



Future Search

Goal: To look back, understand our context, and then ask what, so what, and now what?

Approach: The Future Search process was undertaken by 3 groups—the board, the Tamarack team, and Cities Reducing Poverty members—between April to November 2019.

What?

So What?

Now What?

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History

WHAT HAPPENED IN THE LAST 20 YEARS THAT INFLUENCED TAMARACK'S WORK?

- Affordability / gaps in wealth
- Increasing inequalities
- Changing funding structures
- Changing nature of work

Poverty Reduction Advocacy

Raised awareness, shifted the conversation, raised the voice of lived experience, tested a proof of concept, scaled across Canada.

- Decline in civic engagement
- Growing fragmentation
- Increase in loneliness & isolation

Focus on Deepening Community

Shared the benefits of community connectedness, peaceful society, an asset-based approach, the role of the citizen.

- Urbanization & Migration
- Download of Federal role to cities
- Technology

Focused on Cities

Supported cities to take on social issues directly. Established and convened a network to help communities to learn from each other. Provided knowledge, coaching, training to build capacity.

- Decline in funding for programs and services
- Collective Impact paper

Reinforced commitment to large-scale change

Validated our model for community change.

Took a leadership role in collective impact teaching and knowledge building.

Established the 5 interconnected practices for community change.

Current State



Current State

GENERAL:

- Lack of influence / recognition
- Not leading in reconciliation
- No network building strategy
- Lacking diversity
- Geographical focus not even / lack of French content
- Knowledge sharing platform
- Better website

VIBRANT COMMUNITIES:

- Need to better understand members needs
- Delayed member prospecting & converting strategy
- Measuring & articulating impact

Sorries.

LEARNING CENTRE:

- Need quality over quantity
- Collaborate more
- Too expensive for some
- Haven't been proactive in offering consulting services

ORGANIZATION:

- Vision & structure not as clear as it should be
- Interconnection between VC / LC
- 3 funding partners with same end year
- Staff turnover

Planning Considerations

CONTINUE	START
Tamarack's focus areas: <ul style="list-style-type: none"> • Equipping changemakers • Cities Reducing Poverty • Cities Deepening Community • Advocacy & movement building • Including the voice of lived experience • Working with Indigenous communities 	<ul style="list-style-type: none"> • Environmental focus • Truth & Reconciliation • Population-level outcomes programming
Vibrant Communities: <ul style="list-style-type: none"> • Guiding cities through the process for change Community plan → implement → evaluate impact • Grow membership • Deepen CDC practice area & ABCD 	<ul style="list-style-type: none"> • Influence poverty conversations at all levels of government • Focus on sustainability and resilience
Learning Centre: <ul style="list-style-type: none"> • Focusing on the 5 interconnected practices • Creating learning resources & events (1-to-many) • Coaching & consulting (1-on-1) • Advancing learning technology 	<ul style="list-style-type: none"> • Focus on quality over quantity • Be the go-to for population change thinking & action • Strategic collaborations
Operations & Funding: <ul style="list-style-type: none"> • Continue running Tamarack as a social enterprise • Diversified funding • Balanced budget • Offering scholarships • Continued growth outside of Canada • Keeping up with technology 	<ul style="list-style-type: none"> • Focus on a north star, align work • Excellence • New / more funders • More collaboration between teams • Growth in team and geography • Inclusive and diverse hiring practices • Networking platform for members

Future Scenarios



Tamarack: the go-to place in the world for cities that want to lead community change
– Paul Born



Tamarack is leading a movement with citizens at the center for healthier, equitable, resilient, low-carbon communities.
– Mary Pickering

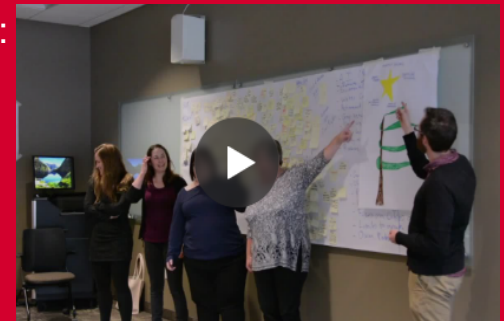
The future is unknown, but Tamarack helps cities to face unknown futures together.

– Natasha Pei



North Star with 5 points:

- Movement building
 - Equity-focused
 - Culture of learning & practice
 - Role of community
 - Strategic alliances
- Liz Weaver



Community orientation
– Tamarack helps cities to look for the solutions closest to the community & the land
– CRP member



Aligning on improved messaging to change public perception
– CRP member



External Review

Goal: Identify significant external trends that will impact the Tamarack Institute, the learners in our network, and community change efforts broadly.

Approach: Reviewed literature on key trends in Canada looking to 2030 and recent publications on the implications of COVID-19.

External Implications

Technological Change

- Rapid technological progress is going to impact every sector with increased automation, AI, privacy implications
- Digital economy grown 40% in seven years
- Technology and automation disrupting up to 42% of the labour force
- Increasing levels of technological fear and a drive for digital detox

Demographic Change

- Canada will join "super-aged" club
- More seniors are continuing to work
- Greater need for government programs and housing
- Government benefits for seniors \$99B by 2030
- Canada large population of individuals born outside of the Country
- Generation Z reaching adulthood
- Mental illness costing \$29.1b in lost productivity

Political Change

- Increasing polarization and populism
- Global disruptions in trade and relationships
- Commitment to SDGs aiming to 2030 Agenda
- Public Debt doubling and continuing to grow
- 70% of Canadians think the world is changing too quickly

Environmental Sustainability

- Climate change is happening – 4 of the 5 costliest insurance events happened in the last 6 years
- Major investments from governments and business in sustainable energy generation
- Central Canada faces risks of water shortages
- Canada will face increase in climate refugees

External Implications

Urbanization

- 81% of Canadians live in Urban setting with major growth in suburbs
- Implications for community
- Reduced services for rural communities
- \$180M being invested in infrastructure over 12 years
- Growth of Smart cities in Canada
- Growth in remote working

Shifts in Inequality

- Could close gender wage gap by 2035
- In 2016, top CEOs made 209 times more than the average worker
- In 2017, fewer than 50% of Canadians saw themselves as part of the middle class
- Women of colour earn \$0.67 of that of white men and Indigenous women earn 65 cents to the dollar

Reconciliation

- Indigenous population is growing in Canada
- Gaps remain in indicators including mental health, employment, income, educational attainment, and mortality

Economic Uncertainty

- Economic growth will be slow
- 13% of population entrepreneurs
- Purpose driven businesses
- 49% of Canadians think that the prospect for the world will be worse in 10 years and only 26% believe it will be better

Potential Impacts of COVID-19

- Economic Policy Uncertainty exceptionally high
 - Increasing debt for individuals and governments
 - Impacts on housing, immigration and energy
 - Magnified impacts of inequality
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- Demonstrating importance of resilience
 - People searching for connection and meaning
 - Opportunity for social and normative change
 - Providing a blueprint for ways to address climate change



Questions and Discussion