

20 Years of Impact:

**Looking Back and
Leading Forward**

Annual Report 2021





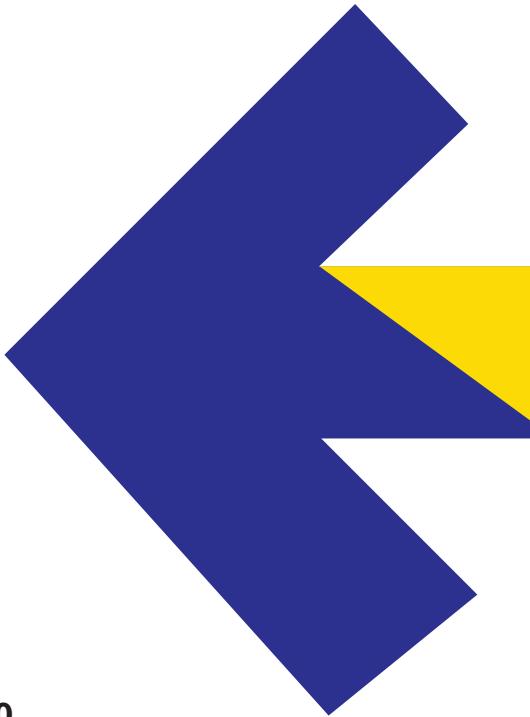
**Looking ahead to 20
more years of leading
change in communities
across Canada.**

Photo Acknowledgement

Many of the photos contained in the 2021 Annual Report are from the Communities Building Youth Futures – Photo Voice Exhibit. We acknowledge our contributors and thank them for sharing their creativity and voice.



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Letter from the Board of Directors

COVID continued to shift our collective experiences in 2021. In some ways we were frozen, looking for solutions from other places and in other ways, COVID continued to expose the racial, social, and financial inequities experienced by so many in communities across Canada and globally. Tamarack was not immune to learning how to navigate our dynamic and shifting world.

The **Tamarack 2030 plan**, launched in 2021, clarified our vision about the deep impact communities have on shifting and shaping change. In this report, you will read stories of community engagement, community impact and community leadership. Across Canada and across the globe, citizens are at the centre of driving change. Tamarack remains committed to equitably lifting the voices of all citizens to shift power, policy, and systems.

Tamarack navigated a leadership transition in 2021 as **our Co-Founder** Paul Born moved out of the Co-CEO role and we welcomed **Danya Pastuszek** to Tamarack as Co-CEO and Director, Vibrant Communities. As a board, guiding and stewarding Tamarack forward has committed the board and staff team to advancing equity, diversity, and inclusion as a key strategy both internally and with our partners.

Your collective work as leaders and drivers of community change in 2021, enabled Tamarack to be a dynamic, viable and thriving organization. We have shared your achievements and impact. Through you, Tamarack appreciates the scope, scale, and diversity of your efforts as we collectively work to end poverty, deepen community, build youth futures and navigate climate transitions.

This movement for transformational change needs all of us. If you would like to donate, learn alongside of us, our join one of our networks, **please reach out to our team!** We would love to hear from you.

On behalf of my board colleagues, thank you for investing in your communities and as you create places for transformational change.

Shauna Sylvester

Chair, Board of Directors



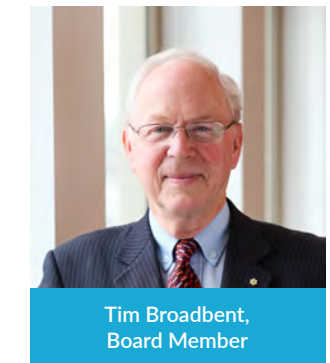
Sylvia Sylvester,
Board Chair



Brock Carlton,
Vice-Chair



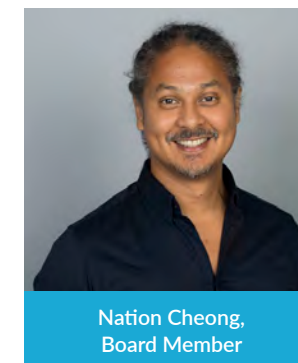
Bill Young,
Treasurer



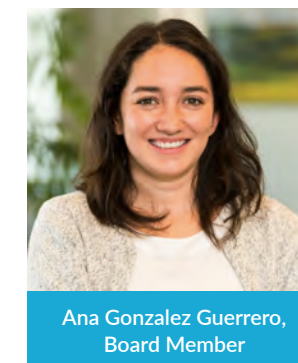
Tim Broadbent,
Board Member



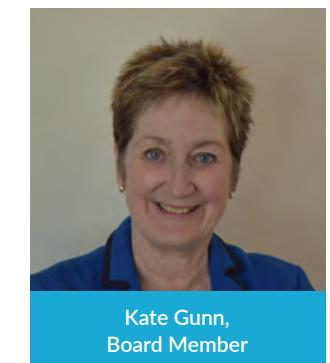
Sunshine Chen,
Board Member



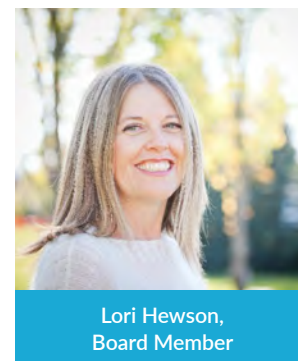
Nation Cheong,
Board Member



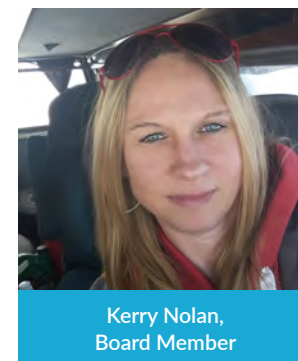
Ana Gonzalez Guerrero,
Board Member



Kate Gunn,
Board Member



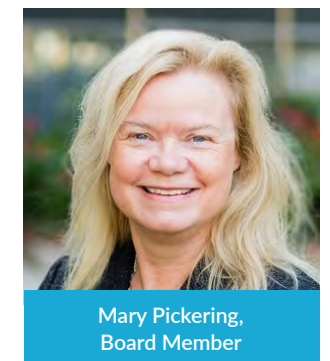
Lori Hewson,
Board Member



Kerry Nolan,
Board Member



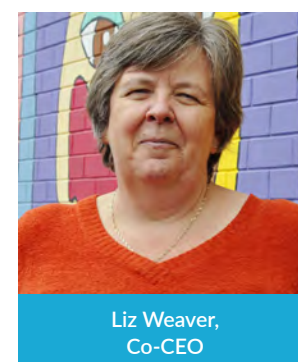
Adaoma Patterson,
Board Member



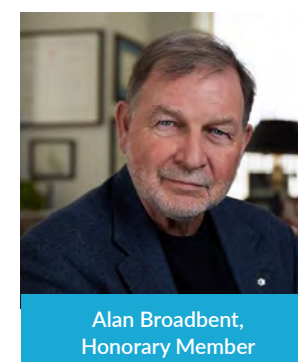
Mary Pickering,
Board Member



Paul Born,
Co-CEO



Liz Weaver,
Co-CEO



Alan Broadbent,
Honorary Member

* Current as of February 2022

Letter from the Co-CEOs

This annual report highlights progress that we have made together in the first year of the Tamarack 2030 plan and our commitments for the future. 2021 was another year of defining moments for our world, communities, and the people we hold close. COVID laid bare the crises of racism, climate, mental health, and polarization that hurt us all.

And yet while we grieve what we've lost, we also hold deep optimism and joy. The design of this annual report is intentional, profiling those times when our face to face interactions were easy and joyful. As we exit out of the pandemic, we are excited about re-engaging with our Tamarack community in person and virtually. This year, guided by our Tamarack 2030 plan, we have seen sweeping changes to public policy. We have seen individuals embrace each other's differences and see a shared vision for the future. We have seen the pervasiveness of poverty — and the racism and inequity that is at its root — reduced. We have continued to lay the foundations for change at a community-wide scale. All of this — because of you and your commitment to leading forward.

In the year ahead, our Tamarack 2030 plan will continue to guide us. More than 100 of you contributed your experience, knowledge, and aspirations to this plan, and we are grateful. Our plan will guide us to:

- **Embrace collaborative leadership:** We will be bold, creative, adaptive, reflective, and equity and results-driven, within our organization and with our members, learners, and other partners.
- **Continue to center the expertise** of communities and to align with the assets that already exist.
- **Continue to work on key drivers of our community transformation:** youth futures, climate change, community connections, and poverty.
- **Understand, uplift and work to scale** what's working across Canada and across the globe.
- **Continue to build a movement of learners** capable of activating transformational change in their communities.

Internally, we will continue to embed our commitment to results at a community-wide scale into all we do. We will support our growing team and to create spaces of belonging. We will embrace shared leadership and continue Tamarack's now seven-year-old commitment to a co-CEO model in service of results.

Communities are the drivers of transformational change. This is your work. This is the work of our generation. We are honored to learn with you, grow with you, be bold with you, and work toward a world that works for every one of us.

Danya Pastuszek (she/her) & Liz Weaver (she/her)

New toolkit

Read for Collective Impact tools and resources.



Letter from our Co-Founder

After 20 years as Co – Founder and CEO/Co CEO of Tamarack this will be my final report. Nearly 5 years ago we began the process of change. Founder successions are fraught with challenges, and we wanted to make sure that Tamarack had the best possible chance for a successful change. We embarked on four strategies:

1. **We had the same board for 17 years** under the leadership of co founder Alan Broadbent. Our first opportunity was to recruit a new board that would intentionally take us through the transition and into the future.
2. **We wanted to ensure that there was strong leadership**, and we asked our Vice President Liz Weaver to join me as Co-CEO.
3. **Transitions require resources** and we significantly grew our financial reserves to allow for creativity and security going into our future.
4. **With our new board we developed a 10-year vision** with key strategies to guide our future. A leadership strategy followed and then we recruited a new Co-CEO to join Liz.

We found the research published in Stanford Social Innovation Review (Spring 2018) on Making Founder Successions Work, conducted by The Bridgespan Group extremely helpful in our planning. Their research suggested that leadership successions where the founder stayed on for several years after the transition were much more successful than those where the founder left immediately. With board guidance I have agreed to stay on part time until 2025 as Co founder and coach. I will write a new book, teach, and provide coaching to cities embarking on large scale change campaigns.

I am thrilled to welcome Danya Pastuszek to Tamarack who will be joining Liz Weaver to make up an amazing Co-CEO team. I want to express my deepest appreciation to Brock Carlton, Vice Chair of the board for his tireless efforts (with Nation, Adaoma, Shauna) in supporting the leadership transition process and Shauna Sylvester our Chair who is providing inspired leadership to an equally inspiring board.

Tamarack is well positioned for the future with strong leadership and a talented and deeply committed staff team. We have a unique and sustainable financial model; proven programs and our thought leadership is supported by more than 42,000 learners. More importantly we are having an impact by bringing inspired learning to communities seeking change while organizing cities to end poverty, deepen community, prepare for climate transitions and building youth futures.

I leave my Co-CEO role feeling much joy, much joy indeed.

Paul Born

New release

Paul's new book release is available now: *10 - A Guide to Celebrate*.



Vibrant Communities

Vibrant Communities is a learning network that supports large-scale change in communities.

Success is when — at a community-wide scale — fewer people are living in poverty, more people feel a sense of belonging and active contribution to their communities' well-being, and when youth are completing high school, finding work, and feeling optimism about their futures.

Change at this scale requires we collectively understand and address the conditions that block opportunity and enable opportunity.

Communities Ending Poverty

In 2021, in recognition of the growing conviction that not only can we reduce, but must end poverty, Vibrant Communities' Cities Reducing Poverty became Communities Ending Poverty (CEP).

90

members representing more than 350 cities and communities

1M

Canadians have been lifted out of poverty over our 20 years

8,000

subscribers who are tuned into our work via the CEP newsletter

As CEP's backbone, Tamarack builds members' capacity to reduce poverty by developing and renewing common agendas, measuring and communicating impact, and building financial and leadership sustainability. In 2021, despite the challenges imposed by COVID-19, 29 members created, updated, or took steps toward creating or updating a poverty reduction strategy. CEP published an End of Poverty guide, and an Ending Poverty Pathways online course and podcast series.

Tamarack's CEP Managers of Cities work with members to deeply understand their work. In 2021, we renewed 90% of members and

onboarded 20 more, demonstrating an incredible collective commitment to ending poverty across Canada and the USA. Our growth in BC was especially strong as we grew our BC Community of Practice to more than 100 learners.

Beyond our core network of members, we worked to grow the movement of people invested in poverty elimination. More than 8,000 subscribers tuned into poverty reduction work through our Communities Ending Poverty newsletter. In 2021, we hosted 12 webinars, including 4 with more than 600 registrants. We published 33 blogs and 12 publications that shared success stories from across the network.



Cities Deepening Communities

As cities and towns start to open back up and look to what the future holds, we at Deeping Community are reflecting on 2021 and the successes and growth we have had.

24 Communities of Practice sessions

with a total of 805 participants

6 webinars

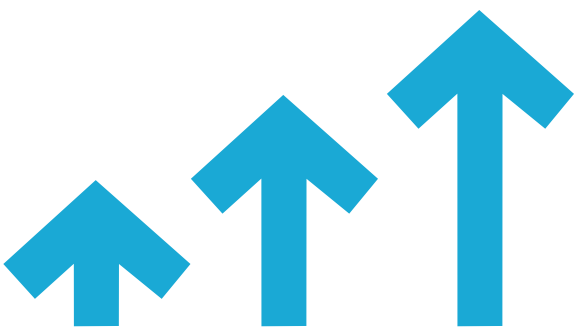
on Democracy: A new idea, Socially Connected Communities, The Roving Listener, Monitoring Happiness & Wellbeing; Community-Led Development, and Innovative Approaches to Ending Social Isolation

3 podcasts published

on Social Capital, Heart of ABCD, and Social Reconnection as a Solution for Health

2-day national live event

with 492 community changemakers participating in 6 keynotes and 4 masterclasses on rebuilding social connection after the COVID pandemic



18% growth

We have seen an overall growth in our learners' subscribers from 7247 to 8556 — a growth of 1309 people.

In 2021, members reported progress and impact under a number of domain areas.

Successes included: nearly doubling the rate of living wage employers certified in BC; ending or significantly reducing chronic homelessness in 4 communities; bringing millions of dollars in volunteer income tax programs; and helping children under 6 years to reach developmental milestones.

We are confident 2022 is the year that we reach the milestone of 100 members ending poverty together. We are excited to advance our eight Ending Poverty Pathways and to implement Tamarack's 10-year plan. This will include articulating and actioning CEP's evolving role in policy and systems change, with a particular focus on Ending Working Poverty.

1,000+

learners gathered for our 2021 national End of Poverty gathering, including the following highlights:

96 scholarship recipients

74 speakers

20 thought leaders

14 workshops

8 provinces



The next ten years have tremendous potential to take this movement to a whole new level. Imagine 100 cities networking and learning together, while at the same time developing ideas for their cities. Imagine cities and towns across the country investing in these seven areas a priority in their community:

- **A sense of belonging** to place and people
- **Equity and inclusion** in the places people live
- **A sense of citizenship:** enabling care and raising our children together
- **A sense of resilience** by stewarding local ecology and investing in disaster preparedness
- **A sense of safety**
- **Well-being and enabling health**
- **Local community** economic development and local food production

 **3 yrs**

of funding secured to support the work of the membership and to continue to build the movement

 **35%**

growth in membership to 36 communities in Canada

Priorities for 2022

- **Capturing impacts** of our members to move our member strategy toward scale.
- **Build a body of knowledge** around the idea of deepening community and the seven outcomes that happen when communities engage in this work.
- **Help Governments** at the municipal, provincial, and federal level and major institutions to accept that deepening community is essential to building an equitable society.

“

I love, love, love that you give me the chance to bring others with me as part of my CDC membership. This helps me with my work so much!”

— MEMBER FROM VIRTUAL EVENT



Communities Building Youth Futures

Communities Building Youth Futures (CYBF) is a pan-Canadian movement to center youth, ages 15-30, as they build and act upon plans for their futures. CYBF became part of the network in June 2021.

The impact that the pandemic has had on youth across communities is varied, and the 12 initial CBYF communities have identified and started implementing initiatives on six common priorities for youth.

Those common priorities are as follows:

-  **Accessible education**
-  **Identity and social connection**
-  **Service navigation and access to supports**
-  **Youth engagement and leadership**
-  **Holistic health and wellbeing**
-  **Employment and mentorship**

As Tamarack radically advances the experience, voice and leadership of people with lived experiences in change efforts, CBYF has targeted engagement of individuals with lived and living experiences in 30% of the learning resources and tools that we produce. In 2021, 62% of CBYF learning resources, events and tools were co-created with youth. In 2022, we plan to grow our reach through online learning efforts and offer two courses co-designed and co-led with youth.

On May 6-7 we hosted the first virtual bilingual CBYF National Gathering and engaged 389 participants (including 85 youth) across North America. 34 youth co-led the design and facilitation of the workshops, along with all 12 CBYF communities. As Tamarack continues to grow as a recognized resource for online learning, we will continue to test and explore diverse training options recognizing the bilingual nature of Canada and providing training for those with access challenges in 2022.



Priorities for 2022

- **Onboarding 8 new communities** and creating connections across all 20 communities
- **Continuing the evolution of the Community Innovation Fund** and scaling existing promising projects
- **Advancing how we measure and communicate impact**
- **Launching 2 online courses** on Youth Engagement & Collective Impact for Youth
- **Strategically expanding bilingual resources** and supports to learners and members
- **Furthering development of Indigenous leadership** opportunities and supports
- **Implementing a national innovation project**

12

communities have launched partnerships focused on secondary school advancement and beyond

340

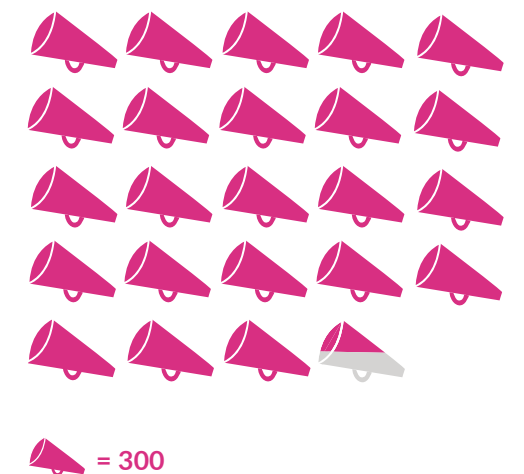
local leaders have been engaged as members of local leadership tables, with more than one-third as youth leaders

20

Community Innovation Fund projects have been funded

7,084

youth in 12 communities across Canada have been empowered by CBYF



Community Climate Transitions



In June 2021, CCT was launched to support communities to develop and implement local plans that advance a just and equitable climate transition aligned with the Sustainable Development Goals (SDGs).



8

workshops and webinars

12

blogs and 9 publications on SDG related topics

550

subscribers to our bi-monthly newsletter

In 2021, extreme weather events wreaked havoc in Canada and around the world. The climate crisis is already upending our lives and threatening our very existence. And the impacts of the crisis are not evenly distributed, with racialized and Indigenous communities — as well as those living in poverty — most impacted. In adapting the successful Vibrant Communities model, Tamarack hopes to promote whole-community responses to accelerating climate action and justice.

CCT has strengthened the movement to localize the SDGs in communities across Canada and globally. With input from an Advisory Council of SDG experts from across Canada, we developed a major publication, 10 – A Guide for Advancing the SDGs

in Your Community, which quickly became one of Tamarack's most popular resources of 2021. We also launched our first Community of Practice, co-hosted with SDSN Canada, on localizing the SDGs.

By the end of 2021, the community had over 90 members and had met three times. We focused first on community engagement - future themes include academic partnerships for the goals, SDG data and indicators, and developing a community plan.

When it comes to advancing climate and equity, we launched a Call for Applicants for a Climate Transitions Cohort. Following an overwhelming response, we chose 19 trailblazing communities in six provinces to take part in the 2022 inaugural Cohort.

Priorities for 2022

- **Accompany the CTC communities on a 10-month learning journey,** offering monthly workshops, peer learning opportunities, one-on-one support and expert coaching.
- **Grow and strengthen our SDG Community of Practice** by engaging with both new and existing learners.
- **Host a first CCT national gathering** in the fall to showcase the work of our partners.
- **Develop and nurture our partnerships** with other organizations

Learning Center

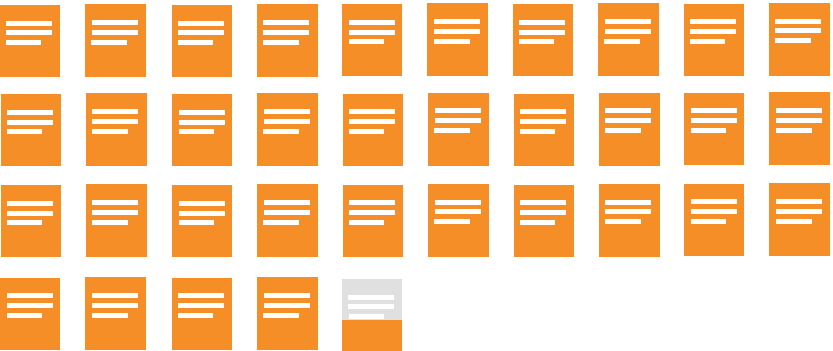
Our Tamarack 2030 Strategy brings digital learning and engagement to the forefront.


Tamarack learners and partners are looking for cost-effective, relevant learning experiences that they can access in real time or through asynchronous workshops. We embrace this shift to digital environments while still seeking to support learners and consulting clients through personalized connections, consulting, coaching, and leveraging communities of practice.



6,957

learners downloaded our tools, resources, and case studies to enhance their impact, engagement and evaluation efforts



 = 200

6,506

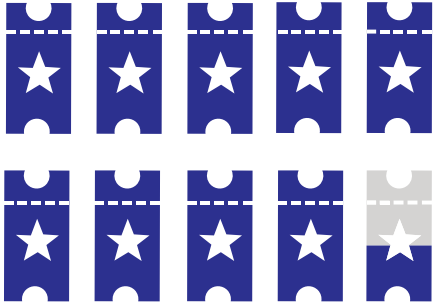
learners from 140 collaborative tables, organizations, funders, and governments accessed Tamarack's consulting services



 = 200

336

learners from Canada, the United States, France, Australia, New Zealand and beyond enrolled in virtual classes



 = 35

120+

partners shared their skills and expertise in the co-generation of knowledge and practice through workshops and webinars

15

virtual workshops were produced, reaching over 832 learners from across the globe

23

learning centre webinars were hosted, reaching 7800 learners

Collective Impact



2021 was the 10th anniversary of the debut of the Collective Impact framework. The original article, *Collective Impact*, is the most downloaded paper in the history of the Stanford Social Innovation Review.

← Looking Back

If communities drive transformational change, **Collective Impact provides an approach** that unifies community leaders around a shared plan to co-create their desired future. Tamarack's contribution to strengthening the practice of Collective Impact in 2021 included providing coaching and consulting to more than 2,200 individuals involved in CI Initiatives. Highlights of this work include:

- **Supporting the Southern Illinois Coalition for Children & Families** in a renewal process that deepened knowledge of Collective Impact and established new strategic priorities to respond to changing community needs.
- **Exploring how to address system barriers** faced by Indigenous learners on path to education and meaningful work with the Mastercard Foundation and EleV partners.
- **Launching a Foundations of Collective Impact online course** that includes coaching to support learners to apply their new knowledge.
- **Contributing to the Stanford Social Innovation Review's series** to mark the 10th anniversary of Collective Impact, with *How Field Catalysts Accelerate Collective Impact*.

22 initiatives

designed and hosted in the *New Horizons for Seniors Program*, focused on enhancing social inclusion of seniors

2,000 practitioners

accessed the Collective Impact Toolkit e-book with the result of improving outcomes in collective impact efforts

130 people

hosted in learning events focused on designing initiatives as movements for change and how to lead Collective Impact initiatives

3-part masterclass

co-delivered in Singapore to build Collective Impact capacity

→ Leading Forward

In 2022, our focus will centre on exploring the following questions:

- What is needed to support Collective Impact initiatives through their various phases of maturity?
- How can Collective Impact initiatives in the same community foster better coordination and collaboration in their change efforts?
- What capacities, tools and lessons can be gleaned from the successes and failures of Collective Impact initiatives working to advance systems change?
- What's needed to refine our understanding of the four integrated roles of the Field Catalyst and move it into action?



Community Engagement



The field of community engagement asks – how can we bring the right people together in constructive ways to co-create the future? The practices of community engagement increase community cohesion and allow for people to have ownership over the outcomes that will ultimately impact them.



I was sent your paper *The Context Experts*, and it has become so seminal in my knowledge mobilization and exchange work.”



124 learners

attended our virtual workshops, focused on pivoting to virtual and community-led initiatives



Guide published

on Community-Based COVID-19 Recovery and a whole-community approach to community renewal.



Session facilitation

We facilitated virtual mapping sessions with the Sewall Foundation to support their shift from funder-driven to community-driven strategies.



Data justice

We worked with ICES and Digital Justice Lab to lead a Peoples' Panel on how race and ethnicity data should be used for health data research in Ontario.

Leading Forward

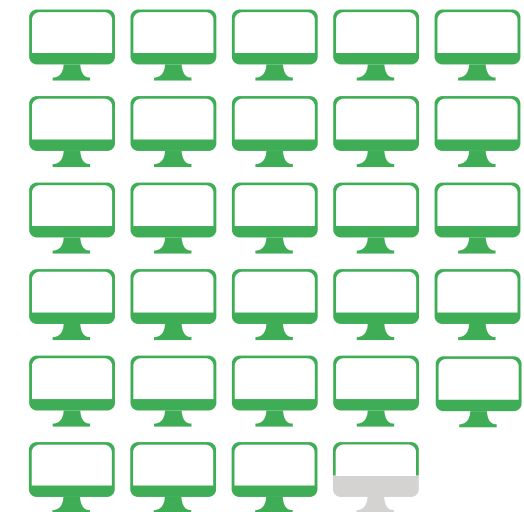
2020-2021 brought us the big pivot—where we figured out how to engage virtually—and the big reckoning—where we questioned how inclusive, representative, and accountable are our engagement practices?

As we enter 2022, we're exploring the following:

- How can we engage meaningfully and creatively in a hybrid world?
- How can we ensure our engagement is radically inclusive?
- How can we bring more community voice into decision-making processes?

853

people participated in webinars on Making the Case for Arts-Based Engagement and Crisis Communications Through a Pandemic.



 = 30

Collaborative Leadership



← Looking Back

A significant challenge facing collaborative leaders is navigating collaborative governance. A barrier to achieving impact often stems from members in the collaboration are not authentically engaged and focused on collective outcomes. In 2021, over 600 Tamarack members gained new skills to improve collaborative outcomes by building their collaborative leadership skillset. During workshops, webinars and coaching conversations, Tamarack members shared the challenges of working collaboratively which led to the development of tools and resources including *Solving the Puzzle of Collaborative Governance* and *The Collaboration Spectrum Revisited*. These resources were developed to respond to and support collaborative leaders to deepen engagement, focus on the process of collaboration and the impact of working collectively. Building the skills of changemakers was a continuing theme for the collaborative leadership practice in 2021.

→ Leading Forward

The Tamarack 2030 plan outcomes are woven into building collaborative and collective leadership capacity. In 2022, the Collaborative Leadership practice will continue to build collaborative governance skills to improve community and leadership outcomes. With our partners at the Civic Canopy in Colorado, we will continue to write about 'disruptive emergent' leadership. The pandemic has created an impatience and energy for change, calling for a new type of leadership that is adaptive willing to push toward new thinking about what works.

As well, there will be a focus on the human dimensions of collective leadership as a priority, particularly as communities move to hybrid experiences as leaders navigate a post-pandemic world. New resources will focus on creating sustainable and resilient collaboratives providing leaders with new ideas, resources and tools which will help collaborative leadership plan for the short and long term.

16

capacity building webinars and podcasts with 35 thought leaders a range of topics

51

organizations with 2,750 leaders engaged in Collaborative Leadership consulting

1,000

learners participating in skills building workshops and peer learning opportunities



Community Innovation



The field of community innovation asks – How can we create, test, and scale new approaches? As dynamic “living labs”, communities are the perfect container for innovation.

It is impossible to generate new and promising solutions to a community's most challenging issues without embracing the practice of community innovation. Community championed change generates benefits that are meaningful to the community because it combines a deep understanding of the issue to be addressed together with an appreciation of the unique characteristics and stories – both the place and the people within it – that make up the environment where the innovation will be put in practice.

Leading Forward

In 2022 we are pleased to welcome a new Consulting Director of Community Innovation to provide new thinking, examples and resources designed to support communities wanting to embrace innovation as an essential ingredient in their transformation. To build innovation capacity, we are focusing on:

- **Raising awareness of what place-based innovation is** by celebrating champions of community innovation and what's needed to foster a culture of community innovation.
- **Researching and sharing the keys to successful innovation** – the mindsets, tools, and practices – that spur sustainable innovation in communities and how they can be translated into action.
- **Deepening our understanding of what it means to scale promising community innovations** knowing that they are context specific. How can successful community innovations be shared as a source of learning rather than a solution to be directly replicated?



83 people

attended virtual community innovation workshops



Designing what's next

550 people participated in webinars exploring the many dimensions of Community Innovation.

These included:

- Intersections and Innovations: Perspectives on the State of the Canadian Voluntary Sector
- Transforming Communities Through Resident Leadership: Lessons from Healthier Together
- Facilitating Breakthrough: The Art & Science of Transformative Facilitation
- Theory of Change to Theory of Influence



New partnership

with the Ottawa Food Bank on addressing food insecurity



346 participants

in the Power of Co-Design webinar and 48 learners participating in the 4-part **Co-Design: How to Facilitate Community-Led Change** workshop.

Evaluating Impact



Collective awareness of the interconnectedness of challenges (climate transition, systemic racism, social inequalities heightened by the pandemic) generates a thirst among practitioners to better understand and analyze the contribution of their actions to larger-scale change.



Not only was the workshop packed with a lot of great information, there were also a lot of connections made to other resources that we could use to explore some of these topics in depth (which I will definitely do!)."

— PARTICIPANT OF THE PARTICIPATORY EVALUATION WORKSHOP

Growing curiosity around simple, user-oriented, inclusive, and mobilizing evaluation practices creates a substantial demand for practical, self-sustaining, action-integrated solutions and approaches.

To address these two complementary needs, the Learning Center Impact practice area has chosen, in 2021, to focus its impact on strengthening the culture and practice of participatory evaluation within communities through the following actions:

- **Launching a new online core course in participatory evaluation** offered in English and French. Participants tested ideas and built knowledge in monthly coaching sessions.
- **Creating and implementing two workshops and group coaching sessions** on participatory evaluation in English and French. Ninety community leaders practiced developing a participatory evaluation strategy.
- **Aligning, adapting, and translating** key evaluation resources offered to Tamarack members.
- **Creating an evaluation capacity building pathway** for Community Building Youth Futures and Communities Ending Poverty based on videos and coaching sessions.
- **Developing an impact measurement and strategic learning consulting offer** to clients both internally and externally.

Leading Forward

01

Advance the impact measurement and strategic learning practice, focusing on building capacity via workshops, tools, resources, and consulting.

04

Build internal and external awareness of Indigenous evaluation designs and frameworks.

02

Contribute to the harmonization and simplification of evaluation approaches and tools used and shared within Vibrant Communities.

05

Encourage the sharing of innovative practices in impact measurement within our network and ensure a strategic watch on inclusive and participatory place-based approaches to evaluation and the potential of new technologies.

03

Support internal impact measurement strategies and lead reflections on the impact of our Field Catalyst role.

Our Quebec Strategy

Over the last year, collaborations between Tamarack and organizations in Quebec were numerous and fruitful.

We are proud to have contributed to bringing together changemakers from Quebec and Canada, profiling the Quebec experience in our network while creating interest for Tamarack's offer and resources among French-speaking communities.

Our approach recognizes the specificity of the Quebec context and is therefore aligned with a complementarity perspective. Given the complexity of today's major social and environmental challenges, we are convinced that it is by learning from each other and pooling our strengths that we can best support local communities in developing and implementing sustainable solutions.



“

We had the pleasure of collaborating with Tamarack to deploy a collective impact project in France. There is no doubt about Tamarack's added value.”

— MATTHIEU PIAGEY



From 2 to 9 communities



50% growth in learners



50 publications translated

We have been working to translate our publications into French, including guides, articles, blogs and case studies. Additionally, we have created francophone space on our website and a monthly French-language newsletter.



Forming relationships

Tamarack has been active in completing consulting work in francophone communities in Quebec and beyond. We have been developing strategies to build trust relationships with our **100 key partners** in Quebec and reaching out to **25 changemakers** to deepen our understanding of the Quebec ecosystem. Our *Place-Based Quebec* webinar series helped share this expertise with our English-speaking partners.

Leading Forward

This first year has laid the groundwork for rich collaborations for years to come.

In 2022, we aim to:

- Intensify our collaboration with Quebec communities
- Expand the learning community network supported by Tamarack
- Widen our communication strategy for a francophone audience
- Develop and strengthen our trust relationships with our Quebec stakeholders

Digital Sales, Engagement and Learning

Our 2030 strategic plan identified growing the capacity of changemakers as a crucial driver for the next 10 years of Tamarack. Key to this is leveraging our current learning platform and building our internal capacity to deepen our digital engagement and learning strategies. Our objective moving forward is to establish a digital experience vision and action plan.

To meet these critical priorities, the end of 2021 marked the launch of DSEL – a Digital Sales, Engagement and Learning practise at Tamarack. Strategically focused on growing Tamarack’s internal capacity in digital learning and engagement, the strategy emphasizes sales as a key driver to create sustainable growth for the organization over the long term.

01 Tamarack website Form meets function

Create a compelling, easy-to-use website focused on engagement and functionality and meeting the needs of our constituents.

02 Learning Hub Informational empowerment

Build a best-in-class knowledge-sharing platform to keep members educated and empowered on their learning journey with our courses.

03 Content Community Connections commitment

Develop a digital communications and content strategy to tell bigger stories about what we do in tangible and intangible ways.

04 E-Commerce Engine Advancing monetization

Enable us to seamlessly engage with learners, encouraging repeat participation via subscription models and curated journeys.

05 Real-time Insights Meaningful decision-making

Utilize analytics to streamline digital engagement, drive efficiency and leverage opportunities while saving time and money.

06 DSEL Integration Centralized service

Position DSEL as an in-house agency in which priorities across the LC and VCs are effectively triaged in an efficient management system.



Finance

Our Financial Position

Our operations and finance team develops and maintains systems to ensure Tamarack is well run and that the Tamarack team can bring leadership to building better communities.

 **\$7.5M**

Total Operating Budget for 2021



■	Donors & Grantors	\$6,188,540
■	Consulting Clients	\$767,978
■	Learners & Members	\$569,899
Total		\$7,526,417

Donors and Contributors

We are deeply grateful to our donors, grantors, consulting partners, and members for believing in us and providing us with the financial stability to be effective. We have grown Tamarack together.

\$100,000 +

An anonymous donor
ESDC
Sewall Foundation
Suncor Foundation
The J.W. McConnell Family Foundation
World Education Service Mariam
Assefa Fund

\$10,000 +

Chippewas of the Thames First Nation
Community Advocacy Research & Evaluation Consulting Group
Compassionate Ottawa
Co-Operators Community Fund
Corporation Sisters of Saint Martha
Danville Regional Foundation
Families & Youth, Inc.
Food Banks of Canada nc.
Federation CJA
Government of Canada
ICES
Kahnawake Collective Impact
National Council of Social Service
New Horizons for Seniors (ESDC)
Ottawa Food Bank
Pathy Family Foundation
Rideau Community Health Services

Service Canada
Simon Fraser University
Southern Illinois Coalition for Families & Children
The Sonor Foundation
United Way of Central Iowa

\$10,000 - \$1,000

A

Air Canada
Alberta Health Services
Ashoka Canada
Auckland Council

B

B.C. Association of Community Response Networks
Brandon Neighbourhood Renewal Corp.
Brant Community Health Services
Bruce Grey Poverty Task Force

C

Calgary Arts Department
Calgary Food Bank
Canada Helps
Canadian Centre on Substance Use and Addiction
Canadian Mental Health Association
Canadian Mental Health Association
Alberta Division

Canadian Parents for French
Canadian Poverty Institute
Canadian Public Health Association
Capital Area Food Bank
Carya
Catholic Social Services
Central Alberta Poverty Reduction Alliance
Centre for Employment Innovation
City of Airdrie
City of Airdrie Social Planning
City of Chestermere
City of Edmonton
City of Edmonton
City of Grande Prairie
City of Grande Prairie
City of Kawartha Lakes
City of Lethbridge
City of London
City of Mission
City of New Westminster
City of Powell River
City of Red Deer
City of Revelstoke
City of Richmond
City of Spruce Grove
City of Spruce Grove
City of Toronto
City of Vancouver
City of Windsor

CityMatCH
Clinton County RESA Office of Innovative Projects
Co-operative Housing Federation of Toronto
CoLab Exeter
Collabria
Community Connection
Community Connection/211 Central
Community Development Advocates of Detroit
Community Living Toronto
Community Sector Council
Newfoundland and Labrador
Comox Valley Early Years Building Connections
Comox Valley Regional District
Conseils d'éducation de districts
Consortium for Infant and Child Health
Coopérative de travailleurs Niska
County of Oxford
County of Simcoe
Cranbrook Planning Society

D

Dalhousie University - Dept Family Medicine
DC Moves
DC Primary Care Association
Des Moines Central Iowa

E

Edmonton Public School Division
Elgin St. Thomas Coalition to End Poverty
End Homelessness Winnipeg
EndPovertyEdmonton

F

Family Life Australia
FCSS Wetaskiwin
Federal Reserve Bank of Dallas
Feed America
FSG Inc
FUSE Social
Future Oxford Partnership

G

Generator TO
Georgia Health Policy Center
Golden Circle
Golden Community Social Services Coop

Government of New Brunswick
Government of NWT
Government of NWT
Greater Fredericton Social Innovation
Greater Sudbury - Community Action Networks
Guelph and Wellington Task Force for Poverty Elimination

H

Habitat for Humanity International
Haldimand Norfolk Health Unit Halifax
Hamilton Roundtable for Poverty Reduction
Hastings Prince Edward Public Health
Headwaters Communities In Action
Health Commons
Healthy Harrison
Huron Perth Public Health

I

Indiana Department of Health
Indiana University
Indigenous Education Initiative
Inspiring Communities
Inspiring Communities NZ
Invasive Species Council of BC

J

Joshua Creek Church

L

L'Arche Canada
Laura MacFeeters
Lethbridge SHENLA
Lift Community Services
Lili'uokalani Trust
Living SJ
Luther College, University of Regina

M

Markham Public Library
Marlene Epp
Mastercard Foundation
MCFD-STADD
Momentum
Mount Allison University
Multicultural and Immigrant Services Association

N

Nanaimo: District of Nanaimo
Nathalie Blanchet

Nelson at its Best
Niagara Region Public Health - CDIP
NNPHI
North Bay Parry Sound District Health Unit
Northern Counties Health Care
Northern Health Authority
NS Dept Inclusive Economic Growth
Nurture

O

Onigaming First Nation
Openly Inc.
Oxford County

P

Parkdale Food Centre
Peel Poverty Reduction Strategy
Placentia health Centre
Portage la Prairie Community Revitalization Cooperation
Portland Metro STEM Partnership
Prince Edward Learning Centre
priyankas@dixiebloor.ca
Prosperity Roundtable, Chatham-Kent
Public Health Association of BC

R

Reducing Senior Social Isolation
Community Connection
ReForest London
Region of Peel
Region of Waterloo
Regional Municipality of Durham
Regional Municipality of Wood Buffalo
Regional Municipality of Wood Buffalo, Corporate and Community Services, Neighborhood and Community Development
Rethink Winnebago County
RhPAP
Right to Succeed

S

Saegis
Saskatoon Food Bank
Saskatoon Poverty Reduction Partnership
Scop Accolades
Skills Society
SKP Resilience Coalition

Social Development Council of Cornwall and Area
Social Research and Planning Council, a Division of the United Way Perth-Huron
South West District for Culture, Recreation & Sport
Southern Health-Santé Sud
Southwest District Health
SRDC
StFX
STOPS to Violence
Strathcona County Family and Community Services
South Kootenay Lake Community Service Society
Survey Monkey

T

The Full Frame Initiative
The John F. Kennedy Center for the Performing Arts
The Neighbour Network: Toronto Seniors Taking Charge
The Outside
The Regional Municipality of York
The University of British Columbia
The Wilson Battlefords Initiative
The Yonge Street Mission
Town of Amherst
Town of Canmore
Town of Drumheller
Town of Stony Plain
Trenton Military Family Resource Centre

U

United Counties of Leeds and Grenville
United Way Cape Breton
United Way for Southeastern Michigan
United Way Halton and Hamilton
United Way Kingston
United Way Niagara
United Way of Snohomish County
United Way Philadelphia
United Way Regina
United Way Sault Ste Marie
Université de Sherbrooke
University of Manitoba
University of North Carolina

V

Vancity

Vibrant Communities Calgary
Vibrant Communities Charlotte County
Vibrant Hawaii
Virginia Department of Health

W

Westmorland Albert Community Inclusion Network Co-operative
Winnipeg Poverty Reduction Council Winnipeg
Wisconsin Office of Children's Mental Health
WithinReach
Women's Centres Connect

Under \$1,000

10C Shared Space
2Thrive4
360 LYNQ Solutions
4th Line Theatre

A

Aberdeen Foyer
Acadia University
Action for Healthy Communities
Active Transportation Advocate & Consultant
ADRD Program Division of Public Health, DHW Idaho
Advocacy Centre for the Elderly
Aga Khan Council for Canada
Agence Ometz
AHS
AIDS Committee of Toronto
Alberni Clayoquot Health Network
Alberta Health Advocate
Alberta Recreation
Allison Ritchie
Alternatives Community Program Services
Alternatives North
Alzheimer Society of Saskatchewan
Amanda Almond
Amelia Sirianni
Amphibian Stage
Andrew M Peters
Anglophone East School District
Anne Vincent
Antigonish Afordable Housing Society
Antigonish Poverty Reduction Coalition

Antigonish Women's Resource Centre
Arcora Foundation
Ash Tree Projects
Association of Alberta Sexual Assault Services
Athabasca University
Atlantic Summer Institute on Healthy and Safe Communities
Arlene Murray-Kieken
Arnold Krever
Aura Freedom International
Aurora Public Schools
Awo Taan Healing Lodge Society

B

Banff Centre for Arts and Creativity
Baptist Church
Barbara Pedersen Facilitation Services Inc
Barry's Bay and Area Senior Citizens
Home Support Services
Battle River Watershed Alliance
BB4CK
BC Centre for Palliative Care
BC Government
BC Public Service
BC Rent Bank
BC's Office of the Human Rights Commissioner
Benzie Bus
Bernalillo Community Museum
Bester Community of Hope
Beth Anne Macdonald
BGC Hamilton Halton
BGC-Okanagan
Big Waves
Bilal Community Centre
Bill Dare
Black Metropolis Research Consortium
BlakDance Australia Ltd
Blue Door
Bonnie Baynham
Bonnie Tompkins
Boulder County Public Health
Breakfast Club of Canada
Brian White
BRIDGE Housing Corporation
Brock Recreation
Brock University
Bruce County
Building Roots
Burnie Works

C

Calgary and Area Child Advocacy Centre
Calgary Housing Company
Calgary Immigrant Women's Association
Calgary Reads
California Partnership to End Domestic Violence
Cambridge Neighbourhood Organization, Hespeler Village Neighborhood Association
Camden Consulting
Campus Compact Mid-Atlantic
Canada Bridges
Canada Online Giving
Canada Research Chair in Partensrhip with Patients and the Public
Canada Without Poverty
Canadian Health Services and Policy Research Alliance
Canadian Mental Health Association of Northern BC
Canadian Mothercraft Society
Canadian Red Cross
Canadian Urban Sustainability Practitioners
Canadian Water Network
Cantine pour tous
Cape Breton Partnership
Cape Breton University
Capilano University
Carea Community Health Centre
Carebridge Community Support
Carriage House Consulting
Carsey School of Public Policy
Catherine Gunn
Cathy Wright
CCIS
Central Okanagan Foundation
Chan Zuckerberg Initiative
Changemark Research Evaluation Ltd. Child
Children's Aid Foundation of Canada
Children's Foundation of Guelph and Wellington
Children's Services Council of Broward County
Children's Services Council of Palm Beach County
Chinatown Transformative Collaboration
Society of Edmonton (CTC)

Chippewas of the Thames, Justice Department
Chippewas of the Thames FN
Christchurch City Council
Christina Harvey
CHSSN
Circles USA
Citizen
City of Brampton
City of Burlington
City Of Calgary
City of Cambridge
City of Delta
City of Goodyear
City of Greater Dandenong
City of Greater Sudbury
City of Guelph
City of Hamilton
City of Kamloops
City of Kelowna
City of Lancaster
City of Langley
City of Leduc
City of Leduc FCSS
City of Leduc, FCSS
City of Medicine Hat
City of Moncton
City of Newcastle
City of North Vancouver
City of Oshawa
City of Ottawa
City of Penticton - Social Development
City Of Red Deer Social Planning Department
City of Regina
City of Riverside
City of St. Albert
City of Winooski
CityHive
CitySpheres
Clearwater Regional Family
Cleveland Central Promise - SOCF
CNIB
CNP
Co.spire Consulting
COCO
Collaborative Consulting
Collectif Récolte
Collingwood Public Library
Columbia Basin Trust
Columbia College Chicago

Communities Building Youth Futures PA
Community Food Centres Canada
Community Impact Network
Community Living Brant
Community Living Guelph Wellington
Community Support & Project Coordinator, Township of Ashfield-Colborne-Wawanosh
Comprehensive Community Health Foundation
Concertation Horizon
Concertation pour le développement social de l'Outaouais
Concordia Food Coalition
Conrad Grebel University College
Conservation Alliance for Seafood Solutions
Consortium en développement social de la Mauricie
County of Lambton
County of Wellington
Credo
Credo impact
Crystal Melville
CSC of Broward County
CSIRO
CUPS
cvecsp
CVO @Juniperbistro

D

Daily Bread Food Bank
Dance Umbrella of Ontario
Daoussem tchah bernard
Daughters of Tomorrow
David Norget Counselling
David Plouffe
Dawson College
Decidedly Jazz Danceworks
Department of Education, Skills and Employment
Direction Régionale de Santé Publique de Montréal - CIUSSS Centre-Sud-de-l'Île-de-Montréal
District of Nanaimo
District of Parry Sound Social Services Administration Board, Diversity and Inclusion
Dixie Bloor Neighbourhood Centre
Dixie Taylor
Douglas College
Downtown can member

<p>Durham Region Dynamo</p> <p>E</p> <p>e4c Early Learning Hub of Central Oregon/HDESD East County Resolutions East Kootenay Child Care Resource Eastern Charlotte Waterways Eastern Ottawa Resources ECALA Edmonton Mennonite Centre for Newcomers Edmonton Seniors Coordinating Council Edmonton Southside PCN Edmonton Southside Primary Care Network ElderActive Recreation Association Embrace Engage Nova Scotia Engage R D Enterprise Community Partners EnvirEau Clean Environment and Climate Change Canada Equal Access International ESCC Essex County Library Evacuteer.org Evaluation Capacity Network Extend-A-Family Waterloo Region</p> <p>F</p> <p>Family Caregivers of BC FAMILY INC. Family Service Kent Family Service Rochester Family Service Toronto FCSS FCSS Fort Sask Feed Ontario Feeding America filia.die frauenstiftung Five Five and Two Network FNTI Focus Intent Foundations for Social Change Foundry Friends of St. Luke Friesenpress</p>	<p>Fusesocial</p> <p>G</p> <p>gazelle GEEARS: Georgia Early Education Alliance For Ready Students GenWell Project Gerard McNeil GKI Initiative GN-DH (Kitikmeot) GNB, Department of Justice and Public Safety Golden Community Social Services Coop - Golden, BC Good Thinking Professional Services Goodwill Industries Goodwill Industries of Northern Michigan Government of British Columbia Government of Newfoundland and Labrador Government of Sask Graham Consulting Services Greater Trail Community Skills Centre Green Communities Canada Green Mountain United Way Green Neighbours Network of Toronto Grey Bruce Health Unit Guelph and Wellington Task Force for Poverty Elimination Gwen Dueck Consulting Services</p> <p>H</p> <p>Habitat Canada Habitat for Humanity Habitat for Humanity Moncton Habitat for Humanity Vancouver Island North Habitus Collective Hall County Community Collaborative Halton Environment Network Hamilton CityLab Hamilton Council on Aging Hamilton Immigration Partnership Hamilton Jewish Family Services Hamilton Literacy Council Hanna Volunteer Association/Hanna Learning Centre Health Commons Solutions Lab Health Quality Council Healthy Families Waitakere</p>	<p>Hespeler Village Neighbourhood \ Association c/o the Cambridge Neighbourhood HHHCC Hobsons Bay City Council Hope 24/7 Horizon Education Alliance Horizon Health Horizon Housing Hospitality Workers Training Centre Housing Services Division, The Regional Municipality of Durham HRJ Consulting Ltd. Hull Services, Patch program Huron County Cultural Services Huron Perth Public Heatlh 'A'ali'i Alliance Idaho Dept. Health IMAGINE Citizens Collaborating for Health</p> <p>I</p> <p>IMPACT Grande Prairie (Formerly Prevention of Family Violence) Impact Plus Consulting independent consultant Indigenous Innovative Solutions Inc. Indus Community Services Indus Tree Crafts Foundation Innisfil ideaLAB Innovate Communities Innovative HR Institut universitaire de première en santé et services sociaux du CIUSSS de l'Estrie Intelligent Futures Intercultural Mutual Assistance Association Internal Affairs Isaac Hewitt-Harris Island Health IU Fairbanks School of Public Health</p> <p>J</p> <p>James River Association Janelle Knoop Janet Mrenica Jasper Place Wellness Centre Jennifer Bodenham Inc. Jennifer Chivers Jennifer Cutbill Jewish Family and Child Service</p>	<p>JFSC Jimmy Pratt Foundation Joanne McQuiggan John Field John Howard Society John Howard Society of Red Deer John Howard Society of Southeastern New Brunswick Joint Standing Committee on Rural Issues of BC Justin Williams JS Daw</p> <p>K</p> <p>Karen Gelb Karen Mingarelli Karen Parker Thompson Kathy Thompson Katrina M. Johnson, LLC Kawartha Art Gallery Kenora Association for Community Living Kerri Wall Kirsten Webb Knowledge Institute CYMHA Kootenay Seniors Kristen Wells Consulting</p> <p>L</p> <p>Lamoille County United Way LEA Place Women's Resource Centre LEARN Lenawee Community Mental Health LevelUp Planning Collaborative Linux Professional Institute Lisa Attygalle Literacy Link South Central Liz Weaver Logan Together Lori Peterson Louise Pitre Coaching and Consulting Inc.</p> <p>M</p> <p>Maamwesying North Shore Community Health Maclab Centre for the Performing Arts MANNA Food Bank Maragret Laurence Housing Co-operative Marc St.Dennis Marianne Cerilli Marina McBride Mary Cahill</p>	<p>Mary Pickering Mason City-CAN Massachusetts College of Liberal Arts Massey University Maya Consulting LLC MCG Careers Inc McGill MCLA McMaster University MDE Me! Meagan McVeigh Medicine Hat Community Housing Society Melisa Edgerly Melonie Lubemsky Memorial University of Newfoundland, Grenfell Campus Mental Health Commission of Canada Mental Health Recovery Partners North Island, Port Hardy BC Mental Wellness Coalition, Island Health MENTOR Canada/Big Brothers Big Sisters of Canada Metro Caring MI Balance of State CoC Michael Toepfer Michelle Hawco Consulting Michigan State University Extension Mid-Valley STEM-CTE Hub Middlesex County Library Mikayla McNulty Mike Des Jardins Milton Community Resource Centre Mindwise Communications Minerva BC ML Centre for Action on Food Security Moffitt Cancer Center Money Mentors mothers Multicultural Council of Saskatchewan Municipality of Chatham-Kent Municipality of Clarington</p> <p>N</p> <p>NACHA NAFC Nakoda Youth Council/Canada Bridges Naomi Berkove Nashville Public Library Nathalie Bédard National Association of Federal Retirees</p>	<p>National Geographic Society National Governors Association Native Immigrant NDE Regional Coach Nebraska Community Foundation New Dawn Community Development Educational Foundation Nikita Kapur Ninti One Limited Ninti One Ltd NMCAA NORC at the University of Chicago North County Community Collaberative North Glenora Community League North Island Employment North Lanark Community Centre North Lanark Community Health Centre North Saskatchewan Watershed A northern engagement GR Northern Health Northside Rising / Inspiring Communities Northwest Michigan Coalition to End Homelessness Northwest Michigan Community Action Agency Northwest Michigan Supportive Housing (NMSH) Nova Scotia Provincial Government NS GovLab - Department of Seniors NWT Literacy Council NWT Seniors Society NWT Seniors' Society</p> <p>O</p> <p>Oakland Mills Local Leadership team Observatoire estrien du développement des communautés OCCA Oceanside Health and Wellness Network OEDC Office of the Child and Youth Advocate Office of the Child and Youth Advocate of Alberta Om Dhungel Consulting ONSIDE Ontario Association of Social Workers Ontario Caregiver Organization Ontario Public Service (MCCSS) OOKPIK Services Inc. Orangeville Citizen Orangeville Food Bank - Caring for the Community</p>
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Orchards Residents Association Orchestras Canada Osana yhteista ratkaisua Oy	Regina Public Library Regional District of Central Kootenay Regional Diversity Roundtable of Peel Regional Support Associates Renfrew County Child Poverty Action Network Research Institute for Aging Retired Reuben Ford RICC / CCIN Rideau Hall Foundation Rikki Frith Rippel Foundation Rita Yembilah RMWB Rochester Monroe Anti Poverty Initiative Rochester Monroe Anti-Poverty Initiative Rural Development Network Ruth Tabacnik	Share the Warmth shenla SHENLA (Lethbridge) Shilo MFRC Simcoe County Food Council Singapore University of Social Sciences Skeena Diversity Society Skillcity Institute Skills Canada Nova Scotia Social Planning Council - Thrive Poverty Reduction project Social Planning Council Oxford Social Planning Cowichan Social Research and Demonstration Corporation Social Strategy Team, LLC Social Venture Partners Calgary Society of St. Vincent de Paul Sondra Barrett South East Edmonton Seniors Association South Essex Community Council South West Baptist Church Southern Alberta Individualized Planning Association Southern Health Southminster United Church Sparlin Mental Health Sport Waitakere Spring Garden Area Business Association Springfield Regional Development Corporation St Albert St David's Foundation St Mary's Ferry Landing Neighbourhood Association St. Albert St. Albert Food Bank and Community Village St. Francis Xavier University National Collaborating Centre for Determinants of Health (NCCDH) STEPS Forward - BC Initiative for Inclusive Post-Secondary Education Story College Access Network Stratos Stratos Inc. Stronger Places, Stronger People Initiative Sublette County SAFV Task Force Suncor Energy Foundation	Sunshine Coast Community Services Society Sunshine Coast Regional District; Sunshine Coast Community Resource Centre Surrey Poverty Reduction Coalition Surrey Square Primary School Sylvia Cheuy	Timmins Economic Development Corporation Town of Cochrane Town of Edson Town of Halton Hills Town of High River Town of Innisfail Town of Kentville Town of New Glasgow Town of Sexsmith Town of Stewiacke Townshippers Association Trico Changemakers Studio Turtle Island Institute	Vicki Lee Victoria DFP Village of Harrison Hot Springs Village of New Denver Ville de Montréal, Service de la diversité et de l'inclusion sociale Vivo Volunteer Alberta Volunteer Strathcona Centre
P Pact Palm Beach County Paragon Testing Enterprises Park People pattillo Paul Ramsay Foundation PBRCADA Peacebuilders Canada Peel Halton CHF Periwinkle Research Evaluation Permian Basin Regional Council on Alcohol Persist Nashville Personal Development Peter Fitzpatrick Peterborough Police Service Pieter de Vos Pinecrest-Queensway Community Health Centre Pôle d'économie sociale de la Vallée-du-Haut-Saint-Laurent Portage Community Revitalization Corporation Positive Living North Prairie Mountain Health Preston Heights Community Group Prime Illumin Prince George Public Library Proforem Inc. Promise Prospect Human Services Prosper Canada Proyecto Pastoral PTP Pueblo County Pueblo Department of Public Health and Environment Purpose Built Communities Purposefully Pūtake Nui	S S.U.C.C.E.S.S. Sage Seniors Association Sagesse Sagesse Domestic Violence Prevention Society Saint John Community Foundation Saint John Human Development Council Saint Luke's United Saint Mary's University Salsbury Community Society Salt Spring Health Advancement Network Sandy Hill Community Health Centre Saskatchewan Ministry of Health SCHED Schlegel-UW Research Institute for Aging Schlegel-UW Research Institute for Aging (RIA) School Board Trustee School District 64 Seattle Housing Authority Self Help Connection Self-employed Seniors Come Share Society Seniors Council SeniorsNL sfblc (and SPRP) Shae Centre for the Salish Sea Shannon Rex		S Table de quartier Montréal-Nord TakingITGlobal TAS TC Consulting Te Pou TELUS Spark Tenacious Change Terra Centre Thames Valley District School Board The Cause Collective The Children's Garden The Civic Canopy The Co-operators Group, Ltd. The Colorado Trust The Community Services Network The Connectives The Consulting Edge The County of Prince Edward The District Municipality of Muskoka The Elizabeth Fry Society of Greater Vancouver The Further Education Society of Alberta The Greater Trail Community Skills Centre The Jacaranda Center The Jacaranda Center for Family and Youth Development The Jewish Social Services of Hamilton (Hamilton Jewish Family Services) The Mississauga Food Bank The Mustard Seed The Reach Foundation The Region of Halton, Housing Services The Smith Family The Southern Initiative The Thoughtful Workplace The University of Melbourne The Wise Group THINK Hauora Thrive	U UCLouvain/IRSS/RESO UIC UJA Federation of Greater Toronto Umalia United Way United Way Edmonton United Way Guelph Wellington Dufferin United Way Halton United Way Hastings United Way KFL United Way of Calgary and Area United Way of Greater Moncton and Southeastern NB Region United Way of Lethbridge United Way of Olmsted County United Way Oxford County United Way Regina United Way Southern Interior BC United Way/Centraide Windsor-Essex County University of Alberta University of Ghana, Legon University of Michigan University of Southern California University of Toronto University of Waterloo Campus Wellness University of Winnipeg University Settlement Universty of Manitoba UVIC	W WA Action Waterloo Region Crime Prevention Council We're Together Ending Poverty Weave Ltd. Wellkin Child WellQuest Consulting Ltd West Coast LEAF Whistler Community Services Society William Winter Institute Winnipeg Regional Health Authority WINS WNC Health Network Women and HIV/AIDS Initiative Women's Centre of Calgary WoodGreen Community Services WorkplaceNL World relief Organization Wyoming Coalition Against Domestic Violence and Sexual Assault
Q Queens University				V VAFCS Valor Vancity Community Foundation Vancouver Foundation Vanier Institute of the Family	Y Yeodin Avent YMCA of Cumberland YMCA of Greater Halifax/ Dartmouth YMCA Centre for Immigrant Programs (12748) YMCA of Simcoe/Muskoka YMCA-YWCA of Winnipeg Yorkville University Young Caregivers Association Yukon Status of Women Council YWCA Kalamazoo YWCA Metro Vancouver YWCA MUSKOKA
R R.O.C.K. Mat-Su REACH Edmonton Recreation Nova Scotia					Z Zeitgeist Arts Zero to Five Montana * Current as of February 2022

Tamarack at 20

Late 1990s

The vision begins

Tamarack's story begins in the late 1990s with a series of conversations between Paul Born, who was heading Opportunities 2000, and Alan Broadbent, chairman of Maytree. Paul and Alan talked about what it takes to get a broad range of stakeholders working together with people with lived experience of poverty to address big, complex issues. They began to see the outlines of something bigger: a national organization to promote the art and science of community change for cities, where people are engaged and working together to strengthen their community.

2000

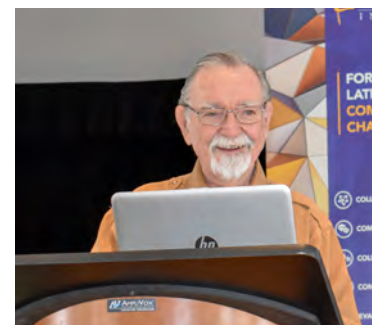
Tamarack is established

Alan as Chairman and Paul as President jointly launched Tamarack: An Institute for Community Engagement. Its mission was to develop a process to help people create bold visions for the future of their communities and work together to achieve those visions more easily and effectively.

2001

The early days

Alan, through Maytree, made a long-term commitment to funding and giving leadership to Tamarack, and with this confidence Paul consulted with a small group of founders on how to scale Tamarack and the Opportunities 2000 learnings to a national level. Among the early founders were Alan Broadbent and Ratna Omidvar of Maytree, Tim Brodhead and Katharine Pearson of the J. W. McConnell Family Foundation, Frances Westley of the McGill-McConnell program, and Sherri Torjman of the Caledon Institute of Social Policy.



2002

Vibrant Communities launched

With leadership support from the J. W. McConnell Family Foundation, just over 50 community leaders from 14 cities gathered at the Ignatius Jesuit Centre in Guelph, Ont.

"We spent four days together having a really good conversation. On the last day, we introduced the idea of Vibrant Communities Canada. People were excited." – Paul Born



2003

Building and sharing knowledge

Tamarack established a Learning Centre to document community-building activity and disseminate the learning. It grew to include web-based learning, e-newsletters, tele-learning, online workshops, and research papers. The knowledge was shared freely with anyone who wanted to access it. By 2004, more than 5,000 people used the services every month.

"The building of the knowledge base has been very important and was intentional at the outset. This was going to be the basis of Tamarack's work – we would not only work with communities but learn from them, document their learning, and leverage their learning so other communities and individuals could benefit." – Alan Broadbent



The first Community Change Institute

Tamarack's signature learning event, a five-day gathering to inspire and renew community changemakers, took place at the Ignatius Jesuit Centre in Guelph. Interest ran high, so Tamarack arranged off-site accommodations and buses to carry people back and forth.

"We wanted to produce events that gave people the very best experience. There was a sense that the people coming to our events were going to contribute to the wellbeing of the Institute." – Paul Born

2005

Entering a new phase

As the Trail Builder experiment drew to a close, Mark stepped down as Vibrant Communities Director and Liz Weaver, of the Hamilton Roundtable for Poverty Reduction, took up the role.

"Tamarack was in the process of engaging its Vibrant Communities partners in a conversation about where to go from here. What would be the next iteration of the poverty reduction movement? How could we keep working together and building momentum? We started to refocus on what Cities Reducing Poverty could look like." – Liz Weaver



Trail Builder Success

Results were tabulated and they were extraordinary. The experiment would eventually impact nearly 250,000 people, producing solid evidence that collaborative, cross-sector action is a successful way to reduce poverty. Based on these results, Vibrant Communities opened its model to all cities. Membership jumped to 26 cities.

"In Calgary, city council adopted a process that would allow anyone who was low-income to get 50% off their bus pass. That was our first big systems change, affecting about 10,000 people." – Paul Born

2012

2008

Publishing books, sharing knowledge

Tamarack captured Trail Builder stories and learnings in a new book, *Creating Vibrant Communities – How Individuals and Organizations from Diverse Sectors of Society are Coming Together to Reduce Poverty in Canada*, edited by Paul. That year Paul also published *Community Conversations: Mobilizing the Ideas, Skills, and Passion of Community Organizations, Government, Businesses, and People*, a book that is now a Canadian best seller and has sold more than 20,000 copies.



2010

2011

Collective Impact gains profile

Tamarack was writing its *Trail Builder* report when the article *Collective Impact* appeared in the *Stanford Social Innovation Review*. It presented a framework for how organizations across all sectors could work together to achieve a common goal. It described, in fact, what Tamarack had been doing since 2002 with Trail Builder.

"We had been doing [Collective Impact] ourselves, just using different language. We were doing a Canadian version with on-the-ground experiences and practices. The ideas we had been writing about and implementing in communities became very popular thanks to our partners at FSG and Aspen in the United States." – Mark Cabaj



2013

Growing and evolving

Bolstered by an Ontario Trillium Foundation grant, Tamarack attracted more cities to the Vibrant Communities network. Tamarack refined its learning approach by grouping resources and learning into five core idea areas: Collective Impact, Community Engagement, Collaborative Leadership, Community Innovation, and Evaluating Impact. Based on Paul’s research for his forthcoming book, a community of practice known as Deepening Community, with Sylvia Cheuy as director, was formed to explore how to build stronger, more inclusive neighbourhoods.

2014

Deepening community in Canada

Paul published his book *Deepening Community: Finding Joy Together in Chaotic Times*, which has sold more than 20,000 copies to become a Canadian best-seller. The book presents four pillars of “deep” community: When people share their stories, take time to have fun together, care for one another, and work together to make the world a better place, their communities become more connected and resilient places to live. These themes formed the basis of the growing Deepening Community practice.



2015

Poverty summits are established

Under Paul’s leadership Vibrant Communities began hosting annual national summits that continued raising the profile of poverty reduction in Canada. The 2015 summit in Ottawa called for the three levels of government – municipal, provincial, and federal – to align their efforts to reduce poverty.

2016

Poverty reduction gains momentum

The 2016 Vibrant Communities summit in Edmonton, called *Cities Reducing Poverty: When Mayors Lead*, drew mayors from cities large and small across Canada to discuss and share ways to build economically inclusive communities. The 2017 summit in Hamilton, *Cities Reducing Poverty: When Business is Engaged*, featured business leaders who profiled initiatives such as Living Wage, and financial empowerment. With the federal government committing in 2016 to a national poverty reduction strategy, momentum was on the rise, and Tamarack was a national voice and advocate.



2017

Two national movements and a learning center

Vibrant Communities was engaged in two national campaigns to reduce poverty and deepen community in Canada. Cities Reducing Poverty has a bold goal to improve the lives of 1 million Canadians within 10 years. Cities Deepening Community is building a network of 25 member cities by 2021 to strengthen local communities and deepen bonds between neighbours. Tamarack’s Learning Centre is positioned to grow the capacity of the 24,000 community builders in our network by equipping them with the skills, knowledge, resources, and connections to make lasting change.



The Learning Center

In August of 2017, Tamarack appoints Liz Weaver to join Paul Born as Co-CEOs of Tamarack. Liz continues to provide leadership to the Learning Centre, significantly increasing the scope of offerings for community change makers for a growing audience from around the world. Over the next five years, the size of our learner network nearly doubles from 24,000 learners to over 40,000. Joining Liz are Lisa Attygalle, Sylvia Cheuy, Myriam Berube and Jean Marie Chapeau, making Tamarack a key thought leader in 5 core areas of community change: collective impact, community engagement, community innovation, collaborative leadership and evaluating impact. The Learning Centre builds strategic partnerships with global leaders advancing community change including the Collective Impact Forum, Aspen Roundtable for Community Change, and Place Matters UK.



Growth at Cities Deepening Communities

At the same time, under the leadership of Heather Keam, Cities Deepening Community turned momentum into a movement as communities united working together to rebuild Canada's social infrastructure. In 2019, Cities Deepening Community Launches a formal membership approach in attempt to replicate the success of Communities ending Poverty, at a major national conference they host in Edmonton (Edmonton is the first member). By 2022, Cities Deepening Communities is scheduled to be supporting members working in nearly 50 communities and supporting over 8,000 learners as part of their movement.

Based on the success of Tamarack's first two campaigns, two new campaigns were added to support communities to build better futures for

and with youth and to create just transitions to climate change. In partnership with Employment and Social Development Canada and through the leadership of Liz Weaver, Tamarack launches a third campaign and is now working closely with 20 communities as they build collective impact strategies with youth in Communities Building Youth Futures. Nathalie Blanchet is hired in 2020 to lead this team. A fourth campaign is started when Laura Schnurr is hired to support communities to localize the Sustainable Development Goal through Community Climate Transitions.

In 2022, 19 communities embark on a year-long learning journey to build the foundations for creating community wide collective impact community plans for climate transitions.

2017- 2021

Vibrant Communities

At the beginning of 2017, Paul, now Co CEO of Tamarack gives leadership to Vibrant Communities that is growing two national campaigns to end poverty and deepen community. Over the next 5 years, Communities Ending Poverty becomes a major contributor to ending poverty for over 1.3 million Canadians. Under the leadership of Alison Homer, The CEP membership is scheduled to grow to over 100 regional networks, representing nearly 350 municipalities in Canada developing and implementing plans for poverty reduction. In 2018, Canada Launches Opportunity for All and Tamarack is recognized as a key contributor to Canada's Poverty Reduction Strategy. By 2022 Tamarack is recognized internationally and by the Government of Canada for our contributions to Canada's success in poverty reduction.



A renewed vision and strategy for Tamarack

In April of 2019, Tamarack engaged a revitalized board of directors with a mandate that prepares Tamarack for the next 20 years. The board is chaired by a community social innovator Shauna Sylvester and Co-Chaired by Brock Carlton, Former CEO of the Canadian Federation of Municipalities. It includes 12 individuals who are very familiar with Tamarack's work and bring new energy to the work.

Tamarack's Liz Weaver releases a new book *The Journey of Collective Impact: Contributions to the Field from Tamarack Institute*. Importantly Ontario's Chief Medical Officer of Health releases the report *Connected Communities: Healthier Together*, recognizing Tamarack for our role in Collective Impact and Deepening Community. Paul Born is appointed to the Order of Canada. TogetherBC is launched and Tamarack advocacy causes Communities Ending Poverty to grow significantly.



Growing our movement for change

In 2020, Tamarack began a bold journey to set its vision for the next ten years. A newly elected and expanded board begins the process of strategic thinking just as the COVID-19 Pandemic was starting. After completing internal consultations with the board, staff and members; engaging an external evaluation; and exploring trends impacting community change the Tamarack Board set a vision for Tamarack to 2030.

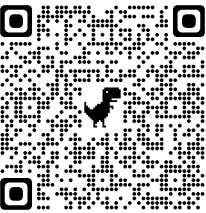
A new 10-year plan, *New Energy*, is launched:

- **Tamarack online learning is launched** with Asynchronous online courses, growing to 5 offerings by the end of the year.
- **Tamarack launches Community Climate Transitions** in 2021 with Laura Schnurr leading.

- **Tamarack hires Myriam Berube** to develop and implement a Quebec strategy.
- **Tamarack launches a new Digital Engagement Sales and Learning** division to grow its digital learning capacity with Jeff Doner leading.
- **Tamarack is asked to increase its impact** and grow CBYF to 20 communities.
- **CRP becomes CEP** during joint event with CBYF, which bring together over 1000 change makers to support the end of poverty and improved future for youth.
- **Tamarack releases a paper in Stanford Social Innovation** describing the role it has played as a Field Catalyst.

Speakers for change

Scan the QR code with your phone to hear from these innovative speakers.



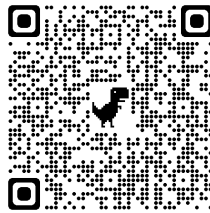
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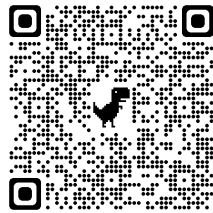
Tim Brodhead



Adaoma Patterson



John McKnight



Jennifer Splanksy
Juster

2020-2021

A new 10-year plan was launched. Paul Born announced his retirement and the board recruited a new Co-CEO Danya Pastuszek was appointed in early 2022 as Tamaracks new Co-CEO. Danya joins the Tamarack network after a decade with Promise Partnership of Salt Lake, facilitating school, community and regional partnerships solely focused on equitable economic mobility outcomes.

With an energetic board, a growing membership in nearly 500 cities and with more than 42,000 learners and our inspiring Co-CEO’s Liz Weaver and Danya Pastuszek they will implement Tamarack’s 10-year plan.



With a lot of hard work, change is happening

Tamarack’s first 20 years have been dedicated to helping community leaders ensure that everyone can live in a great city, free of poverty with a deep sense of community. The next 20 years will be a time of unprecedented change in Canada and the world. The work of Tamarack will be more relevant than ever as we help citizens and networks work together, learn together, and care for each other to ensure a great world for our children and our children’s children.

We look forward to the challenge.

“All of us who do this work are privileged to be able to do it. You only get there by going at it every day and working hard and keeping at it. All of us must have a sense of faith and trust that our efforts will pay off for the communities we live in, and particularly for those who have the most difficulty and struggle, so they can live lives of dignity.” – Alan Broadbent

Tamarack Staff

Learning Center

Liz Weaver
Co-CEO

Paul Born
Founder and Consulting Director

Sylvia Cheuy
Consulting Director,
Collective Impact

Lisa Attygalle
Consulting Director,
Community Engagement

Jean-Marie Chapeau
Consulting Director,
Evaluating Impact

Sonja Miokovicvic
Consulting Director,
Community Innovation

Karenveer Pannu
Community Animator,
Participatory Grantmaking

Vibrant Communities

Danya Pastuszek
Co-CEO

Myriam Berube
Director of Quebec

Justin Williams
Manager,
Policy & Development

Communities Ending Poverty

Alison Homer
Team Lead,
Communities Ending Poverty

Natasha Pei
Manager of Cities

Jill Zacharias
Manager,
Cities Ending Poverty

Maureen Owens
Community Animator, Learning Lead

Communities Building Youth Futures

Nathalie Blanchet
Director,
CBYF

Raïsa Mirza
Associate Director,
Community Innovation Fund

Trisha Islam
Manager of Cities

Mike Des Jardins
Manager,
Sustainability & Development

Layla Belmahi
Manager of Cities

Angelina Pelletier
Manager,
Indigenous, Metis, Inuit

Freshta Ahmadzai
Community Animator,
CBYF Evaluation

Liam White
Community Animator,
CBYF Communications

Rana Nemat Allah
Manager of Cities

Cities Deepening Communities

Heather Keam
Associate Director,
Cities Deepening Communities

Dan Ritchie
Manager of Cities

Connor Judge
Community Animator

Community Climate Transitions

Laura Schnurr
Director of Climate

Jorge Garza
Manager of Cities

Digital Sales, Engagement & Learning

Jeff Doner
Director,
Digital Sales, Engagement & Learning

Duncan Field
Manager,
Learning Events

Stephanie Murray
Manager,
Events

Ruté Ojigbo
Community Animator,
Vibrant Communities

Jaime Stief
Community Animator,
Marketing and Communication,
Vibrant Communities

Grace Gahore
Community Animator,
Digital Engagement

Ludivine Halé
Community Animator,
Translation

Operations

Jana Harris
Associate Director,
Finance and Operations

Isaac Hewitt-Harris
Community Animator

Mikayla McNulty
Community Animator



* Current as of February 2022



Land Acknowledgement

Our recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.

Tamarack's Commitment to Anti-Racism

Tamarack's long-standing work on poverty reduction has helped us understand the importance of ensuring that individuals with lived experience of poverty are at the forefront of our work. We acknowledge how these voices and experience are often missing from decision making processes.

The COVID pandemic has starkly revealed and exacerbated systemic inequities in our society, and individuals with fewer resources, from communities of colour, newcomers, Indigenous communities have faced a deeper and more negative impact during this unprecedented time.

At Tamarack, we acknowledge that systemic racism is very real and prevalent across our country. As an organization and as individuals we recognize that we are part of and have benefited from said system. We want to change this, to become an organization that strives to be anti-racist and that takes action to end systemic racism.

The Board and Staff of Tamarack have committed to take a learning and change journey. Our efforts will focus on understanding the roots of racism and building an approach to change and transform how we work. We know that these will be difficult and challenging conversations, but we commit ourselves to this work. We promise you, our members, and stakeholders, to listen, share our learnings with you and engage you in this important and ongoing work.

Charitable Registration Number

862808615RR0001

Our Vision

Tamarack is a connected force for community change, building the capacity of changemakers in cities and communities, within Canada, and around the world.

Our Mission

Tamarack catalyzes collective action with diverse leaders to solve major community challenges including ending poverty, building youth futures, deepening community, and addressing climate change. Our belief is that when we are effective in strengthening our collective capacity to engage citizens and lead collaboratively, our work contributes to the building of peace and to a more equitable society.

The Tamarack team and our Treasurer follow best practices in all our accounting procedures and are audited annually. Tamarack's full audited statements are available by request: danya@tamarackcommunity.ca



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