant Communities to its broad architecture, it is clear that the Trail Builders are not the first to work both individually and as a collective to further their vision. In considering the work of this distinctive 'Group of Six,' it is evident how very strong is the parallel to another important collaborative: the Canadian artists known as the Group of Seven. That group comprised a cluster of Trail Builders in their own right. And there are several common themes that link the two stories.

Formed officially in 1920, the core Group of Seven consisted of seven landscape painters: Franklin Carmichael, Lawren Harris, A.Y. Jackson, Frank Johnston, Arthur Lismer, J.E.H. MacDonald and F.H. Varley. By the time the formal group was established, the artists actually had known each other for more than a decade. They were all influenced by one of the most famous names in Canadian art, Tom Thomson. But he was never part of the official group – having died accidentally in 1917.

The work of the Group of Seven reflected the changing times, much like Vibrant Communities. There were substantial transformations taking place at the turn of the last century, similar to the turn of this century.

Canada was growing quickly with thousands of newcomers attracted by the federal government's offer of free land in the West. The nation was in the midst of a wheat boom in 1910, which created a demand for tools, machinery and supplies. Cities began to grow as ports of entry for immigration and as centres of trade, commerce and transportation [Newlands 2001: 4]. The rapid urban development and industrialization also saw a burgeoning interest in cultural activities including music, film and live theatre.

While the artists who were to become the Group of Seven lived and worked in the rapidly growing city of Toronto, they all shared a common interest in the outdoors. They decided to band together to develop a new style of painting that would celebrate the land and their enthusiasm for Canada's wilderness.



Blue Lake: Sketch for "In the Northland," Tom Thompson.
Copyright, National Gallery of Canada, Ottawa.
Bequest of Dr. J.M. MacCallum, Toronto 1944.



The Jack Pine, Tom Thompson.
Copyright, National Gallery of Canada, Ottawa.
purchased 1918.



The Red Maple, A.Y. Jackson.
Copyright, National Gallery of Canada, Ottawa.
Purchased 1914. Courtesy of the Estate
of the late Dr. Naomi Jackson Groves.



Frozen Lake, Early Spring, Algonquin Park, A.Y. Jackson.
Copyright, National Gallery of Canada, Ottawa.
Bequest of Dr. J.M. MacCallum, Toronto, 1944. Courtesy of the
Estate of the late Dr. Naomi Jackson Groves.

The artists influenced each other as well; *A September Gale, Georgian Bay* by Arthur Lismer and *Stormy Weather, Georgian Bay* by F. H. Varley are clear examples. Individual members of the group also painted scenes other than landscape – e.g., *A Quebec Village* by A.Y. Jackson and the portraits of F.H. Varley, who was actually better known as a painter of faces than places.



A September Gale, Georgian Bay, Arthur Lismer.
Copyright, National Gallery of Canada, Ottawa.
Vincent Massey Bequest, 1968. Courtesy of Marjorie Lismer Bridges.



Stormy Weather, Georgian Bay, F.H. Varley.
Copyright 2005, Estate of Kathleen G. McKay.



A Quebec Village, A.Y. Jackson.
Copyright, National Gallery of Canada, Ottawa.
Purchased 1921. Courtesy of the Estate of the
late Dr. Naomi Jackson Groves.



The Tangled Garden, J.E.H. MacDonald.
Copyright, National Gallery of Canada, Ottawa.
Gift of W.M. Southam, F.N. Southam and H.S. Southam, 1937,
in memory of their brother Richard Southam.

Together, the members organized sketching trips to Algonquin Park and the Algoma woods in northern Ontario, where they climbed mountains, travelled on foot and painted nature in every season. The Group developed a distinctive style, breaking with the tradition of the time in which wilderness scenes looked more like the museum paintings of Europe than the ‘untamed terrain’ of Canada. In respect of their pioneering efforts, they dubbed themselves “adventurers in paint” [Newlands 2001: 6].

As noted, Tom Thomson was a major influence, particularly with works like *Blue Lake: Sketch for “In the Northland”*, *Spring Ice* and *The Jack Pine*. His impact can be seen in the work of A.Y. Jackson’s *Red Maple* and *Frozen Lake, Early Spring*; *The Guides Home* by Arthur Lismer; and *Autumn Hillside* by Franklin Carmichael.¹

While the Group of Seven is widely appreciated today both at home and abroad, this positive reception was not always the case. When the work first began to appear, one reviewer actually called the Group the “Hot Mush School.” Another critic referred to their style as the “contents of a drunkard’s stomach.” J.E.H. MacDonald, in particular, was roundly criticized for *The Tangled Garden* for which he was accused of “throwing his paint pots in the face of the public.” MacDonald replied that his work was simply trying to capture the spirit of Canada.

In fact, Group of Seven members consciously and unabashedly expressed a nationalistic philosophy in both their paintings and articles. They sought to foster a sense of Canadian identity by portraying the beauty of the country. Over the years, Group members became increasingly aware of their role as champions for a new style of art in Canada. They harnessed their passion in pursuit of a climate of tolerance for new ideas.

While each member was uniquely talented, perhaps most important about the Group of Seven is the *Group* – what they tried to achieve *together*. They went against the grain. They challenged conventional practice. They sought to develop new artistic methods. They wanted to express a common vision of, and pride in, the country.

Like the artists influenced by Tom Thomson, the work of the six Trail Builders follows in the spirit of a community-based project in Waterloo Region, known as Opportunities 2000 (OP2000). That project was the inspiration for the approach taken by Vibrant Communities and still participates as part of the pan-Canadian learning community. OP2000 was the first in the country to experiment with a Leadership Roundtable, which introduced a multisectoral approach to poverty reduction.

Like the Tom Thomson experience, Waterloo Region is not a member of the Group of Six. But its spirit helped shape and remains alive and well in the larger national project. In fact, the lessons learned from that early experiment are as important as ever, particularly with respect to the implementation and evaluation of complex community initiatives [Leviten-Reid 2001; Torjman 1999].

The Trail Builders comprise one of the key building blocks in the Vibrant Communities foundation. Each has its own unique style. The community is their canvas and they all employ different techniques. Each is different in context, leadership, membership and strategic plan.

But the differences are overshadowed by strong unifying threads, which speak to a common approach. *Together*, they have a common message: They are trying new and bold ways to tackle poverty.

From an organizational perspective, the individual efforts have a strong local leadership core. They *all* involve representatives from diverse sectors in their local efforts to reduce poverty. They seek meaningful ways to engage low-income members of the community. They have developed multiple partnerships with groups and organizations that share common values and goals.

From a methodological perspective, they are *all* engaged in efforts to raise awareness about the prevalence of low income in a wealthy country. They have developed a comprehensive strategic plan to reduce poverty. They have embarked upon their own unique strategies to meet the shared goal of improving economic and social well-being in their respective communities.

They are *all* following a common framework for monitoring and assessing their work, related both to the results from poverty reduction efforts and the process of comprehensive interventions. They participate in structured learning through the pan-Canadian learning community. They are aware of the wide-ranging impact that relevant policy changes can make in reducing poverty.

Perhaps the words of artist Lawren Harris are the most relevant when it comes to understanding the potential of Vibrant Communities: “The story of the Group of Seven is that of seven artists who came together in a creative venture that no one of them could have carried through on their own.”

Vibrant Communities is a similar creative venture. Its life derives from the wisdom and experience of the individual communities. Its strength lies in the power and passion of the group.

Endnote

1. Slides were able to be obtained for only eight of the 12 paintings discussed here. The remaining four can be viewed in Newlands 2001.

References

Battle, K. and L. Muszynski. (1995). *One Way to Fight Child Poverty*. Ottawa: Caledon Institute of Social Policy, February.

Charlton, J. (1998). *Nothing About Us Without Us: Disability Oppression and Empowerment*. Berkeley, CA: University of California Press.

Gladwell, M. (2000). *The Tipping Point: How Little Things Can Made a Big Difference*. Boston: Little, Brown, and Company.

Leviten-Reid, E. (2001). *Opportunities 2000 Evaluation*. Ottawa: Caledon Institute of Social Policy, September.

Makhoul, A. (2005). *Assured Income for the Severely Handicapped Public Policy Initiative*. Ottawa: Caledon Institute of Social Policy, forthcoming.

Newlands, A. (2001). *The Group of Seven and Tom Thomson: An Introduction*. Willowdale: Firefly Books Ltd.

Tamarack – An Institute for Community Engagement website. <http://www.tamarackcommunity.ca>

Torjman, S. (2001). *Reclaiming Our Humanity*. Ottawa: Caledon Institute of Social Policy, December.

Torjman, S. (1999). *Are Outcomes the Best Outcome?* Ottawa: Caledon Institute of Social Policy, November.

Torjman, S. and E. Leviten-Reid. (2003). *Comprehensive Community Initiatives*. Ottawa: Caledon Institute of Social Policy, March.

Torjman, S. and D. Minns. (2004). *Managing for Results Asks the Small Questions; Managing for Sustainability Asks the Big Questions*. Ottawa: Caledon Institute of Social Policy, October.