COMMUNITY HUBS
BY DESIGN

How to build supportive spaces for fighting poverty

IT TAKES A COMMUNITY TO FIGHT POVERTY

Giving people a place to get together, make friends and be part of their community goes a long way toward solving some of the issues that keep people in poverty. That's what a community hub can do. This guide is for anyone who wants to start a community hub and make a difference.

HOW THIS GUIDE CAME TO BE

In 2011, the City of Calgary and United Way of Calgary and Area formed the Calgary Poverty Reduction Initiative (CPRI). A key output of that initiative was the *Enough for All Strategy*: a community-driven effort based on 15,000 hours of consultations with Calgarians, businesses, government agencies, non-profit organizations and academic institutions that set the goal to cut poverty in Calgary by 50 percent by 2023. Vibrant Communities Calgary guides the community's implementation of the strategy. This guide is part of that work.

WHAT'S INSIDE

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Alex Food Centre
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The Bridge
Calgary Can
Calgary Centre for the Global Community
Calgary Public Library
Carya
City of Calgary
Closer to Home
Community Wise
Disability Action Hall
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International Ave BRZ
Hillhurst/Sunnyside Community Association

Hull Services
The Mustard Seed
Poverty Talks!
Rotary Club of Calgary
The Score
Springboard Performance / containR
Sunalta Community Association
Syrian Support Group
United Way of Calgary and Area
University of Calgary
Varsity Acres Presbyterian Church
Vibrant Communities Calgary
VIVO (formerly Cardel Place)
The Women's Centre
YWCA

CALGARY NEEDS COMMUNITY HUBS

Roughly one in 10 Calgarians live in poverty.[1] That's 150,000 people who don't have enough money for food, shelter and other basic needs.

Poverty isn't just a lack of money. Often it also means a lack of personal connections—friends or family to turn to for support. That can cause people to feel lonely and isolated, taking a toll on their mental and physical health and making it even harder to get out of poverty.

It's not just those living below the poverty line who suffer. Many above it struggle to survive and support their families, which keeps them from contributing in other ways to society. Poverty's yearly toll in Alberta is between $7.1 billion and $9.5 billion.[2]

All of this makes it important for us to work together to build stronger communities that can help make a difference for Calgarians living in poverty. Developing community hubs is one way of doing that.

How Do You Define "community"?

A community isn't always a place, though it can be. A true community is any group of people with similar backgrounds, interests and things in common—no matter where they live.

1. Calgary Foundation (2017). *Living Standards: Poverty Reduction*. Calgary: Calgary Foundation.
2. Briggs, Alexa and Lee, Celia (2012). *Poverty Costs: An Economic Case for a Preventative Poverty Reduction Strategy in Alberta*. Calgary: Vibrant Communities Calgary & Action to End Poverty in Alberta.

WHAT IS A COMMUNITY HUB?

A community hub is somewhere people can go to make friends, pursue common interests and find support when they need it. It's a place that's welcoming, inclusive and connecting.

There is no one single model or right way of creating a community hub. They can be formal or informal, loose or structured. A communal garden, a group of grandmothers who knit scarves for kids, a drop-in where people learn how to write a resume, access the Internet or get childcare— these can all be community hubs. A hub may start out simply as a place for people to get together and later add programs and other functions that serve the community.

The key thing, especially for poverty reduction, is that hubs give people the opportunity to meet in person, face to face. In the words of community advocate Hilary Chapple, we have to "see a person where they are at" to really connect and make a difference.

Hubs reflect and strengthen the communities that create them. In keeping with the *Enough for All* poverty reduction strategy, everyone should have at least three people to call on in a time of need, hubs forge vitally important social connections.

A Hub is a space that…

- Meets many needs

- Helps those who use it improve their community

- Has more than one purpose

- Is open to everyone who is part of the community

- Is created by the community, for the community

Flower

HUB SUCCESS STORY
A Place to Mix, Mingle and Build Community Together

Serving four Calgary-area affordable housing communities and their surrounding neighbourhoods, Patch Hubs has three interrelated goals: reduce poverty, improve health and wellness, and create thriving communities. Appreciating that poverty is a multifaceted phenomenon that requires a multifaceted approach, Patch Hubs pursues its goals in many different ways—from coffee time drop-ins and block parties to tax clinics, parent/baby playtime and open-ended hangout time for kids. All these healthy connections help create real community spirit and inspire the motivation to give back.

"We have a group of single moms who met during a mingle and are now fast friends. They lean on each other when things get stressful, helping each other with childcare, encouraging each other. One of the moms has said she feels 'calmer and happier' because of the connections she's made through Patch Hubs — proof that this is a place where people come together to create hope and to grow resilience."

— Tessa McGarrigle

HUBS CAN CONTRIBUTE TO COMMUNITY ECONOMIC DEVELOPMENT

Hubs can play a role in supporting community economic development—"action by people locally to create economic opportunities that improve social conditions, particularly for those who are most disadvantaged."[3] Community economic development is based on the understanding that issues like poverty are complex and created by many different factors. When these issues affect a community, the strongest solutions come from within the community itself. As the *Enough for All* strategy puts it: "My neighbour's strength is my strength."

The opportunities that community hubs provide are essential to community economic development—fostering financial inclusion, helping people become more economically self-sufficient and employable, boosting neighbourhood economic capacity and even providing a starting point for new businesses and social enterprises.

The more people benefit from the economic and social opportunities provided by community hubs, the stronger the community becomes overall. However, many of the terms and approaches related to business or economic development may be new or intimidating for some people. Throughout this guide there are references to help you begin to incorporate a new way of thinking into your work!

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3. https://www.ccednet-rcdec.ca/en/what_is_ced

WHO CAN MAKE A HUB?

Anyone! Which means you can make a hub. That's what this guide is all about. It explains the steps involved in creating a hub of your own.

Remember, hubs can be simple and informal or sophisticated and highly structured. If your idea is easy and straightforward, you may not need to follow every step in this guide—but even so, reading these steps will give you some good questions to think about.
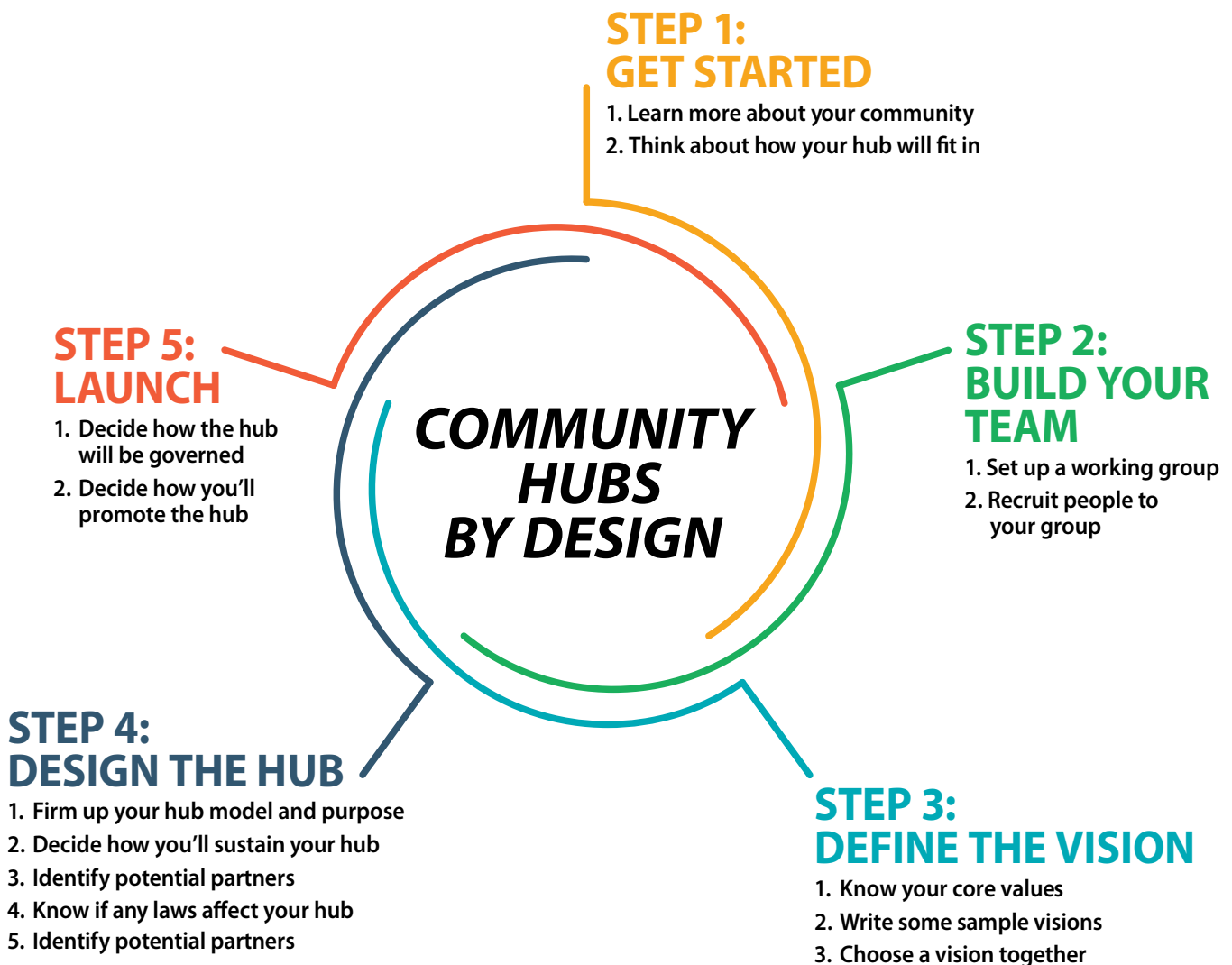
Here's what's inside

Step One: Get Started — What Role Will Your Hub Play in the Community?
Step Two: Build Your Team — Will You Need Help to Get Your Hub Up and Running?
Step Three: Define Your Vision — What Do You Want to Achieve With Your Hub?
Step Four: Design the Hub — How Will Your Hub Work?
Step Five: Launch — What Do You Need to Do to Put All Your Ideas Into Action?

COMMUNITY HUBS BY DESIGN

**STEP 1:
GET STARTED**
1. Learn more about your community
2. Think about how your hub will fit in

**STEP 2:
BUILD YOUR TEAM**
1. Set up a working group
2. Recruit people to your group

**STEP 3:
DEFINE THE VISION**
1. Know your core values
2. Write some sample visions
3. Choose a vision together

**STEP 4:
DESIGN THE HUB**
1. Firm up your hub model and purpose
2. Decide how you'll sustain your hub
3. Identify potential partners
4. Know if any laws affect your hub
5. Identify potential partners

**STEP 5:
LAUNCH**
1. Decide how the hub will be governed
2. Decide how you'll promote the hub

THE GOLDEN RULE OF HUB-MAKING: ENGAGE, ENGAGE, ENGAGE

The whole point of creating a hub is to have people participate in it. That means they need to know it's available and that it offers something they want to be part of. That's why engagement is important: talking to people, *listening* to what they have to say, *reflecting* their input, and *encouraging* them to take action when the time comes.

There are a lot of ways to do this. You can have informal conversations or, for a more structured hub, you may want to go out and knock on doors, hand out surveys, and even organize community gatherings.

How to engage effectively

Throughout this guide are specific tips on how to engage at different steps in the process. In general, always make sure to:

- Genuinely listen to what people have to say—and where possible incorporate their input into the actions you take.

- Share back what you hear to show you understand.

- When you ask questions, be clear about what you want to know, why you want to know it, and how you'll use the information.

- Give people the chance to talk freely by asking open-ended questions (e.g., "What do you think would help people most?") instead of looking for simple "yes" or "no" responses.

Make yourself accessible

Make it easy and convenient for community members to be engaged. For a relationship-oriented hub this can mean having people over to your home to talk about ideas. For a more complex or a service-oriented hub, you may want to look for free or affordable meeting space. Some examples of these include:

- Public libraries—visit calgary.bibliocommons.com/locations, which lists all Calgary Public Libraries and lets you book meeting rooms for free

- City and recreational facilities

- The office of a local not-for-profit service provider, like an anti-poverty organization

- Synagogues, mosques, churches and other places of worship

- Community associations—see www.calgarycommunities.com for a list

- SpaceFinder Alberta—visit www.calgaryartsdevelopment.com/resources/spaces/spacefinder-alberta

- Community-minded retailers like Calgary Co-op and Mountain Equipment Co-op

If you're setting up a meeting place, choose somewhere close to whoever you're inviting or near public transportation. Consider providing childcare and food. Pick a time that works, and consider holding multiple meetings to accommodate people with busy schedules.

Make your engagement reciprocal

Remember, it's not just about you asking questions and getting answers—it's a conversation with other members of the community. Encourage them ask questions and offer ideas, too, so they are full participants in the process.

STEP 1:
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COMMUNITY HUBS BY DESIGN

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STEP ONE
Get Started

IN THIS STEP, YOU WILL…

1. Learn more about your community
2. Think about how your hub will fit in

Because community hubs are a reflection of the community itself, the starting point is really a single question: "What do *we* want to do?"

Sometimes the answer will be obvious and personal: "I want a place where other new Canadians like me can get together and talk about our experiences living in a different country." Other times it may be more rooted in a community need. "I want to provide a space where people can get help with their banking outside of business hours so they don't have to miss work or neglect their finances."

The idea for your hub may come from understanding the history of the community, what's been done before, what worked (or didn't) in the past. The deeper your knowledge, the more options you'll discover for what your hub can become. Here's what to do:
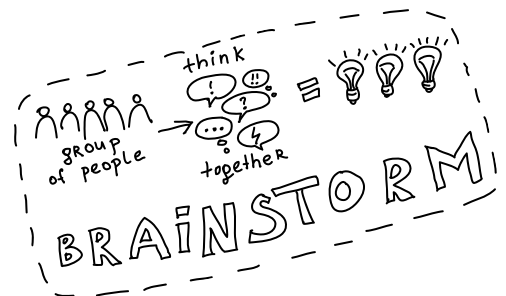
1. Learn More About Your Community

Depending on the scope of your intended hub, talk to as many people as you can. That might mean having informal chats with neighbours on your front lawn—or it could mean more formal kinds of outreach like holding a public meeting or posting an online survey.

However you reach out, be sure to connect with people who might not readily engage with you, for example people who may be isolated because of poverty, have a disability or chronic health condition, or be part of a cultural or ethnic group that has traditionally been sidelined. You should also try to connect with people who may have had a bad experience with engagement in the past—to find out what you might do differently.

When people answer your questions, listen closely, take notes, and follow up on any points that could lead to better understanding. If the person you're talking to can't answer your questions, ask if they know someone who can. And if you meet someone who knows a lot about the community, remember them! They may become an important ally or even a potential partner in developing your hub.

ENGAGEMENT TIP
What's the best way to engage?

The answer depends on the scope of your hub idea and the character of your community. If you're not sure, try multiple tactics and see how people respond. Here are some good ones:

- Go where people already are – churches, soccer games, schools, local businesses, etc.
- Talk to established community leaders
- Tap into existing networks (e.g., clubs, volunteer groups, etc.)
- Connect with people whose jobs are to connect, such as community social workers and recreation coordinators
- Talk to people on the street, in the grocery store, or at the coffee shop
- Go door-to-door
- Attend community events (check out Eventbrite at www.eventbrite.ca)
- Post online surveys
- Book space for people to come to you, such as a hall or a park (just remember to make it convenient for people to do so)

People from different cultures respond to different engagement approaches differently. See the resources on page 13 for information about engaging in culturally appropriate ways. And if you'd like more ideas about engagement, you may want look into what's called 'appreciative inquiry', which is a formal approach to learning about communities. You can get some information on appreciative inquiry at appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction.

Do some research

We recommend:

- City of Calgary community profiles (calgary.ca/CSPS/CNS/Pages/Research-and-strategy/Community-profiles/Community-Profiles.aspx)

- Federation of Calgary Communities (calgarycommunities.com)

- Statistics Canada (statcan.gc.ca)

- Google Maps (maps.google.ca)

- Geocaching (geocaching.com)

- Community bulletin boards at local grocery stores and coffee shops

News stories and information about past events and existing services are also helpful. People at other community hubs can also be valuable contacts. Check the list at the end of this section and visit their websites (if they have one) or give them a call to see if they might be able to help.

Most communities already have assets (programs, services and other resources) to address poverty-related issues. Complete a community asset inventory and needs assessment so you know how your hub can strengthen the assets that are in place instead of duplicating their benefits.

This ties in with the community economic development approach, which uses business concepts like 'environmental scan', 'market research', 'competitive analysis', 'value proposition' and more to define the kinds of information you may want to gather as you develop your hub. Basically, all of these are about

understanding where you'll fit into the community landscape, what your hub will do for the community, and why people will want to get involved.

Whether your hub is informal—like a weekday stroller push for single moms—or a more formal services-oriented hub, assessing a community's assets and needs is one activity you won't want to skip, because it can save you a lot of time down the road.

Just ask the people behind the "gander landers" project. They wanted to save geese in a park from dogs and other threats to their habitat. Instead of assessing what was already available

to help do that (the assets), they built artificial nests. There weren't enough of these nests to go around, so the geese fought over them, harming each other and eventually destroying the "gander landers". Learning from their failure, the group used the assets available to the park and community to come up with a solution that suited the geese, the park's other inhabitants and members of the community looking to enjoy nature.

Before you complete your community assets inventory and needs assessment, there are some things you'll want to do first:

Map existing programs, services and other assets

List all of the natural, built, social, individual and economic assets you know about in your community—including potential partners. Do some Internet searching or explore the community on foot to add to the list. Not every asset will have its own webpage, so try yellowpages.ca, too. Bulletin boards in existing community spaces are another place to look. If you're not clear on what an asset offers the community, get in touch with the people behind it to clarify. This can be a great activity to do with a group to gather broader perspectives and make sure you've left no stone unturned. Be sure to consider not only "hard" assets like buildings but also potential outdoors spaces and assets like parks and public squares.

Look into past engagement

Put anything you know about past engagement into one document. Include what worked, what didn't and thoughts on what they could have done differently. Follow up with the people behind the engagement for more detail if necessary.

WHAT'S NEXT?

Now that you have a clearer picture of the community, what's available, and how a hub like yours might fit in, think about whether or not a hub will achieve what you want to achieve. If the answer is yes, you're ready for Step Two—building a team.

STEP ONE CHECKLIST

1. Learn more about your community
- ☐ Ask questions—and listen
- ☐ Do some research online

2. Think about how your hub will fit in
- ☐ Map existing programs, services and other assets
- ☐ Look into past engagement
- ☐ Use the information you've compiled to complete the community needs assessment

HUB SUCCESS STORY
Bringing People Together to Grow, Cook, Share and Advocate for Good Food for All

That's the goal of the Alex Community Food Centre in Forest Lawn. Low incomes make it difficult for people to access healthy food, which can lead to social isolation and poor health. To find out how their hub could best help the community, the founders of the Food Centre worked with a partner to talk to community members—going door to door, sending out online surveys, conducting interviews and holding informal conversations at a local coffee shop. The input they gathered shaped how they designed their programs. Today, the centre features drop-in meals, access to an affordable produce market, and cooking and gardening classes for adults and kids. Other features include education and engagement programs that seek to give residents a voice and promote action on issues that affect them such as a Youth Social Justice club and Peer Advocacy Office. You can learn more about The Alex Community Food Centre by visiting thealexcfc.ca.

"I don't really know how to put into words what Food Dignity means to me. But what I do know is that at The Alex Community Food Centre I feel happy, like I have worth and a purpose in life. I also found that it's less of a community and more like a family. I was accepted without question, given a place to be myself and cook good food with good friends. I always look forward to the time I spend with everyone at the CFC. I guess to me Food Dignity is more than any healthy meal; it's building each other up together, creating a place where you feel safe and safe enough to open up and be yourself. It's a place where you have friends, a family, who will stand by you and help you to stand when you can't get up on your own. It brings people who seem so different from each other together, and together each of them is stronger than they ever were on their own."

— Mikayla

STEP ONE RESOURCES

- *Asset Mapping Handbook*: https://volunteer.ca/content/asset-mapping-handbook

- **Participatory Asset Mapping**: http://www.communityscience.com/knowledge4equity/AssetMappingToolkit.pdf

- *Engaging with Elders: A Co-Created Story*: http://enoughforall.ca/wp-content/uploads/2017/07/Elders-Protocol-.pdf

- *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*: https://resources.depaul.edu/abcd-institute/publications/Pages/basic-manual.aspx

- **abcd in action** (website): http://abcdinaction.org/community/forum/shared-resources-and-materials

- **Abundant Community** (website): http://www.abundantcommunity.com

- **Early childhood development mapping project:** http://ecmap.ca

- **Sustainable Calgary: Active Neighborhoods project**: https://sustainablecalgary.org/home/anc/

- **City of Calgary Community Profiles**: http://www.calgary.ca/CSPS/CNS/Pages/Research-and-strategy/Community-profiles/Ward-Profiles.aspx

- **Community Hubs in Ontario: A strategic framework & action plan** https://www.ontario.ca/page/community-hubs-ontario-strategic-framework-and-action-plan

- **The Rise of Innovation Districts: A new geography of innovation in America**, Katz, Bruce and Wagner, Julie, Metropolitan Policy Program, Brookings, May 2014- more economic focused on innovation , incubation, start-ups and accelerators http://www.brookings.edu/about/programs/metro/innovation-districts

- **State of the Shared Space, Sector Survey 2015 : changing how nonprofits work**, Edwards, Katie & Long, Ryan. The Nonprofit Centers Network, Denver, CO. -include Canadian data on mission driven shared space practices including impacts, costs and impacts on programming, staff and community http://www.nonprofitcenters.org/sector

- **What is Placemaking?** Project for Public Spaces, those same principles used in creating hubs are seen in Placemaking i.e. community-driven, inclusive, adaptable, sociable, provides space for experimentation and collaboration. https://www.pps.org/reference/what_is_placemaking/

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STEP 5:
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2. Decide how you'll promote the hub

COMMUNITY HUBS BY DESIGN

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STEP TWO
Build Your Team

2

IN THIS STEP, YOU WILL…

1. Set up a working group
2. Recruit people to your group

Whether your hub is simple or complex, there's no need to build it alone. This step will help you find people to get up and running.

A good way to meet like-minded people is to get involved in other community groups and activities. You'll not only make connections but also build relationships—and trust. Those things don't happen all at once, so be patient and be prepared to put some time in.

As with every step in this guide, feel free to modify the activities based on what your hub needs. For instance, a hub with an informal structure may need someone to get the word out about when and where meetings are happening—no working group required. What's important is to engage with people and include them in the process.

Since a lot of people get involved with hubs on a volunteer basis, keep in mind any factors that might make it hard for them to participate. Consider what accommodations you could make to help them overcome any barriers. Keep a running list of people with necessary skills and experience who may be able to step up if someone you recruited needs to step back.

For a more formal hub you may want to consider taking advantage of paid staff from like-minded partner organizations to move forward. Here are the key teambuilding activities:

1. Set Up a Working Group

Most formal or service-oriented hub projects start with the creation of a working group. You'll want to define the terms of that working group: what's involved and how will it work. That way, anyone getting involved will know what to expect. Your terms should answer the following questions:

- What's the group trying to achieve?

- Are there any rules?

- What roles are there within the group? How is the group structured?

- What are everyone's responsibilities?

- Where will the group meet? At what time? Make sure it's easy and convenient for the people who might join your team to get together; see the tips on page 7 for choosing a meeting location.

- What are the benefits of being a member? Meeting new people, making friends, helping shape the community, and the chance to get leadership experience and build new skills are a few examples.

- Are the terms easy to read and understand?

For a sample set of working group terms, visit mississippimills.ca/en/townhall/resources/CEDC.pdf.
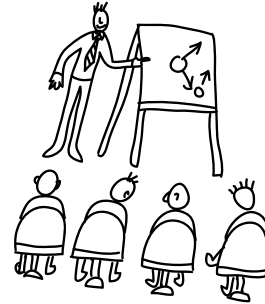
2. Recruit People To Your Group

A core principle of any hub is inclusiveness, meaning the hub should be open to everyone. That said, you may need specific skills to get things done. For example, if you're going to give people a place to use technology like computers and the Internet, you may need someone involved who knows how to troubleshoot IT and keep everything in working order. For a different kind of hub, you may want to involve someone with strong local connections, or who has lived experience. Specialized or high-priority roles may need to be paid positions—see the list of available grants at the end of this section for ideas of how you might fund those.

Make a list of potential candidates

Start with anyone you already have in mind based on the engagement you did in Step One. Good candidates tend to be people who:

- Have a passion for their community and the health and well-being of the people in it

- Are respected in the community

- Know a lot of people in the community

- Have a history of getting things done as part of community association or similar organization

- Will be able and willing to put in the time

- Bring a unique perspective on community life

Anyone fitting any of the above would make a fine addition to the team. Taking the time to earn their trust will make them more likely to want to help out.

Attract people to participate

At the *Enough for All* Community Hub Collaborative Roundtable in April 2017, participants said it was important for any hub to provide "accessible services and non-judgmental, informal gathering platforms that cultivate a 'gravitational pull' for community members." [4] This is the first and most important way of getting people involved in a hub—by making it naturally appealing for them to do so.

If you have to take other steps to raise your profile, consider writing an ad that includes the time and place the team will meet, what you're looking for in a candidate, a way to contact you and any other important details. You might format it like a job posting—with a description of the role, list of responsibilities and required skills, and so on. Just be sure to phrase things so they resonate with who you're trying to attract. For instance, it's probably better to say, "Interested in social media?" rather than "IT skills required" to find someone who's good with a computer.

Post your ad in places your audience will see it: bulletin boards, store windows, social media platforms, etc.—making sure you have permission, if necessary. Bold signs are consistently viewed as the most effective way of advertising to a community, and the *Great News* community newsletters delivered all around Calgary are excellent ways of reaching a large number of households.

Meet with the candidates

For an informal hub, you probably won't need to go through any formalized 'hiring' process to bring people into the fold. However, if you are trying to fill some specialized functions within your hub, you should meet with anyone you've heard from who seems fit for the role. Do this where and when it suits them. Give them a copy of the terms of the working group, if you have those, so they can look over them later. Include a way for them to reach you with questions.

Talk to them about what you're hoping to accomplish. Do they seem genuinely interested? Would you be able to help promising candidates grow into the role? If so, ask if they'd like to join and give them some time to think it over. Whatever their decision, always take the opportunity to add to your list of potential candidates. Ask if they know someone with any of the skills you're looking for who might be interested in helping out.

Remember that volunteerism succeeds on the basis of 'mutual self-interest'. People will participate because they believe in the cause but also because they get something out of it themselves. With a hub this may in fact be easier than other kinds of volunteer scenarios because the hub is created by the community for the community, and community members will naturally benefit—that "gravitational pull" again.

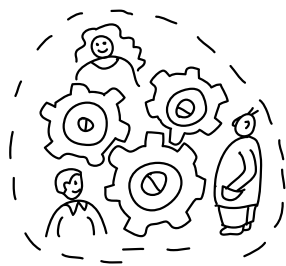4. Community Hub Collaborative (2017). *Enough for All Community Hub Collaborative Roundtable Final Report.* Calgary.

WHAT'S NEXT?

With your team assembled, you're ready to move on to Step Three—define the vision.

HUB SUCCESS STORY
Recruiting Community Ambassadors

The City of Calgary, United Way of Calgary and Area and Rotary are working together to activate community hubs in six priority locations by 2021. The Community Hubs initiative will create welcoming gathering spaces, "community living rooms" which also offer services that meet local needs and provide places for residents to catalyze action around issues that are important to them.

Setting up the Hubs involves lots of community engagement. That was true for the Village Square Community Hub, which has "gotten off the ground". The Community Hubs Initiative hired and paid community ambassadors to connect with their neighbours, learn about their communities and find opportunities for community building. The hub team used what the ambassadors found out to support the hub's development. They treated filling these roles as they would every other job—they wrote a posting, circulated it and arranged interviews. The intention was to hire existing community leaders and residents who may have barriers to employment.

"I've been in the role of community ambassador for a little over five months and the impact I feel has been remarkable. I have been able to connect long-term residents with newcomers from other countries, I have had residents asking me to connect them with organizations that could possibly help them in whatever situation they may be in and most importantly there's this sense of togetherness. The impact of the role has already been so amazing that not only do I have people come up to me when I am around the community but residents have started reaching out when they feel they have questions regarding our neighborhood."

— Community Ambassador

STEP TWO RESOURCES

- **Grow Your Community Hub: A Community Toolkit for Growing Resident-Led Involvement:** https://calgarycommunities.com/hubs/

- **Engaging Ethno-cultural communities toolkit:** http://www.ecccalgary.com/wp-content/Engage_Toolkit_2013.pdf

- **Calgary Foundation Community Grants:** http://www.thecalgaryfoundation.org/grants-awards/community-grants

- **Commonly used grants list**

- **Love where you live host a block party**

- **Meet your neighbours**

- **Community Engagement Toolkit**

STEP TWO CHECKLIST

1. Set up a working group
- ☐ Define what the group is trying to achieve and how the group will be structured
- ☐ Determine roles within the group and who's responsible for what
- ☐ Choose the right time and place for group meetings Include what's in it for recruits
- ☐ Make sure the terms are easy to read and understand

2. Recruit people to your group
- ☐ Know what skills you need
- ☐ Make a list of potential candidates
- ☐ Attract people to participate
- ☐ Meet with the candidates

STEP 1:
GET STARTED
1. Learn more about your community
2. Think about how your hub will fit in

STEP 2:
BUILD YOUR TEAM
1. Set up a working group
2. Recruit people to your group

STEP 3:
DEFINE THE VISION
1. Know your core values
2. Write some sample visions
3. Choose a vision together

STEP 4:
DESIGN THE HUB
1. Firm up your hub model and purpose
2. Decide how you'll sustain your hub
3. Identify potential partners
4. Know if any laws affect your hub
5. Identify potential partners

STEP 5:
LAUNCH
1. Decide how the hub will be governed
2. Decide how you'll promote the hub

COMMUNITY HUBS BY DESIGN

STEP THREE
## Define The Vision
3

IN THIS STEP, YOU WILL…

1. Know your core values
2. Write some sample visions
3. Choose a vision together

A vision represents hope for the future and inspires action to turn that hope into real change. This step will help your group define a vision for the hub.

The most important thing is for your vision to be authentic, inspiring and a genuine expression of your community's wishes and aspirations. Here are examples of some Calgary organizations' visions to serve as models:

- **Carya Society of Calgary**
  Confident individuals, strong families and engaged communities for generations.

- **Ethno-Cultural Council of Calgary**
  Calgary is a just and equitable society for all.

- **Calgary Can**
  Bottle pickers are valued and compensated for their environmental and economic contributions.

- **Bowness Community Association**
  Bowness; a vibrant, engaged, sustainable, community of choice.

As you can see, each vision is set in the present tense, worded as though it has already come true. This helps people imagine what the future will be like if the vision *does* come true.
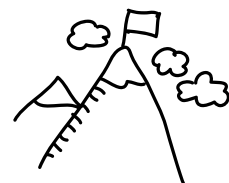
Engage Every Step of the Way

Creating a vision that is authentic and inspires action can be challenging. The more people giving input, the more facilitative your approach has to be. For big, complex hub initiatives, hiring a professional facilitator may be the best way to go. For smaller, more informal hubs, you can facilitate the discussion yourself or find someone with facilitation skills to help out. Key things to focus on when facilitating are:

- Creating collaborative relationships

- Planning processes that work for the group

- Making sure all people can participate

- Guiding the group to an appropriate, useful outcome—i.e., a vision that resonates

- Leading by example, with a positive, open-minded attitude

You can learn more about facilitation skills on the International Association of Facilitators (IAF) website (https://www.iap2.org/).

So how do you go about creating a vision?

1. Know Your Core Values

Before you can come up with a vision, you need to know what your group believes in and stands for. If you believe everyone is entitled to live without worrying where their next meal is coming from and want to set up a community garden, your values might have something to do with "food security" and "self-sufficiency". Here are some actions to help you figure out your values:

Start with what you already know

Through all the earlier steps in the process and all the conversations you've had with people, you've probably heard a lot of ideas about what's important to your community. Think about what you heard most often, and write those ideas down.

Share the list with others

See if other people agree with those ideas. You can do this through informal conversations or a formal feedback process. If you do it formally, remember to choose a place and time that makes it easy for people to participate. Share copies of the list before the meeting starts. Ask people to rank the values by importance, and invite comments and the addition of values that aren't listed. (A sticky note session is a good way of doing this.) Take notes, including any values mentioned that you might have missed, and collect any comments at the end.

If community meetings aren't part of your engagement plan, share your list by going door-to-door or leaving any documents you may have created at an existing community space. You may also be able to distribute through your community association. Include a way to send you feedback, whether that's by mail, email or dropping off a note somewhere you can collect it later.

2. Write Some Sample Visions

Review what people had to say about the values and how they ranked them. Use this to come up with a final values list. The ones that are clearly most important will be the basis for your vision statements. Write a few test ones—as short statements or even a list. Make these into a handout or survey that includes space for comments and questions. Again, you're going to want to test these—remember the golden rule: engage, engage, engage!

3. Choose a Vision Together

Get your vision options in front of people. If you do this at a meeting, listen to what people say and take notes. If you're gathering written responses, distribute a survey and give people enough time to respond. Review the feedback you get and throw away any options that didn't seem to resonate. Then you can refine what's left into a final set. If these are very different from what you shared before, you'll want to get people's feedback again. Otherwise, you can put together what appealed most to people and choose one—by group vote, survey, community meeting or online questionnaire, depending on how many people are involved.
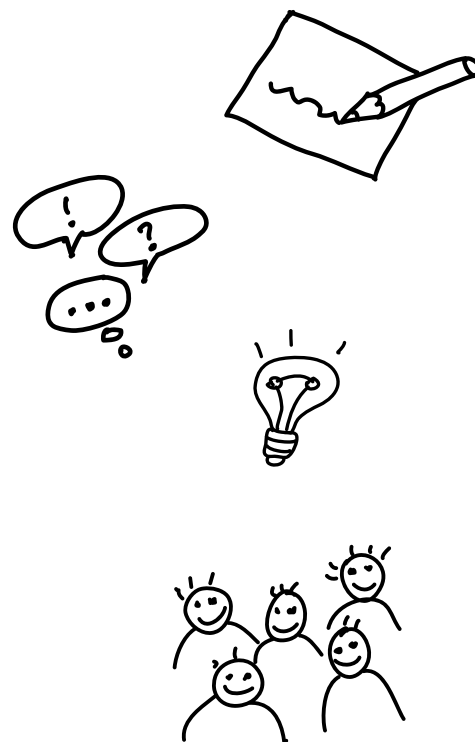
HUB SUCCESS STORY
Envisioning a Brighter Future for Women

The Women's Centre of Calgary is a street front, drop-in organization guided by the vision, "Women supporting communities, communities supporting women". It supports this vision by giving all women a safe space to gather, make connections, give and receive support and services like access to legal advice, computers and other equipment, tax help, and food and personal care items. Women can also attend or facilitate hundreds of free workshops each year. Over half of the women who visit the Centre or volunteer have lived or are still living in poverty.

Inspiring action around social issues that affect women's lives like poverty, childcare, addiction, domestic violence and addressing systemic factors of oppression around racism, ableism, classism and ageism is another central part of moving toward that vision. The Centre does this with programming including monthly discussions on social and environmental issues, social policy and social justice, and community outreach activities to spread awareness about issues that negatively impact women's lives. The Women's Centre is more than an organization, it's a community. You can learn more about The Women's Centre by visiting womenscentrecalgary.org

"The Women's Centre kept me sane. After leaving an abusive marriage, life was overwhelming. The Women's Centre helped me get an ID at their clinic, helped me with taxes as well just a place to connect with other women over coffee. Wednesday night workshops were my self-care night: Mama on the main floor socializing and learning with toddler happily playing in child minding downstairs. I did, and still do, look forward to my weekly Wednesday "date" night with women I now call friends. When I lost my phone I used the telephone at the Women's Centre to report to Alberta Works to ensure my cheque was not delayed; being on a limited budget does not leave much wiggle room. But the Women's Centre always helped me make up the difference being able to get diapers, toilet paper and food. The peer support is amazing and I am so thankful for such an inclusive environment. A great, nonjudgmental, welcoming hub that I one day hope to volunteer at to try and give back some of what I have been given."

— Chelsi

WHAT'S NEXT?

You should now have a vision for your hub that reflects the community's values. Building a hub that can fulfil that vision is the challenge you'll tackle in Step Four—design the hub.

STEP THREE RESOURCES

- **Community Development Facilitators**: https://www.culturetourism.alberta.ca/community/programs-and-services/community-development/

- **Checklist for planning a successful facilitation**

- **Conflict Management and Resolution guide**

- **Guide for successful groups**

STEP THREE CHECKLIST

1. Know your core values
- ☐ Start with what you already know
- ☐ Share the list with others

2. Write some sample visions
- ☐ Look over your notes and identify common values
- ☐ Use the top values to write some test vision statements

3. Choose a vision together
- ☐ See what the community thinks of the options
- ☐ Use the community's thoughts to refine the vision statements
- ☐ Return to the community if you need to
- ☐ Create a list of final options and get a consensus

COMMUNITY HUBS BY DESIGN

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5. Identify potential partners

STEP 5:
LAUNCH
1. Decide how the hub will be governed
2. Decide how you'll promote the hub

STEP FOUR
Design The Hub

4

IN THIS STEP, YOU WILL…
1. Firm up your hub model and purpose
2. Decide how you'll sustain your hub
3. Identify potential partners
4. Know if any laws affect your hub
5. Scope out possible gathering places

There's a lot to think about when you get down to designing how your hub will work—from location to funding to any special equipment you might need. This step will help you make sure all the right things are in place.

Meet with your team at the usual time and place to finalize your hub plan. Here are some key actions to take:

1. Firm up your hub model and purpose

Based on all the work you've done—your asset inventory and needs assessment, values and vision, and all your discussions with other community members—now it's time to choose the form you want your hub to take. Maybe it will be a "drop in, hang out" structure to combat the social isolation that often goes hand-in-hand with poverty. Maybe you'll realize your hub should offer services to help people find work. Whatever you settle on, as your hub becomes active, it will evolve naturally along with the ideas and inclinations of the people who participate.
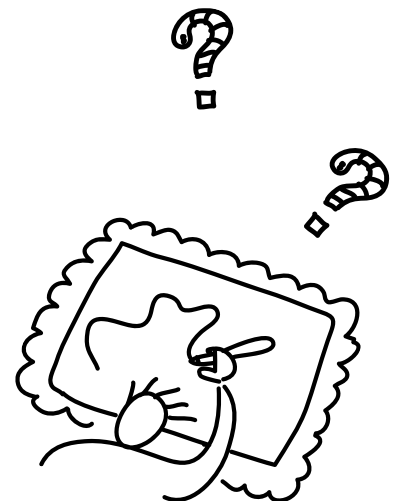
2. Decide How You'll Sustain Your Hub

Every hub, even a casual, relationship-focused one, requires some kind of funding—whether to pay for tea and cookies, to print flyers or, for very sophisticated hubs, cover salaries for key personnel. While most hubs are not businesses, it can help to bring a practical, "business" mindset to the question of how you'll pay for things, both at startup and over time.

Raising money

Will you do things to generate revenues, like selling products or services through your hub as part of a community economic development approach—as a co-operative, sole proprietorship, partnership, corporation or social enterprise? Or will you adopt a community association operating model, arts-focused not-for-profit model, or project-based model? The answers to these questions will likely affect any programming your hub may eventually deliver.

Be aware that you can fundraise even if you are not registered as a not-for-profit. Organizations can hold fundraising events without a charitable number as long as they have a licence from the Alberta Gaming and Liquor Commission (AGLC). See the AGLC's webpage on charitable gaming for more information: aglc.ca/gaming/charitable-gaming.[5]

## Setting up for the long term

The sustainability of any hub has many aspects to it. Some things you may want to think about include:

- The amount of funding needed to offer services, programs, etc.

- Roles that need to be filled (as discussed in Step Two)

- Expertise you'll need to access (e.g., a yoga instructor or tax specialist to consult with community members)

- Any equipment, furnishings or other items you might need

- Any permits or approvals necessary for activities you may be planning—e.g., see the City of Calgary's webpage on special event and festival permits at calgary.ca/PDA/pd/Pages/Permits/special-event-permits.aspx[5]

The truth is it can be hard to keep a good thing going. Space available today may not be two months or two years from now. If you have partners providing funding, how long can you count on their contributions? And often the volunteers who get something off the ground will need to step aside and let another team take over once it's running smoothly. With that in mind, succession planning is important to think about. Who will replace you and your working group a few years from now? Make sure you have considered questions like these before you go through with launching your hub.

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5. An important question to answer here is whether your hub has to have a certain governing structure to get the funding or any of the permits you need. See page 36 for more about hub governance.
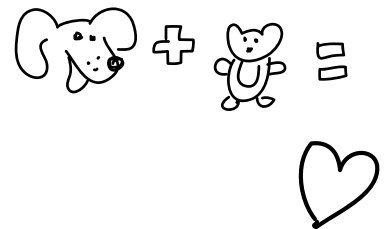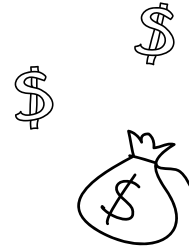
3. Identify Potential Partners

The relationships you've built along the way with other community members may lead to partnerships that can help bring your community hub to life. They may get involved as individuals or partner more formally group-to-group. Maybe there are agencies and non-profit organizations who can support your hub effort with funding, resources and expertise. Partners can also participate in and support each other's initiatives and events.

To identify who you'd like to approach as a potential partner in your hub, make a list of organizations concerned with poverty, community well-being and issues specific to your community such as racism, sexism and homophobia. (You may have already done some of this work in Step One, so look back at your notes.) Look into each organization to see how closely their visions and missions align with your community hub's and what you hope to accomplish through the hub.

Formally partnering with an organization typically involves some sort of written agreement outlining terms—especially if funding is part of it. See the sample partner agreement at the end of this section to get an idea of what one of these agreements looks like.

What's the difference between a partner and an ally?

Allies are people who can offer support, connections and contribute ideas to your hub. An ally is different from a partner because the support they provide is largely symbolic, rather than something laid out in a formal document. An ally can be anyone—not necessarily a member of the community the hub serves. They just have to believe in what your hub is doing and have an interest in seeing it thrive!

A PARTNER…	AN ALLY…
• Contributes funding, expertise and resources	• Contributes expertise, connections and ideas
• Is tied to an agreement	• Does not require signing an agreement
• Must follow terms laid out in an agreement	• Is symbolic
• Is typically a group, agency or other non-profit	• Can be an individual or an organization

ENGAGEMENT TIP
How to Convince Others to Join Your Cause

There are a few things you can do to make it more likely an organization will want to support your hub through a partnership:

Get to know the organization
Get a good sense of the organization's mission, values, history and the services and programs it offers its audience. Also consider potential challenges to partnering with that organization. Is it possible they could consider you competition? Will the benefit of partnering with your hub be unclear? Know how you would address these challenges before you engage.

Focus on shared goals
Target organizations that help people who face similar issues as the members of the community your hub will serve— whether those issues are due to characteristics like race, gender and sexual orientation, or something else. It'll be easier to convince an organization to partner with you if they can easily see how doing so would fit into their vision.

Know what you need from the partnership
Make a list of the different ways partnering with the organization would benefit your hub. Break it down in terms of a best-case scenario and other ways of collaborating that are different from your top goal but still helpful. For instance, the organization might not be able to provide funding but may be able to give you access to experts who can help you offer services to the community. Funding is always difficult to ask for and should be the last request made.

Food for thought
While partners can be extremely useful, it can also dilute and slow down an initiative. With the core idea of community hubs being people creating solutions for themselves, it's always good to ask, "Do we need partners to do what we want to do? Can we do it on our own?"

4. Know if Any Laws Affect Your Hub

You don't want to be surprised after launch by finding out there are laws or regulations that affect your hub. Even an informal dogwalking group may be affected by leash laws, for example. Hubs that engage in more structured activities or deliver services could fall under regulations you should know about. Be informed. Look into the City of Calgary's bylaws (calgary.ca/CA/city-clerks/Pages/Legislative-services/Bylaws.aspx) and Alberta's provincial acts, legislation and codes (http://www.qp.alberta.ca/Laws_Online.cfm), such as the *Charitable Fund-raising Act*.

5. Scope Out Possible Gathering Places

If you haven't already done so, you may need to look for physical space around the community to house your hub. Many of the free or affordable gathering spaces listed on page 7 are already natural hubs and good places to start your search, as are places like walking paths and dog parks—providing an opportunity to build on what already exists. Make a list of options based on location, size, features and any other criteria that are important for your hub. Come up with pros and cons for each, then pick whichever option makes the most sense for the community.
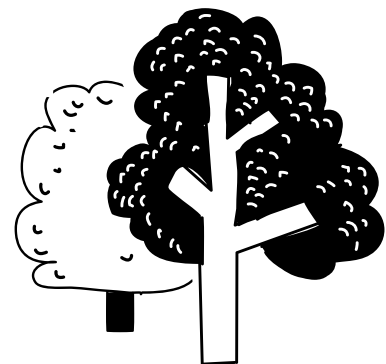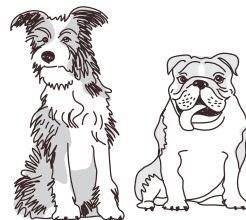
HUB SUCCESS STORY
CommunityWise Resource Centre

CommunityWise Resource Centre is an example of a successful community hub and is located in Calgary's Beltline neighbourhood. The building is the oldest purpose-built, social service facility in Calgary. It was originally created (1911) to address the needs of single women new to the city. Along with temporary and long-term shelter, it offered services including language classes and assistance for immigrants, and recreational opportunities for women at a time when their access to such resources was much poorer than it is today. The building has morphed

and changed over the years incubating dozens of diverse grassroots and non-profit agencies, in sectors ranging from arts and culture, immigrant community associations, youth agencies, LGBTQ community resources, environmental groups, social justice advocacy and more. With more than ninety members, regular events, skill sharing series, community forums and facility upgrades - the building has become well known as a community hub. Congruent with the vision of "equitable social change through collaborative work", CommunityWise staff aspire to

practice non-hierarchical division of labour and responsibility according to ability and experience. The staff collectively supports skill development and empowerment of all staff, board, practicum students, interns, volunteers and members. The Centre continues to build local capacity and non-profit leadership through projects like the Collaborative Framework, Anti-Racist organizational Change (AROC) and Equity Framework.

You can learn more about the centre by visiting communitywise.net.

WHAT'S NEXT?

At this point you've ironed out most of the important details—what your hub will look like, where it will be located, whether or not it will offer services to the community and the resources you'll need to support it all. There are a couple other big considerations before you're ready to open the hub to the community. You'll take care of those in Step Five —launch.
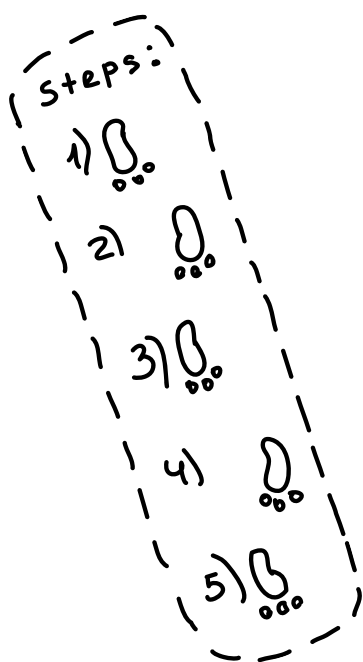
STEP FOUR CHECKLIST

1. Firm up your hub model and purpose
- ☐ Look to the community's needs and assets
- ☐ Pick your starting point

2. Decide how you'll sustain your hub
- ☐ Funding
- ☐ Roles
- ☐ Equipment
- ☐ Expertise
- ☐ Permits

3. Identify potential partners
- ☐ Make a list of like-minded organizations
- ☐ Look for allies

4. Know if any laws affect your hub
- ☐ Look into the City of Calgary's bylaws
- ☐ Look into Alberta's acts, legislation and codes

5. Scope out possible gathering places
- ☐ Create a list of options
- ☐ Pick the spot

STEP FOUR RESOURCES

- **Partnerships with Non-profit organizations**

- **Communication plan outline**

- **Business Programs through Momentum**: http://momentum.org/programs/business

- **A.S.E.S.S.** Alberta Social Entrepreneurship Support System through Trico Foundation: https://tricofoundation.ca/a-s-e-s-s/

- **RBC Social Enterprise Accelerator**: http://www.innovatecalgary.com/files/public-files/programs-cat-link/rbc-social-enterprise-accelerator-may2017.pdf

- **ATB X Accelerator**: http://www.atb.com/business/experts/Pages/ATB-X-Accelerator.aspx

- L**ocal crowdfunding** for Alberta based businesses through ATB BoostR: http://atbboostr.ca/

- Online resources, mentoring and financing for entrepreneurs for aspiring business owners under 40 through Futurpreneur: http://www.futurpreneur.ca/en/

- Various resources for Alberta entrepreneurs: http://www.futurpreneur.ca/en/

- **Canadian CED Network**: https://www.ccednet-rcdec.ca/en

- **Alberta Community and Co-operative Association**: http://acca.coop/

- **Local economy network and resources**: https://bealocalist.org/

- **Community information through Federation of Calgary Communities**: https://calgarycommunities.com/

- **Association of locally owned businesses that care about the community and the planet through REAP**: http://www.belocal.org/

- Ready to start your own business? You've got an innovative idea and the motivation to take the next step – now what? We'll connect you with the most relevant small business resources to help you succeed: http://businesslink.ca/

- **Thrive**: http://thrivecalgary.org/
  Thrive believes an economic model exists that builds community resiliency, fosters social inclusion and is sustainable for future generations. Local relationships. ownership, inclusion and prosperity all matter and are at the heart of the work we do. We act as stewards connecting local resources and people in communities to build a sustainable, resilient and inclusive economy where no one is left behind. Connect with Thrive to:

  - Grow your leadership in building the local economy

  - Launch a social impact venture in your community

  - Accelerate a socially-minded business

  - Be inspired by what's working in other communities

  - Connect to resources that move your idea forward

STEP 1:
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1. Learn more about your community
2. Think about how your hub will fit in

STEP 5:
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2. Decide how you'll promote the hub

COMMUNITY HUBS BY DESIGN

STEP 2:
BUILD YOUR TEAM
1. Set up a working group
2. Recruit people to your group

STEP 4:
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2. Decide how you'll sustain your hub
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5. Identify potential partners

STEP 3:
DEFINE THE VISION
1. Know your core values
2. Write some sample visions
3. Choose a vision together

STEP FIVE
Launch

IN THIS STEP, YOU WILL…

1. Decide how the hub will be governed
2. Decide how you'll promote the hub

You're nearly there! This step will help you make the final decisions about your hub so you can share it with the wider community.

All the information and feedback you've gathered, the plans you've developed, the relationships you've built and the partnerships you've established will help you in your push to launch day. At this point you should have all of the funding and any other resources you need to run the hub and any services it might offer.

If your hub is an informal one, you may now be ready to launch. If your hub is more formal, there may be just a few more details to settle.
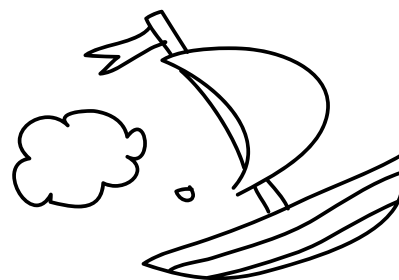
1. Decide How The Hub Will Be Governed

As we've noted all along, informal hubs don't require the same kind of organization and structure as formal ones. If you're looking to launch a formalized service hub, one of the things you'll need to think about is governance—how it will be led and overseen. The model you choose has to both suit the community and make sure the hub can support itself. A hub with a formal structure is typically considered a legal entity. A hub with less structured governance will have less (or no) hierarchy: roles are filled based on community members stepping up to contribute their talents or stepping back to let others do so. Here are some possible governance models to consider:

Governance Led By	How it Works
A single funder	A single funder does all of the planning, financing and bringing people together to support the hub. This can help avoid the challenge of pulling together start-up funding (because the single funder provides it) but can potentially affect the long-term sustainability of the hub (since it depends on a single funder). However, it is always possible to bring in other sources of funding if needed.
An existing non-profit organization	An already established non-profit takes charge of the hub. This can be effective if that organization has credibility in the community and a well-supported, existing infrastructure in place. A possible drawback is that the non-profit will have competing priorities and other projects, which could mean the hub doesn't get the funding or attention it needs.
A new non-profit organization	A brand-new organization is created to run the hub, usually through private funding. This new entity will have a crystal-clear focus: running the community hub in pursuit of its vision. The new non-profit will need a dependable stream of funding to support the hub, and local not-for-profits could see it as competition.
A steering committee	A steering committee that includes members of the community can help ensure the hub continues to meet people's needs by giving the community power to make decisions about the hub's future. A possible challenge is that having multiple people responsible for the hub can cause confusion around accountability—which could mean not as much work getting done to make the hub the best it can be.
Multiple organizations	Having more than one organization share ownership of the hub has several benefits, including that each party will have to put less resources into the hub and there will be a broader pool of expertise at the helm. However, with more players at the table, accountability may be less clear and coordination may be a challenge, potentially making the hub less effective than it could be.
A government department or agency	A local or provincial government body manages the hub. A hub backed by government may have an easier time getting permits and other approvals for activities and programming. It might also have existing infrastructure at its disposal. On the other hand, needing to follow government processes could slow progress—and public funding is not always a given.

Be realistic

Take into account how much time you and your hub-building team have, the community's needs and assets, and whether or not there are people in the community who have the knowledge and experience you need to make a certain governance model work (see the list of resources on capacity building at the end of this section for information on how you can build this knowledge and experience in your community).

HUB SUCCESS STORY
Supporting Community Economic Development

emergeHUB provides workspace to people looking to start and run their own businesses, and offers programs on entrepreneurship and creative professional development as well. It emerged from the artBOX project of the International Avenue Business Revitalization Zone (BRZ). Seeking to create a more sustainable hub that would make fuller use of International Avenue BRZ resources, Executive Director Alison Karim-McSwiney visited existing "co-working" spaces to help determine the kind of hub that would best support the Forest Lawn area. The result was emergeHUB, which provides members with desks, meeting rooms, printing facilities, onsite business support, an extended health benefits plan, and inclusion in a collaborative community—helping foster community economic development while giving local entrepreneurs a supportive boost. There are many ways to access emergeHUB: not only by taking advantage of the physical space but also through video chats, lunch-and-learn programs and more.

> "This is an amazing space where creativity and helpful resources meet. Relaxing and quiet space that allows you to complete all your to-do lists. Also tons of networking opportunities — we love emergeHUB space."
>
> —City Switch

2. Decide How You'll Promote the Hub

How will you get the word out about the new space? About the events and activities taking place there? Coming up with a community development and outreach strategy will help you with those things.

Pick strategies that suit your audience

The best way to promote a hub depends on who you're targeting. Think about what worked well at Step One, when you were inviting people to speak with you about their community or attend a community meeting. If access to the Internet isn't a sure thing, for instance, posting about your hub or an upcoming event on social media won't be as effective. Your best bet is using multiple methods.

Use your contacts

Word of mouth is always a solid strategy—especially at this stage when you have built relationships with the community members on your hub-building team. Start with the people you're closest with; ask them to come up with a list of people they know who might benefit from the hub. Build these into a single list and let these people know when the hub is ready to launch or a new event is taking place.

Ready For Launch

If you don't feel completely ready despite making it this far, that's OK. Everything doesn't need to be perfect. Your hub will evolve naturally—and possibly grow and change over time. Think about building in some way of evaluating and re-evaluating your hub as it does, so you can keep fine-tuning and adapting.

Remember that a community hub at its core is a place for people to gather with others who share their interests and values. That's all that's needed to make a difference in people's lives—and that can be done without programming, without a formal structure and with minimal planning. With a strong foundation in place, built together with the community, your hub can thrive and introduce new ways to enrich lives.

HUB SUCCESS STORY
Creating an Interfaith Space at Knox Presbyterian Church

Churches, synagogues, mosques and other places of worship are where many people turn for comfort and support. The leadership at Knox Presbyterian Church recognized this—but noted these spaces aren't naturally recognized as community hubs. That set them on a mission to establish a space for the wider community, where people (of all faiths or no faith) can intermingle over food and refreshments. In partnership with other churches and community organizations, Knox Church also offers group activities, including gentle movement yoga classes (two-thirds of the people taking advantage of these activities aren't part of the church's congregation), group cooking sessions, and an onsite café that features live music.

"We have learned that through partnering with others we are able to model the kind of intentional space we are trying to create to develop and nurture relationships with others."
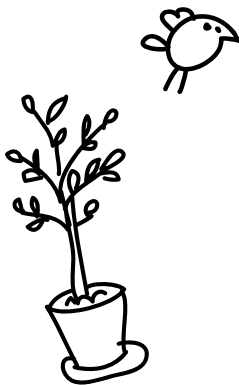
—Rev. Mark Tremblay

STEP FIVE CHECKLIST

1. Decide how the hub will be governed
- ☐ Consider the factors
- ☐ Choose a governance model

2. Decide how you'll promote the hub
- ☐ Pick strategies that suit your audience
- ☐ Use your contacts

STEP FIVE RESOURCES

Steps in Fund Development

- **Max Bell Foundation, Development Grant**: http://www.maxbell.org/

- **Enough for All Catalyst Fund**: http://www.burnsfund.com/

- **Government of Alberta, Grants and Funding**: http://communityeconomicdevelopment. alberta.ca/resources/grants-funding/? pageNumber= 1&keyword= &provider= &fundingType=&topic=&fundingManager=

- **Government of Alberta, Culture and Tourism**: http://www.culturetourism. alberta.ca/about/grants/default.aspx

- **Calgary Foundation**: http://www.calgaryfoundation.org/

- **Calgary Parks Foundation**: http://www.parksfdn.com/

- **Nickle Family Foundation**: http://nicklefoundation.org/

- **Business Development Bank of Canada**: https://www.bdc.ca/en/pages/home.aspx

- **Canada Business Network**: https://canadabusiness.ca/grants-and-financing/financing-from-non-government-organizations/

Building a Fund Development Model

- **Accelerating Co-operative Development in Alberta**: http://acca.coop/wp-content/uploads/2014/02/Coop-Development-White-Paper-May-5-20111.pdf

- **Association for Fundraising Professionals**: http://www.afpnet.org/

- **Charity Village**: https://beta. charityvillage.com/app/

Board development workbook

- **Government of Alberta, Culture and Tourism**: https://www. culturetourism.alberta.ca/

- **Federation of Calgary Communities**: https://calgarycommunities.com/

- **Propellus**: https://www.propellus.org/

STRONGER COMMUNITIES, BETTER LIVES

Good things happen when people have a place where they can connect with others, get support and band together to make a difference in their community. We hope you find—or have found—this guide helpful in making this a reality for another community.

While these spaces can enrich the lives of every Calgarian, not just those living in poverty, it's the community hub's potential as a tool for fighting poverty that has made establishing more of them a priority.

By supporting the development of community hubs, you can help realize the vision of Enough for All, where no one in the city of Calgary ever has to spend another weekend alone, go without a meal or sleep out in the cold. Each hub built

becomes part of a growing constellation of community spaces that are creating real, positive change in people's lives—that are inspiring communities to take action against the forces that push people into poverty and put an end to the cycles that keep them there. The more of these spaces our communities build the stronger we become.

Together, we *can* wipe out poverty in our city. With every new friendship, every basic need met, every life back on track— we're one step closer.

Notes

Notes

enough
for all