



## FUTURE SEARCH | HISTORY

To begin the Future Search process, the Tamarack Board, Staff, and Cities Reducing Poverty members reflected on the past and asked—what external trends have we seen over the past 100 years that shaped how we think about community change, poverty reduction and deepening community? Groups then narrowed their focus to the past 20 years, and asked—how did Tamarack respond to these trends?

### KEY QUESTIONS:

- What external trends have we seen over the past 20 years that are relevant to our work?
- What was Tamarack's response to those trends?

### EXTERNAL TRENDS FROM THE PAST 20 YEARS THAT ARE RELEVANT TO OUR WORK

The following is an accumulated list of the key external trends brainstormed by the three groups. This is valuable to us so that we can take stock of what was going on in the world and understand how Tamarack's work was influenced by these events and forces.

#### **Indigenous Relations**

- Residential Schools and Forced Assimilation
- UNDRIP (2007)
- Truth and Reconciliation Commission (2008)
- Jordan's Principle
- Truth and Reconciliation Calls to Action (2015)

#### **Globalization**

- Free trade
- State corporatism

#### **Terrorism**

- 9/11 (2001)
- Increased terrorism events / fear

#### **Technology**

- Development of social media (2004)
- Increase in technology to connect with people
- Digital doesn't support civil exchanges
- Social movements relying on SM and digital/network based/

#### **Climate change**

- Increase in extreme weather events
- Greta Thunberg

#### **Urbanization**

- Increasing immigration
- Big box stores and urban sprawl
- More awareness of how our cities are built (infrastructure)

### **Poverty Reduction**

- Millennium development goals (2000)
- Harper downscales Federal role to Cities (2005)
- Introduction of the Canada Child Benefit/enhanced child benefit (2006)
- Sustainable Development Goals (2015)
- International day to eradicate poverty
- Living Wage Movement
- Financial supports for people with disabilities
- Provincial poverty reduction strategies
- Federal poverty reduction strategy (2018)
- Market Basket Measure (2018)
- Equity and equality focus
- Adopting a human rights-based approach to poverty reduction
- Discussion of guaranteed income

### **Funding structures**

- Corporate Social Responsibility movement
- Micro Lending
- Decline in funding for programs and services
- Moving from an attitude of charity to justice

### **Collective Impact**

- Collective impact paper by Kania Kramer (2011)
- Focus on systems change
- Distributed shared leadership

### **Changing nature of work**

- Traditional jobs changing
- Rise of gig / craft economy
- The effect of technological advancements on demand for skilled labour

### **Generational**

- Aging baby boomer generation and decline in birth rate
- New generation of connectedness and wanting to work in something that matters

### **Affordability**

- Increasing inequalities and greater gaps in wealth
- Global recession/austerity measures (2007/08)
- Minimum wage increases
- Rise of food banks
- Housing costs on the rise

### **Political**

- Liberal federal government (2015)
- Widening political divides
- Fragmented identity politics (post-modern feminism)
- Naheed Nenshi becomes a rock star (2015)

### **Decline in civic engagement**

- Decline of public space to provide a social safety net
- Decline of social discourse
- Decline of volunteerism and charitable donations

### **Increase in loneliness & social isolation**

- British Government's Minister of Loneliness (2017)
- Loneliness and isolation become a public health issue (2018)
- Rise of happy index

### **Increased awareness around mental health**

### **Inability of people to work together**

### **Social Innovations**

## TAMARACK’S RESPONSE TO EXTERNAL TRENDS

Groups brainstormed the various ways that Tamarack has responded to these key external trends. This helps us to understand Tamarack’s role in community change, reducing poverty, and deepening community more clearly. These responses are organized by theme to help show similarities across the three groups.

Board	Staff	CRP Members
<p><b>Connecting people:</b></p> <ul style="list-style-type: none"> <li>• Building virtual engagement</li> <li>• Engagement</li> <li>• Good at digital communication</li> </ul>	<p><b>Connecting people:</b></p> <ul style="list-style-type: none"> <li>• Technology</li> <li>• Commitment to community</li> <li>• Harnessing technology to re-connect citizens and create vibrant communities</li> <li>• Providing opportunities for connections with communities</li> <li>• Developing CoPs and PiPs</li> <li>• Connecting communities/growth of the CRP network</li> </ul>	<p><b>Connecting people:</b></p> <ul style="list-style-type: none"> <li>• Network connected us / relationship building between communities</li> </ul>
<p><b>Poverty Reduction Advocacy:</b></p> <ul style="list-style-type: none"> <li>• Shifted conversation from poverty alleviation to reduction</li> <li>• Keeping poverty relief front and center</li> </ul>	<p><b>Poverty Reduction Advocacy:</b></p> <ul style="list-style-type: none"> <li>• Engaging mayors in poverty reduct’n</li> <li>• Poverty Reduction Summits</li> <li>• Support members to advocate for enhanced family/child tax benefits</li> <li>• Helping organizations and groups raise awareness about poverty busting myths amongst a broad range of stakeholders and the public</li> <li>• Support cities to access government benefits for low income families</li> </ul>	<p><b>Poverty Reduction Advocacy:</b></p> <ul style="list-style-type: none"> <li>• Created momentum for the eradication of poverty</li> <li>• Social Determinants of Health</li> <li>• Living wage calculations</li> <li>• Tamarack can advocate, Increased awareness of poverty</li> <li>• Strategy development (Mun, Prov, Fed)</li> <li>• Awareness of impact of policy</li> <li>• Living wage promotion</li> <li>• Mayor’s Panel on poverty</li> <li>• Municipal governments grappling with their role</li> </ul>
<p><b>Focus on deepening community:</b></p>	<p><b>Focus on deepening community:</b></p> <ul style="list-style-type: none"> <li>• Writing books on deepening community, community conversations</li> <li>• Research on the “what” and “how” is needed to build better connected communities</li> <li>• ABCD work (website, CoP, ABCD in Canada)</li> <li>• Supporting cities to deepen community</li> </ul>	<p><b>Focus on deepening community:</b></p> <ul style="list-style-type: none"> <li>• Asset/strength-based model and a focus on social capital</li> </ul>

Board	Staff	CRP Members
	<ul style="list-style-type: none"> <li>• Research and evidence on why it's important to focus on deepening community</li> <li>• Citizen role in response to climate change/community adaptations</li> <li>• Cities developing neighbourhood strategies</li> </ul>	
<p><b>Supporting members:</b></p>	<p><b>Supporting members:</b></p> <ul style="list-style-type: none"> <li>• Being in service to members</li> <li>• Tamarack providing coaching to cities on poverty reduction, collective impact, community engagement, deepening community, evaluation</li> </ul>	<p><b>Supporting members:</b></p> <ul style="list-style-type: none"> <li>• Access to coaching</li> <li>• Capacity building</li> <li>• Help navigating the system</li> <li>• Tamarack is a safe space to talk about difficult issues and build trust</li> </ul>
<p><b>Focus on cities:</b></p>	<p><b>Focus on cities:</b></p> <ul style="list-style-type: none"> <li>• Well placed to support cities and communities</li> <li>• CRP Trailbuilders</li> <li>• Municipal focus on change-making</li> <li>• Providing resources to support cities' poverty reduction strategies (development, implementation) and leverage community assets</li> <li>• Cities developing community plans</li> </ul>	<p><b>Focus on cities:</b></p>
<p><b>The theory to practice of large-scale change:</b></p> <ul style="list-style-type: none"> <li>• Use systemic thinking</li> </ul>	<p><b>The theory to practice of large-scale change:</b></p> <ul style="list-style-type: none"> <li>• Teaching the collective impact framework</li> <li>• International lenses and learning from partners</li> <li>• Key themes area + focus</li> <li>• Narrowing of 5 ideas and game changers</li> <li>• Connection of theory to practice</li> <li>• Thread between poverty reduction and theory</li> </ul>	<p><b>The theory to practice of large-scale change:</b></p> <ul style="list-style-type: none"> <li>• Collective Impact approach</li> <li>• Focus on systems change from charity approach</li> </ul>
<p><b>Commitment to shared learning:</b></p> <ul style="list-style-type: none"> <li>• Focused on learning</li> <li>• Created a culture of learning</li> </ul>	<p><b>Commitment to shared learning:</b></p> <ul style="list-style-type: none"> <li>• Sharing successful/innovative public policy, program and practice ideas to reduce poverty</li> <li>• Case studies written BY cities</li> <li>• TEN: a guide for cities reducing poverty</li> </ul>	<p><b>Commitment to shared learning:</b></p> <ul style="list-style-type: none"> <li>• Brought cities together in shared learning</li> <li>• Conferences and gatherings – shared conversations / Support</li> </ul>

Board	Staff	CRP Members
	<ul style="list-style-type: none"> <li>• Synthesising and sense making for clients</li> <li>• Local activity to learning strategy</li> <li>• Providing learning resources and opportunities for communities to share promising practices</li> <li>• Innovative programs/services</li> </ul>	<ul style="list-style-type: none"> <li>• Tamarack repository of knowledge</li> </ul>
<p><b>Scaling:</b></p>	<p><b>Scaling:</b></p> <ul style="list-style-type: none"> <li>• Teaching the CRP trailbuilder model to 70+ cities in Canada</li> <li>• Scale and proof of concept</li> <li>• Grow our network of CRP in Canada</li> <li>• Work with ESDC to support cities with implementing of national PRS</li> <li>• Value of a network and convening that network</li> </ul>	<p><b>Scaling:</b></p> <ul style="list-style-type: none"> <li>• Network lends weight</li> </ul>
<p><b>Advocating for the voice of lived experience:</b></p> <ul style="list-style-type: none"> <li>• Deliberate community engagement</li> </ul>	<p><b>Advocating for the voice of lived experience:</b></p> <ul style="list-style-type: none"> <li>• Lived experience into conversation</li> </ul>	<p><b>Advocating for the voice of lived experience:</b></p> <ul style="list-style-type: none"> <li>• Engaging and involving people with lived and living experience</li> <li>• Engaging and including those with lived / living experience</li> </ul>
<p><b>Understanding impact:</b></p>	<p><b>Understanding impact:</b></p> <ul style="list-style-type: none"> <li>• Identifying 4 areas of impact</li> </ul>	<p><b>Understanding impact:</b></p> <ul style="list-style-type: none"> <li>• Getting to Impact Series</li> <li>• Creation of the Game Changers</li> </ul>
<p><b>Organizational structure:</b></p>	<p><b>Organizational structure:</b></p> <ul style="list-style-type: none"> <li>• Long-term diverse funding</li> <li>• Social enterprise but organized and run like a business</li> <li>• Growing the Manager of Cities role</li> </ul>	<p><b>Organizational structure:</b></p> <ul style="list-style-type: none"> <li>• Social enterprise</li> </ul>