

Developing a 10 Year Strategy for Tamarack

Tamarack Board Meeting
June 29, 2020

Intent

- To explore implications for Tamarack's ten year strategy through the 'lens' of 4 scenarios and surface elements that should be included in the next draft strategy.

The Context

1. Our Intent
2. Our Process
3. Our Scenarios

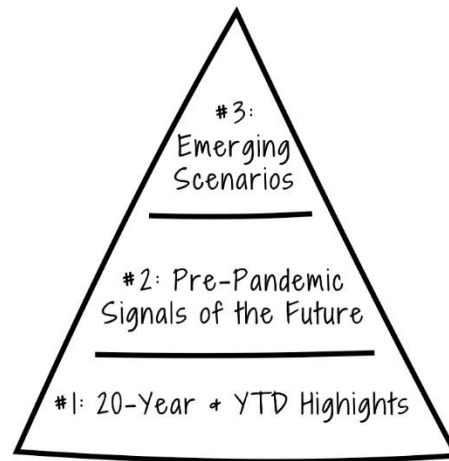
1. Our **INTENT** is to develop a ten year strategy for Tamarack.

Elements of Tamarack Strategy

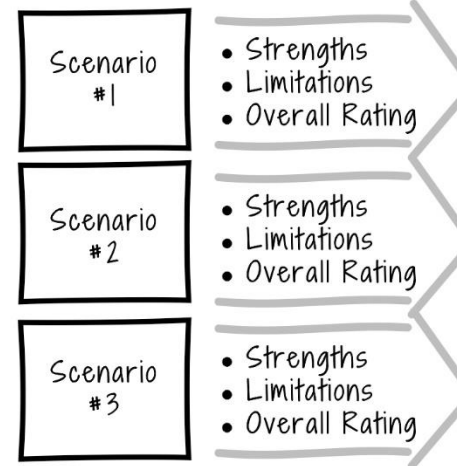
1	Vision/ Mandate	By 2030, Tamarack will have made what unique contribution? What are our values?
2	Priorities/ Strategies	What are our 10 year priorities? What strategies do we deploy?
3	Governance & Business Model	What is our business model? Who will fund our work? What is our leadership model?

2. We thought our **PROCESS** would follow three rough steps.

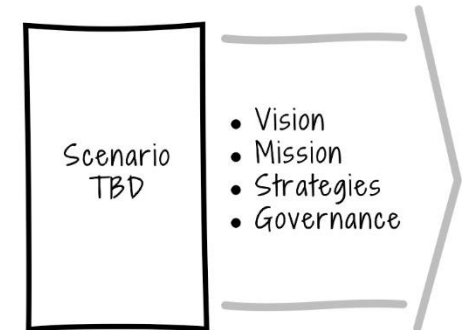
#1: THREE CONVERSATIONS



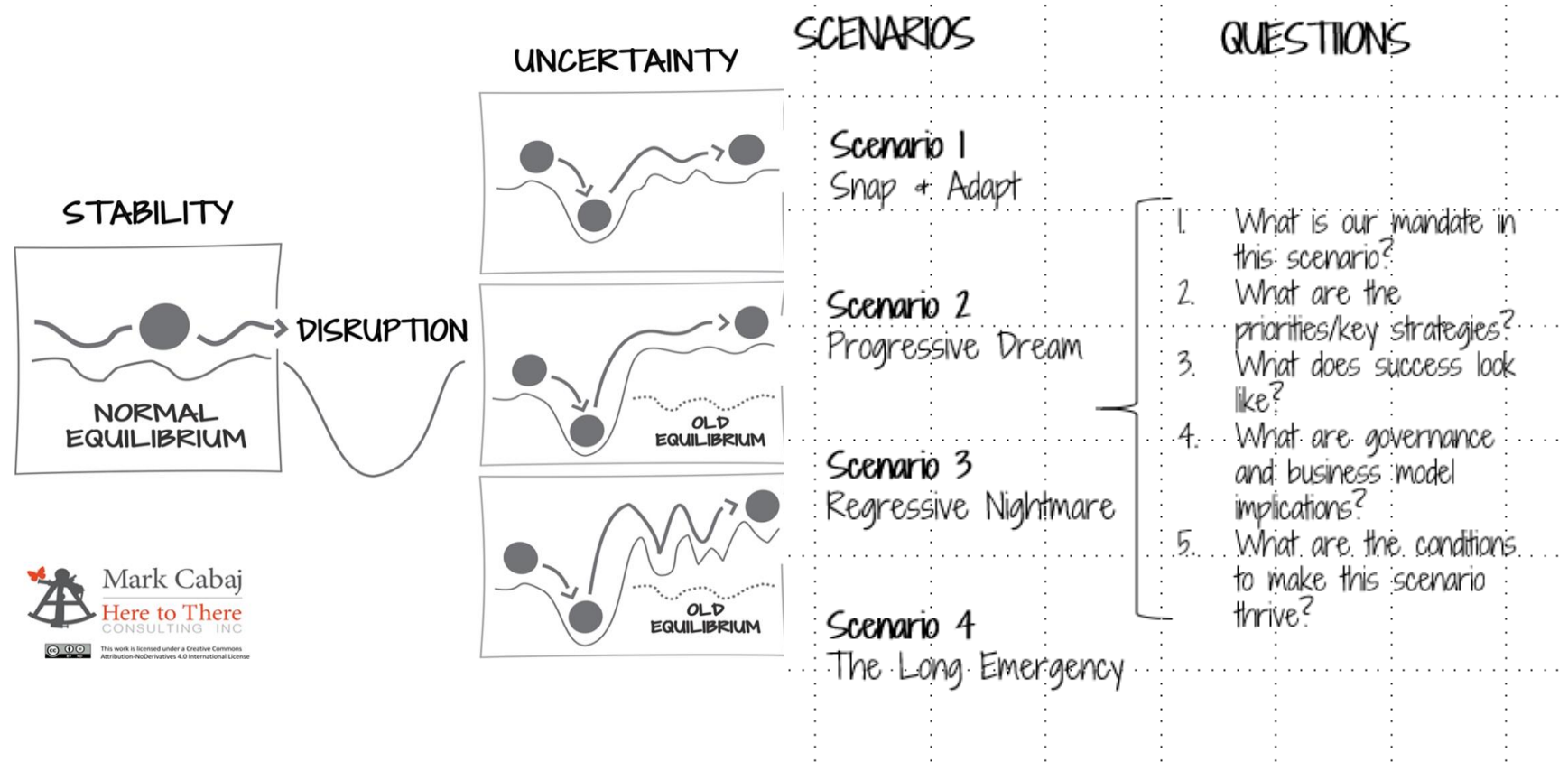
#2: DEVELOP + UNDERSTAND SCENARIOS



#3: CHOOSE SCENARIO + TIGHTEN PLAN



3. We ended up developing 4 **SCENARIOS** organized different types of uncertainty about Canada on the other side of the Covid-19 disruption and informed by Board Discussion, Future Search, Evaluation findings and Staff Feedback



High Level Summary of Four Scenarios & Tamarack Responses

1. Snap Back & Adapt
2. The Progressive Dream
3. The Regressive Nightmare
4. The Long Emergency

	Vision/Mandate	Strategy	Business Model	Governance	Conditions
<p>Snap Back & Adapt <i>The Same, But Bigger & Better</i></p>	<p>Mandate is to be top provider of CI/community change supports in Canada through CoP and applied learning. Principles of hope, collaboration, engagement, deep communities, entrepreneurial, action. Success is 500 CRPs, 100 DCs, 100,000 youth in 100 cities, 7% reduction in poverty, 300 CRP with equity/environmental priorities.</p>	<p>See Success PLUS Support 500,000 youth to re engage in over 100 cities; 75,000 learners with new offices in the U.S., New Zealand, Singapore and Europe. Tamarack is global leader in using technology to teach community change. Communities in crisis turn to Tamarack consultants with remarkable results</p>	<p>A major foundation guarantees us 50% of our budget each year, has a seat on our board. We are supported by over 10,000 members who pay \$250 - \$500 a year. Remaining 50% is 1/3 x 3 model.</p>	<p>Head office in Canada with National Boards in Canada, EU, New Zealand, Australia & Asia</p>	<p>Deeper empathy for the vulnerable. Collectivist and democratic spirit. Beat up but committed community sector and activist government. Surge of interest in place-based, collective action.</p>
<p>Progressive Dream <i>Tamarack in a Crowded Field</i></p>	<p>Mandate to create equitable communities through multi-sectoral, very practical, issue-agnostic steps (the Tamarack process, interconnected practices). Principles of place-based, voice of experience, process experts, democratic, innovation focused. Success is 'moving needles' through incubation, scaling and large policy changes.</p>	<p>Three levels of membership re: process of change. Broader & deeper issues-specific CoP (e.g. climate, work, etc.) – campaign focused, with vision, and 10 guide format, with Impact reports. Thought leaders in 5 areas. Partnerships to do well being dashboard.</p>	<p>A much greater emphasis on earned revenue, including membership fees</p>	<p>The board includes a representative for each issue area. Support lived experience advisory groups for each issue</p>	<p>Organizations have PD money: friend raising versus competitor approach with other organizations; interest in cross-sectoral/issue multisolving: Tamarack approach is seen as effective.</p>
<p>Regressive Nightmare <i>Tamarack as Rallying Point</i></p>	<p>Mandate is to reduce poverty with deep engagement and support to with progressive leaders and youth, bridge to unevenly trusted government. Principles of peace, hope, youth, energy. Success is reduced poverty, movement building, policy change, one-on-one support to leaders.</p>	<p>Focus on citizens, assets, lived experience; poverty focus, ABCD approach, youth priority. One-on-one coaching to progressive organizations. Stronger role in policy work. Direct service delivery may be required.</p>	<p>Current 1/3 x 3 strategy. Experimentation with Impact-based pricing. Possibility of direct service delivery to address capacity gaps and generate revenue. Might be smaller. What is the go-no-go point re: resources?</p>	<p>Continued emphasis on diverse, influential board, but with extra emphasis on media expertise, links to Federal government, and poverty activists.</p>	<p>Poverty a national focus; Tamarack holds on to city focus; youth like Tamarack; good at measuring impact.</p>
<p>Long Emergency <i>Agile, Bigger, Smaller, Not At All</i></p>	<p>Mandate to create just-equitable communities through transition, multi-sectoral & movement building. Principles of hope, , courage, simplicity, action, optimism. Success is hyper-focus on communities and the most vulnerable. Acknowledging trauma/fatigue</p>	<p>Continued focus on current process areas (e.g. collective impact, innovation etc.), but with emphasis on creating multi-horizon-pathways, and expanded 'resources' and 'thought leadership'. Membership to 100,000. Opportunity driven.</p>	<p>Continue with mixed revenue model but with emphasis on expanding membership approach, strategic partnerships with funders requiring place-based action, and careful use of strategic reserves.</p>	<p>Continued emphasis on diverse board membership. Emphasis on strategic partnerships. Hint at engaging 100,000 members more systematically. Agile governance.</p>	<p>Governments and see value in place-based& community responses. Tamarack perceived as key and value-added intermediary. Tamarack is adaptive and innovative to navigate changes.</p>

	Vision/Mandate	Strategy	Business Model	Governance	Conditions
THE SAME	Mandate: focus on place based responses to improve community outcomes. Principles: voice of experience, multi-sectoral, hopeful, asset oriented.	Leadership in key thought areas: e.g. collective impact, engagement, etc. Emphasis on unique Tamarack ‘process’: key steps.	1/3 mix of earned revenue, government grants and philanthropic grants.	Diverse, engaged and influential board. Consulting with members. The increased use of strategic partnerships.	Place and communities perceived as the new super-power. Tamarack as incumbent community building intermediary and adds – and is perceived – to add value.
DIFFERENT					
Snap Back & Adapt <i>The Same, But Bigger & Better</i>	Success is measured by dramatic expansions in the number of communities involved in various issues (e.g. poverty, deepening communities, youth, and equity and environmental priorities) and overall membership in Tamarack.	Leader in on-line technology. Even greater profile coaching community processes.	Dramatic expansion into USA, Canada, New Zealand. Push to get large scale, multi-year investment, to cover 50% of budget.	Head office in Canada National Boards in Canada, EU, New Zealand - Australia, Asia	Deeper empathy for the vulnerable. Collectivist and democratic spirit. Beat up but committed community sector and activist government. Surge of interest in place-based, collective action.
Progressive Dream <i>Tamarack in a Crowded Field</i>	Mandate: focus on equitable communities. Success: moving needles through place-based innovation and policy change.	Development of three-tiered membership model. Focus on unique Tamarack processes with theme-specific, action-oriented CoPs	Much greater % of earned revenue (2/3)	Our board includes a representative for each issue area. Support lived experience advisory groups for each issue	Organizations have PD money: friend raising versus competitor approach with other organizations; interest in cross-sectoral/issue multisolving
Regressive Nightmare <i>Tamarack as Rallying Point</i>	Mandate: focus on poverty reduction and act as shining light’ to place-based progressives. Principles: peace. Success: reduced poverty.	Bridge to unevenly trusted government. Stronger 1-on-1 support to communities.	Experimentation with impact-based pricing.	Add media expertise, and strengthen links to Federal government and other poverty activists.	Poverty a national focus; Tamarack holds on to city focus; youth like Tamarack; Tamarack extra good at measuring impact.
Long Emergency <i>Agile, Bigger, Smaller, or Not At All</i>	Mandate: to create just and equitable communities able to work through transition. Principles: simplicity, action. Success: dramatic increase in membership to 100,000.	Stronger emphasis on creating ‘pathways’ through transition and adaptation around key issues. May require shift from intermediary to direct local delivery.	Greater emphasis on size and more careful use of strategic reserves. The business model may not work out, requiring Tamarack to close.	Agile governance.	Tamarack is adaptive and innovative to navigate changes.

Additional Board Discussion, Future Search Themes & Evaluation That Need to Be Addressed in Final Strategy

1. A consistent and clearer emphasis on the organization's desired impact or change
2. The need to pull ahead (again) on on-line learning and technology
3. Tamarack's role and strategy on advocacy and policy change
4. A wider angle/more sophisticated/system lens on interconnected dynamics related to poverty
5. Addressing strategic tensions (e.g. not begin all things to all people/advancing collective work strategically)
6. Working using multiple time horizons (e.g. 3, 5 and 10 years) Convening to recognize – and respond to – issues in real time
7. An organizational stance on equity, Truth & Reconciliation, racism
8. Continued focus on learning, measurement and evaluation
9. Clarity when and where strategic partnerships are required.

Detailed Description of The Four Scenarios & Tamarack Responses

Scenario #1: Snap Back & Adapt



The Same, But Bigger and Better

SCENARIO 1: SNAP BACK & ADAPT

In the scenario, the Covid-19 virus is contained by late 2020/early 2021 thanks to effective government containment measures and the possible arrival of an effective vaccine. Canadian society is tired and bruised but relieved that its 'all over' and proud of their collective response. There is a powerful urge to get back to normal as quickly as possible and begin repairing the damages left by the Pandemic.

In this scenario, the urge of Canadians to return to the old equilibrium is shaped and limited by the following Pandemic induced realities:

- An initial burst of reconnecting between groups but tempered with a collective caution of meetings in large groups (e.g. weddings, concerts, large workshops) and in contained spaces (e.g. restaurants), with a variety of semi-permanent public health measures that restrict such connections; the volume of on-line interaction for work and social life decreases substantially, but it continues to stay well above pre-Pandemic levels – it is here to stay.
- An increased attention to supporting groups whose vulnerabilities were revealed and/or amplified through the Pandemic: e.g. youth unsure of their futures, seniors with inadequate service and natural supports and essential workers (e.g. institutional care, groceries, etc.).
- A greater appetite for reformist measures that address systemic frailties - e.g. basic universal income, food supply chains, seniors care – and shock-proofing various systems for future disruptions.
- A pan-Canadian economy that is part of the global pattern of recession and adaptation and includes:
 - uneven sectoral recovery, with some sectors struggling mightily (e.g. travel, tourism, restaurants, bars clubs) and others rebounding quickly a substantial increase in the number of unemployed, under-employed and precariously employed workers
 - variable regional manifestations of recession and recovery (e.g. Alberta versus New Brunswick)
 - hollowed out urban cores as many service businesses have declared bankruptcy and the arrival of new entrants limited by weak consumer spending and measures/aversion to being in groups.
- A great deal more social insight and empathy of the poverty experience – given more people have experienced it or know someone that has - and greater pressure to deal with the structural reasons underlying poverty and greater appreciation for the 'entangled' nature of factors related to poverty (e.g. global trade, food security, energy systems, etc.).
- A non-profit sector that is quite beat up, consolidated/smaller, and is divided by those that are focused primarily on surviving and those that are seeking transformation and thinking big; a philanthropic sector were more demands and fewer resources, and an activist senior levels of government with big ambitions, large debt loads, and an urge for 'big solutions'.

In this scenario, community-based actors perceive Tamarack's mission and platform as more needed than ever. However, the organization must adapt to the new landscape in a variety of ways: (1) ensuring its priority areas and supports are relevant and 'in demand' by its constituency who may now expect 'more' from the organizations (e.g. change management, mergers, leadership on key policy changes), (2) a greater emphasis on virtual – versus face to face -- supports and (3) a need to adapt its business model to reflect the fact many organizations will have folded and those that remain will be very resource constrained.

Mandate



Unique Contributions

Tamarack continues as Canada's top provider of collective impact and community change thinking. Vibrant Communities builds applied learning communities and is recognized as a leading approach to community change .



Key Values/Principles

Hope/Action/
We are Entrepreneurial
Inclusive/diverse
We are Thought leaders
Deepening Community Connection is our super power
Collaboration, Engagement and collective impact



Success

Tamarack leads Cities Reducing Poverty to change the Canadian narrative to Cities Ending Poverty. Poverty drops to under 7% and we are active in nearly 500 cities.

Cities Deepening Community grows to 100 cities. Every Province has a deepening community strategy. We have national minister of loneliness.

More than 100,000 Youth are engaged and CBYF is active in more than 100 cities.

300 Cities Reducing Poverty have built equity into their environmental strategies as part of fighting climate change

We excel in advancing the citizen role in disaster/pandemic preparedness

Priorities/Key Strategies

- In the next 10 years we will grow our network of 350 cities with poverty reduction strategies to 750 cities. Cities are ending poverty because they have common plan and clear reduction targets. We will continue to reduce Canada's poverty rate from 13% (2015) to now 9% (2018) to under 7% (2025) and to 5% by 2030. That is 1.5 million more people out of poverty. We will end economic poverty in Canada by 2030.
- We will ensure an equitable environmental transition by supporting 500 cities to develop common agenda plans that both address climate change and ending poverty. In this decade of massive environmental transition, Cities collaborating to end poverty are ideally positioned to bring an equity lens to the climate crisis.
- We will support 500,000 youth to re engage in over 100 cities
- We will Support 75,000 learners with new offices in the U.S., New Zealand, Singapore and Europe. Global leaders in using technology to teach community change.
- Communities in crisis turn to Tamarack consultants with remarkable results

Business/Governance Model

What is our business model

- Head office in Canada
- National Boards in Canada, EU, New Zealand - Australia, Asia
- A major foundation guarantees us 50% of our budget each year, has a seat on our board
- We are supported by over 10,000 members who pay \$250 - \$500 a year

Revenue sources (the remaining 50%)

- 1/3 revenue self generated by the sale of tuition, memberships, and consulting and publications
- 1/3 of revenue from a mix of foundations and donors
- 1/3 of revenue from Governments and U.N.

Enabling Conditions

Deep empathy for those not engaged and real commitment to ending poverty and igniting citizenship

A surge of understanding of the value of collective impact and community engagement

We are in this together. An increased attention to supporting groups whose vulnerabilities were revealed and/or amplified through the Pandemic: e.g. youth unsure of their futures, seniors with inadequate service and natural supports and essential workers (e.g. institutional care, groceries, etc.).

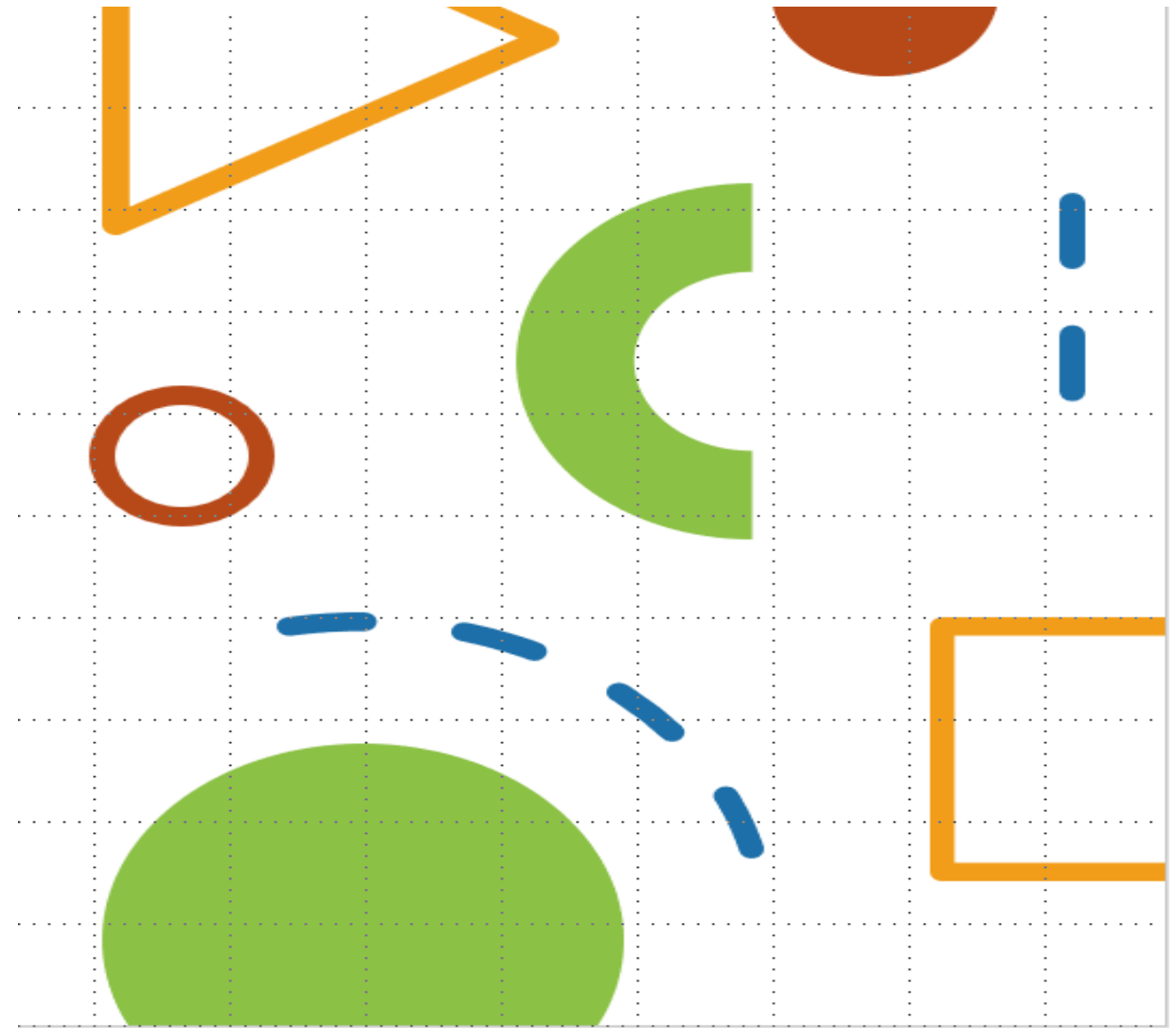
We are all vulnerable. A greater appetite for reformist measures that address systemic frailties - e.g. basic universal income, food supply chains, seniors care – and shock-proofing various systems for future disruptions.

A pan-Canadian economy that is part of the global pattern of recession and adaptation. U.S. adopts a more Canadian style of government.

A great deal more social insight and empathy of the poverty experience – given more people have experienced it or know someone that has - and greater pressure to deal with the structural reasons underlying poverty and greater appreciation for the 'entangled' nature of factors related to poverty (e.g. global trade, food security, energy systems, etc.).

A non-profit sector that is quite beat up, consolidated/smaller, and is divided by those that are focused primarily on surviving and those that are seeking transformation and thinking big; a philanthropic sector were more demands and fewer resources, and an activist senior levels of government with big ambitions, large debt loads, and an urge for 'big solutions'. Tamarack stays bold and brings real solutions – our time has come.

Scenario #2: The Progressive Dream



Tamarack in a Crowded Field

SCENARIO 2: A PROGRESSIVE DREAM

In Scenario 2, countries struggle to contain the virus and the global economy suffers from repeated shutdowns over the next 36 months. The effects from the disruption are deep and broad enough that it has created a tipping point for the existing political, economic and social systems in Canada. There is no chance to return to the 'old normal' even though many deeply desire it, but enough stability for a 'new normal' or 'equilibrium' to emerge.

In the scenario, the public and collective response to the disruption and its effects are largely but not entirely -- 'progressive': Canadians are committed to addressing fundamental challenges in the area of inequality, climate change and democracy and to being 'better than normal'. It includes the following features:

- A greater communitarian or collective identity emerges with a sense that “we are in this together”
- A strong emphasis on personal 'safety' with assertive – but not over-reaching - government measures to manage social interaction (e.g. event size, airport screening) and general compliance and buy-in from the Canadian public
- A greater number of unemployed/underemployed/precariously employed people struggling to maintain a sustainable livelihood, which creates the insight and empathy required to create the movement/support to push through large scale social reforms: e.g. basic annual income
- More opportunities and appetite to accelerate the transition away from fossil fuels towards more resilient, low-carbon, energy systems (e.g. Federal New Green Deal, an oligopoly of Canadian-based energy companies committed to transition measures, etc.)
- An enormous burst of innovation and restructuring as organizations, institutions and communities must find ways to adapt – sometimes radically – to new and dynamically shifting environments
- A 'renaissance' of progressive community-based action (aka “communities as the new superpower”) as a response to three distinct, mutually reinforcing factors:
 - the difficulty of managing the scale and complexity of adaptation from 'central' governments creates more pressure and opportunity for local action
 - a renewed post-Pandemic desire to build connections, relationships and social capital at the local level
 - a powerful need to develop more local and resilient communities, less strongly coupled with non-local systems (e.g. more regionally oriented food systems, energy systems, etc.)
- A mis-match between the increase in community-based responses and the public, and limited public, philanthropic and earned revenue opportunities to support those responses due to large amounts of public debt, smaller endowments, and constrained organizational budgets.

In this scenario, Tamarack's twenty years of work makes it a “go-to” intermediary for supporting progressive community-based responses. However, its incumbent advantage is only temporary as there is flood of new entrants at the local, provincial and national level eager to fill the new space in a variety of inter-related areas (e.g. food security, neighborhood energy systems). This means that Tamarack will eventually need to 'compete' for community attention and resources and/or commit to building entirely new niches, capabilities and revenue models.

Mandate



Unique contributions

Tamarack's north star is focused on building equitable communities.

Working across sectors to make community change has never been more important.

We build community capacity by teaching communities the skills (5 practices) and methodology (1-learn from the community, 2-create a community plan, 3-work together to implement, 4-measure impact) to create systems-level change.

Our process is issue-agnostic.

Issues are interconnected. We support communities to multisolve to build equitable communities through system-level change.



Key values - principles that drive Tamarack

Raise the voice of the context expert

Communities are living labs for innovation

All citizens have a role in building equitable communities

Place-based action is necessary

Community change is possible. Our role is to make it easier.



What does success look like

Moving needles through place-based innovation and policy change.

As we've seen with the roll-out of Basic Annual Income, society is welcoming and eager for innovation. Helping communities to incubate and scale innovation is key to the value we offer.

In each country we work, we are closely aligned with the dominant economic and wellbeing models – Doughnut Model, SDGs, Wellbeing Index—to connect the various scales and increase the relevance of the work.

Priorities/Key Strategies

- Tamarack's work is organized by membership levels:
 - Learning Membership – can access all member-only learning resources, communities of practice, and has access to fee-for-service consulting and coaching
 - Community Membership – membership is issue-agnostic and focused on being guided through the process for community change. Includes all benefits above plus a dedicated Manager of Cities.
 - Community Membership Plus – Includes all above benefits plus includes consulting and coaching built in (same model as CBYF)
- Tamarack hosts Communities of Practice (or learning communities) for all key issues including poverty, climate action, isolation, reconciliation, food security, youth. These are seen as incubators for community innovation and are key to our advocacy work.
 - Each Community of Practice includes a policy analyst on a part-time secondment from the federal/provincial government to learn from local perspectives and feed up into policy change.
 - There is a lived experience advisory group for each issue area
 - We partner with organizations who are already leading in each area to co-host the communities of practice
 - Members can access an innovation fund to try new ideas (offered through partnership with philanthropists).
- We are leading thinkers in the 5 practices for community change and we partner with universities to regularly publish on international platforms. Our Learning Membership and trainings are highly sought after. We are known for our train the trainer approach to build changemaker capacity. Our issue-focused 10 Guides spur innovation across the world.
- We partner with Community Foundations of Canada, Canadian Index of Wellbeing and FCM to offer a community assessment and live dashboard of wellbeing/equity that is tied to the dominant federal model (doughnut, SDGs, etc). This assessment is often the first step for all Community Memberships. This transparency is the fuel for the movement towards equitable societies.

Business & Governance Model

Revenue Model is 2/3 self generated, 1/3 from gov or grants:

- Learning Membership is \$100 pp/year bringing in \$1M
- Community Memberships pay \$1-2k per year
- Community Membership Plus is sponsored (Gov, Corporate, or Foundations)
- Consulting & Training Revenue
- Innovation Fund offered in partnership with philanthropists

Governance:

- Our board includes a representative for each issue area
- We support lived experience advisory groups for each issue
- We look to our members to help guide our strategic direction

Enabling Conditions



The Collective Impact model continues to be proven successful for system-level change



An understanding that place-based solutions and action are critical



Awareness of inequity grows, and citizens at large desire equitable societies



Organizations have some PD funds and the Learning Membership is seen as valuable



We create friendships rather than competitors in the community innovation space, and in each issue area.

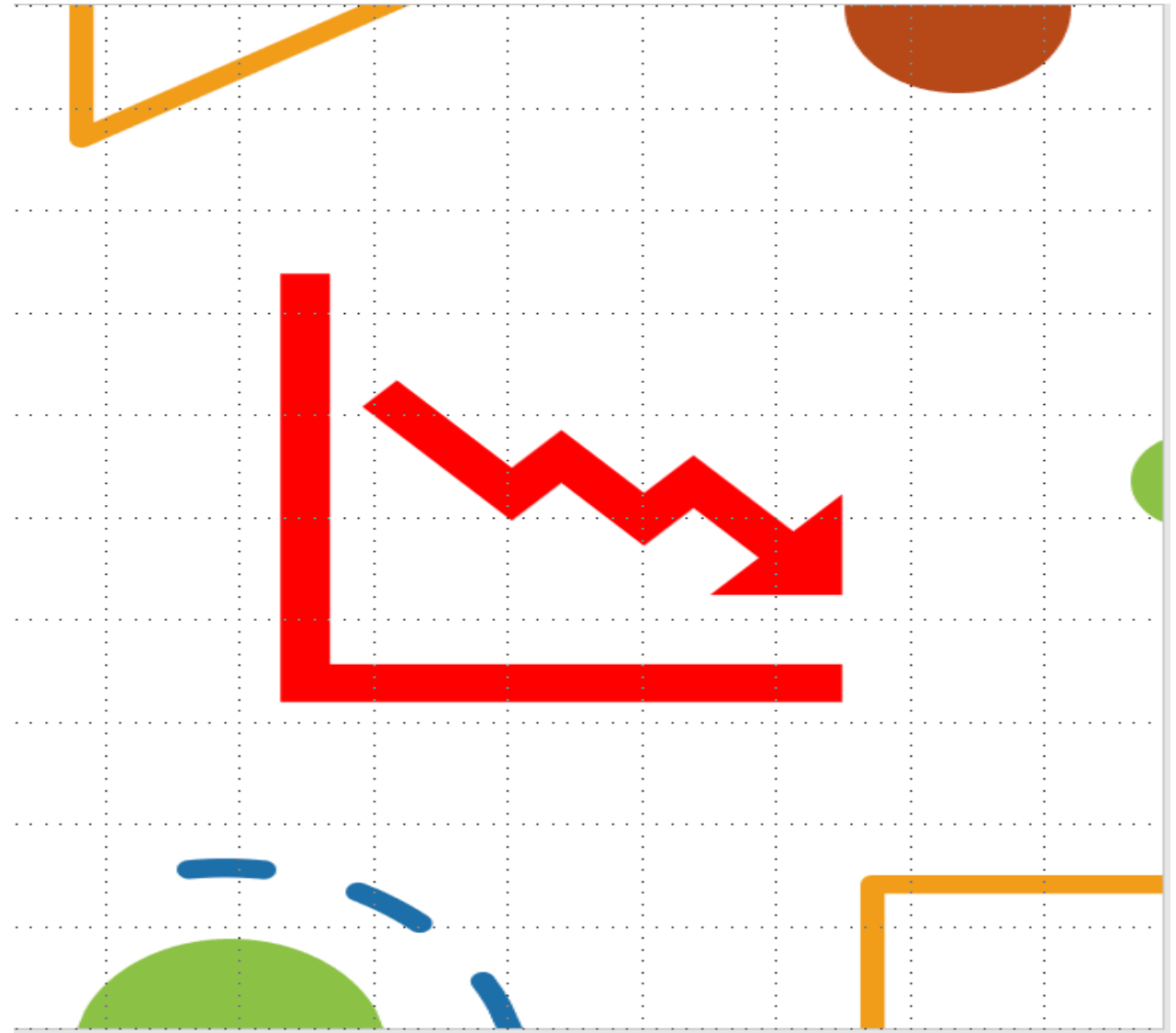


Issues are seen as interconnected so multisolving for these is important.



There is trust in institutions and governments. A sense that we can work together.

Scenario #3: The Regressive Nightmare



Tamarack as Rallying Point

SCENARIO 3: A REGRESSIVE NIGHTMARE

Scenario 3 is embedded in the same general dynamics of Scenario 2: countries struggle to contain the virus and the global economy suffers from repeated shutdowns over the next 36 months. The effects from the disruption are deep and broad enough that it has created a tipping point for the existing political, economic and social systems in Canada. There is no chance to return to the 'old normal' even though many deeply desire it, but enough stability for a 'new normal' or 'equilibrium' to emerge.

Unlike Scenario 2, however, the public and collective response to the disruption is largely 'regressive' yet with plenty of pockets of 'progressive' responses. It includes the following features:

A sustained economic recession – even depression – where once robust economies seem unable to recover – leaving high levels of structural unemployment/underemployment/precarious employment – and a concentration of economic power in large corporations

A clear shift from a 'big team' collective /communitarian ethic in the country towards hyper-local, private and domestic spheres – and an increase in 'us-and-them' thinking

A strong emphasis on 'safety' with assertive – but often over-reaching - government measures to manage social interaction (e.g. surveillance chips) with weak compliance – even resistance - from the Canadian public

A growing distrust of traditional and large public, private and philanthropic institutions as they are perceived to be ineffective, slow and too distant to be relevant in a post-Pandemic world

A systematic process of 're-localization' of major systems (e.g. food, energy, education) in order to increase resilience, but often dominated by larger oligopolies and often without adequate public regulation and oversight – which leads to exploitation (e.g. safety, worker rights, monopolies, etc.)

An expansion in the number of 'utopian' communities, with some focused on progressive ideals (e.g. socially connected, democratic, ecologically sensitive) and others that are more like 'gated communities'

In this scenario, Tamarack is a 'shining light' for progressive organizations who operate at the local level. In fact, because the stakes are higher, Tamarack stakeholders expect much more from the organization in the areas of thought leadership, support and 'leaning into' policy change. At the same time, the overall constituency for Tamarack's work is smaller than it was pre-Pandemic and the organizational/public/philanthropic resources required to support the organization smaller and more regional – less national – in nature.

Mandate



Unique contributions

We double-down on poverty reduction. The pandemic has resulted in the largest rates of poverty in Canada's history and now is Tamarack's time to lead boldly. We are a shining light for place-based progressives.

Tamarack mobilizes voices for change, so we're working with 2 key groups:

1. Progressive community leaders - We are the support system for community leaders. Community leaders feel battered and bruised and we are their go-to place for re-connecting to their purpose, re-fuelling, encouraging them, and helping them find their next steps forward.
2. We need to look further into the future at who is going to care deeply about future poverty levels so we are focusing on youth and building a network of youth who are eager for change.



Key values - principles that drive Tamarack

Advocate for healthy societies

We can end poverty in Canada

We need to work together

Go where the energy is

Our youth are our future

Share stories of success to nudge other communities into action

We offer hope with a clear path forward.



What does success look like

Providing personalized one-on-one support for community leaders.

Focusing on youth and building a movement of youth who want to build back better.

Growing our advocacy work in poverty reduction.

Acting as think tank for community-based solutions for poverty reduction to help groups measure impact and disseminate promising ideas across the country.

Tamarack is a bridge to unevenly trusted government. We make friends with federal and provincial governments to become a trusted intermediary to offer program delivery.

We need to be a nimble, not-slow-moving, organization

Priorities/Key Strategies

- Cities Reducing Poverty work expands under a larger umbrella that includes all asset-based community development work
 - We offer one-on-one coaching for all community leaders
 - In the short term we focus on ABCD as a core methodology because mistrust between sectors is slowing progress using collective impact
 - We guide cities to move faster through implementation and measuring impact – progress over perfection
 - We form a partnership with a major Canadian publication to share the stories of local action to link ideas cross-scale and inspire others to build better futures
- With the current lack of cohesion in communities and distrust of institutions, Tamarack is focusing on three fundamentals:
 - Community Engagement , consensus-building& the role of the citizen in democracy
 - Look upstream (social determinants of health) and build on what you have (Asset-based Community Development)
 - Raising the voice of lived experience to highlight the social determinants of health and support poverty reduction advocacy work
- Consulting work expands within progressive organizations who need to now play a larger role in leading community change
- Communities Building Youth Futures expands to become a pan-Canadian movement to build community connection and build capacity in understanding the role of the citizen in a progressive democracy.
- Crazy idea – Tamarack offers Impact-Based Pricing for it's Vibrant Communities membership, where Tamarack is paid by the federal government for reductions in poverty levels.
- As distrust in government worsens, Tamarack is considering two options:
 1. Becoming the federal governments arm for all poverty reduction work to coordinate, monitor and disperse funds
 2. Become a direct service provider to address capacity gaps and generate revenue

Business & Governance

Revenue Model is 1/3 self generated, 1/3 from gov, 1/3 foundations:

- Consulting & Training Revenue
- Partnerships with gov and foundations to support work in specific cities or on specific issues (always needs to be connected with poverty)
- ESDC funded CBYF work continues and grows
- We use reserve funds to pay for some operations while impact-based pricing returns flow in

Governance:

- We continue with a diverse, influential board
- We add a media representative to our board
- We add board members who are closely connected with poverty or SDGs at Federal Gov level

Conditions



There is mistrust in government. People don't want to work together.



We can leverage public funding that focuses on resourcing for social and community development. Governments are open to new ideas to remain in control



We hold onto our connections in cities across Canada. This allows us to be on the inside looking out and proactive rather than responsive.



We keep getting better at measuring impact



We are appealing to youth



Poverty is one of the top 3 issues in Canada

Scenario #4: The Long Emergency



Agile, Bigger, Smaller or Not At All

SCENARIO 4: THE LONG EMERGENCY

In Scenario 4, the countries of the world experience wave after wave of Pandemics over 36 months and the global economy suffers from repeated shutdowns. The effects from the disruption are deep and broad enough that it creates multiple tipping point for existing political, economic and social systems in Canada. These are amplified by ecological events associated with climate change (e.g. floods, storms, fires, droughts, species extinction). We have entered the age of the 'long emergency': it is constant disequilibrium for the next decade.

In the scenario, there is a dramatic increase in locally based responses and leadership. Senior levels of government – and other centralized sectoral institutions – are unable to respond quickly and effectively enough to address all the challenges satisfactorily and local actors feel compelled to fill the breach. The de-globalization of trade means that economic and social systems become more regional in nature (e.g. a proliferation of new meat processing plants in every region, close to home tourism, etc.), which creates opportunity for innovation and change. Communities literally become 'the new superpower'. Yet, this growing movement to 'go local' is diverse, ever evolving and often polarized, marked by extra-ordinary examples of positive social, economic and ecological transformation as well as negative examples of tribalism and ecological myopia for the following reasons:

- A sustained cautiousness about the safety of physical connections and an unevenly embraced emphasis on 'safety' with an unevenly useful mix of effective public measures and societal compliance
- A constant process of economic adaption characterized by:
 - dramatic structural changes in Canada's energy sector, agricultural industries, housing markets and transportation systems
 - sustained high levels of structural unemployment/underemployment/precarious employment
 - a great deal of innovation in new economic areas adapting to the new realities (e.g. food systems, housing models, energy systems)
 - a decline in various types of non-essential consumption (e.g. restaurants, vacation, movies, extra car)
 - an increase in 'home economics' and the barter economy
- A rapid shift in the share of private wealth as economic power is concentrated in the hands of the top wealth earners – and a corresponding decrease in public or common wealth due to lower levels of taxation, decreased housing values and lost savings and investments
- Emerging shifts in settlement patterns, including a greater number of people moving to rural areas, a trend of forgotten-disconnected-hard to service suburbs, and the invention of new urban models (e.g. urban agriculture, micro-power generation, etc.).
- A fracturing of the national sense of identity and communitarian enterprise and an amplification of regional differences – which makes it more difficult to get alignment on pan-Canadian issues (e.g. health care, energy transition, trade agreements) and reinforce Provincial and local institutions.
- Dynamic and always changing political leadership at all levels of government fuelled by a frustration with the inability of political systems to solve issues and the pressure to respond quickly to new events and challenges.

In this scenario, Tamarack begins the ten-year journey with a solid platform for supporting progressive community-based action. However, the scale and complexity of the challenges faced by communities means that the organization must continually adapt its priorities and capabilities in order to respond to the needs demands of communities and funders. Similarly, the increasingly constrained resources of community-based actors, government agencies and philanthropic organizations means that the as well the organization must adapt – perhaps continually - its structure, size and revenue to survive and flourish.

Mandate



Unique Contributions

Most importantly, Tamarack is in communities, a key part of managing the next stage of all these transitions

Tamarack's ability to convene multiple players in purposeful ways – Tamarack is able to convene competitors to continue to build the field

Tamarack's work as an experienced movement builder – clearer focus, quality of materials versus quantity, clear equity strategy within Tamarack's work

Tamarack is able to rapidly assess the field and respond to emerging needs in the ecosystem



Key Values/Principles

We want a more just, equitable community – collective impact, innovation, are the tools – what is the mindset we are beginning with?

Accessibility, inclusion and equity are key

The word hope is important right now

Courage and optimism in creative tension

Entire society is impacted by the level of inequity that has emerged over time

Adaptive and responsive - connecting people with action

Simplify tactics



Success

A hyper-focus on communities and the role Tamarack plays to support community change efforts

We need to learn from vulnerable populations now – what are people struggling with and how do we respond

Ongoing and adaptable supports for communities

Key part in driving social change

Building and strengthening trust among community stakeholders, funders, decision-makers

Priorities/Key Strategies

- Tamarack will build on the strategic tension of practical, place-based community change efforts and learning about how to implement this approach effectively and with the greatest impact
- Tamarack will navigate ongoing emergencies by focusing on the intersection points and provide strategic paths forward (ie 10 guides, learning resources) – more emphasis on bouncing back from emergencies and creating resilience
- Tamarack will be an internationally recognized resource for community building and systems connections – Tamarack will monitor the eco-system to identify shifts as they happen
- Tamarack will grow its capacity as convenor
- Tamarack community partners will lead the way contributing their knowledge and perspectives
- Tamarack will build its approach to navigate different time horizons – short, medium and long term providing direction and respite along the way – Tamarack will build a quick response model
- Strategic partners will connect and provide direction, alignment and resources
- Tamarack membership will grow to 100,000 members.
- Tamarack will be opportunity-driven.

Business Model

- Tamarack will continue to grow mixed revenue sources which create stability for the organization and its partners
- Tamarack will connect strategically with funders to co-design future approaches which navigate the multiple emergencies
- Tamarack will strategically use reserve funds to upgrade its external facing resources and ensure it is a technology enhanced and partner-centred resource
- Tamarack will build a membership structure which will enable mutual investment in the building of futures
- Tamarack will build an Expert in Residence model and be grounded in the role of convener and connector
- Tamarack will increase community innovation strategies focus and secure funding for this approach

Governance Model

- The governance structure of Tamarack will continue to attract strong and connected leaders who are at the forefront of community change
- Multiple perspectives and partnerships will be built and flourish
- Tamarack's 100,000 members are deeply connected to each other and to building, rebuilding and supporting community change
- Tamarack will be an agile governance structure

Key Enabling Conditions

Tamarack is an trusted, adaptive, innovative and connected organization with the ability to convene diverse stakeholders. Tamarack leverages strengths to build a rapid response model.

Tamarack's 100,000 members are leading and contributing in new and innovative ways

Community is viewed as a super-power and what is needed to navigate the global shifts felt by pandemics, climate and other disruptions

Communities begin to source wealth-creating infrastructure to meet the demands of global shifts.

Governments at all levels recognize the importance of cross-sector collaborative, community-based approaches as a mechanism for stabilization and connection