

REFLECTING TOGETHER | Results and Implications of our 2022 Members Survey

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In July and August 2022, midway through the second year of Tamarack 2030 plan, you – Tamarack’s learners – participated in a survey designed to understand your current interests and needs, your hopes for how Tamarack will support your work, and the impact of Tamarack's support so far. We are grateful for the care that so many of you put into responding. We are thrilled to share a summary of what we learned from you, and of how the learnings will inform our work in the year to come.

CONTEXT

In July and August 2022, we surveyed our entire membership to assess their changing needs and the impact of Tamarack's support.



74%
Canada
18%
USA
8%
Other

11%
Indigenous
Peoples

24%
Persons
Identifying as a
visible minority

16%
Persons with
disability

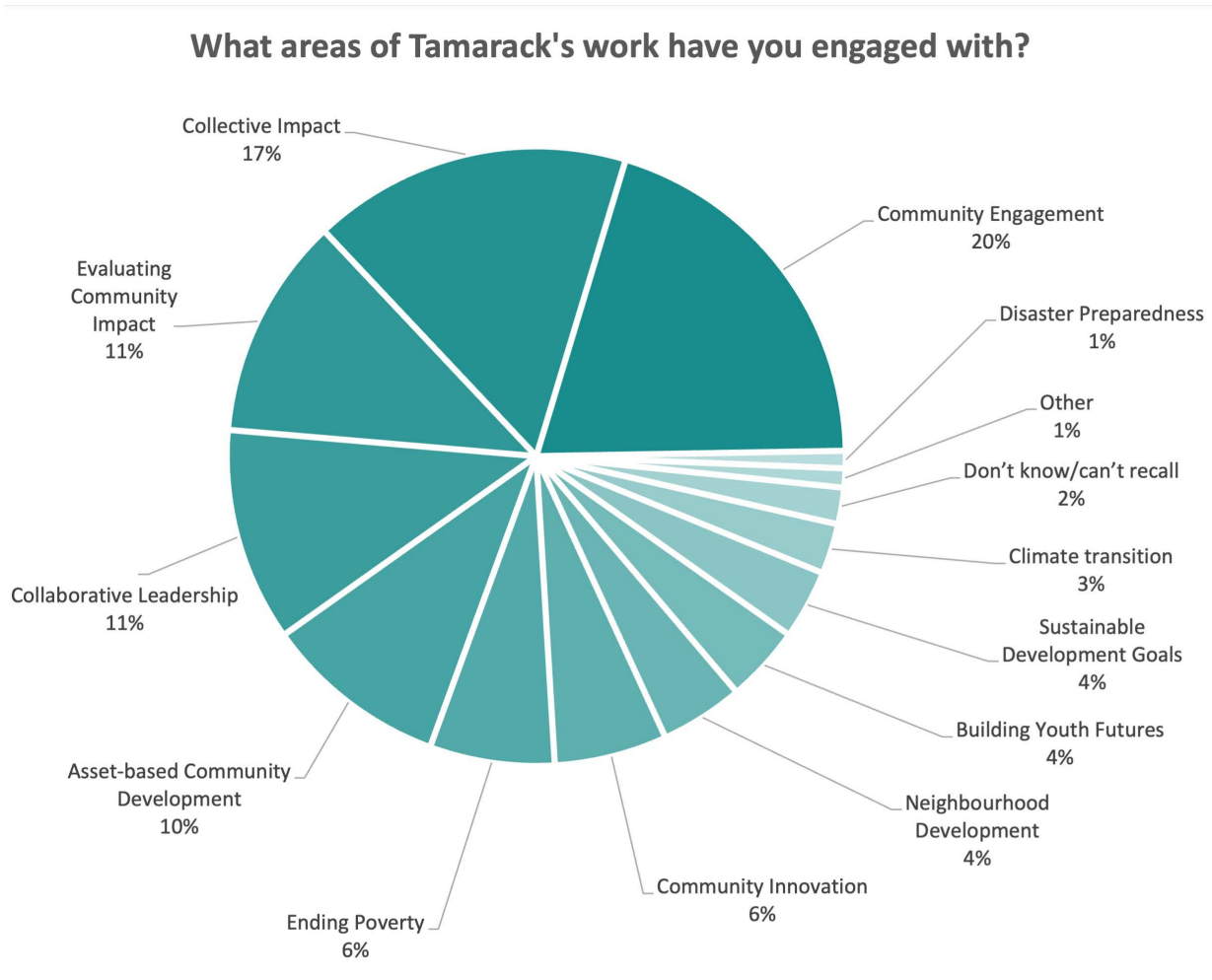
13%
Persons identifying as
a member of LGBTQ+
Community

42% Not for profit
20% Government
16% Individual member
8% Private sector
3% Philanthropic sector
11% Other

Time as a Tamarack Learner
<2 Years: 41%
2-10 Years: 50%
>10 Years: 9%

HOW ARE LEARNERS ENGAGING WITH TAMARACK?

Tamarack offers a range of **engagement opportunities**. Learners who responded to the survey use three offerings most often: [webinars](#), [online learning resources](#), and [workshops](#); over **70%** of respondents have attended one or more webinars in the past 5 years. **Two-thirds** have used a resource available on the Tamarack website. **Half** of those surveyed have attended an online or in-person workshop.



These offerings are often a springboard for learners to engage in more specific and tailored activities such as communities of practice, coaching, consulting, membership in our four Vibrant Communities and in external consulting clients.

Learners also told us about which **work areas** they engage with. [Community Engagement](#), [Collective Impact](#), [Evaluating Community Impact](#), [Collaborative Leadership](#), and Asset-Based Community Development were named most often. (Note that many learners selected multi work areas.) Many mentioned the interconnectivity between the different work areas in Tamarack.

One third of respondents are members of Tamarack’s Vibrant Communities: [Cities Deepening Communities](#), [Communities Ending Poverty](#), [Community Climate Transitions](#) and [Community Building Youth Futures](#). Members of these network engage equally in the three types of gateway resources: workshops, webinars, and online resources. Communities of practice are also popular. The use of coaching, consulting, contribution to publications, and specific offerings vary across the four groups, based on the design and stage of development of the network.

“Having access to the credible and curated information available via Tamarack has informed my contribution to policy and community change processes.”

“[Tamarack] Helped us to talk things through, know what other similar communities are doing and what’s working well for them, bouncing ideas off, and getting confirmation/re-visioning on best practices.”

“Tamarack challenged traditional ways of doing things; re-thinking policy and collaborative processes to achieve change; developed respect and appreciation for diversity in groups and processes.”

“We have been able to enrich our program evaluation and community engagement strategies as a result of learning opportunities through Tamarack.”

BENEFITS FROM ENGAGING WITH TAMARACK

To what extent do Tamarack's offering meet the **learning objectives** of learners? Respondents expressed a very high level of satisfaction on the following dimensions:

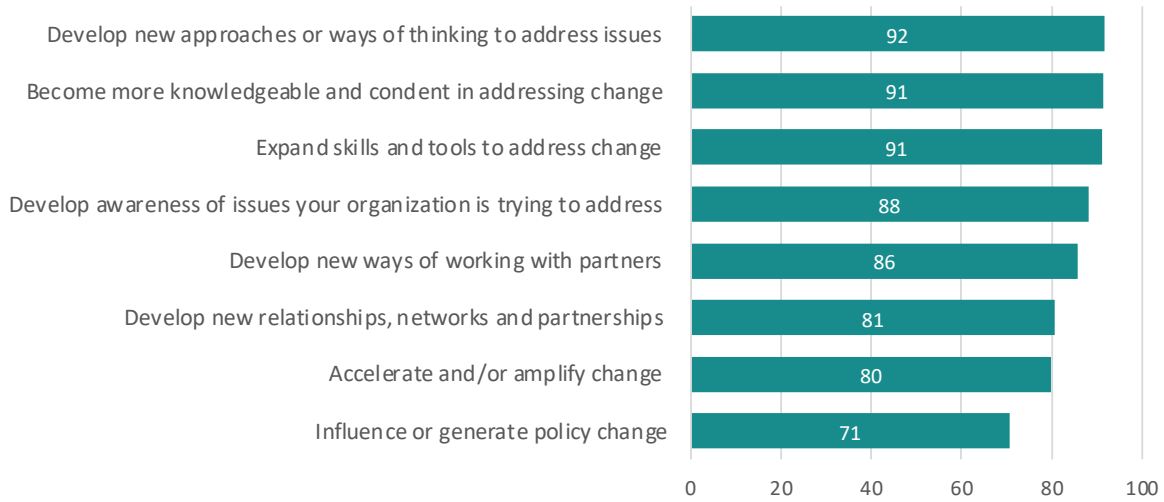
- Accessing practical tools that I can apply to my work in community
- Learning about progress and impacts in other communities
- Learning about new frameworks and approaches to community change

Regarding the **effectiveness** of Tamarack's offer, tested on 11 of the most common products, 41% of respondents consider them completely effective and 43% mostly effective for a total of 84%. Coaching, consulting, community of practices and tools are named as the most effective resources.

Tamarack services are largely seen as generating **impacts** in organizations and communities. By sharing and developing knowledge with field practitioners, Tamarack generates opportunities to test and develop new approaches and accelerate change and influence policies.

Tamarack's services have helped your organization

% of learners who mostly and completely agree



Learners' responses to our open-ended question about the **impacts** of their engagement with Tamarack provide specific insight into how Tamarack's role as a field catalyst is unfolding and the changes it is generating on the ground and at the systemic level. 94% of learners shared an example of an impact on their work, organization, or community. Only 6% reported no or limited impact.

Respondents' insights reveal five key ways that Tamarack supports their efforts to respond to the intertwined challenges of climate change, social isolation, poverty, education and health inequity, racism, and colonialism.

Tamarack supports learners to achieve:



Increased knowledge and knowledge sharing



Better understanding of issues and solutions



Mindset and posture changes



Greater engagement, partnerships, and alignment



Impactful strategies and programs

“We have been able to create incredible initiatives and resources for our region that are integrated across sectors and agencies that benefit all. Our community is served better, and we have been able to bring in millions of dollars where we were not able to do so when not working in alignment,” a Tamarack learner, summer 2022.

EMERGING REALITIES, FUTURE NEEDS

Respondents were asked about the emergent issues that will impact the work of field practitioners in the coming years. **Post-pandemic recovery** was a common theme, and centered on issues ranging from rebuilding local partnerships, organizations, and teams to reimagining work and collaboration to filling in the gaps that COVID has laid bare. **Burn-out** was often mentioned, as was the arrival of **a new generation of community leaders**. **Affordable housing** and **food justice** were also mentioned many times in connection with the current inflationary context.

Our respondents felt that **reconciliation, racial justice, and climate transitions** must be centered in all community change efforts.

The Top 5 new offerings in which Tamarack learners are VERY interested in, reflect these emerging realities, and needs:

1. Resources focused on **system-level change** and impact
2. **Coaching on how to embed equity, reconciliation, and anti-racist principles** into community change work
3. Coaching on how to build **sustainable and resilient collaboratives**
4. Coaching on how to design **public policy** change strategies
5. Communities of practice focused on **meeting design and facilitation**

Tamarack members were able to articulate their wishes for Tamarack support with great precision. While **21%** invite Tamarack to continue the good work and not change anything, **one-third** of learners invite Tamarack to evolve some of their specific services and approaches, e.g., increase opportunities for in-depth dive on certain topics, redeploy face-to-face activities, increase coaching and consulting opportunities, focus on rural and remote communities. About **a quarter** of learners invite Tamarack to develop contents on specific themes: equity, diversity, and inclusion; reconciliation; food justice; housing; Elders; and trust-based philanthropy.

Eleven percent (11%) of learners encourage Tamarack to continue to play and advocacy role for **policy change**. Learners view this role as both a direct advocacy role and as supporting members in their advocacy strategies.

HOW TAMARACK WILL RESPOND

[Tamarack 2030](#) was designed over an 18-month period with input from more than five hundred learners and partners. It centers on three strategic priorities: growing the capacity of changemakers, shifting policy and advocating for systems change, and driving large-scale change for and with the circumstances of entire populations. Much of your input this summer affirmed that these priorities are still relevant. Below are some of the key pieces of work we will take up in 2023, in response to your insights:

Learners requested:	Tamarack will respond with:
Resources focused on system-level change and impact	<p><i>Revisions to the interconnected practices.</i></p> <p>In response to your desire to learn about new frameworks and approaches to community change, we will continue to use publications, webinars, and events to highlight changemakers engaged improving existing frameworks. And we will share updated thinking that is informed by what we've learned through work with you on how the five interconnected practices respond to the moment we find ourselves in.</p> <p>We will continue to use our webinars, events, and case studies and other online resources to highlight the journeys that communities have taken to change systems and achieve population level impacts.</p>
Coaching on how to embed equity reconciliation, and anti-racist principles into community change work	<p>With support from our inaugural Director of Diversity, Equity and Inclusion, Tamarack will provide coaching specifically on how to consider diversity, inclusion, equity, justice and reconciliation impacts in community change efforts.</p> <p>We will work with learners to design new membership offerings that will launch in the Fall of 2023 and that will more deeply operationalize our commitments to eliminating racialized disparities in education, health, poverty, climate, and other outcomes. In Spring/Summer 2023, we will launch our first French language membership offering.</p>
Coaching on how to design public policy change strategies	<p>We will convene a cross-sector public policy committee that includes Tamarack learners and people with lived and living experience of inequitable policies. This committee will design and move forward a public policy agenda that looks to impact federal policy from coast to coast to coast. We will also launch a quarterly policy roundup that will feature</p>

	<p>stories of policy change in communities and opportunities to inform and support emerging policy ideas.</p>
<p>Coaching on how to build sustainable and resilient collaboratives</p>	<p>In response to your interest, our public policy and resource activation team will offer workshops focused on this topic. We will also publish and host spaces to discuss the findings of a forthcoming <i>10 Guide: Building a Sustainable and Resilient Collaborative</i>.</p> <p>We also recently launched a series of papers and tools addressing the key challenges in advancing strategic and impactful Collaborative Governance and Leadership initiatives.</p>
<p>Communities of practice focused on meeting design and facilitation</p>	<p><i>New, practical events.</i></p> <p>We have seen that conversations based in openness and deep listening are the building blocks of change, and we have seen collaborative tables achieve transformational change when their conversations are designed and facilitated to tie to transformational results. In response to your interest, we will launch a new workshop series, designed for people who convene and facilitate cross-sector partnership meetings, on meeting design and facilitation.</p>
<p><i>...That strives to be practical, to amplify learnings and impacts in communities, and to offer new ideas and frameworks on community change. AND</i></p> <p><i>... That names the roles that reconciliation and racial justice must play in everything we do.</i></p>	

Thank you to everyone who shapes this network every day. Change is possible and it starts with the immeasurable, beautiful, boundless power of individual people to influence the spaces they occupy. To support one another. To hold our communities close, with love, and together. To seed the transformations that are inevitable when we identify shared goals, build trust, align our resources, and act in solidarity.