



NORC Ambassadors Program **Starting Workbook**

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Introduction to the Workbooks

About the Ambassadors Program Workbooks

Many older adults want to live in communities where neighbours support one another as they age. At the NORC Innovation Centre (NIC), we support local, neighbour-led aging in place groups that help people stay connected, share resources, and support one another in simple but meaningful ways.

Aging in place groups can look different from one community to another. Some focus on neighbourly help with everyday tasks like taking out the garbage, while others focus on social connection, sharing information about health services, or activities that promote health and wellbeing.

This series of workbooks is designed to help community members start and sustain their own aging in place groups. It walks through the key steps and resources developed for the NORC Ambassadors Program at UHN in a clear, practical way.

The NORC Ambassadors Program supports community members who want to take a leadership role in shaping age-inclusive communities. Working with the NORC Innovation Centre, neighbours, and local community service providers, Ambassadors co-create activities and resources that help residents live well and age in their own homes.

The workbooks are organized around four seasons of the program:

● **CONNECTING** ● **STARTING** ● **DOING** ● **SUSTAINING**

All of the content in these workbooks was co-created and refined with residents who have worked with us to implement the NORC Ambassadors Program in their own communities.

Who are these workbooks for?

Anyone interested in:

- Starting an aging in place initiative; or
- Learning how to grow and sustain the one you have.

What's a NORC?

A **Naturally Occurring Retirement Community (NORC)** refers to a building, , or neighbourhood, or larger geographic area that has naturally become home to a significant number of older adults. For example, a NORC could be a multi-unit building, such as a condominium, housing co-op, or apartment building. It could also be an urban neighbourhood of single family homes or a rural town with a high density of older adults (e.g., Blind River, Ontario).

Unlike retirement homes or long-term care facilities, NORCs are not intentionally designed for older adults. Instead, they are intergenerational communities where many older adults live independently. The term "NORC" was introduced in the early 1980s as a way to describe the growing number of these communities.

This natural concentration of older adults presents a valuable opportunity to create NORC programs that provide services and support directly within these communities. Whether you consider your community a NORC or not, any building, neighbourhood, or town can help people to age in place where they already live and where they want to stay.



How to Use These Workbooks

Given that each of your communities are completely unique, you may choose to use the information in each workbook in a way that best suits your needs.

The program is organized by: CONNECTING, STARTING, DOING, and SUSTAINING. For each, there are different topics to consider, as well as helpful tools and templates. The workbooks will provide context for each topic, enabling you to determine how and when it might be relevant as a step in your initiative. With each topic, you will also be directed to the pertinent tools that detail how to put that topic into action in your communities.

These topics and tools are modular in design. This means you may start where you want, and use only what you need when you need it.

Key features in every workbook

For ease of use, each workbook will feature:

- **For Established Ambassadors icon:** highlights sections of information that might be relevant to more established aging in place groups (i.e., those that have been active for a year or more).
- **Reflection questions:** to help set the intention of the season in a way that reflects our shared program values and directs you to the appropriate workbook for where you are currently at.
- **Stories:** real-world examples from the older adult leaders in our communities to contextualize the activities of the season.
- **“Get the Tools” Toolbox:** easy-to-find templates and tools to help you put your aging in place plans into action.
- **Bright Spots:** a moment to reflect as a group and recognize a positive new learning or moment growth.

Join us at NORC Talks

Together with these workbooks, the NORC Innovation Centre's monthly NORC Talks provides additional support for starting and maintaining an aging in place initiative. NORC Talks is a monthly meeting series to not only learn the steps of our Ambassadors Program, and build an aging in place initiative, but also to share learnings with those who have done it before, and take away tools to do it yourself. Monthly NORC Talks focuses on a topic, following the flow of the program's seasons, but you can always refer to the workbooks to access the full set of tools and stories for each season.



About the NORC Innovation Centre

The NORC Innovation Centre (NIC), based at University Health Network (UHN) in Toronto, Canada, supports communities to adopt and grow NORC Programs. We work alongside older adults, building partners, and health and social care organizations to strengthen local efforts to support aging in place.

Our approach is co-designed with residents and community partners. It focuses on reducing social isolation, strengthening peer support, improving access to health and wellness activities, and building a strong sense of community.

Our work is guided by relational care principles. We believe strong communities grow when trust and relationships come first. This means:



We build connections
with community to co-
create solutions



We are curious,
empathetic, and
humble



We are all teachers
and learners, each
with knowledge and
experience to give and
receive

These principles provide a strong foundation for healthy aging in place and are reflected throughout the workbooks.

Acknowledgments

The team at the NORC Innovation Centre gratefully acknowledges the sustaining contributions of the many residents and community members who helped grow the NORC Ambassadors Program and NORC Talks. Your continued participation, feedback, and support have shaped the content of these workbooks, as well as the momentum of an aging in place movement.

Land Acknowledgment

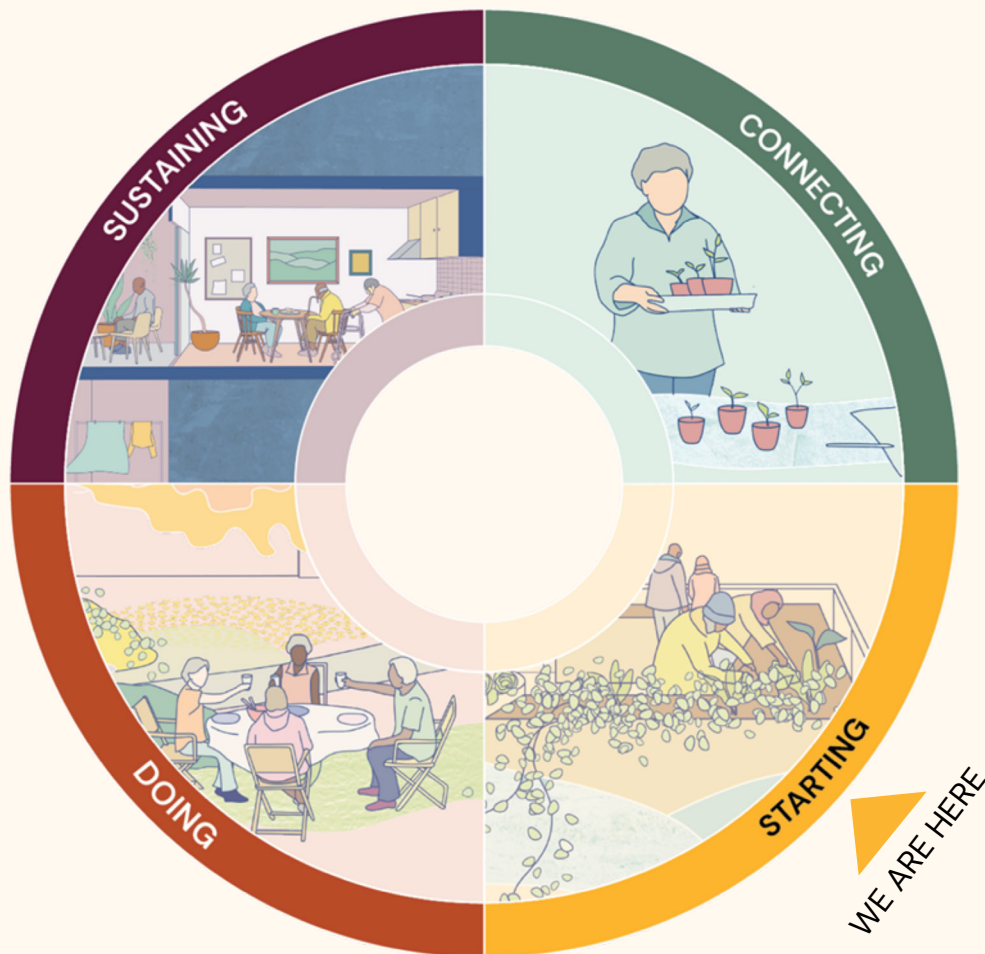
The NORC Innovation Centre is located in Tkaronto, a Mohawk word meaning “where the trees stand in the water,” on the traditional territory of the Anishinaabe, Haudenosaunee, Wendat, and the Mississaugas of the Credit First Nation.

This land is covered by Treaty 13, and it is also part of the area governed by the Dish With One Spoon Wampum Belt Covenant — an agreement to share and care for the land and waters of this region.

The area we now call downtown Toronto has long been a site of Indigenous gathering, diplomacy, and migration. Long before the streetcars and subway lines, these were footpaths and trade routes. The land beneath this city is layered with the histories of communities who have lived in balance with it for thousands of years.

As we occupy space in this dense urban environment, we remind ourselves that the land is still Indigenous land, and its caretakers are still here. And we’re grateful to be doing this work with communities near and far that is rooted in relationship building and mutual care.

Welcome to your Starting Workbook



You're in the Starting Season of your aging in place initiatives if:

- You have formed an aging in place group and you're feeling ready to start planning which activities or services you'll focus on first; or
- You've been doing aging in place initiatives for a while in your community, and you're interested in assessing (or re-assessing) which activities or services might benefit your community now; or
- You are gathering feedback and ideas from your neighbours through surveying or other creative ways of doing community engagement.

About Starting

The Starting Season is a busy time for growing your community initiative. Like the summer, the Starting Season requires tending to our initiative regularly to keep it healthy and growing. It is a time for reaching out and listening to our community members to understand their ideas and needs.

This workbook and its accompanying resources may work best when actively used during meetings with your aging in place group. You might consider printing this workbook and any resources you'd like to review, pulling your group together around a table with notebooks and pens, and getting started!

We recommend taking your time as you move through the activities in this workbook. How much time you spend in the Starting Season is up to you and your group. We learned that taking as much time as needed to understand your community's needs, set goals, and identify volunteers is valuable in the long run.

If you have a group already, there is still value in coming back to the Starting Season. Your community may have grown and changed over time with new neighbours moving in, requiring you to learn if the collective priorities and needs have changed. Revisiting the actions of the Starting Season can support how you navigate these changes years into your aging in place initiative. Whatever the circumstances, getting curious about your community's needs and ideas is a great way to ensure your initiative is set up for success and continues to thrive.

Let's get started with a story and a review of the tools for how we Start!



Reflect & Discuss

What are roles or relationships in your life where you show up as a listener? How can you tell if you are listening deeply?

What examples in your life can you recall where someone was interested in hearing about your ideas, questions, or experiences? What kind of impression did that have on you?



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Stories of Starting

A NORC community was looking to offer a new program that addressed a clearly identified need among residents for coming together socially as a community. In order to make this program happen, the aging in place Ambassadors needed to determine the best day of the week and time of day for this program. They decided to let their curiosity lead them in this decision and ask their community in an interactive way for their input. They went with an interactive activity that they had success with in the past – labeling Dixie cups with “options” and providing a bowl of dried beans along with instructions for community members to simply place a bean in the days of the week and times that work best for them! For this decision, the group decided to take it one step farther, hoping to increase resident engagement by running this activity as part of a regular monthly event that was known to be well attended. It was a hit! Residents were volunteering their assistance with the activity, explaining how the activity worked and encouraging their neighbours to participate. Residents really enjoyed that there was a designated opportunity to share their opinions and preferences. They also enjoyed that they could share a conversation with an Ambassador while participating.

The results of leading with curiosity and engaging residents in decision-making were mutually beneficial for residents and the aging in place initiative. The activity was the right fit for the community’s need for engagement, with residents feeling more seen and heard. Also, residents gained a greater understanding of the value of the aging in place initiative, sparking an increase in program participation over time.

Starting Toolbox

Explore the steps and resources for Starting below. We invite you to select which ones are relevant to you, your community and your goals.

In the Toolbox, you can find resources for:

01

Communicating with Your Community

- Introduce Your Group
- Create Regular Communication Channels
- Be Consistent

02

Gathering Ideas & Assessing Needs

- Host a Meeting
- Ask the Community
- Reach Out to Your Neighbours

03

Setting Priorities

- Organize the Ideas
- Find Who Can Help
- Start Small
- Check for Sustainability

04

Recruiting Volunteers

- Invite Participation Through Volunteering
- Emphasize the Benefits of Volunteering

1: Communicating with Your Community

Now that you have crafted your group's purpose (as part of the Connecting Season), it is time to consider how you will share it with your neighbours. It is important to communicate with your community on a consistent basis. Adhering to consistent methods of updating and listening to the community helps to build clarity and trust in your initiative community-wide.

If you are just starting up your aging in place initiative, involving the community early in the process is important for building momentum. But whether you are just starting your initiative or are well-established in your community, regular communication can help your group get a sense of what other people may want or need to age in place and feel safe, valued and engaged. It is also vital for finding willing neighbours who can help make the initiative a long-term success by attending events or even volunteering their time to help out.

Introduce Your Group

If you are starting up your aging in place initiative for the first time, it can be helpful to plan to introduce your group to your community. It is important to consider the content of your message – what might your neighbours need to hear to understand the intentions of your newly formed group? This is a place where your purpose statement (from the Connecting Season) will come in handy.

If your aging in place group is already well-established in the community, consider using some of your regular communication channels to introduce new members or share any updates with the community.

A couple of ideas for raising awareness of your group's presence and purpose that we have learned were effective are:

- a. **Writing an announcement to be posted in a community newsletter or social media page;**



Get the Tools

Templates

- [Crafting Your Message](#)
- [Telephone Tree Template](#)

Ideas

- [Open Office Hours](#)
- [Monthly Newsletter](#)
- [Translation Partners](#)
- [Coffee Club](#)



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b. Hosting a social event, such as a drop-in style “meet and greet” coffee chat or garden tea party.

For example, one aging in place group that formed within a complex of three condo buildings in Toronto’s east end chose to use their condo newsletter to introduce themselves to the community. They included a short statement about their purpose, along with a photo of the group members and a group gmail address that they created for neighbours to get in touch with them. Also, they used this written introduction as a “save the date” for an upcoming community coffee social they were planning as part of their official launch.

However you choose to deliver it, an introduction to the community can be a great way to set up or sustain a more regular means of communicating with community members – to gather and expand contact info and to grow interest from prospective volunteers.

Create Regular Communication Channels

After introducing your aging in place group, you will want to ensure you are communicating regularly with your community. There are many diverse ways for doing so. If most people in your community can be reached via email, start a signup list for email updates or consider a dedicated aging in place e-newsletter. Also, some aging in place groups found setting up a dedicated group email address to be an effective way of communicating with neighbours. These emails can be monitored by the different group members, while avoiding relying on anyone’s personal email. If members in your community have access to social media platforms like Facebook, consider starting your own Facebook page.

If you have the support of the building management team, consider creating a “dialogue space” in high-traffic areas such as the laundry room, the lobby or mailroom where you can post notices or install a mailbox to receive anonymous tips. If you have already established an effective means of communications, you might want to consider expanding on it

to reach neighbours with different needs or preferences. Our communities are diverse, in many ways, so creating different options for neighbours to learn about your initiative is a great way to ensure inclusion. Here are some examples that some aging in place groups have tried:

- Designing posters that are more accessible for low-vision neighbours, like using bigger font and contrasting colours for the font and background;
- Having neighbours volunteer to translate during events;
- Creating newsletters in digital and physical formats for those that are not online;
- Building a telephone tree (see Get the Tools section) , or
- Designating certain bilingual or multilingual residents to be translation partners (see Get the Tools section).

Be Consistent

Whatever channels you choose, consistent and reciprocal communication with residents is of the utmost importance. A regular back-and-forth exchange of information and ideas will ensure your community members know what activities are coming up, will boost participation, and build excitement for your initiative.

It can be common, at the start, for there to be low attendance to activities you plan. As word spreads and you gain more feedback about what is of interest to your community members, momentum will build. Stay the course!

2: Gathering Ideas and Assessing Needs

As you introduce your aging in place initiative to the community, consider how you will ask your neighbours to share their experiences, needs, and knowledge to help everyone remain active and connected in the community. Our goals in this step are to understand your community's needs and interests related to aging in place, and to build a shared vision of what aging in place could look like in your community.

As you listen and gather input, use the NORC Building Blocks as your guide. Shaped by health research and what successful aging in place groups have done, they represent the key dimensions of a thriving aging in place initiative. They will help you make sense of what you're hearing — and they'll be helpful later when you're ready to prioritize activities and get inspired by what other groups have done.



Get the Tools

Guides

- [Hosting a Public Meeting](#)
- [Community Needs Assessment](#)
- [Creatively Gathering Community Input](#)
- [Community Engagement Methods](#)
- [Inspiration Cards](#)

Ideas

- [Lobby intercept](#)
- [Conversation board](#)
- [Suggestion box](#)



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This is a wonderful time to expand your knowledge about your community and be genuinely curious about your neighbours' ideas for building a thriving community. Remember the key principles for aging in place initiatives!

- As you ask questions and share experiences, you will be listening for the following:
- To understand neighbours' needs and wishes and what common ideas are emerging;
- To learn about your neighbours' skills, resources, and talents;
- To identify anyone who might want to contribute to the aging in place initiative by volunteering some of their time, skills, or ideas.

While this step is vital for anyone starting up a new aging in place group, it is also important for more established aging in place groups. Even if you have been engaging your community in your aging place initiative for months or years, communities can change. We encourage you to make these kinds of conversations of listening and discovery a regular part of your aging in place initiative. For example, some groups have chosen to do this kind of community needs assessment once or twice a year. There are a variety of big and small ways to invite the community to share feedback and ideas. Here are a few suggestions:

Host a Meeting

Consider holding an open meeting, or series of meetings, where you gather residents and introduce them to the concept of 'aging in place' and neighbourly support. The purpose is to facilitate an open conversation with residents. For example, you may want to ask:

- What are the kinds of challenges people may face when aging in this building or community?
- How do needs change as people age in their homes? What becomes important?

Tips:

The NORC Building Blocks don't need to be visible to all residents. Think of them as a way to organize your listening or structure your survey.

- What would help people continue living at home as they grow older in your community?

As you listen, note which category of the NORC Building Blocks the ideas seem to fall into — this will make it easier to organize what you’ve heard and to spot where needs are strongest. That same picture will guide you when you get to the Prioritize step.

The goal is to allow conversation to flow between residents and to listen deeply to what is being expressed.

Ask the Community

Another option is to design a community survey – this can be given at the community meeting, can be left in print in the lobby, or be available online.

Developing a deeper understanding of the interests, needs, and strengths that exist within your community is an important step in developing a connected, active, and vibrant community.

Your survey might include questions aimed at determining what the residents are interested in or need regarding health, wellness, social connection, and beyond. Framing questions around the NORC Building Blocks can help ensure you’re covering the full picture — and the responses you collect will map directly onto its categories when it comes time to set priorities and find inspiration from other communities.

A survey is also a wonderful way to ask about any skills or knowledge your neighbours might be willing to volunteer in support of aging in place (e.g., time, knowledge of a subject matter like taxes, nutrition, or skills like teaching yoga or tai chi). It is never too early to start to identify and build a network of volunteers in your community.

If a survey feels too formal for your community, you might consider putting a suggestion box in the lobby with a thought provoking question such as ‘if we could make our building (or community) an exceptional place to live and age in, what would

that include?” Consider adding a place to collect email addresses or phone numbers and ask people if they would like to be included on a contact list to stay informed.

Reach Out to Your Neighbours

The next step is to reach out to your neighbours. Think about what kind of resources (such as people, community message boards or existing electronic email lists) you can use to ensure that the maximum number of people see your request for feedback.

In a tight-knit community, word-of-mouth is a great start, especially if you can build on existing relationships. Be sure, though, that you are getting beyond your group of friends and striving to include those who might be harder to reach. Look out for residents who seem to be 'connectors' and would be good at spreading the word. If your community is multi-lingual, make sure to identify and connect in with informal leaders to make sure everyone is welcomed and invited in. If you have the support of the building management team, then community outreach could be a collaborative effort by leveraging existing communication channels.

Organizing What You Hear

Once you've gathered feedback, take time as a group to sort what you've heard through the lens of the NORC Building Blocks. Even a simple chart or sticky note exercise can make patterns visible — showing you where needs are concentrated, and where there may be gaps.

You don't need to have activities in every category, and no single group is expected to do it all. But mapping what you've heard now sets you up well for the next step: when you Prioritize and Get Inspired (the next topic), you'll return to these same categories to choose what to focus on and find real examples of what other communities have done in each area.

Tips:

Try sorting feedback on sticky notes into four columns — one per NORC Building Blocks category. Clusters show where your community's energy is. Empty columns show where you might want to listen more.



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If you've assessed your community before, notice which NORC Building Blocks were well-represented and which had gaps. Needs change as communities grow, which is why it might make sense to assess needs in an annual cadence, or cadence of your choosing.

3: Setting Priorities

Once you have a sense of the types of activities that your community wants and needs to support healthy aging at home, it is time to decide which ones you will be able to accomplish as a group. It is important to highlight here that these decisions will be an ongoing part of your aging in place initiative. We encourage having a streamlined process for making decisions about what you want to act on – whether you are a new aging in place group with a first glimpse of your community’s wishlist or a more established group juggling ongoing and expanding wishes and ideas from your community. The [Prioritization and Planning Tool](#) can support you through this process at any stage.

Right off the top, you may find some requests may be too expensive or beyond the scope of your group’s capacity, such as building renovations for greater accessibility. Some requests are going to require a special skill set that your group might not possess. What follows are some suggestions for sorting, prioritizing, and planning your community’s wishlist.

Organize the Ideas

If you used the NORC Building Blocks to organize your listening in the previous step, now is the time to revisit what you heard through that lens. Which NORC Building Blocks categories had the most expressed need? Which had gaps? This can help you make more intentional decisions about where to focus.

As a first step, reflect on the needs and interests keep coming up — through surveys, hallway conversations, community meetings, or feedback from volunteers? Once you have a sense of the top themes, you might try organizing the ideas into categories: things we can do now, things we can work towards in the future, things we need help with, and things that are beyond the scope of your initiative.



Get the Tools

- [Partner Resource List](#)
- [Prioritization & Planning Tool](#)
- [NORC Ambassadors Program Inspiration Book](#)



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Another way to organize the ideas is: what can residents do for themselves right now; what requires more time to connect with an outside service provider, and what can be eliminated as a possibility (either there is not enough interest or it is beyond the scope of what you can initiate or it is already being done and just needs more promotion).



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As a group, you will want to decide on the top 2–3 activities that you’d like to pursue first, keeping in mind whether each will be resident-led or partner-led.

The NORC Ambassadors Program Inspiration Book is organized by category and includes examples of both resident-led and partner-led initiatives to help spark ideas based on your community’s priorities.

Check for sustainability

Before moving ahead, reflect on whether your priorities are realistic for your group.

Consider:

- How might you identify who will carry the work forward?
- How might you decide responsibilities shared across the group?

Strong groups often:

- Rotate roles
- Co-lead activities
- Build small teams so no one person carries too much

If things feel too busy, it’s okay to pause, simplify, or scale activities intentionally.

If you are an established aging in place group, you may have already put several ideas into action. You may want to return to the list to see what was something you were working toward in the future. Or you may have new ideas and priorities that have been generated through your other recent community engagement activities. It is always a good idea to update your

group's wishlist and check with your community that it still reflects current needs and interests. It's equally as important to communicate what your group has accomplished and to celebrate successes with your community. This helps build awareness and momentum.

Find Who Can Help

For activities that you can do now, this is a time to follow up with those residents who expressed an interest in contributing a skill or participating in more limited ways. For example, through developing your contact list and listening to community members' wishes, you may have noted that there is a resident who can lead a tai chi class or someone who can organize a walking group.

For activities that you need help with, brainstorm who you might approach for help. Is this a request that needs to be directed at the building management? Is there a community agency that you might be able to approach to support the request? For example, if there is a desire to get support for caregivers for people with dementia, could you approach the Alzheimer's Society to come and give a talk to your group? Check out the [Partner Resource List](#) to see organizations that the NIC has vetted and our communities in the GTA have enjoyed working with.

Once you've made decisions, it's good practice to share back with your neighbours what you heard, what you decided, and how they can get involved. Check out the Keeping Your Community in the Loop Resource for guidance on how to share updates back to your community. This builds the trust and participation that sustains a thriving community.



Get the Tools

- [Keeping Your Community in the Loop Resource](#)

Start Small

If you are stuck or feeling overwhelmed, consider starting with a low-effort activity that will cater to a broad range of interests such as a speaker series to bring in information about health and social services, a movie or games night, coffee klatch, or a book exchange program.

Our Idea Bank (see Get the Tools section) is a repository of over 50 activities across 11 categories, such as health and wellness, maintenance and repairs, and celebrations, to name a few. Sourced from community members, they are designed to be simple, low-cost activities that you can use to strengthen social networks, improve well-being, and have fun with your neighbours.

4: Recruiting Volunteers

Invite Participation Through Volunteering

Creating an inclusive environment where people feel invited to contribute is key. This means engaging in active listening during meetings and considering all suggestions and opinions as they arise. For example, when people pitch ideas for new activities, acknowledge their idea and encourage them to think through how to organize it. Offer support and suggestions – and encourage them to lead! These communities work best when the skills, interest, and knowledge of all our neighbours are highlighted and celebrated.

Having a large group of volunteers will also help you and your team avoid burnout in the long-term. Some of our more established aging in place groups maintain a core group of 12–15 occasional and repeat volunteers. That is, they identified who they could rely on for ongoing help (from planning to delivery) and who they could call on from time to time to fill any gaps in the list of tasks. Having a consistent amount of both kinds of helpers ensures that the work is evenly distributed and they are never short of help with events and activities. Offering various ways to contribute, in a no-pressure environment, is key. The aim is to make participation easy and flexible, so people can join in when and how it works for them.

Emphasize the Benefits of Volunteering

There are many reasons why people want to volunteer their time, skills, and energy. As you invite your community's participation, you may wish to share how volunteering can be mutually beneficial. We have learned from our communities that volunteering can:

- Promote a healthy lifestyle by reducing isolation among neighbours by fostering friendships;
- Create a sense of meaningful contribution through giving back to community; and



Get the Tools

Tip Sheet

- [NORC Volunteer Engagement Cycle](#)

Template

- [Volunteer Sign Up Sheet](#)



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- Enhance a person's sense of self by recognizing their strengths, re-igniting long-time interests, and creating opportunities to learn new skills.

When people actively contribute to the planning and running of community events, they tend to feel a greater sense of ownership and connection, which will only help build a more solid and connected community (see the Get the Tools section for volunteer tips and resources).

A running theme throughout this section and this season is that persistence and patience are key. It takes time to build trust, but making small, consistent efforts can go a long way toward being inclusive and letting neighbours who are less represented in your community know that their involvement is meaningful. And sometimes, one person can be the small "spark" that ignites participation, as the following story illustrates.

One established Ambassadors group has been active for about four years in a very culturally-diverse community. Over the years, the Ambassadors made multiple attempts to engage one particular cultural group of residents in community-wide events. With hope, but without pressure, one of the Ambassadors would extend an invitation to this group for the community's regular multi-cultural potluck. She let them know that their presence and representation would be meaningful. Still, this group of residents seemed to prefer socializing on their own, meeting in their units – that is, until very recently. This year, the Ambassador was able to connect with someone from that cultural group who was key to getting others in this group to attend the event. The Ambassador called this individual "the Spark". The group had a booth, shared food and decorative items from their culture and sang traditional songs, sharing their love of music.

To thank the volunteers and residents who contributed to the potluck, the Ambassadors threw an appreciation party. At this party, the members of this cultural group attended and were incredibly enthusiastic about joining more events in the future. They also shared that they felt the Ambassador group was doing a wonderful job and that they appreciated their efforts.

Bright Spots

We invite you to reflect with your group:

What is something that you have learned by spending time in this season?

What has felt positive or motivating for you?



Starting Checklist

Working through the Starting Season, you will have:

- Established or expanded communications channels with community
- Gathered ideas and assessed needs
- Set priorities and goals
- Identified and recruited volunteers

Planting the Seeds of Next Steps

As you peruse the guide, we invite you to consider the following prompts:

- Which Starting tool might best support you now, at this point in your work?

A Closing Reminder

We are not expecting you to use each of the listed tools, but invite you to explore and select which ones are relevant to you, your community and your goals. You might choose to travel across these categories or return to them at different points in your work.

You might be engaged in Starting activities for many weeks, or even months, while you are forming a group or you may be revisiting this season after undergoing changes in your group. This is completely normal and encouraged! We always welcome any feedback on how the toolbox or the tools can be used.

Each monthly NORC Talk will focus on one topic in this list, but you can always refer to this workbook to access the full set of tools and stories for Starting.