



FUTURE SEARCH | PLANNING CONSIDERATIONS

Shifting to focus on the future, the Tamarack Board, Staff, and Cities Reducing Poverty (CRP) members created a broad picture of an ideal future for Tamarack. They were asked to consider what external factors might be most important as we plan forward? Then they considered how Tamarack could change its behaviours and actions to achieve the ideal state.

KEY QUESTIONS:

- What external factors are most important to us as we plan forward?
- What should we continue doing, stop doing, and start doing?

RELEVANT EXTERNAL FACTORS TO CONSIDER FOR PLANNING

Groups brainstormed which external factors will be most important to Tamarack as we plan forward. This connects our work to the outside world and helps us to figure out how our role and work may need to shift or focus to be relevant, beneficial, and sustainable over the next 10 years.

Climate change – Climate crisis; Increased disasters; Climate refugees; Mitigation & adaptation strategies

Poverty – Unaffordability; Housing crisis; Income disparity; Changing nature of work

Reconciliation – Continued focus on truth and reconciliation

Inequality – Human rights; Gender; Race

Immigration/Migration – Massive refugee migration;

Technology – Big data; Social media warfare; Strengths of movements in the digital age; Tech for social good

Urbanization – Rise of cities; Changing rural; Elevation of the Communities agenda; Neighbourhood planning

State of Democracy – Growing fragmentation; Polarization; Rise in activism; Collective response

Financial – Economic recession; Concentration of corporate/private wealth; Funding availability

Wellbeing – Rise of social isolation and loneliness; Aging population; Mental health issues

HOW SHOULD TAMARACK CHANGE WHAT IT IS DOING?

Groups brainstormed things that Tamarack should continue doing, stop doing, and start doing, to achieve an ideal future state. This helps us to think about *how* we need to change, and be specific in naming the behaviours, actions, and intentions that are most important. These responses are organized by theme to help show similarities across the three groups.

CONTINUE DOING:

Board	Staff	CRP Members
<p>Equipping Changemakers/Cities</p> <ul style="list-style-type: none"> • Helping cities thrive • Service to Cities that Tamarack provides: How to develop that depth of knowledge? Share examples of what others are doing, create a co-generative space • Magic is uniqueness in knowing CRP and to be effective changemakers we need to know and understand the 5 practice areas <ul style="list-style-type: none"> – what does it really take to drive change forward? – What actions are required? – What partnerships should we be seeking? – What skills should we be leveraging? • Focus on impact • Cities role in disaster preparedness 	<p>Equipping Changemakers/Cities</p> <ul style="list-style-type: none"> • Focus on cities • Bringing greater clarity and simplicity to the work of community change • Thought leadership in supporting place-based communities • Help communities practice the art of convening and hosting conversations that are inclusive and diverse • Knowledge-sharing, relationship-building and capacity development • Celebrating and profiling examples of positive community change (storytelling) • Supporting the ownership / responsibility in the rise of cities • Retain the citizen role in change • Building capacity to collaborate across sectors and perspectives • Support cities to take on social issues directly • Help cities to improve/protect quality of life productively • Focusing on building community and bridging alignment • Connecting policy and systems to community reality • Coaching role to empower members • Supporting diversity in actions / peaceful society • Community Plan process • Common agendas, bridging, finding common ground 	<p>Equipping Changemakers/Cities</p> <ul style="list-style-type: none"> • Glue to hold everyone together • Growing network • Help members show impact (GTI)
<p>Vibrant Communities</p>	<p>Vibrant Communities</p> <ul style="list-style-type: none"> • CRP • Deepening and growing CDC practice area 	<p>Vibrant Communities</p> <ul style="list-style-type: none"> • CRP – Single Vision and Collaborative Team

Board	Staff	CRP Members
	<ul style="list-style-type: none"> • Deepen the area of ABCD – 1 days across Canada • Continue to grow membership • Eradicate poverty and ensure sustainability • Federal PRS – TEN guide, conference, linking cities to the strategy • Work to support cities in implementing the Federal Poverty Reduction strategy/operationalizing the strategy • Helping provincial governments tackle poverty/strengthen engagement with provincial governments 	<ul style="list-style-type: none"> • Roll out many poverty reduction plans into action
Learning Resources/Events	<p>Learning Resources/Events</p> <ul style="list-style-type: none"> • Creating tools & resources for learners • Continue developing resources to support cities • Advancing learning technology • Continue the 5 interconnected practices • Build strong connections between practice or knowledge areas • Learning events • Doing one big event every year • Coaching and consulting 	<p>Learning Resources/Events</p> <ul style="list-style-type: none"> • Shared tools / resources
Peer-to-Peer Learning	<p>Peer-to-Peer Learning</p> <ul style="list-style-type: none"> • Convening networks to learn from others • Communities of Practice • Advance Learning communities for change using CI approach • Continue applying what we know from learning communities to reflect the changing face of vulnerability to new populations 	<p>Peer-to-Peer Learning</p> <ul style="list-style-type: none"> • CRP networking
Advocacy	<p>Advocacy</p> <ul style="list-style-type: none"> • Support different forms of advocacy • Strategy development – support critical, coordinated efforts around and b/w sectors to address socio-economic concerns 	<p>Advocacy</p> <ul style="list-style-type: none"> • Sustain national conversation • Leverage collective and national voice <ul style="list-style-type: none"> – Mobilize and convene groups to act – Poverty reduction influencer – Simplify message

Board	Staff	CRP Members
		<ul style="list-style-type: none"> • Tactful and connecting mandates in the network <ul style="list-style-type: none"> – Forecast and gather info from within network on emerging issues • Build political will • Frame the Discourse • Fact checking • Myth busting and education <ul style="list-style-type: none"> – Understanding relevant data, the source vs the analysis
	<p>STAFF CONTINUED</p> <p>Movement-Building</p> <ul style="list-style-type: none"> • Focus on network and movement building • Pan-Canadian mandate • Membership and practice of building momentum and creating movements • Work with partners, co-action 	
	<p>Voice of Lived Experience/Inclusion</p> <ul style="list-style-type: none"> • Advocating for the voice of lived experience • Exploring ways to empower those without a voice • Championing the value of diversity and individual people • Raising up community voice and innovation • Inclusive voices 	
	<p>Working with Indigenous communities</p> <ul style="list-style-type: none"> • Engaging indigenous populations/increasing focus on how to support indigenous communities • TRC & calls to action – support learning and sharing 	
	<p>Tamarack Operations, Communications & Funding</p> <ul style="list-style-type: none"> • Thinking ahead to the future vision of our org • Tamarack as a well-run social enterprise • Keeping up with technology • Having a balanced budget • Growth outside of Canada • Operational process improvement • Stewardship & security of database • Building strong relationships with funders • Diversified funding for Tamarack • Scholarships and ways to keep Tamarack affordable 	

STOP DOING:

Board	Staff	CRP Members
	<ul style="list-style-type: none"> • Competing for resources between LC and VC • Stop organizational fragmentation • Resource overload – be more strategic 	

START DOING:

Board	Staff	CRP Members
<p>Partnerships</p> <ul style="list-style-type: none"> • Coming into everything with an ecosystem approach – how do we integrate into the work of others? 	<p>Partnerships</p> <ul style="list-style-type: none"> • More strategic intentional collaboration with other orgs eg. Co-creative, Atmospheric fund • R&D strengthen/build partnerships, network with like-minded orgs overseas • Start making connections between key partners leading different movements • Develop collaborative partnerships and ways of workshop that include the citizen world 	<p>Partnerships</p> <ul style="list-style-type: none"> • Revalue relationships strategies to present to “powers” when they ask “why” • Collaboration with corporations
<p>Influencing Poverty Conversations</p> <ul style="list-style-type: none"> • Be at the decision-making tables 	<p>Influencing Poverty Conversations</p> <ul style="list-style-type: none"> • Engage 3 levels of government to align in response to poverty in Canada • Helping the federal government tackle poverty 	<p>Influencing Poverty Conversations</p> <ul style="list-style-type: none"> • Bring different people to the table (conservative, business, governments) • Increased integration of poverty supports • Frame conversation for different audiences • Ensure network using same language as fed / prov. strategies • Shift conversation to social capital • Create messaging around cost of poverty • Change from poverty language to cost of living • Eliminate racism / greater focus on equity (who is in poverty) • Shift to human right and equity language

Board	Staff	CRP Members
<p>Local + Systems-Focus</p> <ul style="list-style-type: none"> • We can help others figure out how to lead big community system change initiatives 	<p>Local + Systems-Focus</p> <ul style="list-style-type: none"> • Work at a pan-Canadian scale • Support urban centers to be pan-Canadian champions • Cities as drivers of National Poverty Reduction Strategy • Understand/respond to impact of Ministry of Loneliness • Neighbours as a response to political divide • Neighbourhood strategies for addressing refugees/migration 	<p>Local + Systems-Focus</p> <ul style="list-style-type: none"> • Help find balance between crisis and system change • CRP/Tamarack help to define who stays in the trenches and who/when you pull your head up to work on systems change • Cities / Municipalities advocate for constitutional power
<p>Impact-Focus</p> <ul style="list-style-type: none"> • Better at helping cities be rock stars on social issues 	<p>Impact-Focus</p> <ul style="list-style-type: none"> • Learn how to document impact and communicate results on poverty reduction • Understand and be able to tell Tamarack’s Impact story • Be the go-to for population change thinking and action • From issue to movement, learning to activism • Support collaborative activism 	<p>Impact-Focus</p> <ul style="list-style-type: none"> • Data Coordination / Info Sharing / Scale data • Shared access & measurements • Live dashboard to report out
<p>Environmental-Focus</p> <ul style="list-style-type: none"> • Better focus on climate change - help cities build and connect on these issues • Effects of migration on cities – how do we help cities deal with mass migrations around climate change? 	<p>Environmental-Focus</p> <ul style="list-style-type: none"> • Being responsive and proactive to climate change • Support cities to use a Collective Impact approach to climate transition • Incorporating environmental sustainability into the learning community • Systems change and environmental change strategies, disaster preparedness and the citizen role • Climate adaptation • Help cities deepen community by advancing large scale climate action projects that include many people • Support cities to see climate as a CI problem with multi-solve potential • Help cities bring the voice of the poor into climate change conversation 	<p>Environmental-Focus</p> <ul style="list-style-type: none"> • Galvanizing moment because of climate change • Bring climate change into poverty conversation and vice versa
<p>Reconciliation</p>	<p>Reconciliation</p> <ul style="list-style-type: none"> • Truth & reconciliation focus • Understanding how we address the TRC recommendations in our work 	<p>Reconciliation</p>

Board	Staff	CRP Members
	<ul style="list-style-type: none"> • Convening CRP members to tackle indigenous poverty • Intentionally go through a journey to reconciliation • New partnerships with Indigenous organizations and leaders • Find effective ways to engage Indigenous voices and establish new relations / listen! 	
Sustainability & Resilience	Sustainability & Resilience <ul style="list-style-type: none"> • Collective impact as a technology to fulfill SDGs • Support cities and communities to be resilient • Work with all levels of gov't to become more adaptive & resilient to population shocks • Build resilience across gov't flip flops and business engagement 	Sustainability & Resilience <ul style="list-style-type: none"> • Lens of Sustainability
Focusing Tamarack's work	Focusing Tamarack's work <ul style="list-style-type: none"> • Focus on a north star • Address competition with focus and excellence • Strengthen, co-create, collaborate • Share LC +VC operational plans every year • Define the change we want to see in the world (define excellence) and be critical about whether we are achieving it or not • Quality over quantity • Embed the same messages across all work • Key thought leaders for the next generation 	Focusing Tamarack's work <ul style="list-style-type: none"> • Concentrate effort – more impact / focus • Align strategies • Values Conversation
Funding	Funding <ul style="list-style-type: none"> • New/more funders • Get the support of major institutions (FCM, large mayors of cities, provinces) to fund the work of CRP 	Funding <ul style="list-style-type: none"> • Focusing on SDGs and access to funding
<p>STAFF CONTINUED</p> <p>Tamarack Team</p> <ul style="list-style-type: none"> • Do all tamarack team meeting 2x / year • Open a US office • Grow to 100 staff • Entrepreneurial models • What does it mean to be good at our jobs? • Develop ways to better collaborate between our teams to support community change makers and target resource production 		

Board	Staff	CRP Members
	<ul style="list-style-type: none"> • Create new and better ways to leverage synergy between focus areas • Strive for inclusive and diverse hiring practices • Tamarack staff, board and advisory teams reflect the end beneficiaries • New ways to incorporate diversity and inclusion in learning community 	
	<p>Communications</p> <ul style="list-style-type: none"> • New theme song • Bilingual resources (or team!) • Networking platform for members • Separate web section for each CoP issue area <ul style="list-style-type: none"> – Neighbours – Impact • Get ahead of the curve on technology 	
	<p>Learning Resources</p> <ul style="list-style-type: none"> • Online skill building opportunities that lead to certificates • New ways to offer affordable/assessible resources • Make sure all resources are the same quality. Quality > quantity • French language resources and services • Offering resources free of charge to our networks 	
	<p>Other</p> <ul style="list-style-type: none"> • New ways to reach rural communities • New L/C around peaceful cities 	