FUTURE SEARCH
SUMMARY

TAMARACK INSTITUTE

In this report:

FUTURE SEARCH | OVERVIEW

Future Search is a facilitated process to reflect on the past, make sense of current activities, and plan for the future. To get a range of perspectives, Tamarack invited three different groups—the Tamarack board, Tamarack staff, and Cities Reducing Poverty members—to participate in this process. The results are a key input for Tamarack's 10-year strategic planning as it provides important lessons about Tamarack's role and insights into where Tamarack should move in the future.

FUTURE SEARCH PROCESS

Three different groups participated in the Future Search process:

Tamarack Board
April 24, 2019
10 participants

Tamarack Staff
December 4, 2019
19 participants

Communities Reducing Poverty Members
October 9, 2019
85 participants

The Future Search process ranged from a half day to a full day, and each included the following four steps:

1

HISTORY
Capturing key moments in history, highlighting those most relevant to our work, and discussing the implications for the work we have come to do.

PAGE 3 - 7

2

CURRENT
Capturing Tamarack's current activities and identifying strengths and weaknesses in these approaches.

PAGE 8 - 13

3

PLANNING CONSIDERATIONS
Creating a broad picture of what we'd like Tamarack's work to look like in an ideal future, without constraints or obstacles.

PAGE 14 - 21

4

IDEAL FUTURE SCENARIOS
Creating detailed scenarios of our preferred futures and understanding Tamarack's role in it

PAGE 22 - 28

TIPS FOR READING THE FUTURE SEARCH SUMMARIES

The notes from each Future Search have been summarized into the four sections that follow. Responses have been organized by theme to help show similarities across the three groups.

Our hope is that these are skimmable and will help you to make sense of Tamarack's work—to observe recurring themes, to gain new perspectives, to reinforce the work of Tamarack that is most meaningful, and to provide tangible guidance for the future.

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:**
>
> 1. What external trends have we seen over the past 20 years that are relevant to our work?
> 2. 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 downloads 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
Connecting people: • Building virtual engagement • Engagement • Good at digital communication	**Connecting people:** • Technology • Commitment to community • Harnessing technology to re-connect citizens and create vibrant communities • Providing opportunities for connections with communities • Developing CoPs and PiPs • Connecting communities/growth of the CRP network	**Connecting people:** • Network connected us / relationship building between communities
Poverty Reduction Advocacy: • Shifted conversation from poverty alleviation to reduction • Keeping poverty relief front and center	**Poverty Reduction Advocacy:** • Engaging mayors in poverty reduct'n • Poverty Reduction Summits • Support members to advocate for enhanced family/child tax benefits • Helping organizations and groups raise awareness about poverty busting myths amongst a broad range of stakeholders and the public • Support cities to access government benefits for low income families	**Poverty Reduction Advocacy:** • Created momentum for the eradication of poverty • Social Determinants of Health • Living wage calculations • Tamarack can advocate, Increased awareness of poverty • Strategy development (Mun, Prov, Fed) • Awareness of impact of policy • Living wage promotion • Mayor's Panel on poverty • Municipal governments grappling with their role
Focus on deepening community:	**Focus on deepening community:** • Writing books on deepening community, community conversations • Research on the "what" and "how" is needed to build better connected communities • ABCD work (website, CoP, ABCD in Canada) • Supporting cities to deepen community	**Focus on deepening community:** • Asset/strength-based model and a focus on social capital

Board	Staff	CRP Members
	• Research and evidence on why it's important to focus on deepening community • Citizen role in response to climate change/community adaptions • Cities developing neighbourhood strategies	
Supporting members:	**Supporting members:** • Being in service to members • Tamarack providing coaching to cities on poverty reduction, collective impact, community engagement, deepening community, evaluation	**Supporting members:** • Access to coaching • Capacity building • Help navigating the system • Tamarack is a safe space to talk about difficult issues and build trust
Focus on cities:	**Focus on cities:** • Well placed to support cities and communities • CRP Trailbuilders • Municipal focus on change-making • Providing resources to support cities' poverty reduction strategies (development, implementation) and leverage community assets • Cities developing community plans	**Focus on cities:**
The theory to practice of large-scale change: • Use systemic thinking	**The theory to practice of large-scale change:** • Teaching the collective impact framework • International lenses and learning from partners • Key themes area + focus • Narrowing of 5 ideas and game changers • Connection of theory to practice • Thread between poverty reduction and theory	**The theory to practice of large-scale change:** • Collective Impact approach • Focus on systems change from charity approach
Commitment to shared learning: • Focused on learning • Created a culture of learning	**Commitment to shared learning:** • Sharing successful/innovative public policy, program and practice ideas to reduce poverty • Case studies written BY cities • TEN: a guide for cities reducing poverty	**Commitment to shared learning:** • Brought cities together in shared learning • Conferences and gatherings – shared conversations / Support

6

Board	Staff	CRP Members
	• Synthesising and sense making for clients • Local activity to learning strategy • Providing learning resources and opportunities for communities to share promising practices • Innovative programs/services	• Tamarack repository of knowledge
Scaling:	**Scaling:** • Teaching the CRP trailbuilder model to 70+ cities in Canada • Scale and proof of concept • Grow our network of CRP in Canada • Work with ESDC to support cities with implementing of national PRS • Value of a network and convening that network	**Scaling:** • Network lends weight
Advocating for the voice of lived experience: • Deliberate community engagement	**Advocating for the voice of lived experience:** • Lived experience into conversation	**Advocating for the voice of lived experience:** • Engaging and involving people with lived and living experience • Engaging and including those with lived / living experience
Understanding impact:	**Understanding impact:** • Identifying 4 areas of impact	**Understanding impact:** • Getting to Impact Series • Creation of the Game Changers
Organizational structure:	**Organizational structure:** • Long-term diverse funding • Social enterprise but organized and run like a business • Growing the Manager of Cities role	**Organizational structure:** • Social enterprise

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:**
>
> 1. What are we most proud of? The things we did that had the most benefit or impact.
> 2. 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

Learning community Approach:
• Learning community
• 91% engaged (25,000 members)
• Part of a broader community
	Learning community Approach:
	• The change in running CoPs – more creative, networking/sharing, evaluating purpose
	• The size and reach of Tamarack's member/client/friend network
	• Positive email feedback
	• Truly caring about our members/learners
	• Being able to talk about our stories
		Learning community Approach:
		• Peer to peer learning
		  – willingness to have conversations
		  – Sharing resources
		  – Conferences
		  – Support from other practitioners
		  – Safe Space

Collaboration: • Lived experience (made popular) • Generosity with others	**Collaboration:** • Opened a clear door for cross-sector collab • Partnership with FSG • Keeping ESDC consultations toward the federal strategy – paving the way for that relationship	**Collaboration:**

Board	Staff	CRP Members
	• Connecting different orgs doing similar work who otherwise would never meet	
Trailblazing/Leadership: • Lead with compassion and justice • Belonging and love • Innovative and creative • Nimble • Entrepreneurial	**Trailblazing/Leadership:** • Being true to core roots while bringing leadership & new ideas to the field • Innovative leadership • Adaptation • The overall impact we have had re" addressing key social issues in Canada • Staying relevant in political change • Continual growth and refinement • Start w. what's strong, not what's wrong • Clarifying the work and role of Tamarack – 5 practice areas, CRP, CDC	**Trailblazing/Leadership:**
Community/City orientation: • Rooted in community • Probe issues in community	**Community/City orientation:** • Seeing cities/communities as a catalyst for action and change • Focus on the local communities	**Community/City orientation:**
Reputation: • Pan-Canadian • Great reputation	**Reputation:** • International draw @ events and consulting clients • Our reputation nationally and locally	**Reputation:** • High level of speakers and resources • National Organization with capacity to shape messaging • Can target business leaders
ORGANIZATION		
People/Team: • Great friendships • Good staff	**People/Team:** • Long term funding relationships, stakeholders, staff • Greater staff capacity • Growth and clarity of MoC role • Starting to focus on our internal culture • Long term friends • Training our own team members	**People/Team:** • Passionate people
Financial: • Financially solvent • Good relationship with key donors	**Financial:** • Relationship with ESDC • Relationship with funders • Strong financial position	**Financial:**
Growth:	**Growth:** • Growing our networks and team • Expansion into the US	**Growth:**

Board	Staff	CRP Members
	• Using zoom • Replicating technology	
LEARNING CENTRE		
• Learning culture • Open source	• Using a social enterprise approach • 5 idea areas • Really good tools, papers and guides • LC retreat for two days in June • CCF 2019 – learner transformation • Consulting • Becoming increasingly strategic in curriculum and resource creation • Re-imagining of CCF and successful 2 events in Toronto and Vancouver • Thematic focus and workplans for 2020	
VIBRANT COMMUNITIES		
	• VC naming the process – community plan • Memberships • Progressive CRP + CDC under VC • Including youth and climate change • National gatherings • Being a strategic in resource development – clear target, purpose, co-created, dissemination • Deeper understanding of members • Community plan work with members • National Summits • Learning products for members • Engaging dangerous communities	
Cities Reducing Poverty: • Opportunities 2000	**Cities Reducing Poverty:** • The formation and early days of VC • Canada at lowest poverty in history – we helped • Nearly hit target – 100 cities • Big successes we've supported – eg. Medicine Hat • 10 guide for cities and business. Lived experience – synthesizing and sense making • TEN Guide / Collaborative pubs with members	**Cities Reducing Poverty:** • CRP history and clout • Support for backbone • Outcome reporting • Affordable technology / resources • Creative ways to make the case • Social innovation research • Combine strategies • Data • Can engage leadership to be involved/implement

Board	Staff	CRP Members
Cities Deepening Community:	**Cities Deepening Community:** • Building the movement in CDC – 1500 to 5000 learners • Selling out the ABCD event • CDC membership • Focus on ability and existing capability, not what a communities lacking (ABCD)	**Cities Deepening Community:**
Communities Building Youth Futures:	**Communities Building Youth Futures:** • CBYF	**Communities Building Youth Futures:**

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
Influence/Recognition: • Lack of Influence on government policy • Decline in democracy	**Influence/Recognition:** • Has tamarack always received the recognition we're earned as a field-builder? • Sharing our story beyond our network • Harper Government really restricted creativity in gov't. Set us back, but rise in cities and social innovations • Conveying value of members to Prov gov't • Need bigger public webinars in CRP	**Influence/Recognition:** • Tamarack known only by the network • How do we change minds (not enough "suits" in the room") • Don't shape a national coordinated message
Reconciliation: • Indigenous/New Canadians can play a greater role	**Reconciliation:** • Not leading in reconciliation • Could have been earlier in respectful engagement of indigenous population both in consulting and events • Indigenous representation/engagement • Indigenous work – land acknowledgement and statement	**Reconciliation:** • Lack of indigenous representation/participants
Diversity and Inclusion: • Lacking diversity	**Diversity and Inclusion:** • Engage youth and young professionals • Diversity in thought leadership	**Diversity and Inclusion:**

Board	Staff	CRP Members
	• The struggle to bring in diverse perspectives – not spending enough time getting to know and nurture other thought leaders • Gender responsive and diversity • Adoption of diversity and inclusion into principles and policies to consistently guide HR, events, work • No explicit lived experience representation at Tamarack	
Geography/Language: • Translation French / English is not better off • Inability to work adequately in Quebec	**Geography/Language:** • Missing content (French and rural) • Support work with northern communities • Geographical focus not evenly distributed • Not having our materials translated into French and other languages.	**Geography/Language:** • Eastern Focus • Should be cities and communities to connect to rural communities • No rural data

Organizational vision and structure	**Organizational vision and structure**
	• Unifying vision – haven't made our goals or what "good" looks like clear
	• Not looking at the whole forest
	• I'm not sure that we fully leverage the work of both LC/VC
	• Cohesive understanding of work/resources across LC/VC
	• Opportunities for interconnection for LC/VC
		Organizational vision and structure
		• Tamarack more complicated than it needs to be
		  – Assumptions about pre-knowledge about its stream of business (VC, Idea Areas, CRP/CDC)
		  – Assumptions around what Collective Impact

Consulting/Teaching • Too expensive	**Consulting/Teaching** • More inclusive grassroots orgs and those who can't afford events and services • Better focus on consulting services – reactive not proactive • Identify a clear person our workshops focus on. Who needs this now? • OTF Contract	**Consulting/Teaching**
Network	**Network** • No network building strategy • Knowledge sharing platform • Did not collaborate more • Thought leaders as a promise unfulfilled • Dangerous engagement and focus (?)	**Network**

Board	Staff	CRP Members
Communications: • Communications • Making poverty reduction and integrated stories better	**Communications:** • Better website • Technology: Reactive not proactive. Video podcasts etc. • Website closure (better collection) • We produce so many resources that we don't do justice to each resource as it gets buried and forgotten	**Communications:** • Not messaging about benefits of poverty reduction for targeted audiences

Membership:	**Membership:**
	• Need to see ourselves as connected to member success
	• Need better understand member needs
	• Delayed prospect strategy
	• Delay in converting CDC membership
		Membership:
		• Capacity (network member working off corner of desk)
		  – No time to report on outcome
		  – Leadership not behind poverty reduction
		  – Fatigue
		  – Funding cuts / lack of sustainability
		  – Turnover at member organizations

Evaluating Impact: • Measuring and articulating impact • Making impact relevant • Canada is not better off	**Evaluating Impact:** • Not being able to evaluate current poverty progress • Improve evaluation, learning and policy	**Evaluating Impact:** • Identify targets
HR: • Staff turnover (how to resolve)	**HR:** • Cultural safety	**HR:**
Funding:	**Funding:** • 3 funding partners with same ending year	**Funding:**

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:**
>
> 1. What external factors are most important to us as we plan forward?
> 2. 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

Equipping Changemakers/Cities
• 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
  – 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
	Equipping Changemakers/Cities
	• 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
		Equipping Changemakers/Cities
		• Glue to hold everyone together
		• Growing network
		• Help members show impact (GTI)

Vibrant Communities	**Vibrant Communities** • CRP • Deepening and growing CDC practice area	**Vibrant Communities** • CRP – Single Vision and Collaborative Team

Board	Staff	CRP Members
	• 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	• Roll out many poverty reduction plans into action
Learning Resources/Events	**Learning Resources/Events** • 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	**Learning Resources/Events** • Shared tools / resources
Peer-to-Peer Learning	**Peer-to-Peer Learning** • 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	**Peer-to-Peer Learning** • CRP networking

Advocacy	**Advocacy**
	• Support different forms of advocacy
	• Strategy development – support critical, coordinated efforts around and b/w sectors to address socio-economic concerns
		Advocacy
		• Sustain national conversation
		• Leverage collective and national voice
		  – Mobilize and convene groups to act
		  – Poverty reduction influencer
		  – Simplify message

Board	Staff	CRP Members
		• Tactful and connecting mandates in the network – Forecast and gather info from within network on emerging issues • Build political will • Frame the Discourse • Fact checking • Myth busting and education – Understanding relevant data, the source vs the analysis
	STAFF CONTINUED **Movement-Building** • Focus on network and movement building • Pan-Canadian mandate • Membership and practice of building momentum and creating movements • Work with partners, co-action	
	Voice of Lived Experience/Inclusion • 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	
	Working with Indigenous communities • Engaging indigenous populations/increasing focus on how to support indigenous communities • TRC & calls to action – support learning and sharing	
	Tamarack Operations, Communications & Funding • 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
	• Competing for resources between LC and VC • Stop organizational fragmentation • Resource overload – be more strategic	

START DOING:

Board	Staff	CRP Members
Partnerships • Coming into everything with an ecosystem approach – how do we integrate into the work of others?	**Partnerships** • 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	**Partnerships** • Revalue relationships strategies to present to "powers" when they ask "why" • Collaboration with corporations
Influencing Poverty Conversations • Be at the decision-making tables	**Influencing Poverty Conversations** • Engage 3 levels of government to alight in response to poverty in Canada • Helping the federal government tackle poverty	**Influencing Poverty Conversations** • 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
Local + Systems-Focus • We can help others figure out how to lead big community system change initiatives	**Local + Systems-Focus** • 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	**Local + Systems-Focus** • 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
Impact-Focus • Better at helping cities be rock stars on social issues	**Impact-Focus** • 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	**Impact-Focus** • Data Coordination / Info Sharing / Scale data • Shared access & measurements • Live dashboard to report out
Environmental-Focus • 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?	**Environmental-Focus** • 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	**Environmental-Focus** • Galvanizing moment because of climate change • Bring climate change into poverty conversation and vice versa
Reconciliation	**Reconciliation** • Truth & reconciliation focus • Understanding how we address the TRC recommendations in our work	**Reconciliation**

Board	Staff	CRP Members
	• 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** • 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** • Lens of Sustainability
Focusing Tamarack's work	**Focusing Tamarack's work** • 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** • Concentrate effort – more impact / focus • Align strategies • Values Conversation
Funding	**Funding** • New/more funders • Get the support of major institutions (FCM, large mayors of cities, provinces) to fund the work of CRP	**Funding** • Focusing on SDGs and access to funding

STAFF CONTINUED

Tamarack Team
- 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
	• 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	

	Communications
	• New theme song
	• Bilingual resources (or team!)
	• Networking platform for members
	• Separate web section for each CoP issue area
	   – Neighbours
	   – Impact
	• Get ahead of the curve on technology	

	Learning Resources • 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	
	Other • New ways to reach rural communities • New L/C around peaceful cities	

FUTURE SEARCH | FUTURE SCENARIOS

As the last step in the Future Search process, the Tamarack Board, Staff, and Cities Reducing Poverty (CRP) members worked in small groups to consider future scenarios for 2030. They created these futures based on the themes that emerged throughout the day, and focused on the specific role played by Tamarack in their scenario.

KEY QUESTIONS:

1. What might 2030 look like?
2. What is Tamarack's role in that future scenario?

FUTURE SEARCH PRESENTATIONS

Small groups shared their scenarios as dramatic presentations to help us to see the future. Two futures from each group—the Board, Staff, and CRP Members—have been selected to tell these stories.

BOARD GROUP 1: GO BIG OR GO HOME

Tamarack: The Go-To Place for Cities that want to lead Change

- Offices in US, Canada, Australia and India
- Tamarack Global Consulting Collaborative
- Tamarack – 1000 Thought Leaders
- Massive Mergers
- 1000 Resilient Cities
- $30 Million

Tamarack in 2030:

- Go to place for cities (cities, communities, municipal administrations) that want to lead change (healthy and more resilient)
- Leader in community innovation
- $30 million – all over the world
- All about learning communities – thematic approach helps to work collaboratively to bring people together
- Most effective catalyst in Canada in reducing / eradicating poverty
- Most effective force for creating community resilience to address climate change
- Most effective catalyst in Canada in Deepening Community
    - Engaged citizens
    - Natural caring
    - Addressing social isolation
    - Emergency preparedness
    - Maternal glue – social bonds and social bridging
- Merge top organizations on engagement – create a huge pan-Canadian organization with power reach and scale
    - REOS, CFD, Team intentional
    - Boards meet together – live together until we get married
- Distributed leadership / member model embody across the country
- Lead advocate on poverty reduction in Canada – policy, strategic communications, collective impact, learning, power
- Tamarack dominates #1 goal is scale
    - Canada, US, Australia
    - Increase capacity to help communities become healthier and more resilient
    - 100 thought leaders
    - Recognized as go to
    - Win contract after contract
    - Scale impact to $30 million
    - Geographic bond

BOARD GROUP 2: TAMARACK: BIG AND BOLD, BUILDING MOVEMENTS

Tamarack - Chain of Impact
- Identify actors at local level – teach complexity, readiness, systems approaches, build and leverage networks, take a systemic approach
- Create the conditions to mobilize the power of citizens to act

Citizen Empowerment

Trust

Social Capital

local problem solving

Building Skills and Confidence

specific outcome areas

tools and resources

Translormative Partnerships

cross-border, cross sector

innovation

leverage networks

Systemic Approach

policy, advocacy, innocation

Citizens at the Centre

Healthier, resilient,
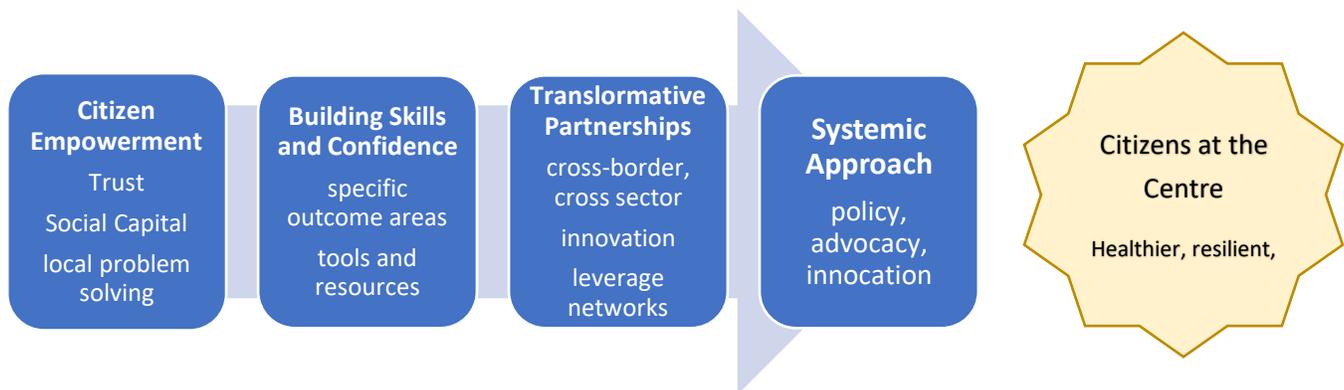
Future State 2030 – Tamarack has DIRECT influence
- Citizens have decision-making power, direct resources
- Peoples basic needs are met
- Communities are prepared to respond to crisis
- Multi-stakeholder initiatives are seen as the way to solve community challenges
- Citizens are the principle actors and get the support they need
- People feel hopeful about their ability to solve problems
- Newcomers are welcomed and valued
- Austerity mindset is diminished, asset mindset increased
- Tamarack influence – Canada, US, Internationally

Future State 2030
- Everybody has access to affordable, high speed internet
- Everybody has affordable, accessible mobility options
- MaRS take over of Queen's Park and beyond
- Shared work
- Oak trees are healthy
- More women in power
- Every corporation is a B Corp

Future State 2030 – Tamarack has some influence
- Freedom of action exists, power of the state is limited
- Municipalities have resources to address their problems
- Zoning options reflect community needs
- Leverage of existing assets which are being optimally and fully utilized
- People have access to natural spaces
- Preventative health is a priority
- Well being indexes have replaced GDP and are increasing
- Democratic values are reinforced
- Mobilization of more resources for cities where this is directed by citizens

STAFF GROUP 1: EQUIPPING CITIES FOR UNKNOWN FUTURES

Tamarack:
Helping communities to face unknown futures together

Setting: Council Meeting talking about the American Refugee Crisis and how they are infringing upon Canada's border. There is polarization amongst communities where some want to 'build a wall'. There is potential for budget cuts to social services to build the wall. Suddenly, a hurricane destroys everything. The community is in turmoil. What do they do?

In 2030, Tamarack's role in supporting cities is to:

- Help communities innovate to work together to solve for their key issues
- Reinforce core values—like alignment, inclusion, and working from an Asset-Based Standpoint—so that cities can live these values out in their collaborative work
- Support cities to establish solid relationships between the municipality and the community so that they are aligned and know what to build together

End result:

- They don't need to build the wall
- Everyone knows what they need to do
- Everyone has a role to play
- Cities feel very well prepared
- "Thanks Tamarack"

STAFF GROUP 2: TAMARACK'S 5-POINTED NORTH STAR

Tamarack's North Star
1. Movement Building
2. Equity-focused
3. Culture of learning & practice
4. Role of community
5. Strategic alliances

A song (to the tune of 'Oh Christmas Tree'

Oh Tamarack Tree
Oh Tamarack Tree
How pointed is your North Star

We need to build alliances
We want to focus on equity
Oh Tamarack Tree
Oh Tamarack Tree
How pointed is your North Star

We invest in communities
We need to build movements
Oh Tamarack Tree
Oh Tamarack Tree
We have a learning culture

In 2030, Tamarack's North Star has five points:
1. Movement Building
   - Cities Reducing Poverty
   - Cities Deepening Community
   - Cities Building Youth Futures
   - Climate Change
2. Equity-focused
   - Truth and reconciliation
   - Decolonizing the work
3. Culture of learning & practice
   - Capacity building
   - Stay ahead of the curve
   - Practice what we preach
   - Learning ⟵⟶ Practice
4. Role of community
   - o Levers for change
   - o Networks
5. Strategic alliances
   - o With national organizations and experts
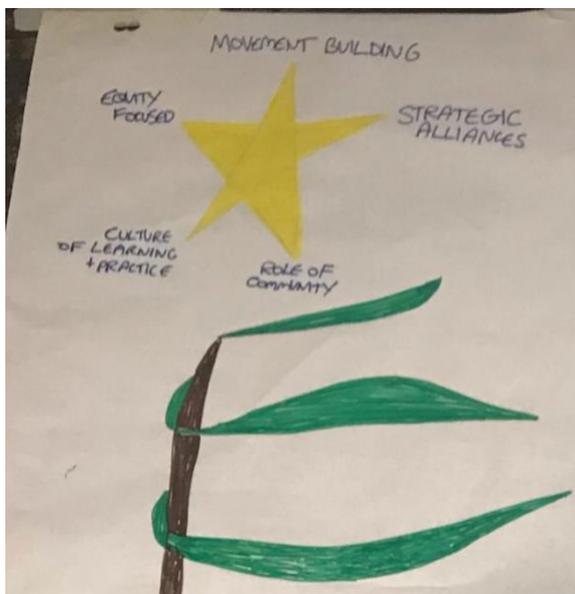
CRP MEMBERS GROUP 1: COMMUNITIES COMING TOGETHER COLLECTIVELY

Tamarack's Solution
Communities coming back together and supporting collectively

The challenge – Currently individuals are isolated and not able to come together to support each other. Individuals are left to fight it out themselves.

The solution – Communities coming back together and supporting collectively.

- Support individuals in community through shared resources and best practices
- Help to find solutions closest to community and the land to address the many issues facing us
  - Climate, levels of unemployment, cost of living etc
- Need for balance

CRP MEMBERS GROUP 2: COMMUNICATIONS AND VOICES FOR SUCCESS

Tamarack 2030
Changing Communications and
Voices for Success

Imagining a future where we are successful by improving our messaging, changing public perception, reaching governments, increasing the voices around the table and supporting the machinery for success.

Cities Reducing Poverty Actions to be successful in the next ten years:

1) Communications and Messaging

- Create a clear definition of poverty that is easy to digest for all sectors
- Set clear goals nationally and rally behind them
- Clear, crisp calls to action

2) Work to change the perception of people in poverty

- Establish new allies
- Work towards UBI

3) Ensure we are communicating with decisions makers and leaders

4) Make sure there are more voices around the table and making decisions

- Indigenous People
- People with lived / living experience

5) Support the machinery required for sustainable poverty reduction

EXTERNAL FUTURES | EXTERNAL REVIEW

In addition to our future search exercises, we collected recent reports and forecasting tools to consider future external trends that the Tamarack Institute will need to navigate. This document provides key trends based on our literature review and then provides an overview of the resources that were used to suggest these trends are worthy of consideraton. The articles come from the Royal Bank of Canada, Conference Board of Canada, Brookfield Institute and Ipsos Canada. We also provided a review of recent publications that investigated the impact of Covid-19 on our sector and communities.

> KEY QUESTIONS:
>
> 1. What trends should Tamarack consider for its planning?
> 2. What implications will Covid-19 have for our sector and communities

SIGNIFICANT EXTERNAL TRENDS IMPACTING TAMARACK'S FUTURE

In thinking about the future for the Tamarack Institute, it is important to consider the outside trends that will impact our organization and our learners. In our review of research reports that investigated trends and forecasts for the next decade, there were a number of highlights that could be important in the Tamarack institute's future. These are broken down below into the following categories: technological change, demographic change, environmental sustainability, urbanization, political shifts, shifts in inequality, reconciliation, and economic uncertainty.

Technological Change

There are a number of technological changes that are having significant impacts for individuals, communities, organizations and the social sector. Some of the technological trends that were highlighted in our review of the literature included the advancement of artificial intelligence and its implications for most industries, a shrinking number of companies dominating multiple markets in the technology space, and individuals feeling uneasy and less connected because of the impact of technology on their lives.

- Digital Economy has grown 40% in seven years (RBC)
- Technology could dislocate 25% of Canadian jobs (RBC)

- By 2030, 42% of Canada labour force at high risk of being impacted by Automation (Conference Board of Canada)
- 58% of respondents agreed technology would lead to unemployment (Ipsos)
- Greater role of automation and artificial intelligence (Brookfield)
- Facebook, Amazon, Google, Apple redefining industry and leaving limited space for others (Brookfield)
- By 2030, the culture of ownership is likely to have changed and business and individuals will likely rent and lease more as the sharing economy grows (Conference Board of Canada)
- Greater levels of technological fear and drive for digital detox (Brookfield)

Demographic Change

Canada is undergoing a major demographic shift as it becomes one of the "super-aged" societies. By 2030, approximately 25% of Canada's population will be seniors (up from 17% currently). Additionally, foreign-born individuals and Indigenous individuals will make-up a growing part of the younger population.

Implications for these demographic trends will be a greater stress on seniors' care and housing, changes to government transfers, and a need to improve labour market outcomes for Indigenous individuals and those new to Canada.

- By 2030, 25% of Canadian population will be seniors up from 17% now
- Seniors will make up 6.5% of the labour force, up from only 2.8% in 2010 (RBC)
- After declining from 1980-1995, the percentage of working seniors grew to 20% in 2015 (Brookfield)
- Government spending on elderly benefits will climb from $35B (2010) to $99B (2030) (RBC)
- Greater number of seniors will drastically change leisure activities and housing needs in Canada (RBC)
- Canada continues to increase immigration levels 350,000 in 2020 and relies on immigration for population growth and skilled labour (Brookfield)
- By 2036, 80% of Canada's population increase will be due to immigration (Conference Board)
- Generation Z will be coming into adulthood as the a generation that has always had the internet, has a short attention span (8 seconds), and wants continued social progress (Conference Board of Canada)

Environmental Sustainability

Environmental sustainability will be an important part of the next decade. Canadians will be grappling with climate change and its impacts, while also being impacted by greater resource scarcity. Regarding climate change, RBC noted that we will be faced with the impacts of climate change, while we will also need to work to mitigate greater climate change. At the same time, the Brookfield Institute and the Conference Board of Canada note that we will face natural resource constraints for things like sand, air, and water which will force major changes for communities and the economy.

- 4 of 5 costliest insurance events occurred in the last 6 years costing $7.3B (RBC)
- US $2.4 Trillion committed to Carbon-Neutral investing by 2050 (RBC)
- By 2025, 2/3rd of the world's population will face water shortages (Brookfield)

- Large portion of central Canada will be at high risk of water stress by 2030 (Conference Board of Canada)
- Electric vehicles will make up ½ of global auto market by 2030 (Conference Board of Canada)
- Between 200 million to one billion people will be displaced due to disaster, conflict, and climate by the year 2050 (Brookfield)

Urbanization

While we often think of Canada as vast and spread out country, 81% of the population lives in urban settings with increasing levels of densification. Additionally, as the Brookfield Institute points out, much of our population continues to move to the suburbs, placing pressures on infrastructure and mental health.

- In last decade suburban growth was 20% faster than other population growth in Canada (Brookfield)
- Environics study showed time getting to work as important as job itself for many Canadians (Brookfield)
- Reduced services for rural areas in Canada, such as reduced Greyhound transit (Conference Board)
- $180M being invested in infrastructure over 12 years in Canada
- Major investments are being made into smart city technologies (Conference Board)

Political Shifts

Canada is also facing political shifts both internally and internationally, which will have impacts on the next 10 years. As pointed out in the Brookfield research, we continue to see polarization around social services and climate change. We are also seeing a rice of conflict internationally. However, on a positive note, we are seeing international support for the sustainable development goals.

- Trade tariffs and deteriorating US-China relationship (Brookfield)
- Global Peace Index decline 0.27% last year for a fourth year of successive decline (Brookfield)
- In 2015, Canada was one of 193 Counties that committed to Agenda 2030 and the SDGs (Conference Board of Canada)
- Public debt nearly doubles between 2007-2017 from $833B to $1.4T and is predicted to grow (Conference Board)
- 70% of Canadians think the world is changing too quickly (Ipsos)
- Mental illness will cost the Canadian economy $29.1 billion in lost labour force participation (Conference Board of Canada)

Shifts in Inequality

Canada has made impressive progress in its poverty reduction. However, we continue to face increasing income and wealth inequality. Growing inequality is a concern, as it can drive populism, nationalism and fragmentation in society. The positive note for Canada is that the gender wage gaps is closing (though slowly) according to the Conference Board of Canada.

- Women make $0.87 for every dollar earned by a male (Conference Board)
- 38% of Canadian companies have no female directors or executives (Conference Board)

- Federal and provincial governments introducing pay equity legislation, which could close pay gap by 2035 (Conference Board)
- In 2016 Top CEOs in Canada earned 209 times more than the average worker (Conference Board)
- Increasing calls for living wages as inequality increases
- In 2017 fewer than 50% of Canadians saw themselves as part of the middle class (Brookfield)
- Millennials are poorer than previous generations (Brookfield)
- Women of colour earn $0.67 of that of white men and Indigenous women earn 65 cents to the dollar (Brookfield)

Reconciliation

As Canada looks to its future, it faces a legacy of policies, legislation and injustices that have a lasting impact. As the impact of previous and continued policies, gaps exist between the Canadian population and Indigenous populations in almost every socio-economic indicator. Over the next decade, work must be done to close these gaps between Indigenous and non-Indigenous communities. The 94 calls to action from the Truth and Reconciliation Commission will have profound impacts on Canada, communities and businesses.

- Indigenous share of overall population is increasing
- Indigenous population's share of labour market will increase from 3.2% to 4% by 2030 (RBC)
- Gaps remain in indicators including mental health, employment, income, educational attainment, and mortality (Conference Board)

Economic Uncertainty

Finally, Canada's face a high level of economic uncertainty. This will include slower rates of economic growth and increasing debt over the next decade. Additionally, as the Ipsos CanadaNext survey demonstrated, many Canadians are not sure that Canada and their communities will be better off over the next decade. Fortunately, there are opportunities for Canada to work internally for better economic outcomes.

- 50% of Canadians think they their quality of life will be better in 10 years (Ipsos)
- 49% of Canadians think that the prospect for the world will be worse in 10 years and only 26% believe it will be better (Ipsos)
- Canada will likely see 1.5 to 2% a year economic growth during the 2020s (RBC)
- Entrepreneurialism important for Canada with 13% of population entrepreneurs (Brookfield)
- Canada can look to open cross provincial trade (Conference Board of Canada)
- Trend towards the rise of purpose-driven business and transparency (Conference Board of Canada)

ARTICLE REVIEW:
MAJOR TRENDS IMPACTING CANADA, COMMUNITIES AND OUR WORK

The above trends came from a review of reports that looked at research into the indicators of change for the next decade in Canada and a presentation from Ipsos based on their surveying and focus groups. Brief summaries of these documents are below with links to the full reports. Additionally, we reviewed *Possible Canadas*; *Opportunity for All, Canada's first poverty reduction strategy; and TOWARDS Canada's 2030 Agenda National Strategy* which have been included as inspiration.

NAVIGATING THE 2020S: HOW CANADA CAN THRIVE IN A DECADE OF CHANGE
RBC Thought Leadership (2020)

At the beginning of this year, RBC put out *Navigating the 2020s*. This report explores four major trends in Canada that will provide both opportunities and challenges over the next decade of profound change. The first trend is that of getting **greener.** Climate change is and will continue to impact Canada. We will invest in green technology, our domestic energy use is likely to decline, but also climate change will heavily impact the insurance industries (4 of the 5 costliest Canadian insurance this century occurred in the last 6 years).

Second, Canadians will soon be one of the "**super-aged societies**." The median age in Canada will shift to 42.3 and seniors will make up 6.5% of the labour force and 25% of the total population. This will increase demands on health, housing, and boost demand for senior-friendly activities. Government spending on elder benefits will nearly double to $99B by 2030.

Third, Canada's economy is being reshaped by **new technologies**. This will create new jobs and opportunities, but also displacement requiring new training and skills development. New Canadians, Indigenous people and women are three cohorts where improvements in labour market measures are needed.

Finally, Canada is likely to see **slower** growth in its economy due to reduce productivity and an aging population. Economic growth is likely to be between 1 an 2% for the next decade.

CANADA 2030: THE DEFINING FORCES DISRUPTING BUSINESS
The Conference Board of Canada (2018)

This report from the Conference Board of Canada was written for businesses and investors to consider the political, social, environmental and technological changes that will have implications for operating in Canada. The report reviews Ten major trends: demographics, urbanization, reconciliation, climate change, natural capital constraints, technological advances, economic uncertainty, public policy, changing values and expectations, and health and diet. For each trend, the author provides a review of key information and questions for businesses and investors to consider.

Some of the key implications that could impact the work of the Tamarack Institute and the communities we support are highlighted below. In terms of Canada's **demographics**, the population will grow to 42 million; it will become increasing older reaching 25% senior by 2036; and it will continue to rely on immigration to fuel population growth. Canada's population will also be more **urban.** By 2030, 84% of Canadians will live in increasingly dense urban areas, which will place strain on infrastructure and could impact service provisions

for rural areas. There are also opportunities for smarter, greener cities through this urbanization. Third, there is a growing recognition for the importance of **Reconciliation**, which will be an important part of the next decade. Additionally, Over the next decade Canada will face the impacts of climate change (wildfires, mortality, floods) while also needing to reduce its GHG emissions and address constraints on its natural capital usage. Further, Canada will face major **technological** disruptions and **economic uncertainty** including worsening inequality and greater financial vulnerability. Canada will also face increasing public debt as it addresses all of the above issues. Finally, Canada is shifting its values and expectations, while also addressing the impacts of mental illness. By 2030, Generation Z (those born after 1997) will represent 30% of the global population. This demographic has never known a world without the internet, has a short attention span (8 seconds), and wants continued social progress. They will continue a trend towards the rise of purpose-driven business and transparency. At the same time, Canada is witnessing a growth in lifestyle diseases, and mental illness. By 2030, mental illness will cost the Canadian economy $29.1 billion in lost labour force participation.

TURN AND FACE THE STRANGE:
CHANGES IMPACTING THE FUTURE OF EMPLOYMENT IN CANADA
The Brookfield Institute (2019)

The Brookfield Institute investigated broad trends in Canada that could impact Canada's labour market over the next 10-15 years. These trends are significant to Tamarack's planning, because they go beyond just labour market trends to consider societal, technological, economic, environmental, political and shifts in values trends. The report used Horizon Scanning to identify and explore 31 broad trends and signals of change. The 31 broad trends are broken into technological change, globalization, demographic change, environmental sustainability, urbanization, increasing inequality, political uncertainty, and other. Technological change was the biggest category in this report.

The trends under technological change included greater influx of **Artificial Intelligence** in every industry; Facebook, Amazon, Google, Apple **redefining industry** and leaving limited space for others (combined market-cap of $3.5 trillion); and increasing **technological fear** and **digital detox** as people unplug to achieve healthier life balance. Demographic changes impacting Canada included seniors **working during their retirement** (20% of seniors are working); **mental illness** becoming a widespread concern alongside technological connections; **lifelong learning**; **integrating leisure and work** hours; and **inclusive design** creating new opportunities. Regarding the environment, Canadians will contend with **resource scarcity**, as things like clean air and water become scare and more valuable; increased **natural disasters**; an influx of **climate refugees** (200million to 1billion) from natural disasters; and new technology making **sustainable energy** more reliable and affordable. The Brookfield Institute also noted that **suburban** areas continue to boom and grow faster than the overall population (currently 2/3rds of Canadians) causing lost productivity from commuting and demand for infrastructure and housing. Canada will also face increasing inequality from a **disappearing middle class** overstretched by debt and polarization; shifts in **gender equality**; concerns over who owns **personal data**; and millennials **questioning capitalism** (54% of 18-37-year-old believe we would be better off with a "more socialist system"). Politically, Canada will contend **international uncertainty** and tension. Finally, the Brookfield Institute identified trends outside of the above mega trends. The "other" trends included the growth of the **entrepreneurial spirit** (13% of Canadians identified as entrepreneurs); increasing need for **creativity** to support business results; **a re-imagining of education**; and the growth of the **cannabis economy**.

IPSOS CANADANEXT: PERSPECTIVES OF CANADIANS ON THE NEXT 10 YEARS
Ipsos and Canada Towards 2030 (2018)

The Canada Next project was brought on by the recognition that Canadians are likely to see major shifts in demographics, technology, the economy, communities, governments, business and individual lives. In 2017, Ipsos conducted a national survey to explore 50 scenarios for change and then conducted focus groups to supplement their findings. The Ipsos research highlighted quite a bit about how Canadians view the future and what it means for the them, their communities and the country. In terms of **financial uncertainty**, half of respondent thought they would be better off in 10 years, while more than half thought their community would be the same or worse. Further, 49% though the world would be worse off in 10 years. Regarding the pace of **technological change**, only 41% of respondents thought technology brought more good than harm, 70% thought the world was changing too fast and 52% of respondents often felt overwhelmed by the choice then need to make in their lives. Respondents also thought that online would bring significant reductions in brick and mortar locations for businesses and government services and that the sharing economy would grow. Finally, a digitized world and changing demographic make-ups were seen as likely to cause **greater disconnects** between people. Respondents were split over the impact that growing diversity will have on our connectedness, but 47% said our digitized society will lead to growing disconnect and 46% said an aging population would lead to more disconnect.

THE IMPACT OF COVID-19 ON CANADA AND THE SOCIAL SECTOR

The COVID-19 outbreak has had significant impacts globally that will be felt for a long time. As Alan Broadbent and Elizabeth McIsaac from the Maytree Foundation point out, the pandemic has highlighted areas that need to be strengthened in our health and social systems that will need to be improved. The pandemic has also changed how individuals view the economy, their governments and their community. In these unprecedented times, it is important to consider what impact the pandemic will have on our communities and our work, and the opportunities and challenges it has created. The following provides an overview of some recent publications that have discussed the impacts and responses to our current pandemic. In addition, we have provided a folder of articles that could act as inspiration for planning around during this pandemic.

4 MAJOR CHANGES AND HOW WE CAN RESPOND IN THE AGE OF COVID-19

Early in April, Berret-Koehler released an article suggesting four major changes that have come from the current crisis. First, individuals are facing increased **feelings of overwhelm, anxiety** and trauma. This is leading to greater self-reflection and searching for meeting. Second, people are searching for **ways to stay connected** – especially as individuals move to more remote work. Third, we are learning new forms of **communication and collaboration**. And, finally, this crisis is being seen as an **opportunity for change**. The current crisis is being seen as reflection on the impacts of inequality and injustices around workers' rights. There is opportunity to for communities to reflect on this crisis and come out stronger and more caring.

THREE WAYS THE CORONAVIRUS IS SHAPING SUSTAINABLE DEVELOPMENT

The International Institute for Sustainable Development considered what the pandemic and the coming global recovery will mean for sustainable development. They offer 3 implications from the pandemic for consideration. First, this crisis has demonstrated a lack of planning and preparation leading to global shortages of critical equipment. We must learn the **importance of resilience** – the ability for systems to anticipate, cope and adapt so that we can deal with future crisis and address climate change. Second, stimulus package from pandemic must promote **sustainability**. Finally, this crisis has impacted the poor the most. It **magnifies the realities of inequality** within our systems.

FIVE GOOD IDEAS ABOUT HOW YOUR NON-PROFIT ORGANIZATION CAN RESPOND TO THE COVID-19 PANDEMIC

Thomas Appleyard, a management consultant with expertise in emergency management, offers 5 things that non-profits should be engaging it throughout the pandemic. First, **comply with legislation** and make sure that staff, the board and volunteers understand processes before you have to utilize them. Second, have leadership **overcommunicate** vital messages and make sure people understand. **Listen** to what is happening, what the organization is saying, and listen for weak signals. Conduct **scenario planning** and share with your board and funders**.** And, look for ways to lead in surprising ways by **creating opportunities**.

CORONAVIRUS WILL CHANGE THE WORLD. IT MIGHT ALSO LEAD TO A BETTER FUTURE (HOMER-DIXON)

At the beginning of the pandemic, Homer-Dixon prepared a thought piece for the Globe and Mail. Homer-Dixon noted that we should be paying attention to the ways that this pandemic reveals **vulnerabilities in our "planet-spanning economic, social and technological systems."** He argues that this is a global tipping event which will lead to social systems reaching distinctly new states. This is because our globalized systems have become more interconnect and uniform (banking, energy, food, information, economic systems), which makes them susceptible to **cascading change**. While this pandemic could have negative impacts for the systems mentioned above, Homer-Dixon also notes that this could have positive implications for "humanity's collective **moral values**, **priorities and sense of self and community**. It could remind us of our common fate on a small, crowded planet with dwindling resources and fraying natural systems." These normative changes could be what we need to address this crisis and the crisis of climate change.