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Tamarack 2030: A Strategic Vision for our Future

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MESSAGE FROM THE BOARD

Ubuntu. I am, because we are.

Tamarack exists because "you are", our more than 34,000 learners and members. You live in more than 1,000 cities and communities in Canada and many more in the U.S. and around the world. The board and staff of Tamarack are as passionate about community change as each of you, and we are honoured to hold the space of learning and collaboration with you. You see us, you support us and validate that community and large-scale change is possible.

Tamarack is a dynamic, ever-changing organization. We developed this ten-year plan for our members and supporters. It took us about 18 months, and we journeyed together during the most chaotic period in history. If ever we felt planning was both imperative and useless, it was in the last year.

We hope this plan excites you. For us it validated "who" we are as an organization and affirmed what we believe. It highlighted the need for us to do more for our youth and that we must make the work of supporting cities as they navigate climate change a priority. This past year has taught us that we can no longer only talk about reducing poverty we must talk about ending poverty and the inequity and racism that is so much a part of the problem.

Many of our stakeholders, staff, learners and members have contributed to the development of this plan—far too many to mention. We are deeply grateful for your input. We want to recognize Mark Cabaj, a founding Tamarack team member, and former Executive Director of Vibrant Communities for stewarding the process as our planning consultant. We also want to thank Lisa Attygalle for editing, graphics and supporting the plan process. Lastly, we want to thank Liz Weaver and Paul Born our Co–CEO's who envisioned the planning process and led us through the many steps toward completing it.

Please join us! This plan is not a blueprint but rather it is a compass in an ever-changing world. Thanks for being here on this journey.

The Tamarack Board

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STRATEGIC PLANNING IN DISRUPTIVE TIMES

In more traditional approaches to strategic planning, organizations revisit their mission, complete a SWOT assessment (e.g. strengths, limitations, opportunities, threats), assess larger organizational and societal trends, and develop a clear set of goals and pathways and activities for the next 5 to 10 years.

The traditional approach is impractical and even dangerous in disruptive times, where the context in which an organization operates is so dynamic and uncertain that a SWOT analysis can be dated within a week of its completion, trends are unreliable, and there are multiple futures around which an organization might plan.

The Tamarack board and staff were well aware that they were taking on the task of developing a ten-year strategy in a time of uncertainty. They were concerned about how Tamarack could help communities better respond to climate change, accelerate reconciliation between Indigenous and non-Indigenous peoples of Canada, and find new ways to address the ever-evolving economic structures that make it difficult for families to make ends meet. Then, as the strategy-making process began in earnest in early 2020, three additional events added to the uncertainty.

- World-Wide Coronavirus Pandemic Led to shutdown of business and some public services, a jump in the gap between rich and poor, as well as impressive responses by communities and governments, and a commitment to 'build back better'
- Black Lives Matter Prompted by the death of George Floyd, a tipping point for social change emerged on issues related to systemic racism and inclusion, and a renewed commitment by many to create an inclusive society
- Polarizing Political Environments Divisive politics uncovered the fragility of our democratic institutions, leading to questions about the resiliency of our society and democracy

In response, not only did the board and staff join the hundreds of thousands of people learning how to pivot to virtual, but they relied heavily on two strategymaking methodologies that are designed to operate within disruptive times:

- Future Search The careful accumulation of discussions, feedback and visioning with Tamarack stakeholders about strengths, opportunities, and what a desired future might look like
- Scenario Planning The development, discussion and stress-testing of four different scenarios for the role of place-based communities in Canada over the next ten years, and what role Tamarack might play



The result of that effort is not a traditional ten-year Plan, but instead a strategic framework. In contrast to a list of rigid activities and targets that the organization commits to implementing on fixed schedule, this strategy is organized around a north star of Tamarack's vision and mission, an ambitious ten year goal to make communities the new superpower of a strong society, and a list of priorities and principles to guide the board, staff and partners on how to get there.

WHO ARE WE?

Tamarack was founded in 2001 by Alan Broadbent of the Avana Capital Corporation and Maytree (Foundation) and Paul Born, Co CEO of Tamarack. Their hope was to create an institute that would deeply understand how community change can happen and would help organizations and citizens work better together for a collective impact.

As a small organization, Tamarack had two big goals. The first was to establish a learning centre that would provide research and document real stories, exemplary practice and effective applications for community change. We now disseminate the lessons learned with a growing network of 34,000 changemakers in Canada, the US and around the world. The second was to apply what we learned to end poverty. Since 2001, we have effectively helped more than one million households rise out of poverty and have engaged more than 350 municipalities represented in 83 regions as we continue pressing toward our goal of ending poverty in Canada.

Tamarack 2030 represents our emerging vision for the future. Over the last 20 years, we have learned that community change happens when individuals and networks have the skills, knowledge and intention to work collectively around a community goal and focus on impact. Tamarack brings a unique perspective weaving together a broad, diverse and connected membership. These members invest in their shared future. But most importantly, they are having an impact.

Who We Serve and How?

Tamarack engages a Canadian and global network of changemakers, communities and strategic partners. Their stories of change are powerful. They are dissatisfied with the status quo and work tirelessly to envision and achieve a better world. While Tamarack serves many, there are three specific groups of stakeholders where focused supports are provided:



Learning Together

Tamarack engages and empowers over 34,000 learners from all sectors through inperson and online learning events, peer to peer networking, papers, e magazines, websites and consulting to strengthen their capacity to lead community change efforts. We understand that community change efforts are challenging and require an understanding of the complex nature of the issues, adaptive and agile approaches, and a focus on learning and impact.

Vibrant Communities

Member Community Campaigns

Tamarack currently works with over 100 regional networks serving nearly 400 unique member cities that are reducing poverty, deepening community, and most recently building youth futures. There is power in joining as peers to learn and work and advocate together toward a collective impact. Leaders representing lived/living experience, business, government and community bring unique understanding, insights, knowledge, and leverage. Tamarack supports their work through research and case studies, workshops, coaching, and by convening communities of practice.



Strategic Partners

Tamarack strategic partners include Board members, government, funders, business leaders, and aligned organizations. Together we collaborate, build the field of knowledge and practice, share resources, and engage their thought leadership. This worldwide network of strategic partners ensures that our community has access to the latest thinking, skills, and resources to make their work more impactful.

Tamarack Top 10: How We Got Here

In the past 20 years Tamarack has grown as an institute supporting community leaders to learn about community development and large-scale change. We have also contributed significantly to poverty reduction action and learning and advancing place-based work to strengthen community.

- We built the largest connected network of cities reducing poverty in the world. Today 83 regions representing over 330 municipalities are learning and reducing poverty together. In 2020 the Canadian government declared the lowest level of poverty in Canadian history.
- 2. We contributed to a body of practice known as collective impact which has broad acceptance as a leading community development approach in Canada and beyond.
- We have published 7 books—Community Conversations and Deepening Community have both become Canadian best sellers.
- 4. Tamarack currently has 34,000 active learners in over 1,000 cities in Canada and many more in the U.S. and around the world.
- Our work to end poverty, deepen community, and build youth futures has been recognized with many awards including the Order of Canada.
- 6. More than half of our budget in the last decade has come directly from learners through memberships, workshops, and consulting services.
- 7. Many of our major donors have supported us for more than a decade.
- We have published over 200 papers to advance collective impact, collaborative leadership, community engagement, community innovation, evaluating impact, poverty reduction and neighbourhood advancement.
- Tamarack has engaged with over 500 Canadian and International thought leaders to share their diverse perspectives, wisdom, and experience through webinars, workshops, and conferences.
- 10. Our global network includes partners and learners in the US, Australia, New Zealand, UK, Europe, Israel, the Philippines, and Singapore.

OUR APPROACH TO CHANGE

Over the next 10 years, Tamarack aims to contribute to an accelerated and dramatic shift to citizen-driven, place-based approaches to addressing complex challenges and improve community well being at scale. We want communities to be recognized as the integral drivers of change and critical in building strong and inclusive societies.

Tamarack's approach to change is guided by its vision, mission and principles, and informed by a theory of change.

Vision:

Tamarack is a connected force for community change, building the capacity of changemakers in cities and communities, within Canada, and around the world.

Mission:

Tamarack catalyzes collective action with diverse leaders to solve major community challenges including ending poverty, building youth futures, deepening community, and addressing climate change. Our belief is that when we are effective in strengthening our collective capacity to engage citizens and lead collaboratively, our work contributes to the building of peace and to a more equitable society.

Principles:

- 1. **Community Connections**: We strengthen connections and collaborations between diverse people, organizations and sectors to grow and align our capacity to make a difference.
- 2. **Place Matters:** We focus our efforts on places where people live.
- 3. **Hope and Optimism:** We focus on the possible and our collective potential for making positive change.
- 4. **Equity and Inclusion:** We engage and elevate the voice of those most impacted by issues who have the greatest insight into possible solutions.
- 5. **Courage and Learning:** We ask difficult questions about the systems and structures which hold people and communities back and engage in peer-to-peer learning to build our capacity.
- 6. Action and Impact: We emphasize action and focus on impact.

Theory of Change

Our Theory of Change is based on the assumption that communities have a central role in responding to the intertwined challenges of climate change, racism, polarization, pandemics and income inequality for five key reasons:



Our Theory of Action is based on the evidence and feedback that Tamarack's overall approach to strengthening place-based change over the last twenty years has been successful. We know that:

- The organizations, networking and skills-building opportunities have increased the capacity and confidence of thousands of innovators, change makers and champions of community building and change, who in turn have played key roles in addressing a variety of tough economic, social and environmental challenges.
- The focus on community-led campaigns to reduce poverty and deepening community connection has resulted in the development, testing and refinement frameworks, techniques and practices that helped strengthen the entire field of community building and in many cases contributed to population level impact.
- The capacity of communities to be the locus of identifying policy barriers, gaps and opportunities can lead to deep, durable, and impactful results.

As a result, our Theory of Change and Theory of Action provide a solid foundation for operating over the next ten years, yet we will upgrade both to get to the next level of impact.

LOOKING TO 2030: OUR STRATEGIC PRIORITIES

As we continue our ongoing work of growing a connected force for community change, building the capacity of changemakers in communities, within Canada, and around the world, we have identified three key priorities that will define our work over the next decade:



Grow the capacity of changemakers.

We've built and refined our learning platform: the more people we reach, the greater impact we have.

Tamarack will double our network growing from 34,000 to over 70,000 learners. We will strive to be best in class in online learning. We will add campaigns to help cities build youth futures and adapt to climate change.



Shift policy & advocate for systems change.

Now is the time to be bolder about the scale of change and empower new voices to lead.

Tamarack will grow our capacity to identify and change policy priorities in communities and within governments. This includes Tamarack shifting its narrative from reducing to ending poverty and continue to advocate to include the voice and leadership of people with lived experiences.

Drive large scale change.

Communities have the power to drive transformational change.

Tamarack will be the go-to place for communities seeking population level outcomes. We will help communities to innovate, leverage existing resources and capacity, make iterative and change, and measure and report on impact to change the circumstances of an entire population.

See Appendix A for details.



A look at Tamarack 10 years from now:

The nature of this 10-year plan is to make transformational change possible.

Growing allows us to influence more people, mostly in Canada. We engage those who care deeply about community change through citizen action, uniting, and learning together. We want community changemakers to believe that transformational change is possible and in turn be motivated to build better communities. By joining together, we see citizens embracing the power of collective impact and community engagement to end poverty, deepen the experience of community with their neighbours, to build better futures for our youth, and to effectively transition to, adapt to, and mitigate the effects of climate change.

Learning online has become the primary choice and one that community leaders have found to be effective and energizing. Tamarack has embraced this reality and we have become known not only for our great content but also for the interactive, peer-based learning methodology that we employ. Learners are telling us that they are building relationships and that the learning they receive helps them to advance their work even within the current realities.

By 2030 Tamarack will build relationships that allow us to influence policy. We are known for having a special ability to engage people with lived experience of poverty. We have challenged the thinking that causes racism and inequity in society. Most importantly we have made significant progress in ending poverty in Canada. Two statements we promote have resonated deeply with Canadians. First, "If you work you should not be poor," and secondly, "Children should not be the cause of poverty". By 2030 we will have effectively led campaigns that have ended working poverty and family poverty in Canada.



Tamarack has become the 'go to place' in

Canada and globally to learn about large scale change. We have deep knowledge, practical experience and documented profiles of cities that have undertaken social change strategies to achieve significant population-level outcomes. We have designed processes that can be taught. allowing cities to develop campaigns that will move the needle on change. Communities can implement large scale social change campaigns and in turn re-engage their community to improve the quality of life for citizens.

We have a bold vision for Canada in 2030: Canada will have one of the lowest poverty rates in the world. We will have a national plan for deepening community to end loneliness and help communities to be resilient. More than 100 communities will have plans to ensure youth futures are secure, and we are making real progress to tackle climate change.

Communities are driving change that is both local and global. Tamarack's leadership and focus will contribute to these transformations. It's bold, its ambitious, but its also achievable.

APPENDIX A: Tamarack 2030 Key Strategic Priorities



Grow the capacity of changemakers.

We've built and refined our learning platform: the more people we reach, the greater impact we have.

Tamarack will double our network growing from 34,000 to over 70,000 learners. We will strive to be best in class in online learning. We will add campaigns to help cities build youth futures and adapt to climate change.

This will include three priority growth areas:

1. By 2030, we will more than double our network of learners and grow our capacity to support changemakers, community collaboratives and strategic members to increase their impact through learning and practice. By supporting the work of community change we hope to make the work of changemakers easier and more effective thereby helping their communities thrive.

Why is this important? Communities have the power to drive change. Working at the community scale enables changemakers to pilot innovations and move toward lasting systems change, directly impacting in the lives of citizens. The more we deepen the skills of changemakers, grow the network of collaboratives working together effectively, and expand strategic partnerships, the deeper the level of collaborative impact. We know that communities with a commitment to collaborative action have an easier time achieving impact.

Strategic Actions/targets:

- We will increase our online offerings. We will make our events more appealing and easier to access anywhere in English and French speaking communities.
- We will offer diverse training options recognizing the bilingual nature of Canada and providing training for those with access challenges.
- We will develop our digital engagement strategies and increase our online capacity to grow our database of changemakers.
- We will expand campaign networks in new geographies, specifically growing in Quebec, and in the United States but also in English and French speaking countries around the world.
- We will grow from 34,000 to 70,000 learners who engage with us monthly (stretch target 100,000 global learners by 2030).
- We will increase the number of communities involved in the Tamarack campaigns from 400 to 1,000 by 2030.
- We will expand and strengthen formal partnerships and alliances both outside and inside Canada.

2. Tamarack will become a recognized resource for online learning. Tamarack has been very effective and is often seen as a leader in advancing all types of learning and coaching, but since COVID the world of online learning is exploding. In order to grow our learning community, we will invest in our own training and technology and hire people with specific online learning expertise to increase our online presence and capacity.

Why is this important? Through COVID we have experienced how effective and important online learning is for our members. We also know that as a small institute providing meaningful learning experiences is an effective way of growing the capacity of our membership. This is only possible by using the latest techniques and technology. Online learning can also be a more sustainable approach by helping people learn when they are ready (asynchronous), rather than offering a specific learning on specific dates (synchronous). Online learning also enables our global network to access the skills they need in real time, at a reasonable cost, with the additional benefit of reducing their carbon footprint.

Strategic Actions/Targets:

- We will develop a new learning division and assign a team lead to bring expertise to our entire learning strategy including online learning.
- We will create a position specific to online learning and develop the expertise required to be best in field.
- We will seek out and adopt the latest technology to enhance the online learning experience.
- We will create a membership program allowing members to pay a monthly fee to receive early access to our research, access our online courses and attend a select number of face-to-face events. We hope to grow to 1000 members by 2023 and 5,000 members by 2030.
- We will add 5 new online courses every year with the goal of having more than 50 online courses by 2030 which advance the learning potential of our network.
- We will develop a podcast on community change and build a significant following.
- We will research and develop learner-directed online content by 2023.

3. We will grow the number of community change campaigns Tamarack will lead. We currently support collective impact campaigns to End Poverty and Deepen Community. Both campaigns are active in Canada and the United States. We have just added a third campaign to support Communities Building Youth Futures and are designing a fourth campaign to assist communities to navigate Climate Transitions.

Why is this important? Place matters. Tamarack is a learning centre. We have also invested in the development of learning communities to increase capacity for collaborative community change. By forming a peer-to-peer learning network, community change efforts are more effective and can leverage shared knowledge and experience. Ultimately as a learning centre we want our collective work to result in impacts that have concrete benefits for people. These benefits include ending poverty, building a deeper sense of community, effectively adapting to climate change or a young person feeling hopeful about their future.

Strategic Actions/targets:

• We will support Communities Building Youth Futures to be active in 50 communities and will have assisted more than 25,000 youth navigate prosperous futures by 2025.

- We will initiate the City Climate Change Transitions network which will be active in 50 cities and have effectively developed many innovative approaches to climate change adaptation by 2030.
- We will support the growth of Cities Reducing Poverty to 120 Regions and into over 500 municipalities including 25 in Quebec and 25 in the United States.
- We will ensure that Cities Deepening Community will be active in 75 regions and 300 municipalities by 2025, and 100 regions by 2030.
- We will work toward effectively ending economic poverty in Canada by 2030. Our poverty rate will be under 6% and we will consider the role of a guaranteed basic income as a strategy to end poverty.
- We will ensure that provincial and federal plans will be in place to address social isolation and to strengthen civic engagement by 2030.



Shift policy & advocate for systems change.

Now is the time to be bolder about the scale of change and empower new voices to lead.

Tamarack will grow our capacity to identify and change policy priorities in communities and within governments. This includes Tamarack shifting its narrative from reducing to ending poverty and continue to advocate to include the voice and leadership of people with lived experiences.

1. We will grow our capacity to Identify policy priorities and to work strategically to achieve policy change at the Municipal, Provincial/Territorial and Federal levels.

Why is this important? The work of policy change will be very important to achieve the ambitious actions designed to grow the impact of our campaigns. Community partners will achieve their greatest impact when there is a collective commitment that results in policy changes.

Strategic Actions/Targets:

This will include three priority areas:

- We will develop a staff team that will focus on supporting communities to employ a collective impact approach to policy change.
- We will work more closely with the government by engaging them as partners in supporting communities to achieve population level outcomes and then seeking policy changes through deep engagement with citizens in communities.
- We will form learning communities at the municipal level, provincial/territorial levels and between departments at the federal level advancing a community's agenda and approach.
- We will develop a quarterly policy roundup and webinar series to promote polices that are being developed or that have been implemented that advance the community's agenda.
- We will develop courses and an online space for policy makers interested in community change to learn together.

2. Tamarack will shift its narrative from reducing to ending poverty. We will connect our campaigns linking our work in cities reducing poverty, communities building youth futures, cities deepening community and cities transitioning due to climate change as aligned efforts in creating cities without poverty.

Why is this important? Tamarack exists to end poverty in Canada. It is the primary goal of our work. When a city ends poverty, it will have addressed many of the underlying and connected issues citizens face. Poverty is a complex issue and to end it we must collaborate across sectors in order to achieve a collective impact.

Strategic Actions/Targets:

- We will host a major conference in 2021 with the City of Calgary and members of city-based networks with the central focus of ending poverty. We will invite members from our campaigns to offer learning and forums for dialogues and networking. At this gathering we will launch a process which develops a common agenda and shared measurement for ending poverty in Canada.
- We will work with the University of Waterloo math department to develop a program called Ending Poverty – Do the math which will strive to map the end of poverty using math. This program will consider scenarios to achieve the goal of ending poverty in Canada.
- We will convene a national strategic roundtable of key partners from business, government, community and people with lived experience to give leadership to the end poverty campaign. We will work very closely with the federal government's poverty reduction advisory council.
- We will launch a national end poverty strategy at a major conference in Ottawa in 2023.

3. Tamarack will radically advance the experience, voice and leadership of people with lived experiences in change efforts, ensuring that attention to systemic issues related to equity, race, gender and reconciliation are at the centre of this work.

Why is this important? Individuals who have direct experience with the problems facing our communities are key to deeply understanding and building solutions. Raising the voice of individuals with lived and living experience has been Tamarack's rallying cry since our founding. As other countries join the movement to build equitable and inclusive societies, we need to continue and deepen our work. We recognize the systemic negative impacts faced by Black, Indigenous and People of Colour (BIPOC) and strive to embed an equity and gender lens in all we do.

Strategic Actions/Targets:

- We will provide leadership in community-led approaches to community change and require that the engagement of individuals with lived and living experiences is included in the learning resources and tools we produce.
- We will advocate for leadership tables to be at least 25% voices of lived experience
- We will build on our popular 10 Guide for engaging lived experience and develop a series of courses that will build leadership capacity of lived experience leaders
- We will launch a certificate program for individuals with lived and living experience to formalize their voice, support their leadership growth and, where appropriate, prepare them for employment as advocates and leaders in our campaigns.



Drive large scale change.

Communities have the power to drive transformational change.

Tamarack will be the go-to place for communities seeking population level outcomes. We will help communities to innovate, leverage existing resources and capacity, make iterative and change, and measure and report on impact to change the circumstances of an entire population.

Tamarack, by 2030, will be the go-to place for cities seeking population-level outcomes through large scale collaborative community change activities. We will have created a platform and a renewed commitment in Canada and beyond for cities creating ambitious initiatives that will result in population change outcomes.

Why is this important? If we are to end poverty in Canada, we must convince people that there is a sound methodology behind this collaborative work. Governments spend billions of dollars to improve the quality of life of Canadians, but we have created a system that focuses primarily on iterative and incremental change. By changing the focus to place-based population level change, we can start to imagine the kind of programs that can change the circumstances of an entire population. We can begin to more intentionally link issues rather than focus and invest in individual and specialized solutions. Communities have the power to drive change and we need to develop a collective impact approach that leverages existing capacity and investments in a way that achieves population-level outcomes.

Strategic Actions/ Targets:

- We will research emerging and best practice models which identify strategic pathways to scaling population-level change.
- We will grow the capacity of our learning community and strategic partners to effectively measure and report on population-level impacts.
- We will develop a new narrative approach which effectively communicates that impact of place-based change efforts and how these can be scaled and aligned to achieve the goal of ending poverty in Canada.

APPENDIX B: Tamarack Financials

It may be unusual to add Financials into a strategy document. The Tamarack story is not complete unless we understand that 63% of the revenue Tamarack has received in the past decade is from the very learners that benefit from the work of the Institute. Involving learners in contributing to the financial sustainability of the institute was a key principle in founding the organization. In addition, a few key foundations have partnered with Tamarack including McConnell, Maytree, Trillium, Be a light/Young Fund Hamilton Community Foundation and most recently Suncor for many years. The future of Tamarack relies on our ability to develop long term funding relationships and to continue to provide value for our learners in a way that they can contribute to the well being of the Institute.

Revenue	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Government	250,000								88,448	663,472
Donors	691,666	681,660	379,101	315,019	425,502	511,220	658,133	662,260	750,490	754,854
Earned Revenue	297,738	635,423	738,530	908,686	1,287,662	1,571,067	1,664,964	1,571,147	1,585,528	1,396,378
Total	1,239,404	1,317,083	1,117,631	1,223,705	1,713,164	2,082,287	2,323,097	2,233,407	2,424,466	2,814,704
Revenue Sources Ar	nalysis									
Government	20%	0%	0%	0%	0%	0%	0%	0%	4%	24%
Donors	56%	52%	34%	26%	25%	25%	28%	30%	31%	27%
Earned Revenue	24%	48%	66%	74%	75%	75%	72%	70%	65%	50%

Revenue Source past 10 years: Earned Revenue: 63% Donors: 32% Government: 5%

The Future of Tamarack

The Tamarack goal is to grow our work in a sustainable manner. We have always thought that we would be most sustainable if we averaged 33% of our revenue from each category—Donors, Government and Earned Revenue contributions. Diversified funding builds a strong network of relationships and brings us flexibility based on external opportunities and challenges. In our planning process the board also considered an approach to finance that we agreed would be helpful to keep us strong over the next 10 years.

Financial Wisdom Going Forward - 10 Good Ideas:

- 1. We will make sure earned revenue is always part of our success
- 2. Our auditor's know charities and audit both policy compliance and accounting
- 3. We fundraise in 5-year cycles and attract visionary funders
- 4. We love our donors and work hard in a way that they also love us—for life
- 5. We take pride in our reserve fund and always keep it board controlled
- 6. We remain frugal—never pay beyond the middle of industry pay scales
- 7. We budget with certainty of our revenue sources and are realistic about costs
- 8. We maintain a mix of revenue sources—keeping the 1/3 rule as a goal.
- 9. We tightly control spending—taking time to create and manage good financial policy
- 10. We strive to always do better

APPENDIX C: Tamarack Leadership in the Next 10 Years

Tamarack was founded in 2001 by Alan Broadbent of the Avana Capital Corporation and Maytree and Paul Born, Co CEO of Tamarack. They envisioned a small social enterprise, less reliant on government, entrepreneurial and provide practical solutions to embedded community challenges like poverty.

Currently Tamarack has a team of about 25 staff, and we are growing. Liz Weaver and Paul Born, Co-CEO's give leadership to and are supported by a variety of team leads to manage all programs, fundraising, finance, operations, human resources, communications and stakeholder development. Supported by five Directors, Liz and Paul also take on consulting contracts, teach in webinars and conferences, write papers and books and give thought leadership in community development in Canada, the U.S. and globally. Tamarack generates revenue of \$750,000 a year in consulting services and another \$1.5 million through conferences, workshops and virtual learning events (reduced this year due to COVID). In the past 10 years, 63% of revenues is from the learners, 32% from long term donors and less than 5% from government.

The future of Tamarack relies on our ability to attract top talent, develop long term funding relationships and to continue to provide value for our learners. As an organization we are agile, adaptive and emergent. We also hope to diversify funding so that we are more balanced with 33% of revenues coming from donors, government and learners.

By 2030, Tamarack will have 50 staff supporting 75,000 learners. We will be active in over 500 cities and communities in Canada, supporting campaigns to end poverty, build youth futures, deepen community and advancing the United Nations Sustainable Development Goals and climate transitions. We will be delivering dozens of virtual workshops and webinars and building a large body of practice in the areas of Collective Impact, Community Innovation, Community Engagement, Collaborative Leadership and Evaluating Community Impact. We will be known as leaders of large-scale change theory and practice in Canada, the U.S. and in both English and French speaking countries around the world. To achieve the ambitious vision Tamarack has set for itself we will need to address four key leadership challenges.

First, we will need to attract and retain senior leadership. These individuals will bring community development experience and thought leadership. They will have a unique combination of skills where they can consult, teach and write at an advanced level. Creating a culture for and the structures that enable them to thrive will be a key leadership objective.

Second, we have committed to be leaders in digital communications and learning. This will be a highly competitive field and to stand apart we must be effective in developing unique digital products while delivering a "high touch" human experience. We will develop tools using digital technologies that will make the work of community change easier and more effective.

Third we will manage growth effectively developing a culture that is learner focused, entrepreneurial, self directed and highly collaborative. Developing the systems, policies and processes to sustain the level of activity and talent required to achieve the impact we envision will require exceptional leadership over the next 10 years.

Finally, we will embed diversity, equity, inclusion and justice in our internal and external leadership development processes. We recognize that communities and organizations are more vibrant when all voices are engaged and contribute.





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