



SEEDS OF TRANSFORMATION

A Loving Framework for Equity,
Reconciliation and Belonging

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ACKNOWLEDGEMENTS AND COMMITMENTS

LAND ACKNOWLEDGEMENT

Turtle Island (North America) is the ancestral homeland of Indigenous Peoples of First Nation, Métis, and Inuit descent. We recognize that, across this land, Indigenous rights holders continue to endure systematic oppression and inequities that have resulted from widespread colonialist systems and ideologies. We recognize the contributions of Indigenous people and support their ongoing struggle for self-determination and sovereignty. We work to understand the history of the lands upon which we are guests and to contribute to justice for all Indigenous Peoples.

RECONCILIATION COMMITMENT

Recognizing the importance of First Nation, Métis, and Inuit perspectives, knowledges, and sovereignty, we commit to building intention, respect, reciprocity, collaboration, and cultural humility into the relationships we hold with First Nation, Métis, and Inuit rights holders. We seek to create opportunities for shared learning, co-creation, and collective action that honour First Nation, Métis and Inuit values, traditions, and aspirations and that promote reconciliation.

AFRICAN ANCESTRAL ACKNOWLEDGMENT

We also wish to acknowledge those who came to Turtle Island – as migrants either in this generation or in generations past – involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. Tamarack pays tribute to those ancestors of African origin and descent and thanks them for their contributions toward transforming systems in ways that promote everyone’s sense of belonging and safety. At Tamarack, we are taking action that allows us to be aware of, recognize, and address the systemic ways in which anti-Black racism manifests.

Black and Indigenous communities demonstrate that we can work together in solidarity toward peace and equity as we use collective wisdom, knowledge, and gifts that promote healing within our communities.



ACKNOWLEDGEMENT OF THE ROLE OF COMMUNITY IN DISMANTLING OPPRESSION

Across the globe, people continue to feel the widespread and profound impacts of historical and modern-day violence and oppression. We work to build communities that acknowledge truths, that heal, and that work toward belonging and justice.

Building community requires a thorough understanding of historical and modern-day oppression as a way to transform power relationships and disrupt recurring violence that has real-life impacts on people. Building community can alter the goals, power structures, policies, practices, and culture of oppressive structures. Building community can break legacies and cycles of violence and trauma. Building community means caring for ourselves and others. It means working across our differences to build safer spaces of belonging that welcome in the most marginalized.

EQUITY COMMITMENT

Grounded in the French word *pérégrination*, meaning a meandering voyage, our Equity and Reconciliation work is a transformative journey of seeking equitable outcomes across communities. We will take bold and informed actions to address systemic inequities. Throughout this process, we will strive for fair and just methods. We will be honest and transparent in our communication about our journey. This journey needs as many people as possible, and we are grateful to do this work with so many others.





ABOUT TAMARACK

The Tamarack Institute exists to end poverty in all of its forms.

Poverty is multifaceted. It is systemic. Ending poverty requires changing the systems that produce disproportionate disparities in education, health, belonging, culture, climate, income, wealth, and access to food, water, shelter; and digital infrastructure.

Ending poverty – and moving toward prosperity – also calls us to understand and address the systemic inequities facing First Nation, Inuit, Métis, Black, racialized, and equity-denied communities more broadly.

At Tamarack, we support 37,000 learners and over 180 communities. To catalyze their work, we help people build skills to engage in collective efforts to build prosperity for all, collaborate in places around community-defined dimensions of poverty, and bring communities' wisdom to inform public policy and perception. If you are not already a part of this community, please reach out.

Learn more about Tamarack's work through the following pages on our website:

About us

www.tamarackcommunity.ca/about

Skills For Change

www.tamarackcommunity.ca/skills-for-change

Networks for Change

www.tamarackcommunity.ca/networks-for-change



MESSAGE FROM THE TAMARACK BOARD OF DIRECTORS AND STAFF TEAM

We are excited to share the Seeds of Transformation, our living action plan and framework that advances our commitment to Equity and Reconciliation. Rooted in the Francophone concept of *pérégrination*, or an ongoing voyage resulting in spiritual or intellectual exploration, we view our commitment as a continuous, transformative journey of adaptation and growth. This journey will continue to evolve as we come to new ways of understanding in our collective efforts of equitable systems transformation. It is a journey that calls each of us to unlearn certain practices as we lead from a place of empathy and understanding.

With the support of [Power of Discourse Consulting](#) and with questions informed by [Imagine Canada's Equity Benchmarking Project](#), we have listened to staff, board, and learners and worked to align our actions with what we heard. We have identified our strengths and the areas where we need to grow, informed by the real experiences of the individuals and communities within Tamarack's network. This reflective process has reinforced our commitment to taking the necessary bold and informed actions while moving at the speed of trust necessary to safely and equitably advance together as a community. We are dedicated to working with transparency, intentionality, and a willingness to adapt as we move toward ending poverty in all its forms.

EVOLVING OUR EQUITY AND INDIGENIZATION WORK

Systemic oppression is real and prevalent across Turtle Island and all the lands where we partner. As an organization and as individuals, we are part of harmful systems and have benefited from them. For this reason, we strive to become an organization that is anti-racist and anti-oppressive.

Tamarack began in 2003 with a commitment to centring those most impacted by poverty. In July 2020, in response to several key events – including the globally recognized murder of George Floyd – Tamarack published a statement that reiterated our commitment to transform the community-based and organizational work that we are doing. We have since engaged in learning as a team; built an Equity and Reconciliation team; created cross-functional, equity-focused teams; and launched a board committee to advance our Equity and Reconciliation goals. We are grateful to the movements and the leaders who preceded us and whose legacy informs our work ahead.

It has been (and it will continue to be) essential to engage in dialogue, hold diverse perspectives, and seek to understand how we move forward together as a community committed to equity for all.



Guiding Principles	Updated to reflect what we heard in the audit process
Moving Toward Equity and Reconciliation	As we move toward our Equity and Reconciliation goals, our actions will be guided by our iterative, ongoing, collaborative process of Reflection, Reshaping, Reciprocal Engagement, Respectful Communication, and Review
Where Are My Gifts and Passions Essential?	Opportunities for each of us to bring our unique and evolving strengths, gifts, knowledge, capability, and lived experiences
A Valuation Framework Grounded in Love	A measurement and evaluation framework that blends Eurocentric, Western, and decolonial methodologies to help us gain understanding and measure the impact our actions are making
Seven Strategic Priorities	Listed below

- 1 Support members and learners to take action to close community-identified equity gaps.
- 2 Foster a diverse team and a culture at Tamarack that supports team well-being and personal and professional growth.
- 3 Build reciprocal partnerships with equity-denied communities.
- 4 Implement accessibility measures that support equitable participation in all parts of the network.
- 5 Use our public policy, learning, and communications platforms to further advance Equity and Reconciliation goals.
- 6 Foster supportive and inclusive governance structures.
- 7 Support systems change and equitable outcomes in community by promoting a culture of transparency, accountability, collaboration, and psychological safety between Tamarack and members of the network.

Key concepts which appear in the framework and action plan are hyperlinked to our working list of definitions of our Equity and Reconciliation webpage. You can find an overview of the 18-month audit process and of the culture of decision-making we intend to foster in the appendix.





OUR REFLECTIONS SO FAR

*We have committed to a transparent
learning and change journey*

Our commitment requires our work to be informed by a deep understanding of the intersectional lived and living experiences of those most impacted by exclusion. This includes people excluded because of age, language, gender, sexual orientation, race, and/or Indigeneity, as well as refugees, migrants, newcomers, and/or those living with a disability or experiencing poverty.

As Tamarack does the work we've committed to doing, we'll continue to

- » broaden our understanding of the oppression and marginalization that people face;
- » reflect on how we contribute to inequitable systems; and
- » work with and be informed by you in our efforts to disrupt these systems.

True transformation occurs by engaging in these necessary processes of learning and growing.

We commit to listening, sharing learnings, and engaging you in this ongoing work. Updates will reflect the diverse needs of our network and be shared through a Bi-Annual Report to Community. We will take accountability, grow from challenges, and remain committed, even in the face of obstacles.

Naming and changing beliefs and actions can be uncomfortable - and it can also be connective, validating, and joyful

We aim to lean into our work, to build the relationships that are the heart of this work, and to know that discomfort is a sign of growth. We invite you into this process and to participate in this journey in ways that align with your capability. We ask for grace, understanding, and honesty as we work to better include new perspectives in the spirit of achieving justice for all.





We all have gifts to bring to this work

We continue to experience the negative impacts of inequitable systems and structures based on our intersecting identities. We also all have gifts that we can bring to transform our ability to be seen, to be heard, and to belong within these systems. Systemic change requires action from each and every one of us. Our contribution is more powerful when it complements a broader and more collective effort.

Place matters

Place is complex. The places where we live can seed connection and belonging. They can be centres of hope and action. They have been the sites of conflict, violence, and oppression, but we have also seen community-building that contributes to peace and equity-building. For this reason, we turn toward each other in our places and create spaces where people can grieve, heal, and experience belonging. We see places where this work is happening and work to nurture and amplify it.

We are committed to the work ahead. Sharing this framework marks a milestone, not an endpoint, in our collective journey of learning, sharing, and applying learnings across the network.





GUIDING PRINCIPLES

[Our 2030 strategy](#) includes principles of connection, place, strength and optimism, equity and justice, courage and learning, and action and impact. These concepts continue to guide all aspects of our work. While Indigenization is connected to decolonization and reconciliation, each are distinct in their goals and approaches. While different, all three frameworks (Indigenization, decolonization, and reconciliation) are equally important in fostering equity and justice for Indigenous Peoples.



**Connection &
Belonging**



Place



**Strengths &
Optimism**



**Equity &
Justice**



**Courage &
Learning**



**Action &
Impact**





Connection & Belonging

We strengthen connections and collaborations between diverse people, organizations, and sectors to build trust, alignment, and accountability to achieve more together than we ever could apart. We recognize that belonging is fundamental to cultivating social cohesion, well-being, and transformative change.



Place

We focus our efforts on places where people live and leverage the unique stories, relationships, and priorities of each place to achieve collective goals.



Strengths & Optimism

We focus on the possible and our collective potential for achieving equitable outcomes. We believe that change is possible through individual gifts, strengths, and imagination to describe our collective agency to affect positive change.





We centre lived experience and amplify work in service of equitable outcomes. We are transparent and open about our journey and learnings. We work to close equity gaps.



We ask difficult questions about the systems and structures of oppression. We engage in peer-to-peer learning to build our capacity, lean into our curiosity, overcome challenges, and change our beliefs and practices.



We focus on the how and offer practical and replicable tools and processes to build the capacity of changemakers, guide change at the scale of entire communities, and shift policies and systems in service of ending poverty in all of its forms.

In recognition of Tamarack's position as a settler-led organization, we commit that work related to Indigenization will be led by individuals who self-identify as Indigenous, seeking external support where internal staffing capability is limited.

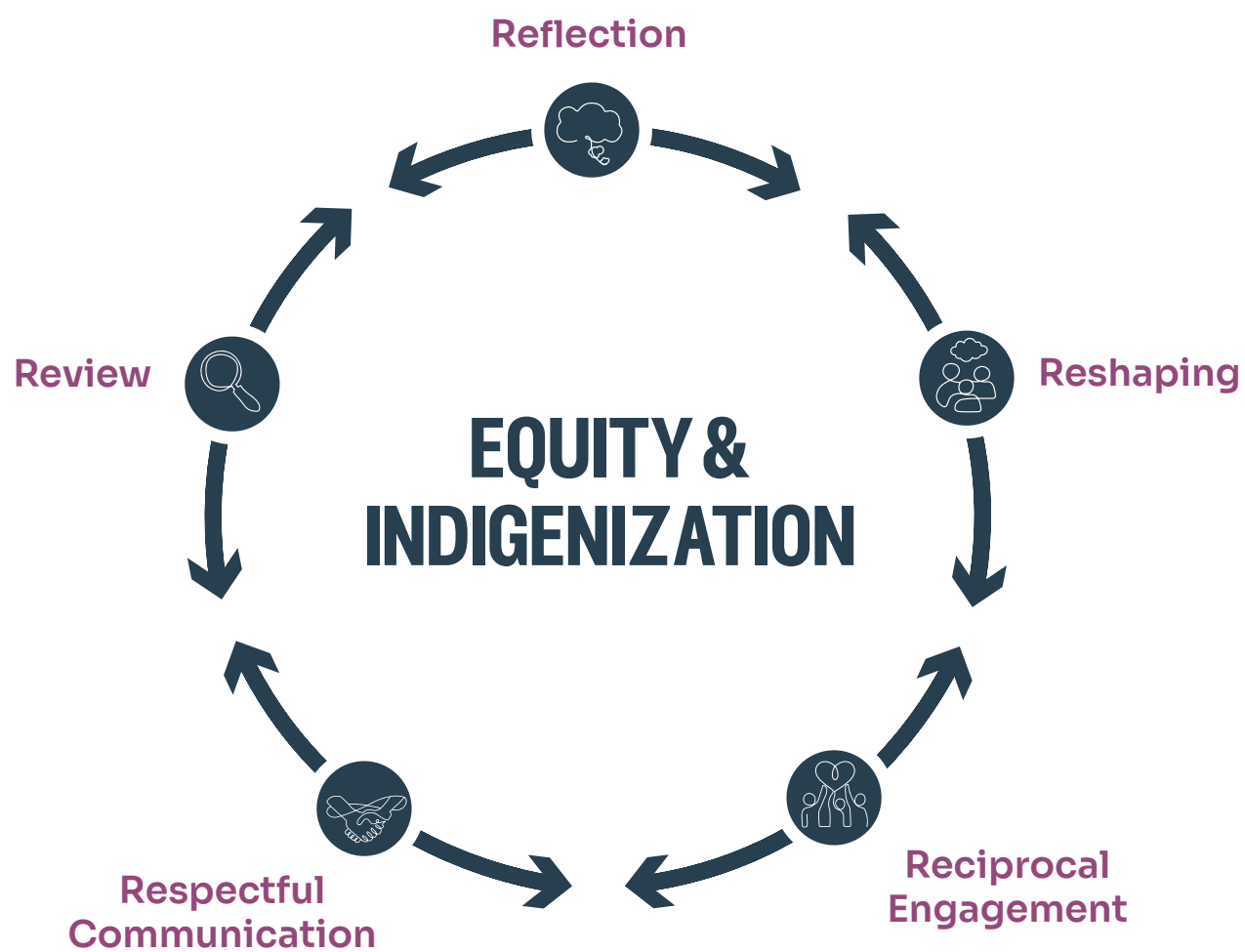




MOVING TOWARD EQUITY AND RECONCILIATION

REFLECTION, RESHAPING, RECIPROCAL ENGAGEMENT, RESPECTFUL COMMUNICATION, REVIEW

The process to achieving our Equity and Reconciliation, anti-racism, and accessibility goals is not linear and requires individual and collective action and commitment. It demands that we make time to reflect on our experiences and roles, collaborate, consult our communities, communicate about our process, and constantly review our priorities and their respective action items, all while adapting to the ebbs and flows of change. Throughout the process you may find yourself returning to a previous phase.





REFLECTION

Taking the time to consider our goals and our contributions helps us:

- » Meaningfully connect to others and to our work.
- » Build individual confidence to advance our collective Equity and Reconciliation goals.
- » Explore individual privileges, possible biases, and experiences, and consider how they impact this work.
- » Reflect on the individual strengths we are comfortable tapping into to achieve our collective organizational goals, while also reflecting on the knowledge gaps that we will seek to grow in.
- » Determine what role(s) we can play to move this work forward.



EQUITY AND RECONCILIATION ANALYSIS TOOL

At Tamarack, we ask our team to use the Equity and Reconciliation Analysis Tool to continuously reflect on whether Equity and Reconciliation have been incorporated at all stages of their processes and whether the intended results are being achieved. After determining what you are trying to achieve with your own work, we invite you to work through the following questions:

- » Who benefits from how things are now?
- » Who is currently excluded? What intersectional identities do they carry?
- » What factors contribute to this exclusion?
- » How will we know that Equity and Reconciliation are centred in the work? How will you contribute?
- » How will we assess and share progress and learnings? How do we use, validate, and interpret data? Who stewards and owns these processes?
- » How do your biases, privileges, and experiences shape your perspective and decision-making processes?





RESHAPING

Equity and Reconciliation work cannot be done in silos. Our lived experiences, ideas, and backgrounds make our work authentic and our strategies innovative and meaningful. Through cross-sectoral and multigenerational collaboration, we can reshape our understanding to enrich our understanding of systemic inequity.

Reshaping Commitments

- » Facilitate partnerships among various departments to achieve goals.
- » Leverage our collection of knowledge and perspectives to enrich our journey.
- » Gain an understanding of our individual and collective responsibilities.
- » Using the indicators we've committed to reporting on, identify methods of engagement, data and feedback collection, and other types of evaluation that are sustainable and useful.





RECIPROCAL ENGAGEMENT

The communities with which Tamarack works are made up of diverse and highly engaged individuals whose perspectives, knowledge, and experiences drive equity, Reconciliation, Anti-Racism, and accessibility work forward. Offering reciprocal and mutually beneficial ways to engage within the network is an important part of this process.

Reciprocal Engagement Commitments

- » Implement participatory and inclusive approaches that encourage community to contribute involvement, co-design initiatives, and drive systemic change.
- » Prioritize reciprocal engagement with equity-denied community members to ensure their perspectives and ideas are incorporated into decision-making processes.
- » Develop a shared understanding of how reciprocity can be centred in engagement relationships.



Indigenous Motherhood by JeenaLeigh Hill





RESPECTFUL COMMUNICATION

Promoting open, transparent, and respectful communication is important to our Equity and Reconciliation work. It speaks to our integrity and enables trust and transparency.

Respectful Communication Commitments

- » Engage in open dialogue with our community.
- » Seek to hear and understand people's experiences without judgment.
- » Ask questions and aspire to empathize, learn, and connect.
- » Accept feedback – including that which is critical of our work and approaches – and explore how to meaningfully embed it into our process.



REVIEW

Establishing processes that allow for continuous review and evaluation helps us measure the success of our Equity and Reconciliation work. The outcomes of our reviews encourage us to celebrate wins, adjust based on feedback, and address gaps.

Review Process Commitments

- » Identify progress and areas for improvement.
- » Build on strategies that are bringing about intended systemic change and rework strategies that need to be refined in order to continue on this journey.





WHERE ARE MY GIFTS AND PASSIONS ESSENTIAL?

At Tamarack, everyone plays a vital role in the successful implementation of this action plan. Our roles will vary based on our unique strengths, gifts, knowledge, capability, and lived experiences which evolve as we learn new information. You may also find yourself embodying multiple roles simultaneously based on what we have to offer. Every Tamarack team member's responsibility is to be honest about their mindsets, heartsets, and skillsets to advance our collective Equity and Reconciliation goals and seek out new information and partners that support the work ahead.



Adapted from a graphic
by Power of Discourse Consulting



Idea Generators People who are creative, visionary, and innovative. They can excel in roles where they contribute to idea generation sessions, innovation, and strategic development.



Relationship Builders People who are empathetic, people-orientated, and inquisitive. They play a vital role in fostering collaboration, leading engagement, conducting outreach and partnership cultivation, and building support for the action plan.





Analytical Thinkers People who are detail-oriented and adept at solving complex problems. They contribute by identifying patterns, analyzing data, understanding and improving processes, and making data-driven decisions to optimize plan execution.



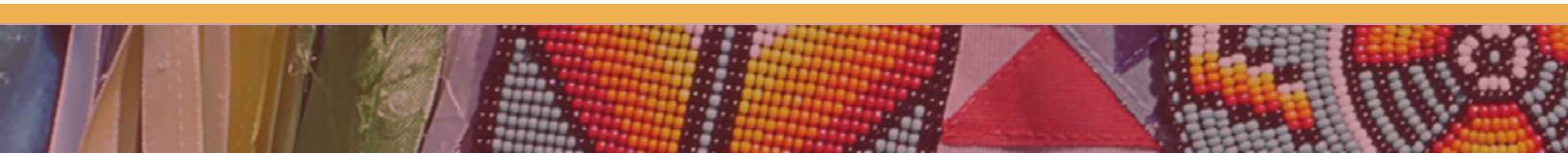
Storytellers People who are skilled communicators, persuasive speakers, and compelling storytellers. They help articulate the vision, convey key messages, and inspire others to take action through effective storytelling and communication strategies.



Change Agents People who are adaptable and comfortable navigating uncertainty. They play a crucial role in guiding groups through transformational initiatives, navigating resistance, and fostering a culture of continuous improvement.

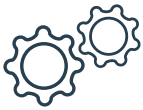


Coaches People who are empathetic, patient, and experienced at asking questions and providing guidance. They can cultivate talent, support the development and autonomy of others, and foster the confidence and growth mindset essential for complex, collaborative work.





Team Collaborators People who excel at building consensus, facilitating group discussions, and fostering teamwork. They can contribute significantly in roles that involve cross-functional collaboration, team-building, and facilitation of spaces where diverse perspectives are valued and collaboration thrives.



Visionary Strategists People with a long-term perspective, strategic thinking skills, and the ability to articulate a compelling vision. They can guide the development of clear goals and roles that align with overarching priorities.



Advisors People who leverage specialized knowledge and experience. Advisors review information, analyze data, and give advice. They offer specialized guidance, recommendations, and feedback.

REFLECTION

Which roles do you take up in your work?

What roles do your partners and collaborators play?

What roles might be absent? Are they necessary? Who might you invite to contribute?



A VALUATION FRAMEWORK GROUNDED IN LOVE

Recognizing that the framework and action plan is a *pérégrination*, meaning an ongoing voyage, how we undertake the journey becomes as important as the end goal. In designing an evaluation framework that centres how we undertake this work, we are liberated to explore alternative forms of evaluation outside the traditional mechanisms. There is the possibility to build an evaluation strategy embedded in principles of social justice that develops a loving practice inclusive of truthfulness, care, openness, courage, respect, and an unwavering commitment to justice.¹

In 2019, the concept of [Measuring Love in the Journey for Justice](#) was introduced in a brown paper that called for “catalytic, decolonizing, transformative love” as a means of documenting change. This approach offers a valuation framework rooted in the transformative power of love, emphasizing that “to authentically love yourself and others around you: that is the sign of the true revolutionary in a society that teaches us to hate ourselves.”

As explained by the brown paper authors Shiree Teng Sammy Nuñez, love emerges as an antidote to injustice, and a valuation framework steeped perspective holds the potential to integrate the values of Equity and Reconciliation into the impact of our goals, how we achieve our goals and how we measure progress. By doing so, it invites harmony between, as they explain, our “intellectual, intuitive, [ancestral] and spiritual ways of knowing—to see with our hearts and minds.”



DEFINING OUR BLENDED METHODS

Through this process, we've blended Eurocentric, Western, and decolonial perspectives of impact measurement, learning, and management that consider the impacts of historical and modern-day oppression.

This blended method requires a shared understanding of concepts used to offer consistency and confidence to the reader. Our current understanding of this language is offered below:

Evaluation is the systematic assessment of the design, implementation, or results of an initiative for the purposes of learning or decision-making. (Source: Canadian Evaluation Society)

Impact is a measure of what has been transformed and offers the higher-order, long-term, large-scale change to which an intervention is intended to contribute.

Outcome is a measurement of what has changed. In other words, it is the likely or achieved short-term and medium-term measurable changes generated by an intervention. It is the direct consequence of an intervention.

Result is a generic term that can refer to the various changes generated by a process, an action or a strategy that will be true when a project is partially or fully complete.

Valuation is the purpose, worth, and meaning of the work, considering and integrating all ways of knowing² inclusive of one's thoughts, emotions, and feelings.

The dimensions of **Self-Love**, **Love for Others**, **Love as a Community Practice**, and **Love fused with Power** provide a foundation for developing a deeper understanding of valuation rooted in kindness, solidarity, and resistance.³



- ♡ **Self-Love** Love of the individual – this largely consists of self-evaluation and reflection.
- ♡ **Love Others** As an organization, Tamarack is a community of people who have dedicated their professional lives to ending poverty in all of its forms. Love Others refers to internal reflections, conversations, and action focused on where we are, how we are progressing, what we have done, and how that impacts us as Tamarack.
- ♡ **Love as a Community Practice** The community we have developed is 37,000 learners and more than 180 communities, centring la force du local (the power of place). Love as Community Practice refers to the Tamarack network showing up in ways that centre humanity and compassion as our shared goals leverage the power of people, place, and policy across the network.
- ♡ **Love Fused with Power** As a settler-led organization that has existed for over 20 years, Tamarack holds significant social and political power. Love Fused with Power refers to how Tamarack transforms power dynamics through advocacy, convening, the dissemination of tools and stories, the amplification of narratives, and the everyday conversations we have with people positioned to catalyze change and end poverty in all its forms.



PRIORITIES AND MINDSETS WE EMBEDDED

An intentional, shared mindset for our valuation work has been an important step in our process. The priorities and mindsets offered below help ensure that our actions are aligned with our values and contribute meaningfully to transformative change. This list outlines key approaches we have embedded to deepen the impact of our valuation process:

- » **Centre people's lived/living experiences of our evolving policies and practices.** Policies and practices are only effective when they are serving their intended purpose. Ensuring we capture positive and negative, intended and unintended experiences provides insight into how our work builds equity and belonging (in contrast to perpetuating inequities and contributing to harm).
- » **Numbers and narratives complement each other.** Numbers help us to know our baseline, the progress and scale of change, and the intent of our actions. They are often required for reporting and accountability purposes. Numbers can also keep us from thinking about systems in the abstract and from under-resourcing our work. Moreover, it is challenging to understand root causes of inequity and then determine an intervention's sustainability and scale until we know how many people are being left behind.

Narratives reflect the lived experiences of the changes we make and require trust and transparency to uncover. They also embody the impact that decisions and interventions have on people's lives or on the community, embed nuance and depth, and help uncover what is important and often invisible without deeper exploration.

- » **Shifting our thinking from what we do to what we change.** We aim to measure the impact that individual and organizational interventions have on transforming our understanding of systemic inequity. This helps demonstrate the process of how we intervened in the system and moves us beyond surface-level and quantitative measures of success.



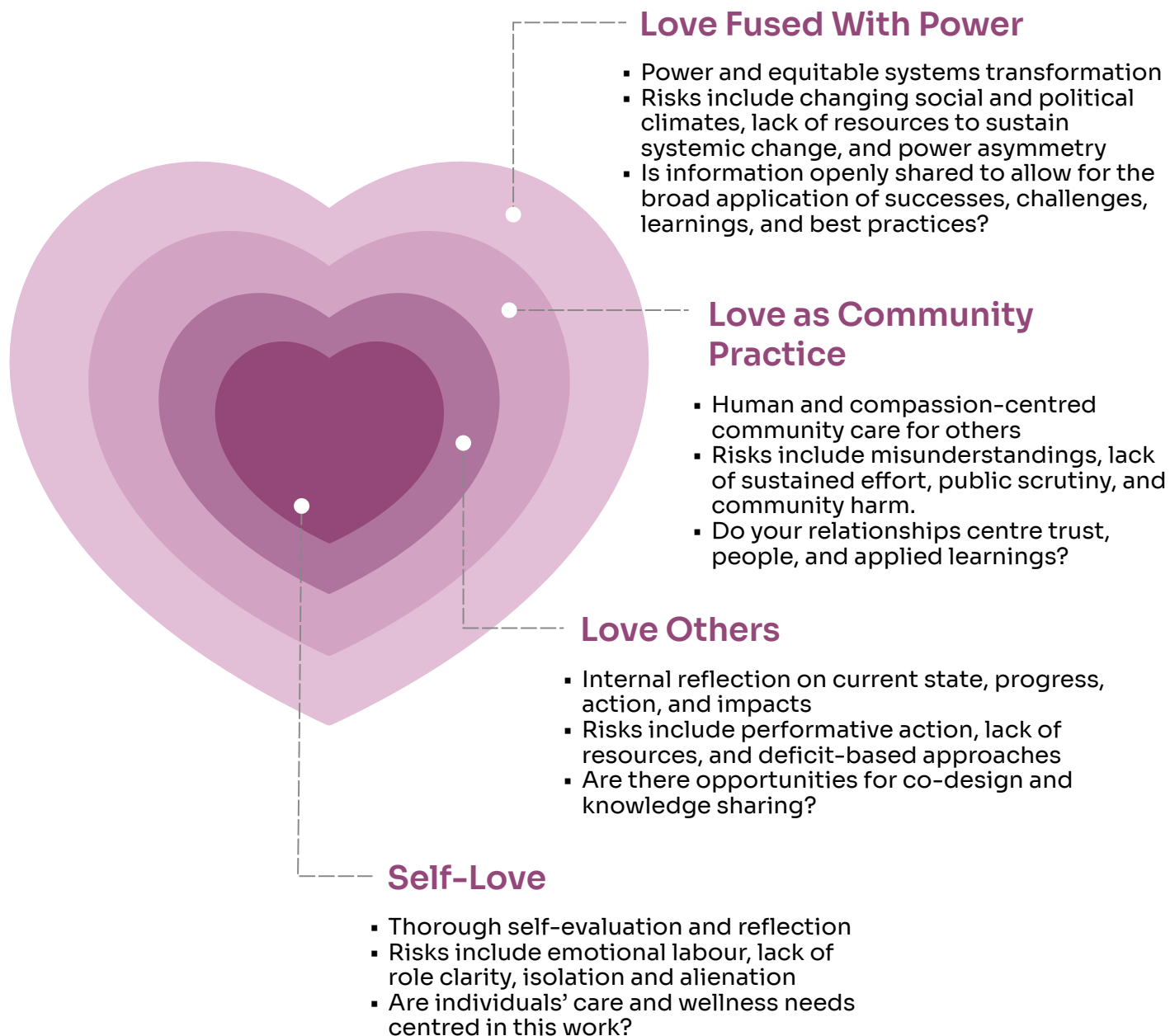
QUESTIONS CONSIDERED IN THE DEVELOPMENT OF OUR VALUATION FRAMEWORK GROUNDED IN LOVE

We asked many questions in the development of a valuation framework that blends the necessity for both quantitative and qualitative information, that moves beyond Eurocentric and Western modalities into an accountability framework that centres the love and care required to do equity-related work well. As we continue to work with and iterate this framework we will build from our grounding questions:

Questions for Building Loving Accountability

- » What information would give us confidence that what we're doing is working?
- » What stories would enrich this information?
- » How is the data being collected so that it centres the care and well-being of those involved?
- » How could these measures support learning and improvement?
- » How could data collection be embedded into existing processes/tools?





Data Collection Considerations

Evaluate engagement and impact measurement through resource utilization, such as downloads and participation rates, and monitor feedback such as strategic collaborations and influence on policies and decision-making.

Track Equity and Reconciliation integration through tracking policy updates and experience ratings through annual surveys and pulse checks.



ABBREVIATED STRATEGIC VERSION FOR BOARD AND EXTERNAL PARTIES

We have identified seven Strategic Priorities in our action plan.

- 1
- 2
- 3
- 4
- 5
- 6
- 7

STRATEGIC ACTIONS/TARGETS

1

Support members and learners to take action to close community-identified equity gaps

We aim to help communities learn how to identify and dismantle systems that unfairly benefit certain groups over others. Recognizing that change takes time, we'll offer the knowledge and support needed to help members work toward closing at least one equity gap in their community. We will provide support and resources that recognize that communities and clients are all at different stages of their Equity and Reconciliation journeys.

Why is this important?

Confronting oppressive systems requires skills, knowledge and a strategic approach that recognizes we are all at different stages of our Equity and Reconciliation journeys and require supports and resources to ensure the work ahead is realistic and safe for team members and community members.



Action Items

FY2024-2025

Name Equity and Anti-Racism as an interconnected practice area.

Include Equity and Anti-Racism coaching as part of offerings for members.

Introduce Community Pathways that measure progress toward systems change and equitable outcomes.

FY2025-2026

(Re)develop all workshop offerings to include ways of embedding Equity and Reconciliation into systems transformation work.

Review contracts created or signed by Tamarack with an Equity and Reconciliation lens.

FY2026-2027

Develop offerings that lead to the creation of community plans that eliminate equity disparities in their communities.

Develop offerings that incorporate Equity and Reconciliation in governance structures, strategic planning and engagement.

Develop an organization-wide data collection, management and retention framework that is openly accessible and prioritizes disaggregated and intersectional data, addresses data sovereignty and engages community in planning, development and implementation phases.

How do we assess progress?

A growing number of learners report that Tamarack learning offerings have contributed to their understanding of inequitable systems and helped them build skills to close equity gaps.

	Self-Love	Love Others	Love as a Community	Love Fused with Power
Desired Outcomes	<p>Tamarack team members experience a stronger sense of connection, professional growth, and alignment with values and opportunities for developing equity-focused skills, a deeper alignment with justice, and access to tools such as the Community Pathways Map that boost morale, critical thinking and pride in progress.</p>	<p>Team members from equity-denied communities feel safer and more valued, fostering confidence and creativity.</p> <p>Facilitating equity enhances collaboration, builds empathy, and aligns work with goals, empowering team members through role clarity and stronger relationships.</p>	<p>Team members embody personal and professional growth, fostering inclusivity and community ties. Equity initiatives strengthen workplace culture, build trust with communities, and improve transparency and collaboration using tools such as the Community Pathways Map as a guide.</p>	<p>Equity and Anti-Racism are integrated into policy advocacy.</p> <p>Defined roles allow Tamarack to adapt to emerging issues and respond effectively.</p> <p>Community collaboratives have prioritized an equity gap, know their starting point, and have a plan to close it.</p> <p>A growing number of learners report that Tamarack learning offerings have contributed to their understanding of inequitable systems and helped them build skills to close equity gaps.</p>
Identified Risks	<p>Team members may have to navigate emotional labour, stress, and burnout when handling sensitive and challenging topics or navigating resistance. Increased focus on measurable outcomes may increase anxiety, while changes to workflows create hesitation or scrutiny.</p>	<p>Team members require time and training to effectively understand equity best practices, apply Reconciliation ways of knowing, and implement the DARCI (Decision-Makers, Accountable, Responsible, Consulted, Informed) framework as an accountability tool. For an overview of the framework, please see the appendix.</p>	<p>Communities may feel unseen if their contributions are not captured. Delays during transitions and higher community expectations for transparency and accountability pose additional challenges.</p>	<p>Navigating the reality of a settler-led organization profiting from equity-centred and Anti-Racist work is a significant risk.</p>
Data Collection Opportunities	<p>Check-ins, experience surveys, and regular conversations monitor the impact of equity work, focusing on belonging, morale, professional growth, and career progress metrics linked to the DARCI framework.</p>	<p>Role audits, team feedback sessions, and anecdotal observations assess how the Community Pathways Map improves team discussions, decision-making, and alignment with the DARCI framework.</p>	<p>Community feedback, participation tracking, and post-collaboration surveys measure experience, inclusivity, transparency, and alignment of Tamarack's processes with shared goals.</p>	<p>Revenue tracking, resource allocation, and advocacy-related key performance indicators (KPIs) evaluate the financial impact of equity-centred coaching, its distribution, and its influence on strategic planning and partnerships.</p>

2

Foster a diverse team and a culture at Tamarack that supports team well-being and personal and professional growth

As we work toward shifting policy and systems change at the community and governmental level, we recognize the importance of simultaneously doing this work internally. We are committed to hiring and advancing people from equity-denied groups and co-creating a culture that puts people and relationships first.

Why is this important?

- » As part of team member engagement, recruitment and retention efforts foster the continued development of a supportive and inclusive workplace where team members feel valued, have a sense of belonging, and understand their accountability to contribute toward the organization's Equity and Reconciliation goals.
- » A supportive and inclusive culture attracts diverse talent, fosters multiple perspectives, enhances teamwork and collaboration, honours diverse learning and working styles, and ultimately contributes to innovation through the improvement of individual and organizational well-being and success.



Action Items

FY2024-2025

Building from the DARCI framework, develop an accountability framework for decision-making and collaborative work. Create tools and procedures for feedback and continuous improvement.

Develop a comprehensive list of support services and resources available for team members who belong to equity-denied groups.

Develop an accessibility framework that includes writing style guides, accommodations, Universal Design for Learning and Web Content Accessibility Guidelines, and advice for inclusive meetings and events.

FY2025-2026

Develop community engagement protocols, agreements, and tools for safer spaces.

Review team members' benefits; the Conflict of Interest Policy; harassment and discrimination policies, procedures, and training plans; and career advancement approaches.

Update annual team capability-building strategy to build understanding of First Nations, Métis, and Inuit Peoples and equity-denied groups.

FY2026-2027

Revise advancement policy and competency frameworks (including Equity and Reconciliation competencies) for each team.

Review team member mentorship strategy.

How do we assess progress?

- » Tamarack's team members and Board increasingly represent the diverse identities and experiences that our work reaches
- » HR policies and practices promote equitable participation from team members by eliminating systemic barriers and reducing gaps between policy intention, activation, and lived experience of their impacts.
- » Team members across diverse demographics report high levels of inclusion and engagement and indicate that support systems and resources are clear and effective.

	Self-Love	Love Others	Love as a Community	Love Fused with Power
Desired Outcomes	Team members from equity-denied groups feel valued and supported, fostering inclusion and belonging. Tailored support services, like mentorship and mental health and wellness resources, alleviate stressors, align team members with Tamarack's mission, and enhance their ability to navigate systemic barriers.	The framework improves transparent decision-making, collaboration, and accountability. It fosters accompliceship, enhances team member morale, and connects equity-denied groups with support networks, ultimately deepening relationships within Tamarack and the community while promoting a culture of care and connection.	Communities gain clearer roles and faster issue resolution, enabling meaningful participation. Supporting equity-denied team members strengthens authentic relationships, removes barriers to community engagement, and empowers communities to adopt accountability frameworks and participate more inclusively.	Centring equity in decision-making enhances Tamarack's systemic impact, empowers equity-denied team members, and strengthens community capability. Offering tangible support builds trust, sets a standard for inclusivity, and enables systemic change by valuing and compensating lived experiences and contributions.
Identified Risks	Team members who do not belong to equity-denied groups may feel alienated or resistant, perceiving the policy as preferential treatment or inequitable.	Policies risk framing equity-denied team members through a deficit lens, focusing on needs rather than strengths and gifts. Unclear processes can create uncertainty about roles and responsibilities.	Undefined compensation and recognition processes can lead to community distrust and tensions. Meeting expectations may challenge the organization's capacity, risking dissatisfaction.	Changing social and political pressures may impact Tamarack's ability to outwardly enact equitable systems transformation, dissuading team members and communities from believing Tamarack's commitment to Equity and Reconciliation.
Data Collection Opportunities	Sharing circles facilitate small group discussions where the team members share experiences with internal policies, associated support systems, and associated impacts on personal and professional growth.	Assess program reach, empower communities to evaluate impacts, and document changes in trust and collaboration through case studies, relationship mapping, and community-driven assessments.		Track representation of equity-denied groups in influencing Tamarack's initiatives and decision-making processes.

3 *Build reciprocal partnerships with equity-denied communities*

We are committed to fostering genuine and equitable relationships with communities most impacted by oppression. This includes understanding how historical contexts have unfairly disadvantaged groups based on intersecting identities, such as age, language, gender, sexual orientation, race, and/or Indigeneity, as well as refugees, migrants, newcomers, and/or those living with a disability or experiencing poverty.

Why is this important?

- » Establishing reciprocal relationships with First Nation, Métis, Inuit, and equity-denied communities through meaningful collaborations fosters mutual respect and understanding. It also addresses historical injustices and catalyzes equitable opportunities for all.
- » This work is imperative to honouring the reconciliation commitments we've made as an organization. Through centring First Nation, Métis and Inuit voices; honouring traditional knowledges; and acknowledging historical injustices, Tamarack can begin to dismantle colonial structures impacting First Nations, Métis, and Inuit communities.
- » Tamarack can contribute to the broader process of equitable systems transformation and reconciliation and work toward building a more just and equitable society. We can do this through genuine collaboration and mutual respect as we develop partnerships aimed at addressing systemic inequalities, self-determination, and decision-making that respects diverse cultural norms, worldviews, histories, and rights of First Nation, Métis, and Inuit Peoples and equity-denied communities.



Action Items

FY2024-2025

Implement a Community Compensation and Recognition policy that nurtures relationship-building and equitable participation.

Gain meaningful knowledge and an understanding of the specific First Nation, Métis, and Inuit Peoples and equity-denied groups that Tamarack engages with.

Explore developing a First Nation, Métis, and Inuit community advisory group.

FY2025-2026

Develop a First Nation, Métis, and Inuit Guideline that identifies protocol considerations for working with communities and that includes cultural and facilitation protocols.

Enhance awareness of issues impacting equity-denied communities (that addresses topics such as age, language, gender, sexual orientation, race, and/or Indigeneity, as well as refugees, migrants, newcomers, and/or those living with a disability or experiencing poverty).

Research frameworks for First Nations, Métis, and Inuit advisory councils. Explore roles, responsibilities, and the potential relationship such a council could have to Tamarack, ensuring clarity on its decision-making power, areas of influence, and the mechanisms for meaningful collaboration and engagement.

FY2026-2027

Co-create tools and resources with First Nations, Métis, and Inuit communities that provide guidance on how non-Indigenous members can uphold and respect First Nations, Métis, and Inuit rights to sovereignty, self-determination and land stewardship. Such a resource should introduce culturally informed practices.

Develop a framework that includes guidelines for engagement, representation, and collaboration, ensuring meaningful input from Indigenous communities on Tamarack's initiatives, policies, and programs.

How do we assess progress?

Tamarack builds genuine, reciprocally beneficial, long-term relationships with equity-denied groups and communities (e.g. where intersecting identities include age, language, gender, sexual orientation, race, and/or Indigeneity, as well as refugees, migrants, newcomers, and/or those living with a disability or experiencing poverty).



	Self-Love	Love Others	Love as a Community	Love Fused with Power
Desired Outcomes	Policies foster fairness and cultural competence among team members, enhancing their ability to effectively engage with First Nations, Métis, and Inuit Peoples and equity-denied groups. Team members gain inclusive communication skills and take pride in deepening relationships with communities experiencing systemic barriers to accessing Tamarack's services.	Team members feel more connected to Tamarack's Equity and Reconciliation Strategic Priorities. Learning about diverse groups boosts morale, intercultural understanding, and purpose. Accountability, deep understanding of systemic challenges, and collaboration with First Nations, Métis, Inuit, and equity-denied communities is supported.	Communities benefit from sustainable networks, compensation, and culturally relevant programs that respect their needs and histories. Tamarack team members apply intercultural competence to avoid perpetuating harm, empower underrepresented voices, and foster intergenerational connections, expanding learning opportunities for equity-denied groups.	Policies and decision-making tables value lived experience and place-based knowledge, amplifying equity-denied voices in policy and program design. Tamarack aligns with community-generated calls to action, leveraging advisory insights to address systemic barriers and advocate for Indigenous rights, fostering community-driven change and equity.
Identified Risks	Team members may feel overwhelmed by the knowledge demands or frustrated by ambiguity in advisory roles, scope, and decision-making. Advisory members risk burnout if workloads exceed capacity, recognition is inadequate, or protocols are not honoured.	Failure to translate team member knowledge into meaningful actions may lead to frustration. Without clear commitments, the advisory group could appear performative. Reduced fees or free attendance may strain revenue, requiring external funding.	Communities may perceive policies and decision-making as performative if implementation lacks authenticity and applied action. Missteps with First Nations, Métis, and Inuit protocols and inadequate representation on the advisory group could harm relationships and trust. Clear policies are needed to avoid fairness issues in subsidized participation.	Space is not made to hear voices and perspectives from First Nations, Métis, and Inuit Peoples and equity-denied communities and policies. Consequently, decisions are seen as tokenistic and not representative of the entire community, harming Tamarack's reputation as an organization committed to equitable systems change.
Data Collection Opportunities	Pre- and post-event surveys assess Tamarack team member's intercultural competence and understanding of First Nations, Métis, and Inuit Peoples and equity-denied communities' histories and perspectives after training.	Track advisory group recommendations and their integration into policies and decision-making. At the same time, gather internal team member feedback on how the policy changes and decision-making align with Tamarack's values and priorities.	Use participation metrics, relationship mapping, and community-led evaluations to measure trust; First Nations, Métis, and Inuit Peoples and equity-denied community engagement; and program impact. At the same time, track demographic data and event attendance.	Assess policy influence, reconciliation progress, and community-led contributions through program reviews, post-event surveys, and success case studies.

4

Implement accessibility measures that support equitable participation in all parts of the network

Accessibility initiatives support individuals of diverse abilities to fully engage and contribute, so we seek to remove barriers and create an environment where everyone can thrive. By prioritizing accessibility in our policies, practices, and spaces, we can ensure equal opportunities for all members, learners, and partners to participate, contribute, and succeed.

Why is this important?

- » Implementing comprehensive accessibility measures and removing barriers to access is vital for fostering an inclusive organizational culture at Tamarack. This culture is one where everyone, regardless of ability, can fully participate and contribute across all roles within the organization.
- » Implementing comprehensive accessibility measures promotes diversity and equity but also enhances innovation and creativity by harnessing the unique perspectives and talents of all individuals.



Action Items

FY2024-2025

Review and update Tamarack's policies for reduced fee (or no cost) events for members needing financial assistance.

FY2025-2026

Develop a menu of available accommodations for team members and board members.

Develop guidelines for inclusive meetings and events that include communication and engagement practices.

FY2026-2027

Develop an accessibility framework that supports team members in producing accessible content and offerings.

How do we assess progress?

- » Tamarack's comprehensive accessibility measures and communications policies and practices create inclusive spaces that reduce barriers and foster equitable engagement.
- » Tamarack's barrier reduction policies (e.g. Gratitude and Relational Compensation policy and barrier-free registration to paid events) are sufficiently resourced, increasingly accessed, and build equitable participation across equity-denied groups (e.g. age, language, gender, sexual orientation, race, and/or Indigeneity, as well as refugees, migrants, newcomers, and/or those living with a disability or experiencing poverty) .

	Self-Love	Love Others	Love as a Community	Love Fused with Power
Desired Outcomes	A centralized platform helps team members align their work with Tamarack's Equity and Reconciliation commitments, fostering a shared vision.	Public updates promote accountability and encourage team members to stay actively engaged in Equity and Reconciliation initiatives.	Financial assistance enables participants to gain skills, tools, and a sense of belonging while enriching Tamarack's work with diverse perspectives. Knowledge dissemination to communities and partnerships with aligned organizations are also strengthened.	Communities with fewer financial resources gain access to tools for systems change, reducing inequities. The online resource also serves as a platform to attract partners or funders sharing similar goals
Identified Risks	Team members may feel overwhelmed in understanding and accessing accessibility accommodations and best practices.	Keeping information accurate and timely requires dedicated team member time and resources for regular updates.	A public-facing platform invites scrutiny, requiring careful messaging and follow-through. Misunderstandings may arise if updates or progress lack clear context.	Lack of resources leads to outdated and stagnant resources that don't align with best practices and impede broader systemic change.
Data Collection Opportunities	Accessibility for Ontarians with Disabilities Act (AODA) training completion rates, policy refresher rates, and satisfaction reported in understanding and accessing accessibility measures.	Website analytics track visits, time spent, click-through rates, and sources of traffic, along with progress metrics like published updates or reports.	Community engagement metrics measure inquiries, participation, scholarship usage, and resource downloads, while social media and external mentions reflect discussions and shares.	Partner engagement metrics assess new partnerships or collaborations initiated through the page.

5

Use our public policy, learning, and communications platforms to further advance Equity and Reconciliation goals

By using our learning and improvement process to continuously evaluate and adapt our communication practices, channels, and messaging, we aim to amplify diverse voices, promote understanding, and cultivate a sense of belonging among all members. We will strive to foster a network where Equity and Reconciliation are actively promoted and celebrated. We will ensure that our public policy positions, activities, and partnerships advance Equity and Reconciliation.

Why is this important?

- » Revising the internal communications strategy to align with organizational Equity and Reconciliation objectives is crucial for fostering a culture of belonging and respect and equity across the organization and network.
- » This involves prioritizing diverse voices and perspectives, promoting transparency and accountability, and actively addressing systemic inequalities and historical injustices.



Action Items

FY2024-2025

Design a dedicated Equity and Reconciliation page on the Tamarack website to provide official statements, a map of the organization's journey, updates, progress reports, and plans for future initiatives.

Support team members in understanding their social location and how it shapes the biases that show up in their work.

Review all public policy positions and priorities using the Equity and Reconciliation Analysis Tool or equivalents.

FY2025-2026

Ensure that members have control of their narrative and can opt in to a process to share their own experiences, achievements, and challenges.

Ensure team members with external-facing responsibilities understand how to apply inclusive language practices in their content.

FY2026-2027

Ensure that staff understand how to apply inclusive writing and communication principles in their work.

How do we assess progress?

A revised communications strategy that aligns with Equity and Reconciliation objectives reinforces Tamarack's commitment to social responsibility and positive change within the workplace and beyond.

Tamarack's co-creation and communication of learning prioritizes the amplification of perspectives from equity-denied groups that hold diverse and intersecting identities and experiences, ensures reciprocal benefit, and advances shared priorities related to Equity and Reconciliation.

	Self-Love	Love Others	Love as a Community	Love Fused with Power
Desired Outcomes	Team members deepen their understanding of identities, privileges, and systemic influences, fostering personal transformation, critical thinking, and policy evaluation skills. Board members align decisions with shared goals and priorities.	Increased awareness of social location fosters empathy, respect, and openness among team members. Equipped with tools and a shared framework, team members engage confidently in equity work, while board members contribute more informed participation.	Communities trust Tamarack's transparent equity commitments and feel seen and heard through inclusive policies. Programs align better with equity-denied groups calls to action, reducing harm, addressing systemic inequities, and fostering mutual respect and trust.	Tamarack's journey inspires communities to apply equity efforts, fostering inclusive policies and reconciliation. Teams navigate power dynamics effectively, ensuring policies reflect First Nations, Métis, and Inuit Peoples and equity-denied community priorities and reduce systemic inequities.
Identified Risks	Exploring social location and biases can be emotionally taxing. Team members may resist new frameworks or workloads, while frequent updates risk overwhelming board members.	Team members' varying levels of understanding require tailored approaches. Balancing diverse member priorities with organizational goals may cause tensions or slow decision-making.	Without sustained organizational commitment, equity efforts risk appearing superficial or performative.	External factors may limit the organization's ability to drive broader systemic change.
Data Collection Opportunities	Pulse surveys gather feedback on confidence in equity work, while board member engagement is assessed through participation, attendance, and satisfaction during meetings.	Behavioral observations, organizational culture reviews, and decision-making assessments monitor changes in bias, teamwork, and equity integration. Continuous improvement involves reflection sessions and annual reporting.	Community feedback and surveys assess perceptions of inclusivity, respect, and representation of member priorities in organizational goals.	Policy alignment is tracked through the number and quality of reviews, ensuring equity and that Indigenous perspectives are integrated into new or revised policies.

6 *Foster supportive and inclusive governance structures*

Our board and members bring diverse perspectives, experiences, and contributions to Tamarack and we aspire to create spaces for open dialogue, shared decision-making, and collective action with and among them. We aim to cultivate a culture of collaboration, respect, and mutual support by evolving our governance structure to give more power to board members from the communities for whom we exist. We will do this by developing an understanding of their lived experience and ways that power can be transformed and by prioritizing board member well-being and equal participation.

Why is this important?

- » Fostering a supportive and inclusive board culture that prioritizes board member well-being and equal participation is essential for maintaining the effectiveness of Tamarack's decision-making and governance and its ongoing success.
- » By creating a culture of mutual respect, collaboration, and inclusivity, Tamarack's board can harness the collective wisdom and diverse perspectives of all board members and reflect a commitment to Equity and Reconciliation at the highest levels of leadership. Paying attention to board dynamics involves ensuring that board members feel valued, heard, and supported in their roles, regardless of background or identity.



Action Items

FY2024-2025

Share changing priorities and goals with all board members, including member priorities.

Develop a Gift Acceptance policy that offers a framework for decision-making on how to determine whether a gift aligns with our 2030 Plan, our Equity and Reconciliation commitments, and our Strategic Priorities.

FY2025-2026

Develop a list of available supports and a process for how board members can request them.

Update policies around discrimination within the board.
Agree on whether/how board members will intervene if they witness bullying and discrimination.

FY2026-2027

Share changing priorities and goals with all board members, including member priorities.

How do we assess progress?

Board members across diverse demographics report that Tamarack's governance structures are inclusive and create conditions for open dialogue, equitable participation, and shared decision-making.

	Self-Love	Love Others	Love as a Community	Love Fused with Power
Desired Outcomes	Board members feel valued and connected when their input shapes organizational goals. At the same time, team members benefit from clear guidelines for handling sensitive situations, reducing stress and uncertainty.	Transparency and shared knowledge enable board members to make aligned, collaborative decisions, while consistent policies minimize biases in addressing issues.	Community priorities inform board decisions, leading to inclusive outcomes. A safer environment fosters trust and supports incident reporting, enhancing organizational impact.	Tamarack's approach serves as a benchmark for others, driving systemic improvements across sectors.
Identified Risks	Board members offering diverse perspectives do not feel seen or heard and opt out of offering additional emotional labour in their roles.	Enforcing policies may create emotional and administrative strain on board peers and team members without adequate support.	Board or team members may resist or misunderstand the policy changes, requiring ongoing education and dialogue.	Board power asymmetry is ignored and structures remain status quo, limiting the ability to transform board structures and relationships.
Data Collection Opportunities	Annual board member surveys measure experience by capturing data on belonging and accessibility.	Enhanced accessibility measures and policy changes are tracked.	Team members and the community report greater awareness and input into strategic decision-making processes.	A resource is available on the Tamarack website that supports inclusive and representative board member participation.

7

Support systems change and equitable outcomes in community by promoting a culture of transparency, accountability, collaboration, and psychological safety between Tamarack and members of the network

We aim to create an environment where members and communities within the network feel encouraged to contribute, share ideas, and collaborate openly. Through transparent communication, clear accountability structures, and a commitment to mutual respect, we strive to build trust and strengthen relationships within our community. Additionally, by nurturing a culture of psychological safety, we can establish creativity, innovation, and collective problem-solving.

Why is this important?

- » Promoting a culture of transparency, accountability, collaboration, and psychological safety amongst Tamarack and members is essential for the vitality and sustainability of the organization. This is because there is a shared understanding and increased confidence in decisions that impact organizational activities, and outcomes.
- » Prioritizing psychological safety creates a trusting and supportive atmosphere where members feel comfortable opting in to voice their opinions, share ideas, and contribute to decision-making processes on our policies and initiatives.



Action Items

FY2024-2025

Develop and communicate policies and procedures surrounding member-involved instances of harassment and discrimination.

Develop a list of available supports and a process for how members can request them.

FY2025-2026

Review program and service offerings available to members that centres Francophone inclusion, missing voices, and time zone diversity.

Continue developing a Francophone Strategy that centres Equity and Reconciliation to ensure consistent offerings.

FY2026-2027

Engage members in revisiting our Community Pathways Map, including to define expectations for how we work toward Equity and Reconciliation.

Develop clear communication and reporting processes that better define the relationships we hold and the expectation for them to commit to and uphold Equity and Reconciliation values and practices.

Develop member supports and resources that centre accessibility and access, which includes financial accessibility. In addition, prioritize space for reflection, co-creation, and feedback.

Create a “spaces protocol” that defines the differences between safe, brave, accountable, and ethical spaces and offers community agreements for each of those spaces.

This protocol will apply to team members, board members, and community members.

How do we assess progress?

- » Tamarack learners across diverse demographics report a high level of transparency, accountability, and psychological safety in their engagement with Tamarack.
- » Tamarack learners across diverse demographics report having opportunities to co-create content, including stories of learning and progress, in reciprocally beneficial ways.
- » A growing number of Tamarack members report that:
 - Tamarack has supported them in recognizing inequitable systems and gaining skills to close equity gaps.
 - Tamarack has supported them in identifying an equity gap to close, a systems-level measure of success, and a plan to get there.
 - Tamarack has supported them in closing an equity gap (e.g., changes to policies, practices, resource flows, connections, power relationships, and/or mental models).



	Self-Love	Love Others	Love as a Community	Love Fused with Power
Desired Outcomes	A structured approach to harassment and discrimination reduces emotional strain on team members. At the same time, clear resources empower them to engage confidently with the Tamarack network.	Members of the Tamarack network participate in co-design of community agreements.	Transparent mechanisms empower members to raise concerns safely, fostering trust, inclusion, and well-being. Clear processes for support access enable members to proactively address challenges, benefiting both individuals and the broader community.	Accessible resources promote equity, particularly for equity-denied groups, while Tamarack's practices serve as a model, inspiring systemic improvements across the sector.
Identified Risks	Members may report feeling isolated and excluded when resources are allocated to equity-denied groups and accomplices working toward equitable systems transformation.	Regular updates and clear communication about available resources are essential to maintain transparency and accuracy. Members' varying levels of understanding require tailored approaches. Balancing diverse member priorities with organizational goals may cause tensions or slow decision-making.	The initiative's success depends on adequate and accessible resources that meet the community's needs.	There is incongruency between commitments, action, and member priorities leading to the exclusion of Equity and Reconciliation from policy advocacy and decision-making.
Data Collection Opportunities	Click and download rates on member resources and policies are tracked.	Track support requests and survey team members to assess the effectiveness, challenges, and areas for improvement in the support system.	Measure support process utilization rates, ease of access, and continued participation in events or programs to evaluate engagement and satisfaction.	Citations for Tamarack resources increase. Partners report that Tamarack has had a positive influence on their respective equity plans and policy decisions.

Tamarack has created an Equity and Reconciliation Framework and Action Plan with the guidance of Power of Discourse Consulting. By dedicating time and resources to develop and implement this plan, we are publicly showing our commitment to centring Equity and Reconciliation in our work, both in closing equity gaps in the communities we serve and within our organization.

Our core principles shape the seven Strategic Priorities outlined in the plan, which align with our 2030 Strategic Plan. Each priority has specific objectives that require collective effort from both our internal team and external partners to achieve success. While we will remain flexible to adapt as needed, this plan serves as a living roadmap for our journey, recognizing the individual responsibilities we all share.

We remain grateful for the many relationships, gifts of time, knowledges, experiences, and learnings that have not only informed this message, framework, and action plan but that continue to propel us forward. These include those from our team, our board, and our community members. We recognize this as an expression of where we are at this moment in time and invite you to continue informing and being on a journey focused on addressing inequitable systems across communities.

Special thanks to Ruth Nakalyowa, Venecia Williams, and Donniel McNab from Power of Discourse Consulting for their leadership, patience, and flexibility throughout this process. We would also like to thank Tamarack team members who offered significant contributions to the Seeds of Transformation including Rochelle Ignacio, Shanese Steele, Danya Pastuszek, Chúk Odenigbo, Mairead Stewart, Jaime Stief, Alison Homer, and Owen Henderson. We also thank Tamarack's board members, including board chair Nation Cheong, board member Dina al-Khooly, Equity and Reconciliation board committee chair Mary Pickering and committee members Sunshine Chen and Lori Hewson for stepping in and contributing their gifts and passion toward this work. If you have any questions about this document, please contact our Equity and Reconciliation team at tamarack@tamarackcommunity.ca.





APPENDICES

APPENDIX 1: OUR PROCESS

Between March 2023 and September 2024, the Tamarack Institute invested in an Equity, Diversity, Inclusion, Justice, and Reconciliation (EDIJR) audit in collaboration with [Power of Discourse Consulting](#).

This audit resulted in several findings both in areas where Tamarack is excelling and areas where there is room for improvement. Recommendations were made to address gaps and areas for improvement at all levels of the organization.

Who was consulted throughout this process?

- » Board members (April 2023 – September 2024)
- » Staff (June 2023 – September 2024)
- » Members and communities within the network (July – September 2023)

How was feedback gathered from Tamarack's community?

- » Anonymous surveys (in English and French) June
- » 1:1 interviews (in English and French)
- » Listening sessions
- » Document reviews

Through these various engagements, it became clear that at the centre of our Equity and Reconciliation work there is a deep connection to community and a commitment to ensure that:

- » All of Tamarack's staff, board members, member communities, and broader network feel included, welcomed and have access to equal opportunities to bring their gifts and passions to shape the Equity and Reconciliation goals we have for Tamarack's internal and external community today and into the future.
- » Tamarack is contributing to closing equity gaps in outcomes identified by communities.



What do we care deeply about?

“Building a sense of belonging through inclusive and vibrant communities”

“Ending working poverty (deep, working, radicalized, Indigenous)”

“Ending poverty in all its forms”

“Youth as the future – working alongside Elders and ancestors”

“Our people”

“Reciprocity”

“Building connections and community resilience”

“Intersectionality (including language)”

“Moral and ethical obligations”

“Policy advocacy”

“Caring for our climate”

“Capacity building”

“Deep relationships”

“Staff are fulfilled by their work and feel they are contributing to Tamarack’s strategic goals”

Areas that Tamarack Institute staff indicated that the organization cares about.

Between December 2023 and August 2024, Tamarack organized sessions for staff members to consider, validate, and reflect on the audit findings. We also invited team members to lead the transparent and sustainable implementation of recommendations closest to their work.

As we move into implementation, we’ll continue to work toward everyone having roles in decision-making and to transparency about who is holding what pieces of work and the identified timeline to complete each action.

APPENDIX 2: THE DARCI FRAMEWORK

One tool to build a culture of distributed, intentional, and clear decision-making will be the DARCI (Decision-Makers, Accountable, Responsible, Consulted, Informed) Framework, which will be communicated using our internal project management tool. Throughout the process, we requested Power of Discourse to include the DARCI Framework to support decision-making and role clarification across the team.

The DARCI Framework

A tool used to identify the various roles and responsibilities to achieve success in a project

Decison Makers	Accountable	Responsible	Consulted	Informed
A short list of individuals who have the ultimate and final approval or veto for decisions	The sole person fully accountable for making the project happen. They should also part of the decision-makers group.	The individuals responsible for doing the work on the project. They have the ability to deal with roadblocks along the way and ask questions to ensure the project makes progress.	The specific group from whom input will be solicited throughout the different stages of the project.	The individuals who are kept appraised of relevant developments throughout the project.

This Equity and Reconciliation Framework and Action Plan outlines how Tamarack will work toward achieving the overarching goals derived from the Final Equity Audit Report.

