



# FUTURE SEARCH | CURRENT

After reflecting on the past, the Tamarack Board, Staff, and Cities Reducing Poverty (CRP) members then turned to focus on the present. They each discussed what they feel proud of, and sorry for, in the way Tamarack is dealing with community change, poverty reduction and deepening community.

## KEY QUESTIONS:

- What are we most proud of? The things we did that had the most benefit or impact.
- What are we sorry for? The things we wish we'd done differently.

## OUR PROUDS

Groups brainstormed individually, and then collectively, to name the things they felt proud of in the way that Tamarack is working towards community change, poverty reduction and deepening community. These responses are organized by theme to help show similarities across the three groups.

Board	Staff	CRP Members
<b>Learning community Approach:</b> <ul style="list-style-type: none"> <li>• Learning community</li> <li>• 91% engaged (25,000 members)</li> <li>• Part of a broader community</li> </ul>	<b>Learning community Approach:</b> <ul style="list-style-type: none"> <li>• The change in running CoPs – more creative, networking/sharing, evaluating purpose</li> <li>• The size and reach of Tamarack's member/client/friend network</li> <li>• Positive email feedback</li> <li>• Truly caring about our members/learners</li> <li>• Being able to talk about our stories</li> </ul>	<b>Learning community Approach:</b> <ul style="list-style-type: none"> <li>• Peer to peer learning               <ul style="list-style-type: none"> <li>– willingness to have conversations</li> <li>– Sharing resources</li> <li>– Conferences</li> <li>– Support from other practitioners</li> <li>– Safe Space</li> </ul> </li> </ul>
<b>Collaboration:</b> <ul style="list-style-type: none"> <li>• Lived experience (made popular)</li> <li>• Generosity with others</li> </ul>	<b>Collaboration:</b> <ul style="list-style-type: none"> <li>• Opened a clear door for cross-sector collab</li> <li>• Partnership with FSG</li> <li>• Keeping ESDC consultations toward the federal strategy – paving the way for that relationship</li> </ul>	<b>Collaboration:</b>

Board	Staff	CRP Members
	<ul style="list-style-type: none"> <li>• Connecting different orgs doing similar work who otherwise would never meet</li> </ul>	
<p><b>Trailblazing/Leadership:</b></p> <ul style="list-style-type: none"> <li>• Lead with compassion and justice</li> <li>• Belonging and love</li> <li>• Innovative and creative</li> <li>• Nimble</li> <li>• Entrepreneurial</li> </ul>	<p><b>Trailblazing/Leadership:</b></p> <ul style="list-style-type: none"> <li>• Being true to core roots while bringing leadership &amp; new ideas to the field</li> <li>• Innovative leadership</li> <li>• Adaptation</li> <li>• The overall impact we have had re” addressing key social issues in Canada</li> <li>• Staying relevant in political change</li> <li>• Continual growth and refinement</li> <li>• Start w. what’s strong, not what’s wrong</li> <li>• Clarifying the work and role of Tamarack – 5 practice areas, CRP, CDC</li> </ul>	<p><b>Trailblazing/Leadership:</b></p>
<p><b>Community/City orientation:</b></p> <ul style="list-style-type: none"> <li>• Rooted in community</li> <li>• Probe issues in community</li> </ul>	<p><b>Community/City orientation:</b></p> <ul style="list-style-type: none"> <li>• Seeing cities/communities as a catalyst for action and change</li> <li>• Focus on the local communities</li> </ul>	<p><b>Community/City orientation:</b></p>
<p><b>Reputation:</b></p> <ul style="list-style-type: none"> <li>• Pan-Canadian</li> <li>• Great reputation</li> </ul>	<p><b>Reputation:</b></p> <ul style="list-style-type: none"> <li>• International draw @ events and consulting clients</li> <li>• Our reputation nationally and locally</li> </ul>	<p><b>Reputation:</b></p> <ul style="list-style-type: none"> <li>• High level of speakers and resources</li> <li>• National Organization with capacity to shape messaging</li> <li>• Can target business leaders</li> </ul>
<b>ORGANIZATION</b>		
<p><b>People/Team:</b></p> <ul style="list-style-type: none"> <li>• Great friendships</li> <li>• Good staff</li> </ul>	<p><b>People/Team:</b></p> <ul style="list-style-type: none"> <li>• Long term funding relationships, stakeholders, staff</li> <li>• Greater staff capacity</li> <li>• Growth and clarity of MoC role</li> <li>• Starting to focus on our internal culture</li> <li>• Long term friends</li> <li>• Training our own team members</li> </ul>	<p><b>People/Team:</b></p> <ul style="list-style-type: none"> <li>• Passionate people</li> </ul>
<p><b>Financial:</b></p> <ul style="list-style-type: none"> <li>• Financially solvent</li> <li>• Good relationship with key donors</li> </ul>	<p><b>Financial:</b></p> <ul style="list-style-type: none"> <li>• Relationship with ESDC</li> <li>• Relationship with funders</li> <li>• Strong financial position</li> </ul>	<p><b>Financial:</b></p>
<p><b>Growth:</b></p>	<p><b>Growth:</b></p> <ul style="list-style-type: none"> <li>• Growing our networks and team</li> <li>• Expansion into the US</li> </ul>	<p><b>Growth:</b></p>

Board	Staff	CRP Members
	<ul style="list-style-type: none"> <li>• Using zoom</li> <li>• Replicating technology</li> </ul>	
<b>LEARNING CENTRE</b>		
<ul style="list-style-type: none"> <li>• Learning culture</li> <li>• Open source</li> </ul>	<ul style="list-style-type: none"> <li>• Using a social enterprise approach</li> <li>• 5 idea areas</li> <li>• Really good tools, papers and guides</li> <li>• LC retreat for two days in June</li> <li>• CCF 2019 – learner transformation</li> <li>• Consulting</li> <li>• Becoming increasingly strategic in curriculum and resource creation</li> <li>• Re-imagining of CCF and successful 2 events in Toronto and Vancouver</li> <li>• Thematic focus and workplans for 2020</li> </ul>	
<b>VIBRANT COMMUNITIES</b>		
	<ul style="list-style-type: none"> <li>• VC naming the process – community plan</li> <li>• Memberships</li> <li>• Progressive CRP + CDC under VC</li> <li>• Including youth and climate change</li> <li>• National gatherings</li> <li>• Being a strategic in resource development – clear target, purpose, co-created, dissemination</li> <li>• Deeper understanding of members</li> <li>• Community plan work with members</li> <li>• National Summits</li> <li>• Learning products for members</li> <li>• Engaging dangerous communities</li> </ul>	
<p><b>Cities Reducing Poverty:</b></p> <ul style="list-style-type: none"> <li>• Opportunities 2000</li> </ul>	<p><b>Cities Reducing Poverty:</b></p> <ul style="list-style-type: none"> <li>• The formation and early days of VC</li> <li>• Canada at lowest poverty in history – we helped</li> <li>• Nearly hit target – 100 cities</li> <li>• Big successes we’ve supported – eg. Medicine Hat</li> <li>• 10 guide for cities and business. Lived experience – synthesizing and sense making</li> <li>• TEN Guide / Collaborative pubs with members</li> </ul>	<p><b>Cities Reducing Poverty:</b></p> <ul style="list-style-type: none"> <li>• CRP history and clout</li> <li>• Support for backbone</li> <li>• Outcome reporting</li> <li>• Affordable technology / resources</li> <li>• Creative ways to make the case</li> <li>• Social innovation research</li> <li>• Combine strategies</li> <li>• Data</li> <li>• Can engage leadership to be involved/implement</li> </ul>

Board	Staff	CRP Members
<b>Cities Deepening Community:</b>	<b>Cities Deepening Community:</b> <ul style="list-style-type: none"> <li>• Building the movement in CDC – 1500 to 5000 learners</li> <li>• Selling out the ABCD event</li> <li>• CDC membership</li> <li>• Focus on ability and existing capability, not what a communities lacking (ABCD)</li> </ul>	<b>Cities Deepening Community:</b>
<b>Communities Building Youth Futures:</b>	<b>Communities Building Youth Futures:</b> <ul style="list-style-type: none"> <li>• CBYF</li> </ul>	<b>Communities Building Youth Futures:</b>

## OUR SORRIES

Groups brainstormed individually, and then collectively, to name the things they felt sorry for—the things we wish we’d done differently—in the way that Tamarack is working towards community change, poverty reduction and deepening community. These responses are organized by theme to help show similarities across the three groups.

Board	Staff	CRP Members
<b>Influence/Recognition:</b> <ul style="list-style-type: none"> <li>• Lack of Influence on government policy</li> <li>• Decline in democracy</li> </ul>	<b>Influence/Recognition:</b> <ul style="list-style-type: none"> <li>• Has tamarack always received the recognition we’re earned as a field-builder?</li> <li>• Sharing our story beyond our network</li> <li>• Harper Government really restricted creativity in gov’t. Set us back, but rise in cities and social innovations</li> <li>• Conveying value of members to Prov gov’t</li> <li>• Need bigger public webinars in CRP</li> </ul>	<b>Influence/Recognition:</b> <ul style="list-style-type: none"> <li>• Tamarack known only by the network</li> <li>• How do we change minds (not enough “suits” in the room”)</li> <li>• Don’t shape a national coordinated message</li> </ul>
<b>Reconciliation:</b> <ul style="list-style-type: none"> <li>• Indigenous/New Canadians can play a greater role</li> </ul>	<b>Reconciliation:</b> <ul style="list-style-type: none"> <li>• Not leading in reconciliation</li> <li>• Could have been earlier in respectful engagement of indigenous population both in consulting and events</li> <li>• Indigenous representation/engagement</li> <li>• Indigenous work – land acknowledgement and statement</li> </ul>	<b>Reconciliation:</b> <ul style="list-style-type: none"> <li>• Lack of indigenous representation/participants</li> </ul>
<b>Diversity and Inclusion:</b> <ul style="list-style-type: none"> <li>• Lacking diversity</li> </ul>	<b>Diversity and Inclusion:</b> <ul style="list-style-type: none"> <li>• Engage youth and young professionals</li> <li>• Diversity in thought leadership</li> </ul>	<b>Diversity and Inclusion:</b>

Board	Staff	CRP Members
	<ul style="list-style-type: none"> <li>• The struggle to bring in diverse perspectives – not spending enough time getting to know and nurture other thought leaders</li> <li>• Gender responsive and diversity</li> <li>• Adoption of diversity and inclusion into principles and policies to consistently guide HR, events, work</li> <li>• No explicit lived experience representation at Tamarack</li> </ul>	
<p><b>Geography/Language:</b></p> <ul style="list-style-type: none"> <li>• Translation French / English is not better off</li> <li>• Inability to work adequately in Quebec</li> </ul>	<p><b>Geography/Language:</b></p> <ul style="list-style-type: none"> <li>• Missing content (French and rural)</li> <li>• Support work with northern communities</li> <li>• Geographical focus not evenly distributed</li> <li>• Not having our materials translated into French and other languages.</li> </ul>	<p><b>Geography/Language:</b></p> <ul style="list-style-type: none"> <li>• Eastern Focus</li> <li>• Should be cities and communities to connect to rural communities</li> <li>• No rural data</li> </ul>
<p><b>Organizational vision and structure</b></p>	<p><b>Organizational vision and structure</b></p> <ul style="list-style-type: none"> <li>• Unifying vision – haven’t made our goals or what “good” looks like clear</li> <li>• Not looking at the whole forest</li> <li>• I’m not sure that we fully leverage the work of both LC/VC</li> <li>• Cohesive understanding of work/resources across LC/VC</li> <li>• Opportunities for interconnection for LC/VC</li> </ul>	<p><b>Organizational vision and structure</b></p> <ul style="list-style-type: none"> <li>• Tamarack more complicated than it needs to be                             <ul style="list-style-type: none"> <li>– Assumptions about pre-knowledge about its stream of business (VC, Idea Areas, CRP/CDC)</li> <li>– Assumptions around what Collective Impact</li> </ul> </li> </ul>
<p><b>Consulting/Teaching</b></p> <ul style="list-style-type: none"> <li>• Too expensive</li> </ul>	<p><b>Consulting/Teaching</b></p> <ul style="list-style-type: none"> <li>• More inclusive grassroots orgs and those who can’t afford events and services</li> <li>• Better focus on consulting services – reactive not proactive</li> <li>• Identify a clear person our workshops focus on. Who needs this now?</li> <li>• OTF Contract</li> </ul>	<p><b>Consulting/Teaching</b></p>
<p><b>Network</b></p>	<p><b>Network</b></p> <ul style="list-style-type: none"> <li>• No network building strategy</li> <li>• Knowledge sharing platform</li> <li>• Did not collaborate more</li> <li>• Thought leaders as a promise unfulfilled</li> <li>• Dangerous engagement and focus (?)</li> </ul>	<p><b>Network</b></p>

Board	Staff	CRP Members
<p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>• Communications</li> <li>• Making poverty reduction and integrated stories better</li> </ul>	<p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>• Better website</li> <li>• Technology: Reactive not proactive. Video podcasts etc.</li> <li>• Website closure (better collection)</li> <li>• We produce so many resources that we don't do justice to each resource as it gets buried and forgotten</li> </ul>	<p><b>Communications:</b></p> <ul style="list-style-type: none"> <li>• Not messaging about benefits of poverty reduction for targeted audiences</li> </ul>
<p><b>Membership:</b></p>	<p><b>Membership:</b></p> <ul style="list-style-type: none"> <li>• Need to see ourselves as connected to member success</li> <li>• Need better understand member needs</li> <li>• Delayed prospect strategy</li> <li>• Delay in converting CDC membership</li> </ul>	<p><b>Membership:</b></p> <ul style="list-style-type: none"> <li>• Capacity (network member working off corner of desk) <ul style="list-style-type: none"> <li>– No time to report on outcome</li> <li>– Leadership not behind poverty reduction</li> <li>– Fatigue</li> <li>– Funding cuts / lack of sustainability</li> <li>– Turnover at member organizations</li> </ul> </li> </ul>
<p><b>Evaluating Impact:</b></p> <ul style="list-style-type: none"> <li>• Measuring and articulating impact</li> <li>• Making impact relevant</li> <li>• Canada is not better off</li> </ul>	<p><b>Evaluating Impact:</b></p> <ul style="list-style-type: none"> <li>• Not being able to evaluate current poverty progress</li> <li>• Improve evaluation, learning and policy</li> </ul>	<p><b>Evaluating Impact:</b></p> <ul style="list-style-type: none"> <li>• Identify targets</li> </ul>
<p><b>HR:</b></p> <ul style="list-style-type: none"> <li>• Staff turnover (how to resolve)</li> </ul>	<p><b>HR:</b></p> <ul style="list-style-type: none"> <li>• Cultural safety</li> </ul>	<p><b>HR:</b></p>
<p><b>Funding:</b></p>	<p><b>Funding:</b></p> <ul style="list-style-type: none"> <li>• 3 funding partners with same ending year</li> </ul>	<p><b>Funding:</b></p>