

Institute for Community Prosperity

2020 · 2021 Annual Report



Institute for
Community Prosperity

Director's Note: A Lament



The monochrome palette of this annual report is very much intentional. Annual reports are typically light-hearted pieces of self-congratulatory propaganda. This year, such a celebratory tone seems wrong. I can think of no better word to mark this past year than *lament*.

Lament for the nearly 27,000 lives lost to COVID-19 in Canada alone, and the half a million experiencing 'long-COVID'.

Lament for those suffering through shadow pandemics, such as the thousands of Canadians who have succumbed to opioid overdose, or the millions living with mental health issues.

Lament for the souls of the thousands of children - their resting places intentionally left unmarked or desecrated thereafter - who were lost to the decades-long residential school system. What was once described as a *cultural genocide* appears have more accurately been a full-blown *genocide*; A monstrous stain on this nation's history and a deep and unwavering challenge to Canada's collective identity and mythos.

Lament for the colonial mindsets that birthed the residential schools system, and which continue to colour concepts like 'mission-driven', 'charity', 'education', 'aid', 'help' and even 'social innovation'. These concepts form the murky, troubling foam we wade through as we seek a shared goal of community prosperity.

Lament for the obscene inequalities in socio-economic status, both within Canada, and abroad, which have become both more obvious and more pronounced during the pandemic. This year marked an awakening of sorts, leading to necessary, difficult conversations around the decades-long exclusion of Indigenous Peoples, Black Canadians, and in other various ways, Non-white, non-European, non-Anglo Saxon, non-heteronormative, non-male marginalization. The questions that these conversations surface are not merely about glancing in the mirror, they are about breaking through the looking glass of our constructed and often fragile collective identity and asking uncomfortable questions: Who got the cheap land, obtained through Treaty under the dubious doctrine of "cession"? Who got the plum jobs, the mortgages and business loans? Who got to define what voluntarism is, or what 'giving back' looks like, or what the profile of a philanthropist is? Who paid the price and who reaped the benefits, to arrive at the prosperity some of our communities enjoy today (and others are excluded from)?

And finally, lament for the largest elephant in the room... While the COVID-19 pandemic dominated the news over the past 18 months, the record-shattering summer of 2021 in Western Canada presaged a more troubling crisis. Heat domes, prairie droughts, mass marine life die-offs, and the positive feedback loop of the wildfire-induced / wildfire-spawning smoke storms are all part of how the climate crisis is manifesting itself in this otherwise privileged and beautiful part of the world. As UN Secretary General António Guterres observes, making peace with nature is the defining task of the 21st century.

When Life Hands You Lemons...

The challenges of the past year of course filter down to all our institutions, including the Institute for Community Prosperity. As students, faculty, staff and the broader community trickle back to campus, in preparation for a nerve-racking 2021/22 academic year, pandemic anxieties are yielding to social and climate anxieties. We were of course unable to be together in person as a team until very recently. Financially, our investment income was tested by the early COVID market freefall. And the creation of new programs and momentum was perennially challenged by the impersonal interface of internet-based meeting platforms and the difficulty of workshopping new ideas through an electronic medium. Like most workplaces, productivity was up, but innovation surely suffered.

In spite of all this, there were many successes this past year, recounted in this Annual Report. Our signature student programs - the Catamount Fellowship and Map the System - continued to show that there are students with passion, creativity and a capacity for turning their curiosity into novel insight who fought through the many adverse effects of the pandemic. In fact, applications for the Fellowship were more than double the previous year. If students can make change in these conditions, they will be changemakers extraordinaire on the leeward side of the pandemic. Meanwhile, we also produced new insights and timely provocations around a wide range of issues, from civic identity to systems mapping to the once-taboo topic of nonprofit mergers and amalgamations.

The Year Ahead...

As we peer into the coming year, the Institute's tri-partite focus on **systems leadership**, the **solutions economy** and **reimagining civil society** in the 21st century seem all the more urgent and vital. Watch for these and other offerings, events and publications:

Systems Leadership

- **Launching in September, 2021:** A new partnership with the Institute for Environmental Sustainability and the Sustainable Development Solutions Network to raise awareness of, and support student action on, the UN Sustainable Development Goals.
- **Fall, 2021:** *Food Security in Calgary* - This joint publication (title TBC) with the YYC Food Security Fund and Place2Give Foundation looks at food security issues in the Calgary region, and includes a real-time case study of an experimental food distribution hub connecting local growers with nonprofit food providers.
- **September through April:** *Catamount Fellowship*, including the Community Showcase as part of MRU Research Week, April 2022.
- **October through May:** *Map the System*, 2021/22 Edition.

The Solutions Economy

- **Launching Fall, 2021:** A new partnership with ConnectFirst Credit Union and the Institute for Innovation and Entrepreneurship, rolling out a new co-curricular pathway for a students interested in social enterprise.
- **November, 2021:** *Measuring What Matters* - A forum for surfacing, evaluating and talking about measures of community prosperity. Accompanying this is release of a podcast and publications, including Indigenous perspectives on *Measuring What Matters*.
- **Winter, 2022:** *The Problem Solver's Companion: Starting a Social Enterprise* - A updated version of the transformative workshop led by serial social entrepreneur Shaun Loney.
- **Winter, 2022:** *Economics of Social Change 2021/22 Edition* - Our popular workshop series, hosted in partnership with Momentum, returns this coming winter.
- **Date and details TBD:** Potential launch of a new student challenge supporting alternatives to consumerism.

21st Century Civil Society

- **Late Summer, 2021:** *The Shadow Side of Charity* – An article, published in Canada’s leading civil society trade journal, *The Philanthropist*, linking the residential school program to the legal and regulatory aspects, as well as the mental model, of “charity”.
- **Fall, 2021:** *Ageing and Thriving in Canada* – This scan of issues facing older Canadians, enabled through a partnership with ATCO, looks at everything from demographic and lifestyle trends, to ageism, long-term care, age tech, aging in place and intergenerational issues and innovations.
- **November, 2021:** Building Community Prosperity (CCVO) – Closing Plenary session on the future of civil society in the 21st century
- **Ongoing:** The Institute serves as the administrative hub for Alberta Social Innovation Connect (ABSI Connect), seeks to find, connect, celebrate, and support Albertans who are creating and testing new ways of approaching society’s most pressing problems.

The Institute for Community Prosperity works at the boundary between social impact and learning. We are a place to imagine a different future, a place to try out new ideas and approaches, and a place to foster inspiration for the next generation of social impact leaders, responding to the complex challenges we must lament, yes, but then learn from and build a radically new future.



James Stauch
Director, Institute for Community Prosperity



Institute for
Community Prosperity

Bridging Student Learning and Community Prosperity

MRU’s goal to provide personalized learning challenges us to help students in every program on campus become deeply engaged in their educational experience and invested in their journey to personal, career and civic success. We believe universities in the 21st century must be evaluated (in part) based on their social impact, and their ability to provide students opportunities to map, test, train and immerse themselves in complex social challenges. As well as preparing students for roles – whether in the private, public, or social sectors – that are purpose-driven, life-affirming, and that build prosperous communities. We build on MRU’s high-quality in-class reputation with an extraordinary suite of co-curricular and undergraduate research, scholarship and community-engaged learning opportunities.

Catamount Fellowship for Emerging Changemakers



The *Catamount Fellowship for Emerging Changemakers*, launched two years ago, is a cohort-based learning experience for senior-level MRU students committed to building a more just and sustainable future for all. The fellowship, managed by the Institute’s Social Impact Lead, Barb Davies, combines community-partnered research with transformational learning. Funded through an anonymous donation, the program challenges students to dive into social innovation frameworks, experiential learning and deep listening with community. Students explore the root causes of complex ecological, social, economic, and cultural issues affecting communities in Calgary, southern Alberta and Treaty 7.

Through this program the fellows:

- ✔ Dig into real-world 21st-century community-identified challenges with community partners in Southern Alberta. Develop a changemaker mindset, combined with an ability to see complex issues through a systems lens.
- ✔ Build meaningful connections with a broader community of changemakers including community leaders, public officials, activists, social entrepreneurs and innovators.
- ✔ Gain valuable undergraduate community-engaged research experience.

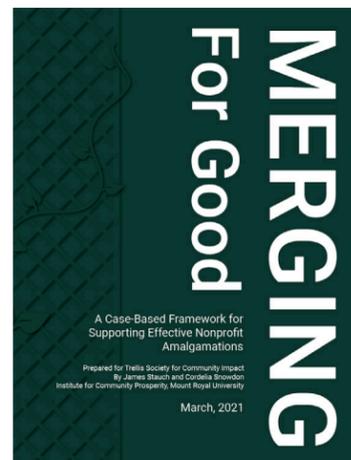
Following is a list of last year’s Fellows who completed the entire eight month program, their major program of study, fellowship topic and community partner.

- ☞ Daniel Major (BSc, Health Sciences): Creating cultural change around queer inclusivity in long-term care. BRENDA STRAFFORD FOUNDATION
- ☞ Julia Gerritsen (Bachelor of Nursing): Improving access to healthy and affordable food options to address food insecurity in Calgary communities. LEFTOVERS FOUNDATION
- ☞ Amaka Agonsi (Bachelor of Nursing): Exercising the rights of temporary foreign workers in meat packing plants. ACTION DIGNITY
- ☞ Kai Ladd (Bachelor of Arts, Criminal Justice Studies): Decolonizing, unlearning, and other inner work necessary to contribute as allies to social change. CANADA BRIDGES
- ☞ Laura Alongi (Bachelor of Nursing): Addressing the demands of “child care deserts” in Calgary. TRELIS
- ☞ Ilana Lemay (BBA, Accounting): Closing the digital divide and improving Indigenous community access to technology. VIBRANT COMMUNITIES CALGARY
- ☞ Claire Mieszkalski (Bachelor of Health and Physical Education, Ecotourism and Outdoor Leadership): Improving equity, diversity and inclusion in environmental organizations. ALBERTA ECOTRUST FOUNDATION



New Structures and Systems to Achieve Community Prosperity

The Institute is interested in big questions about how we structure economies that support community prosperity, and how we invest in social purpose or the common good in the 21st century, including the shifting roles of civil society organizations, including charities, social enterprises and non-profits. Broadly speaking, this work is called social innovation – how do we as a society ‘do good’ better?



Merging for Good

Part of this shift is a growing interest in (and external pressure) to collaborate, merge or otherwise amalgamate operations. The Institute was asked to document a rare - and large scale - merger process between two well-known local nonprofit human services organizations - Aspen Family & Community Network (Aspen) and Boys & Girls Clubs of Calgary (BGCC) – into a new organization - Trellis. We followed the merger as it unfolded, speaking to stakeholders (staff, managers, board members, consultants and funders) at two different intervals - very early in the process, and then many months later - in order to document the amalgamation and develop a framework based on the insights from those involved in the Trellis merger.

While the Interim Report, *One Big Experiment* (September, 2020), focused on documenting the journey, the Final Report - *Merging for Good* (March, 2021) – provides a framework to help other nonprofit organizations consider if a merger or amalgamation may be the right fit. As such, it is a hybrid of a real-time case study and a developmental evaluation of a merger in action.



Economics of Social Change

Academics often speak of ‘neoliberalism’ – the tenets of which include deregulation of capital markets, trade liberalization, shareholder supremacy, privatization and austerity – as one of the defining systems of the current epoch. The logic and guiding principles of this new gilded age has enriched many, but it has also deepened inequality and destroyed the planet’s ability to sustain life. Society is desperate for alternatives, and students even moreso. Alternatives that go beyond simply a larger role for the state. But how often do we talk about viable alternatives to neoliberalism in the academy? Alternatives that focus more on community wealth than shareholder wealth, that place care over avarice, and that have a better chance at being humane, fair, less carbon-intensive and more life-sustaining? What might this look like on the ground?

Economics of Social Change is a five-part workshop series, delivered for the third time this past year (though online for the first time), aimed at community practitioners and student, also open to the general public, that aims to shift our thinking and practice from neoliberal tendencies to a focus on community wealth. The series is designed and delivered in partnership with Momentum, a respected non-profit agency that activates community economic development, financial literacy and employment preparedness.

The sessions help participants grow their understanding of the connections between the local economy, community development and social change in areas such as food security, affordable housing and local job creation. Workshops can be taken independently or completed in full to earn a certificate of completion.



Alberta Social Innovation Connect

The Institute serves as the administrative hub for Alberta Social Innovation Connect (ABS I Connect), which seeks to find, connect, celebrate, and support Albertans who are creating and testing new ways of approaching society’s most pressing problems. ABS I connect is a collective of organizations and individuals working to get better at solving complex social and environmental problems in our province. It hosts monthly ‘network weaver’ meetings, convenes and introduces potential partners to each other, and connects and amplifies great social innovation stories across the province and up to the national level.

This past year, ABS I graduated six *Community Catalyst Program* participants, expanded and nurtured network connections with social finance and social enterprise supporters, set up a \$5,000 seed fund and provided support to the development of a Black-led social economy initiative, and hosted or co-hosted a half dozen events, ranging from a changemaker’s movie night to design thinking workshops to an online open space technology event. ABS I Connect also started a research project on key developments over the past five years with regard to changemaking and social innovation in Alberta (to be released in December). Two MRU Social Work practicum students worked on this initiative as research assistants. ABS I Connect has also been helping rural Family and Community Support Services (FCSS) boards, parks and rec groups, and health and wellness organizations to look at systems level changemaking. This half day/daylong process is something that can also easily be adapted for other organizations and groups to help guide staff, board members and volunteers in learning more about systemic action to target wicked problems in their area.

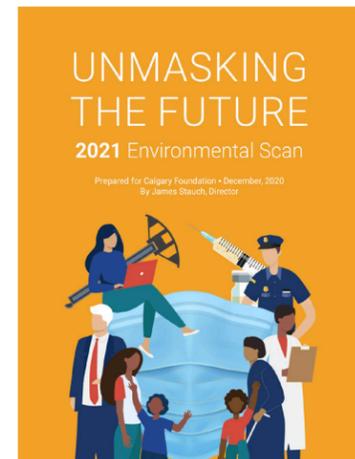
Community Prosperity in Calgary

This past year may prove to be epochal for Calgary. The city has experienced much more than the coronavirus pandemic: Unprecedented low oil prices, spurred by global events, coupled with the urgent need for climate action, have sent the petroleum industry into a tailspin. While there have been previous rough patches, this time is different.

For much of the past 20 years, indeed 50 years, significant economic growth, population growth, and material prosperity has defined the city. Calgary grew fast, and stayed young: With an influx of young workers, especially during boom times, it maintained one of the most youthful demographics in all of urban Canada. The city has the second-highest unemployment rate of any major metropolitan area in Canada, nearly a third of downtown commercial space remains unoccupied, home prices are stagnant while the rest of the country's real estate markets are on fire, and many businesses, nonprofits and even civic amenities are beginning to disappear.



What might the city become on the other side of this existential divide? The Institute has been excavating the civic fabric in the hopes of uncovering insight about how the future might and ought to unfold, putting community prosperity, not material prosperity, at the centre. Much of this work is done under the auspices of the new CityXLab, a program of six integrated research initiatives focused respectively on active living, creative living, experience enablers, talent retention, the city as a learning ecosystem, and measuring community prosperity. Facilitated by Senior Research Fellow Dr. David Finch, CityXLab works with such partners as Calgary Arts Development, Calgary Economic Development, ActiveCITY Collective and the Calgary Sports and Entertainment Corporation.



Unmasking the Future

Institute Director James Stauch authored Unmasking the Future, an environmental scan of issues, trends and controversies, commissioned by the Calgary Foundation. This is the fifth such annual scan, and by far the most ambitious in scale and scope. The 2021 Scan revisits some of the above issues, like civic innovation and long-term care, the context around which has been radically altered in light of the pandemic, but also looks a number topics previously not explored – electric vehicles, policing, coal, universal child care, and the changing nature of the workplace, for example.



Unmasking the Future themed chapters can be downloaded at www.mtrojal.ca/nonprofit/InstituteforCommunityProsperity/Publications/2021Scan

Why Calgary?

Proximity to natural resources - oil, gas, agriculture - is no longer the driver of competitive advantage for successful cities. Instead, our city's ability to attract, develop and retain talent is the greatest predictor - and also the result - of community prosperity. Early warning signs suggest that the socio-economic disruption facing our city is negatively impacting the acquisition and retention of young talent. To compete in the new world of talent, our city must think differently and ask *Why Calgary?*. Dr. David Finch, BBA student Kennedy Lukey and Dr. AnneMarie Dorland produced discussion papers exploring the question of whether Calgary is vulnerable to losing our best and brightest young talent. The second paper, published this past November, explored deeper questions of city identity, brand and reputation and their influence on young mobile talent attraction and retention. David has also worked with five business improvement areas and one community association in a six-week student project on enhancing the community experience. The *Why Calgary?* Project has also led to an offshoot applied research project, in partnership with the Canada West Foundation, asking many of the same questions about the province as a whole. Watch for more on *Why Alberta?* coming this Fall.

20/20 Vision

In the spirit of "2020" as a watershed moment, we reached out to twenty Mount Royal University (MRU) students or recent graduates, all still in their twenties, to discover their vision for community prosperity in Calgary; Their *20/20 Vision*. We asked each of these twenty-somethings, each of whom had been connected to the Institute in some way, a few questions about how they experience Calgary: What do they love about the city? What do they dislike? What concerns them about the future, and what do they wish or hope for? And above all, how might Calgary adapt and evolve to become a place that young adults can see themselves living and thriving in, well into the future?

The key themes that emerged from these *20/20* conversations are *NARRATIVE*, *CONTRADICTION*, *BELONGING*, *SPACE & PLACE*, and *CULTURE*. Overall, the city is far more complex and multifaceted than it can seem from the outside. Even the experience of twenty-somethings is wildly diverse. Calgary has many thriving and diverse industries, but only one of them gets most of the attention (whether positive or negative). There is a shared feeling that the city needs a "new story." It must embrace change enthusiastically, not with resignation. And it can take additional steps to be culturally vibrant (or at least visible). Neighbourhoods are vital to people's experience of the city, especially since getting around the city affordably and effectively is a challenge. The clearest theme that emerged from these conversations is that Calgary can feel unwelcoming or alienating to many, and there is a necessary reckoning with respect to race-based exclusion and racial justice that cannot be ignored.



IncluCity Calgary

Inclusive Usability Testing

Civic Innovation 2021 Edition: IncluCity Calgary

The *Vivacity* Civic Innovation course, led by Dr. Catherine Pearl, remains a hugely popular choice among students, with a significant profile among downtown planners, artists, developers, politicians, and civic activists. The Institute sponsors the material costs of the student projects as well as the final spring showcase. This year, the course partnered with CivicTechYYC on exploring how to prioritize the use of technology for public good over private gain. The student teams focused in on the topic of inclusive user testing of civic technologies. Out of this a prototype initiative was birthed, incubated by the Institute as a summer work experience for one of the students in the course: *IncluCity Calgary*, based on similar models in Toronto and Chicago, will be the first civic user testing social enterprise in Calgary. With the support of Code for Canada and Data for Good, the initiative is also pursuing federal seed funding.



Measuring what Matters

The future of Calgary will be defined by our ability to optimize our strengths and get serious about addressing our shortcomings. But we can't make decisions based on isolated and fragmented indicators. We need tools that will help us think more holistically, intergenerationally, and that provide signals and signposts for what really matters. *Measuring what Matters* is a collective endeavour of twenty (and growing) Calgary-wide organizations from across the social, commercial, and public sectors with a goal of aligning on key dimensions and measures of community prosperity. Co-facilitated with Dr. David Finch and the CityXLab, *Measuring What Matters* aims to better understand where we Calgary is headed as a city with respect to well-being, sustainability, quality of life, sense of belonging, cultural vibrancy and civic vitality. Clearly, this entails looking beyond standard economic measures of prosperity. How are we performing culturally, ecologically and socially? How are we performing on decolonization, inclusivity, reconciliation, and creating the conditions for multiple generations to thrive? This past year was the feasibility stage, and we are now moving into a more public phase of the project, building out a set of public engagement tools, including a website, video, podcast and a summit/workshop to be held on campus later in the Fall. We are trying to navigate, curate, and bring profile to the indicators and metrics that already exist, so Calgarians can more easily access, evaluate, and plan for the future. We have also engaged a summer student, Angela Bear Chief, to dig deeper into how Indigenous people in and around Calgary envisage and approach *Measuring What Matters*. Her scoping paper will be released this Fall.

The Team

The Institute's work and accomplishments were made possible in 2020/21 by an outstanding team of individuals, including 7 MRU students, 6 recent MRU alumna, and volunteers who bridge their advising and mentorship role at ICP with their work in the community as respected practitioners and agents of change. As part of its commitment to supporting work-integrated learning, the Institute hires casual and summer students, as well as occasional research assistants.

Core Team



Barb Davies
Barb Davies, Social Impact Lead¹



Barbara Weber
Interim ABSI Connect Facilitator



Cordelia Snowdon
Projects Assistant (2020 BArts Grad)



James Stauch
Director



Julia Kaiser
Public Relations and Community
Coordinator (2021 BComm Grad),
(until summer, 2021)



Latasha Calf Robe
Map the System Canada Manager
(2017 BBA Grad)¹



Tracy Pfeifer
Administrative Assistant²

¹Cross-appointed with the Trico Changemakers Studio

²Cross-appointed with the Institute for Innovation and Entrepreneurship

Research Fellows

Many MRU faculty contribute to the work of the Institute for Community Prosperity, for example as mentors of students in the Institute's *Catamount Fellowship* and *Map the System* programs, and as changemaker-educators breaking down the boundaries between academia and community. As we work to deepen our mandate to link students to transformational community change opportunities, we were thrilled to announce this past year the appointment of three distinguished faculty members as institute fellows. All three of these faculty members have worked closely with the Institute for a number of years in a variety of capacities, so we are delighted to more formally recognize their many valuable contributions to our work, and to MRU's evolution as a recognized *Changemaker Campus*:



Dr. David Finch
Professor, Bissett School of Business, Visiting Fellow - Henley Business School, University of Reading (UK), Adjunct Professor, Gordon S. Lang School of Business and Economics, University of Guelph



Dr. Yasmin Dean
Associate Professor of Social Work,
Chair - Department of Child Studies
and Social Work



Dr. Katharine McGowan
Assistant professor, Social Innovation,
Bissett School of Business

Project-specific Team Members

- Angela Bear Chief, Projects Assistant - *Measuring What Matters* (BArts Student, St. Mary's University)
- Ashley Metcs, Campus Coordinator - *Map the System* (2020 BComm Grad)
- Coleson Proudfoot, Projects Assistant (2020 Dip. SocWork Grad) (until May, 2021)
- Danika Dinko, Civic Engagement Projects Liason (Honours BBA Student)
- Elise Martinoski, Information Designer - *ABSI Connect* (2019 BComm Grad)
- Grace Attala, Project Assistant - *Designing You/ Why Alberta Project* (Student, Western Canada High School)
- Kennedy Lukey, Project Assistant - *Why Alberta Project* (2020 BBA Grad)
- Marshal McCallum, Research Assistant - *Measuring What Matters* (Honours BBA Student)
- Robyn MacDonald, Project Assistant - *Why Alberta Project* (2020 BBA Grad)
- Sydney Harder, Civic Tech Coordinator - *IncluCity Calgary* (BBA Student)

Research Fellows

The Institute is home to two Changemakers in Residence who provide advice to all of our work and enhance student learning with their wisdom, insight, and vast connections as practitioners who have had extraordinary careers and made their mark on the community.

- Cathy Glover, Corporate Social Innovation
- Walter Hossli, Leadership and Community Economic Development



Moving On

This year, we bade a fond farewell to Naomi Mahaffy, ABSI Connect Facilitator, who has joined a dynamic team working to strengthen civil society organizations within the Alberta Government's Ministry of Culture and Status of Women (Community Development Unit). Julia Kaiser will also be moving on to a career in public relations with the firm Worthington PR and Story. Coleson Proudfoot has taken a position as Community Access Practitioner at Vecova Centre for Disability Services and Research. Ashleigh Metcs continues her role as Human-Centred Designer at the Physician Learning Program, and has stepped away from her role coordinating *Map the System* on campus to be with her newborn child. We wish Naomi, Julia, Coleson, and Ashleigh the very best as they move onto the next stage of their exciting careers as changemakers.

Public Engagement and Community Involvement

Institute team members have been involved in either delivering or participating in a wide variety of community or scholarly events, locally and beyond, in order to communicate our learning to a wider audience of practitioners, citizens and academics as well as to ground our thinking in feedback, experience and application.

Publications³

- Cathy Glover, Kelli Stevens and James Stauch. "The Business-Community Interface: From "Giving Back" to "Sharing Value" (book chapter), *Intersections and Innovations: Change in Canada's Voluntary and Nonprofit Sector* (Susan Phillips and Bob Wyatt, Eds.). Muttart Foundation and Carleton University, 2021.
- Coleson Proudfoot, Ashleigh Metcs, James Stauch and Julia Kaiser. *20/20 Vision: Twenty Conversations with Twenty-Somethings about Calgary*. Institute for Community Prosperity, April, 2021.
- Dr. David Finch. "Calgary has a secret weapon to keep its best and brightest" (op-ed), *Calgary Herald*, Feb. 26, 2021.
- Dr. David Finch and Senator Doug Black. "Alberta 2.0 starts with talking about opportunities for our youth" (op-ed), *Calgary Herald*, April 21, 2021.
- Dr. David Finch, Kennedy Lukey and Dr. AnneMarie Dorland. *Why Calgary: Exploring the Reputation-Reality Gap* (Discussion Paper). Institute for Community Prosperity. November, 2020.
- Dr. Katharine McGowan and Latasha Calf Robe (with Paul Heidebrecht, Michelle Jackett, Jessica Machado, Susan Grossman, Laura Allan, Elinor Bray-Collins, Sara Hassan, Nicole Helwig, Sarah Marie Croft, Antonio Daling, Mathieu Couture, Amy Farahbakhsh, Annette Santos, Caitlin Stiles) "Transformational Spaces: Educators discuss Map the System and supporting Canada's emerging generation of systems thinkers." *Social Enterprise Journal*, 17:2, 2021.
- James Stauch. *Unmasking the Future: 2021 Environmental Scan*. Institute for Community Prosperity and Calgary Foundation, January, 2021.
- James Stauch and Cordelia Snowdon. *One Big Experiment: Chronicling a Nonprofit Merger in Action*. Institute for Community Prosperity and Trellis Society for Community Impact, September, 2020.
- James Stauch and Cordelia Snowdon. *Merging for Good: A Case-Based Framework for Supporting Effective Nonprofit Amalgamations*. Institute for Community Prosperity and Trellis Society for Community Impact, March, 2021.

³Not including works solely by Research Fellows outside their Institute affiliation, or works by Catamount Fellows.



Speeches, Workshops, Webinars and other Institute Partnered Learning

The Institute designed, delivered or co-delivered the following workshops and learning sessions over the past year:

- Ashoka Canada Changemaker Education Research Forum, *Students Mapping Systems: A Driver for Transformation?* (Latasha Calf Robe and Dr. Katharine McGowan)
- Ashoka Canada Changemaker Education Research Forum, *Undergraduate Research as a Fulcrum for Leveraging Change* (Barb Davies & Cordelia Snowdon)
- Calgary Chamber of Voluntary Organizations - *Merging for Good: Are Nonprofit Amalgamations Moving from the Margins to the Mainstream?* (James Stauch & Cordelia Snowdon)
- Cascadia Open Education Summit, BC Campus (Cordelia Snowdon)
- Celebrate! Teaching & Learning at MRU (Barb Davies & Cordelia Snowdon)
- Creativity and Making For Change Series, *Blackfoot Craftivism & Culture* (Latasha Calf Robe)
- Economics of Social Change (Barb Davies, Latasha Calf Robe & James Stauch, with Jeff Loomis and Danielle Gibbie)
- Healthy Aging Core Alberta, *Merging for Good: A Case-Based Framework for Nonprofit Mergers* (James Stauch & Cordelia Snowdon)
- Inventures Unbound, *In Search of the Altruism: AI and the Future of Social Good* (James Stauch, with Dr. Alina Turner)
- Universities Canada, *Connecting with community organizations for social impact* (James Stauch)
- Course redesign and delivery, XNPC 20200 Social Innovation and Mobilizing for Systems Change (2019, 2020, 2021)

Institute Communications

Over the last year, the Institute for Community Prosperity has utilized a variety of communication channels. Our *Catalyze* newsletter reaches 1,900 stakeholders each month and continues to engage students, staff and community members on Institute and studio happenings. With a 30.4% average open rate (the average overall open rate for Mailchimp is 21%), *Catalyze* continues to be an effective engagement tool. While the primary audience is social impact practitioners in Canada, the subscriber base is as far afield as Germany, Columbia and Russia. The Institute has also seen healthy engagement on Twitter this past year. It reaches almost 1,500 followers with an engagement rate that fluctuates between 1.1 and 1.4%. These numbers also surpass the average engagement for higher education overall (0.91% according to Statista, 2021). In addition to our own communication channels, the Institute continues to work closely with the MRU marketing and communications team. This includes sharing news in the faculty and staff newsletter, *Our Community*, the ORSCE newsletter, and targeted emails to students.

Service

Institute personnel also volunteer or serve on many other boards and committees, and are encouraged to find synergies between these involvements and their work at the Institute:

- Alberta College of Social Workers (ACSW) Nominations and Recruitment Committee (Cordelia Snowdon)
- Alberta Ecotrust Foundation, Board Member (James Stauch)
- Alberta Social Enterprise Ecosystem Development Project, Steering Committee (Naomi Mahaffy/Barbara Weber)
- Calgary Alliance for the Common Good, Diversity Team (Cordelia Snowdon)
- Calgary Arts Development (CADA) Aisinna'kiiks Steering Committee, Committee Member (Latasha Calf Robe)
- Calgary On Purpose, Advisory Board (James Stauch)
- Canada Bridges, Board Member - Latasha Calf Robe
- Canadian Community Economic Development Network (CCEDNet), Board Member (Barb Davies)
- Canadian Roots Exchange, CREation Advisory Circle Members - Latasha Calf Robe
- City of Calgary, Social Procurement Advisory Task Force (Barb Davies)
- Common Good Retirement Plan, Champions Council (James Stauch)
- Imagine Canada, Panel Reviewer - Standards Program (Naomi Mahaffy/Barbara Weber)
- Local Investing YYC, Board Chair (Barb Davies)
- MRU Human Resources Classification Committee, MRSA (Tracy Pfeifer)
- Niitsitapi Water Protectors, Lead (Latasha Calf Robe)
- Nonprofit Resilience Lab, Guide Group Member (James Stauch)
- Social Innovation Canada, Regional Partner/Advisor (Naomi Mahaffy/Barbara Weber)
- *The Philanthropist*, Editorial Committee (James Stauch)
- Volunteer Alberta, Board Member (Naomi Mahaffy)

Funders and Partners

The Institute operates entirely on funds gifted or earned from philanthropic foundations, individuals or companies outside MRU. Some of these gifts have been toward the Institute's two endowments, which collectively are valued at just over \$4.9 million. The Institute spends at a level necessary to preserve the capital of these endowments. We are grateful for the additional grants and in-kind contributions received this year from the following organizations:

Funding Partners



Partner Clients



Programming Partners

(in-kind, in addition to Catamount Fellowship partners)



Driven by MRU's mandate to provide extraordinary opportunities for undergraduates, the Institute for Community Prosperity works to provide students and other citizens access to high-impact, immersive, and uncompromisingly current learning to improve and transform communities; unlocking student potential, and helping them flourish as learners, changemakers, and human beings.

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