INSTITUTE FOR COMMUNITY PROSPERITY

ANNUAL REPORT

2023/2024

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EXECUTIVE DIRECTOR'S FAREWELL MESSAGE

From Studying Nonprofits to Leaning into Complexity: Reflecting on a Decade of Change

This is my final reflection as Executive Director of the Institute for Community Prosperity. By the time this Annual Report is shared and circulated I will have put down new roots on Canada's East Coast.

I came to MRU in late 2013 to run and reimagine an Institute for Nonprofit Studies, returning from Ontario back to my home city, shortly after the floods had ravaged homes and businesses in Calgary's river valleys. The next few years were not kind to the city. The collapse of oil prices in 2014, as US production geared up and OPEC opened the floodgates, was the second act in a torrent of local and global challenges. The painful stagnation this ushered-in (including budget cuts and abridged ambitions for post-secondary institutions), was merely a prelude to the trials that accompanied the COVID 19 pandemic, including growing polarization, an info-demic, and a political culture where resentment, suspicion, and culture wars trump shared aspirations or inspiring visions. The ferocious fires that ravaged Fort McMurray in 2016, returning to other parts of the province in 2017, 2018, 2023, and most recently Jasper in 2024, forced us to acknowledge that while we might wish climate change to be a waking dream - or to some more profoundly detached from reality, still an outright myth - it is very, viscerally real.

It is easy for many Canadians – especially in the progressive social impact world - to dismiss Alberta as a fly-over hinterland where rednecks rule the roost. But those who live and work here know the picture on the ground is radically different than the attention-grabbing headlines that perpetuate hackneyed stereotypes. On the contrary, in the face of these challenges, the remarkable resilience and sense of possibility that fueled those around me, both on campus and in the broader community, was proof that amid adversity and a deeply divided political culture, innovation can still thrive. An ecological niche opened up that allowed the Institute to help interpret and make sense of this complex web of happenings, and challenged us to design, embrace, and experiment with new learning approaches that engage with such complexity directly. The modus operandi of the Institute shifted from studying social economy organizations to learning about what deeper forces impact the social economy, why the status quo is so entrenched, and how entire systems might shift.

Since the re-brand and re-launch of the Institute in 2015, we have achieved many milestones, including the following:

1 Paved and supported the road to MRU being designated a worldwide-recognized Changemaker Campus by AshokaU

2 Advocated for and helped create an academic Social Innovation program, in partnership with the Bissett School of Business

3 Created the Trico Changemakers Studio, in partnership with the Institute for Innovation and Entrepreneurship

4 Produced 8 annual Environmental Scans for the Calgary Foundation and the broader community

5 Produced over 50 student-authored publications on a wide range of social and environmental topics

6 Designed and delivered, with community partner Momentum, the Economics of Social Change workshop series for the past 6 years for over 250 participants

7 Helped create and host city-wide and province-wide social innovation networks and catalysts

8 Launched and led 5 years of the Catamount Fellowship for Emerging Changemakers, 44 student alumni, faculty mentors, and community partner organizations

9 Managed the Map the System student challenge on campus for 8 years, and managed it on a Canada-wide basis for the past 6 years, with a cumulative 30+ other schools and thousands of students participating

10 Produced seventeen other major publications, from guides to starting a social enterprise to anticipating the social impact dimensions of AI

11 Designed and hosted the first ever Banff Systems Summit

MRU, scarcely five years old as a university when I started here, has grown in many exciting ways over the ensuing decade. I have found my time here to be fulfilling and challenging in the best ways, and on many levels; Intellectually vibrant with a strong sense of community, pulsing with original thinkers and life-changing teachers – students, faculty, staff, alumni, and learning-oriented community leaders - all driven by a passion for transformational education. The support from MRU leadership has empowered the Institute to carve out a unique niche of impact and innovation, and I am particularly grateful to Connie Van der Byl for leading a research and innovation culture where institutes can thrive. The Institute Team – including current core team members Cordelia Snowdon-Lawley, Tracy Pfeifer, and Ashley Dion – have not only made my job infinitely easier but have brought all of their creative talents to bear. They have been unswerving in their commitment to the success of the Institute. A special note of gratitude is due to Barb Rallison, who assumed the role of Associate Director this past year and has helped steer the Institute in these months of transition while at the same time bringing in exciting new resources, networks, and opportunities.

I am also grateful for the many sponsors and funders who believed in, and supported, the shifting work of the Institute over the years. Two such supporters stand out: The Suncor Energy Foundation and the ATCO Spacelab, respectively financing our signature student programs, The Catamount Fellowship and Map the System Canada. Other major supporters through the transition of the Institute from Nonprofit to Community Prosperity included the McConnell Foundation, The Calgary Foundation, and Trico (both Trico Homes and Charitable Foundation, which of course made the creation of the eponymous Changemakers Studio possible).
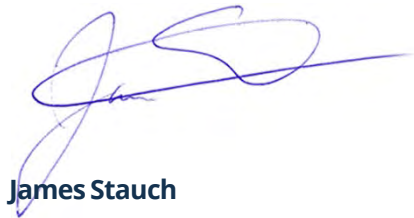
Beyond new leadership, the coming year will continue to be an era of change for the Institute. With the pioneering support of the Northpine Foundation, we are embarking on a major experiment to test an outcomes procurement approach. This is a brand-new mode of community investment, one that - if successful – could help radically upend the current dominant system of community investment in practice across government, foundations, and corporate domains. This is a direct response to a problem highlighted in last year's Annual Report: There are too many social impact initiatives funded in a hyper-competitive environment with short-term grants from a diminishing overall pool (due to austerity in public investment, declining donations, the global movement of capital, concentration of private wealth, and a growing cost-of-living burden for middle- and lower-class Canadians).

The Catamount Fellowship is in the process of redesign this year, with an aim to scaling up its impact so that many more students benefit. The Economics of Social Change program is also being redesigned and rebranded. We also expect to roll out a new systems learning program for community leaders. Piloted this past year, the Systems Leadership Sandbox will be for leaders from all sectors – public, private, and non-profit – interested in honing their skillsets, mindsets, and tool sets in the service of better understanding and tackling the challenges they are working on.

For this year's Annual Report, we are describing our work through the lens of understanding the systems that keep such challenges stuck in place and resilient to change. The Institute aims to engage three audiences with this work – STUDENTS, the broader COMMUNITY, and the institutions of ACADEMIA. Enjoy reading about these programs and initiatives, and we invite you to engage with the questions surfaced in each section.

On a final personal note, I have been privileged enough to have had some wonderful jobs. But this is a role that has been, and I'm sure will always remain, a career highlight. I am also grateful for the opportunity to continue my association with MRU beyond September 30 as an Adjunct Instructor. You can always find me at my new home in Bridgewater, Nova Scotia. But distance matters less when we are pursuing the same goal: Understanding the challenges of our time, asking better questions, and illuminating new pathways forward.

Signing off,

James Stauch

Executive Director, Institute for Community Prosperity

STUDENTS & SYSTEMS

Complexity is now the way of the world. The accelerating and mutually amplifying cascade of social-technical challenges brings new and different demands to post-secondary learning. One of these demands is for systems-focused, transdisciplinary approaches. It can be unsettling learning about systems and to lean into complexity, so it is important at the same time to support students on their own journey to personal, career, and civic success. As such, students require opportunities to map, test, train, and immerse themselves in multifaceted social challenges. The Institute's student programming is mainly through three signature programs, the Catamount Fellowship for Emerging Changemakers, connectFirst Social Entrepreneurs, and Map the System.

CATAMOUNT FELLOWSHIP FOR EMERGING CHANGEMAKERS

The *Catamount Fellowship for Emerging Changemakers*, launched five 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 Associate Director, Barb Rallison, with support from Changemaking and Community Research Strategist Cordelia Snowdon-Lawley, combines community-partnered research with transformational learning. Funded through the generous support of the Suncor Energy Foundation, 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 primarily in Calgary or elsewhere in Treaty 7. By the end of the cohort, the fellows produce a scholarly work, as well as a creative reflection (these ranged this year from comic books and poetry to sculpture and board games). Through this program, the fellows:

"

"Being introduced to this systems change work has led me to consider other areas where a psychology degree is useful. I now have a newfound respect for research and am looking for other ways to get involved in it. I've sought out opportunities in marketing, market research, organizational psychology, etc."

01 Dig into real-world 21st-century community-identified challenges with community partners in Southern Alberta.

02 Develop a changemaker mindset, combined with an ability to see complex issues through a systems lens.

03 Gain valuable undergraduate community-engaged research experience.

04 Build meaningful connections with a broader community of changemakers including community leaders, public officials, activists, social entrepreneurs, and innovators.

Aira Siodina

Bachelor of Arts, Psychology

How might we leverage the role of government to ensure wrap around supports and programs are available to children (5 - 12 years of age) and families facing adversities?

### Ayan Ahmed-Aden

Bachelor of Arts, Anthropology

How might we dismantle racial and socioeconomic obstacles to promote the social inclusion and participation of Black and racialized youth in higher education?

Chelsea Sawyer

Bachelor of Arts, Sociology

How might we enhance housing in Alberta to foster a more inclusive and sustainable living environment for Albertans requiring housing accommodations?
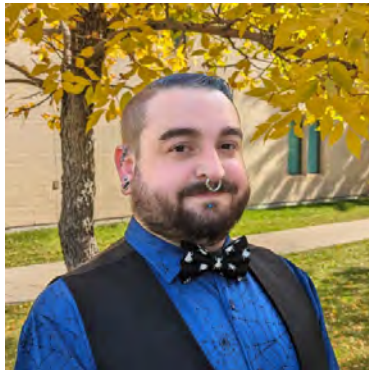
Chris Shaw

Bachelor of Science, Cellular and Molecular Biology

How might we turn online engagement into applied environmental action?

David Sinclair

Bachelor Business Administration, General Management

How can systemic barriers to equitable access and participation in youth sports be addressed to foster an inclusive environment that encourages experimentation, failure, and holistic development?

Luis Rios

Bachelor of Science, Biology

How might we foster a sense of belonging for newcomers (Skilled Workers, Refugees & International Students) and facilitate their integration as young professionals in Calgary?

Reese Tofts

**Bachelor of Arts,
Psychology**

How might we leverage technology to catalyze cross-sectoral collaboration to streamline service provision for families experiencing domestic violence?

Sama Ab

**Bachelor of Arts,
English**

How might we reduce the Insurance Protection Gap to improve the economic resilience of low-income households and communities to disasters?

Shealyn Fong

**Bachelor of Science,
General Science**

How might we identify and address the systemic barriers, drivers, and enablers to increase the adaptive capacity of communities in the face of climate change?

We have also benefited from the enthusiastic participation of ten faculty mentors for the 2023/24 cohort: Tashi Tsering (General Education), Holly Johnson (Nursing), Dan Devoe (Psychology), Ranjan Datta (Humanities), Mauricio Latapi (General Management), Marty Clark (Health and Physical Education), Brian Nichols (Humanities), Stasha Huntingford (Social Work), and Cherie Woolmer (Mokakiiks Centre for the Scholarship of Teaching and Learning).

The final online showcase was held for a public audience in April, 2024. The Community Showcase has become a signature event within MRU Research Week.

This coming year we are redesigning the program, with the aim of making the benefits of this experience more accessible to other students. It will be offered again in a new form for the 2025/26 academic year.

**2024
Catamount Fellow**

"I really appreciated how the Fellowship combined literature research with in-real-life reflections of the barriers identified. By this I mean, the Fellowship personified the societal issue that I was facing in which it is more than just a word on a research article, rather it is also a story/ lived experience of an individual - which I believe brings another element to approaching my issue: a more humanistic and humbling angle, one that allows me to consider all experiences before drawing conclusions."

CONNECTFIRST SOCIAL ENTREPRENEURS

The *connectFirst Social Entrepreneurship* program, sponsored by its namesake credit union, provides critical skills so that students at MRU each year begin to understand social issues through an economic lens. The program, jointly hosted and run by the Institute for Community Prosperity and the Institute for Innovation and Entrepreneurship, guides ten undergraduate students over the winter semester through both a commercial start-up pathway and toolkit, as well as through an understanding of the social economy and community-based frameworks. The program, which is competitive (application-based) is open to undergraduate students in any program of study at MRU, so long as they can demonstrate a connection to a social issue or who are working on an enterprising initiative to address a social problem will be prioritized.

Following a fall application process, these ten students, coming from four different faculties and eight different programs of study across campus, were selected to take part in the program:

Charis Hill-Brace
Bachelor of Arts,
English

Janaya Iverson
Business and Communications,
Journalism

Jessica Lee
Science and Technology,
Computer Information Systems

Jodee Cruz
Business and Arts,
Sociology

Jule Werner
Business and Communications,
Business Administration

Kara Harrison
Business and Communications,
Supply Chain Management

Kathy Wooley
Health, Community, and Education,
Child and Youth Care Counselling

Linh Bui
Business and Communications,
Marketing

Raqui (Rocky) Morden
Bachelor of Arts,
Psychology

Zainab Zaidi
Science and Technology,
Biology

The program elements are structured around four concepts: ENABLE, INSPIRE, MENTOR and LAUNCH. In addition to one-to-one mentorship throughout the program, and as a mild additional incentive (recognizing that this is a non-credit program), students receive a $500 cash award upon completion of the program. Cordelia Snowdon-Lawley, Changemaking and Community Research Strategist, alongside Diana Grant-Richmond and Sydney Harder of the Institute for Innovation and Entrepreneurship, jointly coordinated and facilitated the program.

Program participant Jessica Lee, co-founder of CybHER, a platform for women to connect, learn, and thrive in tech, was a participant in this year's program. Her story is illustrative of the impact the program has on students striving to make a difference in their communities: "connectFirst Social Entrepreneurs opened my eyes to new possibilities. I wanted to support women in tech, but I didn't know where to start."

A major highlight of the program is a day spent with Ashoka Fellow and serial social entrepreneur Shaun Loney. Loney also built in time to talk to a group of invited community partners, focused his talk around how to shift the grants economy to an outcomes-oriented economy, rethinking social impact through outcomes-based purchasing, unleashing new capital through social procurement, and bringing an innovation mindset to nonprofit work. Loney noted in his talk that the system of how we value, fund, and measure social impact is broken. He urged the audience to shift mindsets - when it comes to social impact, we undervalue what we fund, yet we value what we pay for, an important distinction that will no doubt have resonance for grant-reliant researchers as well. Loney also helped broker a major new initiative that the Institute will describe in next year's Annual Report.

MAP THE SYSTEM

Map the System is an international student challenge that provides an opportunity for students in any program on campus to showcase their research and system mapping skills related to complex social and environmental issues. It is run globally by the Skoll Centre for Social Entrepreneurship at the University of Oxford, and nationally across Canada by the Institute for Community Prosperity. The national program is generously sponsored through ATCO's Spacelab, the company's innovation unit. Unlike a pitch competition, design sprint, or hackathon, students in the competition are evaluated based not on a 'solution' to a problem, but rather on the breadth and depth of understanding of the problem, as well as the nature, diversity, efficacy and relationships of current interventions trying to alleviate or 'solve' the problem (whether by governments, NGOs, social movements or the marketplace). The competition, run nationally by MRU BBA alumnus Ashley Dion, is also open to students of all levels, programs and disciplines.

A record twenty universities and colleges across Canada took part this year: Athabasca University, Concordia University, Centennial College, St. Mark's/Corpus Christie College, HEC Montreal, Humber College, McGill University, Memorial University of Newfoundland, MRU, Nova Scotia Community College, Royal Roads University, Thompson Rivers University, and the Universities of Alberta, Calgary, Manitoba, New Brunswick, Sherbrooke, Waterloo, and British Columbia (as well as UBC's Okanagan campus, represented separately). The record turnout is all the more notable, given that the 2023/2024 year did not have a global-level competition (the global competition will be back at Oxford beginning in the 2024/ 2025 academic season). From 409 team submissions from these 20 schools, 183 teams made a complete final submission, including system maps, representing more than 500 students.

The Canada final was also physically hosted in-person at MRU for the first time since 2019, with the top six teams competing for the top prize at the Bella Concert Hall in late May. The top teams from each campus sent a collective total of 48 students and 22 educators to Calgary for this final. The Hunter Hub for Entrepreneurial thinking hosted the semi-final day at the University of Calgary. The visiting students stayed in residence at MRU, used the Riddell Library and Learning Centre for rehearsals and coaching, and the Trico Changemakers Studio doubled as a breakfast venue and educators' workshop setting. Feedback from students and educators alike was strongly affirming of a) how special and memorable this event was; and b) expressing hope that MRU would be willing to host in successive years.

MRU's campus-wide Map the System program was run for a second year by Social Work graduate and two-time participant, Mizuki Oshita, alongside one of last year's student winners, Alita Vaz (Information Design). The winning MRU team was Andrea Barlaan, Linh Bui, and Ally Phan analyzing the topic of underemployment of Canadian economic immigrants. The winning student at the Canadian final, from a field of 183 student entries Canada-wide, was Chandra (Nat) Limiarja from Humber College, with an analysis of "Breaking the Cycle of Hate: A Systems Analysis of Anti-LGBT Sentiment in Indonesia."

STUDENT CHANGEMAKER NETWORK

The MRU Student SDG Hub was created early in 2022 to help students learn about each of the 17 UN Sustainable Development Goals from social, environmental, and economic perspectives; discover best-practices and possible solutions from individual to international scales; take action toward a specific SDG each semester; connect with faculty, local professionals and clubs working towards sustainable development; and co-design events with other passionate peers to make change and build leadership experience. This past year, the Network was rebranded to become the Student Changemaker Network to connect better with students, especially students who perceived 'sustainability' through an environmental lens. The Network is also registered as a SAMRU club. MRU Science students Manveet Waraich and Majd Daqqa were hired by the Institute to help animate, grow, and support the Hub.

PARTNERS

COMMUNITY &
SYSTEMS

Through the Changemaker Campus designation, and as a strategic priority, MRU commits to re-envisioning the role of higher education in society as a major catalyst of social impact. The Institute is interested in big questions about how society invests in social purpose or the common good in the 21st century, including the shifting roles of civil society organizations such as charities, social enterprises and non-profits. As part of this, we chronicle and provide space to learn about real-world examples that sit at the nexus of knowledge and action, and at the nexus of systems thinking and social problems.

ACCESSING CANADA

The latest of Institute's 'deep dive' issues scan looks at accessibility challenges experienced by those with disabilities. Entitled *Accessing Canada: A Scan of Issues, Trends, System Dynamics and Innovations in Accessibility*, the genesis of (and commission for) this project came from the ATCO Spacelab Team, who are exploring aging issues and dynamics as a topic of interest to the company, from technological, commercial, and social purpose standpoints. The scan, like all Institute publications, is an open access resource, serves as a useful primer for students, practitioners, funders, policy-makers, companies, community organizations, and the general public. It goes beyond a functionalist inventory of policies, players, and technologies, looking deeper at the array of challenges, underlying factors, and interconnections. This is an excellent companion piece (and designed with the same visual language), as the 2022 Institute publication Aging & Thriving in the 21st Century, a scan of issues, trends, system dynamics and innovations related to an ageing population in Canada. It could also serve as a very suitable introductory open access textbook for any course providing an introduction to accessibility.

BANFF SYSTEMS SUMMIT

The Banff Systems Summit was the first of its kind multi-day event, and the largest ever event organized and hosted by the Institute; a public systems thinking conference designed for both practitioners and students. The Summit, held at the Banff Centre at the end of May, consisted of plenary speeches and conversations, themed panel sessions, interactive workshops, culturally-informed feasting, and semi-structured networking activities. The Summit saw 165 attendees, including 68 speakers, over 50 students, and 128 practitioners, including corporate leaders, government policymakers, foundation leaders, nonprofit practitioners, and academics.

The ATCO Spacelab provided keystone sponsorship, and additional sponsorship was provided by the Rideau Hall Foundation, University of Calgary Hunter Hub for Entrepreneurial Thinking, Social Innovation Canada, Calgary Foundation, the Institute for Innovation and Entrepreneurship at MRU, the United Way of Calgary and Area, and the Banff Canmore Community Foundation. In-kind sponsorship was provided by the Wolf Willow Institute, Academy for Sustainable Innovation, Roots & Rivers, GeShiDo Foundation, and the Northpine Foundation. The

Summit was organized principally by Ashley Dion, co-Chaired by Dr. Katharine McGowan and James Stauch, and platformed Dr. Roy Bear Chief's storytelling around Anitopisi and the spiderweb as a metaphor for the connectedness, holism, and emergent properties of complex systems. Many MRU students and alumni worked hard to ensure first-class hosting and to make the event memorable for all.

The Summit was initially organized as a means to provide a life-changing experience for students, helping fill a temporary gap while the University of Oxford put the global Map the System final on a one-year pause. However, as the feedback from the event was so overwhelmingly positive, and the ATCO Spacelab has now prioritized this as the number one priority for their sponsorship investment in students understanding systems tools and techniques, we will be hosting a second Summit in May of 2025. The ATCO Spacelab will also move from a sponsor to a co-host and co-convener of the event, partly with the aim of attracting more interest and involvement from the commercial sector.

CENTRE FOR SOCIAL IMPACT TECHNOLOGY

Digital technology has now gone from being our lifeline to civilization, to the principal determinant of what kind of civilization we are building. Launched in November 2022, the Centre for Social Impact Technology is a city-wide knowledge hub for nurturing dialogue, learning, and action on the convergence of social innovation and digital technology innovation. The Institute incubated and has served as the Managing Partner for the Centre. The vision of the Centre is to catalyze a trust-based, relationship-rich, diverse innovation ecosystem in Calgary around technology that is not only socially beneficial but socially transformative (responsible, open, inclusive, shared, and regenerative).

In it's first two years, the Centre has established itself as a hub for cross-sector collaboration and knowledge-building in the purpose of bending the arc of technology development toward social good and positive human impact. In the two short years since its inception, the Centre hosted two summit-style events, an online day-long forum, 25 webinars, and two volunteer recognition events, and nearly a dozen other in-person events. This past year's events included sessions on the power of open data, the social-tech innovation divide, tech inclusivity, enhancing non-profit sector data, cybersecurity risk, civic tech, and the shadow side of 'doing good'. Nearly 1,000 citizens have participated in one or more of the Centre's events. Unique for a university-based initiative, the Centre also benefitted from the contributions of 70 volunteers contributing over 650 hours, mainly to help host events and conversations, and to write 30 blog posts on topics ranging from blockchain to data privacy to tech equity.

We are grateful to MRU alumna Megan Davidson and Tim Lipp who respectively managed and programmed the activities of the Centre. An 11-member Advisory Board provides strategic advice and serves as a sounding board for the programming options and choices for the Centre. Advisors come from the commercial tech sector, post-secondaries, the social impact sector, the tech innovation sector municipal government. The Centre was funded through a pilot grant from the Government of Alberta Civil Society Fund, as well as through smaller donations and sponsorships.

Going forward, the Centre's activities and accumulated archive of dialogues and thought pieces will be housed under Flourish Alberta, the new umbrella Alberta-wide social innovation network described elsewhere in this Annual Report.

THE DANDELION WAGER
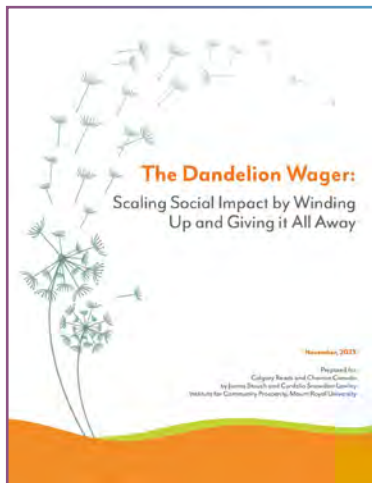
The Institute produced a report this past year entitled *The Dandelion Wager: - Scaling Social Impact by Winding Up and Giving it All Away*, which chronicles the "Dandelion Strategy," initiated last year by Calgary Reads, a well-known nonprofit organization that had been supporting early childhood literacy locally for over two decades. The organization wound down its operations last year, transferring its beloved programs, knowledge and other 'legacy' components to a range of other organizations. The aim of this Dandelion Strategy is to continue to have impact in the community beyond the life of Calgary Reads, and – more importantly – to scale that impact in a way that a nonprofit grassroots organization would be systemically challenged to accomplish.

The Dandelion Wager report chronicles this dispersal of programs and assets to several partner organizations – including Big Brothers Big Sisters, Canadian Children's Literacy Foundation, YW Calgary, United for Literacy, University of Calgary, Mount Royal University, and the Rotary Club of Calgary - as Calgary Reads wound down its operations. The document outlines the rationale for this approach, details on how programs were transferred to each partner (including successes and challenges), and looks at current and future efforts to ensure long-term impact such as workshops to build relationships between partners. The Trico Changemakers Studio will build on this foundation work in hosting a "Literacy Lab" through the coming years to convene collaborative systems-change oriented work on early childhood literacy in Alberta. *The Dandelion Wager* report, funded by Chevron, helps fill an important social R&D knowledge gap.

ECONOMICS OF SOCIAL CHANGE

Economics of Social Change is a five-part workshop series that explores and highlights alternative economic models, norms and systems that build community wealth instead of shareholder wealth, that value human dignity over exploitation and that support the flourishing of life rather than its extinguishment. Strongly rooted in local, regional, and Canadian case studies and examples, Economics of Social Change is a team-taught approach involving living case studies. The program is managed by Cordelia Snowdon-Lawley, and co-designed and co-led with *Momentum*, a changemaking organization that acts as a bridge by taking an economic approach to poverty reduction and adding a social perspective to economic development initiatives. 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.

Having completed its 6th year (and sixth cohort) in 2023, the community-fronted edition of this program was put on a temporary hiatus to reimagine, redesign, and rename the program. As the same content is provided for undergraduate students in the connectFirst Social Entrepreneurs program, each of the session leads still took half a day to be with students. We are excited about the 2025 offering, as there is a growing wait-list of practitioners eager to engage in this unique learning program, the only one of its kind in Western Canada.

2024 ENVIRONMENTAL SCAN: THE GREAT ACCELERATION

![The Great Acceleration 2024 Environmental Scan cover]

Commissioned annually by the Calgary Foundation, Institute Executive Director James Stauch co-authored this eighth such scan, looking at a wide range of contemporary and emerging issues, locally, provincially, nationally, and beyond. The scan informs the Foundation's annual board and staff retreat before being made public. The 2024 Scan is organized under a set of themed chapters, in alphabetical order: CLIMATE, ECONOMY, EDUCATION, GLOBAL AFFAIRS, FOOD SECURITY, HOUSING, POLITICS, PHILANTHROPY, TECHNOLOGY, and WORK. There are also 'deeper dives' on the two topics currently dominating headlines: Affordable housing and the Israel-Hamas conflict. This annual publication is among the most anticipated outputs of the Institute by the broader community and is seen as a critical contribution to futures literacy and collective understanding on a wide range of contemporary social challenges.

FLOURISH ALBERTA

Since 2018, the Institute served as the administrative partner for Alberta Social Innovation Connect (ABSI Connect), funded by Suncor Energy Foundation and Social Innovation Canada. ABSI Connect was a collective of organizations and individuals working to get better at addressing complex social and environmental problems across the province. Over the past year, the work of ABSI Connect was merged with another province-wide entity, AB SEED, which has a similar mandate, but more specifically focused on economic, finance, and enterprise tools. The merged entity, named Flourish Alberta, began its life at a launch event in Spring of 2024 in Red Deer, with a mandate to serve as a powerful network that *amplifies courageous actions in Alberta communities, aiming for equitable prosperity.*

FUTURES COMMONS

In partnership with the Royal Society of Arts (The RSA), a nearly three-hundred-year-old global network of change-makers enabling people, places and the planet to flourish in harmony, the Institute co-convened a series of conversations in the spring of 2023 focused on surfacing the notion of a "future commons". These conversations, led by Nishan Chelvachandran, who is responsible for animating The RSA's work in Canada, have laid the groundwork for additional action to follow in the coming year. One of the results of these discussions is the creation of the new Calgary-based GeShiDo Foundation (a contraction of "Get Shit Done", which Chelvachandran is bringing to life, in partnership with philanthropic advisor Gena Rotstein. GeShiDo Foundation was part of the Banff Systems Summit, and outgoing Institute Executive Director James Stauch will continue to serve on their Advisory Board.

LEARNINGCITY COLLECTIVE AND OPEN LEARNING LAB

Led by Institute Senior Research Fellow Dr. David Finch, the LearningCITY Collective was created with the aim of building Calgarians' capacity to learn, unlearn, and relearn new skills. The Collective was born out of the challenge to develop a future-proof, sustainable economy, as described in *Calgary in the New Economy*, an ambitious vision and strategic framework established by Calgary Economic Development. A central feature of the Collective's work was the creation of an Open Learning Lab, an experimental coworking and innovation space in downtown Calgary based in 15,000 square feet of space in Bow Valley Square temporarily donated by Oxford Properties, with additional financial support from the City of Calgary, Inception U, and Calgary Arts Development, as well as in-kind support from the Calgary Downtown Association, TalentED YYC, RGO Office Solutions, Pathways Alliance, and Cresa. A number of the Institute-connected partnered initiatives, such as the Centre for Social Impact Technology, relocated to the Open Learning Lab for the year. Although the Lab had to shut down its Bow Valley Square location due to changing market dynamics and recovering demand for commercial office space, the work of the Collective has relocated to space donated by the Calgary Public Library. The Collective, incubated under the Institute, has also become an independent nonprofit organization with its own board of directors.

SYSTEMS LEADERSHIP SANDBOX

The Systems Leadership Sandbox is a pilot learning program jointly developed by the Institute and the Trico Changemakers Studio, for professionals from all sectors/industries/communities to reimagine, to reinvent, and to play with concepts and ideas on how to work in complexity. The learning, which is inspired by, and draws from our past experience in systems-focused learning with undergrad students, is aimed at helping leaders build a strong foundation in systems practice, and to apply systems thinking tools and approaches in their own work. From January through June, 2024, a cohort of 21 curious and passionate leaders went on this 6-part, 6-day learning journey, and offered co-design advice and support. Facilitated by Associate Director Barb Rallison, we were grateful to engage a roster of talented and experienced session designers and instructors: Daniela Papi-Thornton, Tim Fox, Jill Andres, and Jeny -Thusoo. This pilot year was fully funded by the Government of Alberta's Community Initiatives Program. In future offerings, the program will be offered on a cost-recovery basis, though we continue to pursue sponsorship for non-profit leader placements.

TECH STEWARDSHIP PRACTICE

The Institute continued to be a promotional partner for Tech Stewardship Practice, a set of lessons and tools developed by the Canada-wide Engineering Change Lab to integrate ethical and social considerations into the design and development of new technologies. This set of tools is increasingly relevant as we navigate an ever deeper and dependent relationship with technology. This 12-hour online micro-credential course is offered free of charge to any undergraduate student at MRU (also to faculty, staff and alumni). The course is paced at over a 5-week minimum period (though it is frequently integrated into credit courses), supported by live mentorship and check-in sessions. Initially targeted to computer science and engineering students, Tech Stewardship Practice is now available – and equally as valuable - to any student, staff, or faculty member in any program on campus, free of charge.

TRICO CHANGEMAKERS STUDIO

TRICO CHANGEMAKERS STUDIO

Created and launched in partnership with the Institute for Innovation and Entrepreneurship in 2018, the *Trico Changemakers Studio* operates as a social innovation, collaboration and learning space at the intersection of campus and community, bringing together community stakeholders, students, and faculty from across disciplines, sectors, and backgrounds to tackle the complex social and environmental challenges of our time. We work together on many fronts with the Studio, including sharing personnel, and undertaking community-partnered learning, student work experience placements, and co-curricular undergraduate learning opportunities (including the Studio serving as 'home' for the Catamount Fellowship in-person gatherings). Please review the Studio's Annual Report for more information.

PARTNERS

ACADEMIA &
SYSTEMS

Urban sanitation, universal health care, and even public libraries are all examples of essential social innovations that we often take for granted in today's society. Many of them wouldn't have happened without the deep thinking of universities in the past, but how do we continue to ensure that our institutions continue to support and develop this kind of innovation going forward? This question gets interesting when one considers that universities, colleges, polytechnics, and other institutions of higher education are themselves complex systems. This challenge inspired Institute Executive Director James Stauch's May, 2023 TEDx Calgary talk, entitled *The University we Need: An Academy for Tomorrow.*

There are also cross-cutting systems – some ancient in origin, others more contemporary - circumscribing research norms and processes, scholarly publication, tenure and promotion, and many other features of modern post-secondary education. Such systems tend to be both stubbornly fixed, and remarkably resilient to outside forces. At a time when such recent society-wide phenomenon as the pandemic, heightened awareness of entrenched racism, and cultural genocide in residential schools have shaken so many other institutions to their core, universities have made incremental shifts, but have so far avoided more profound re-examination of their purpose, drivers, operating norms, and incentive structures.
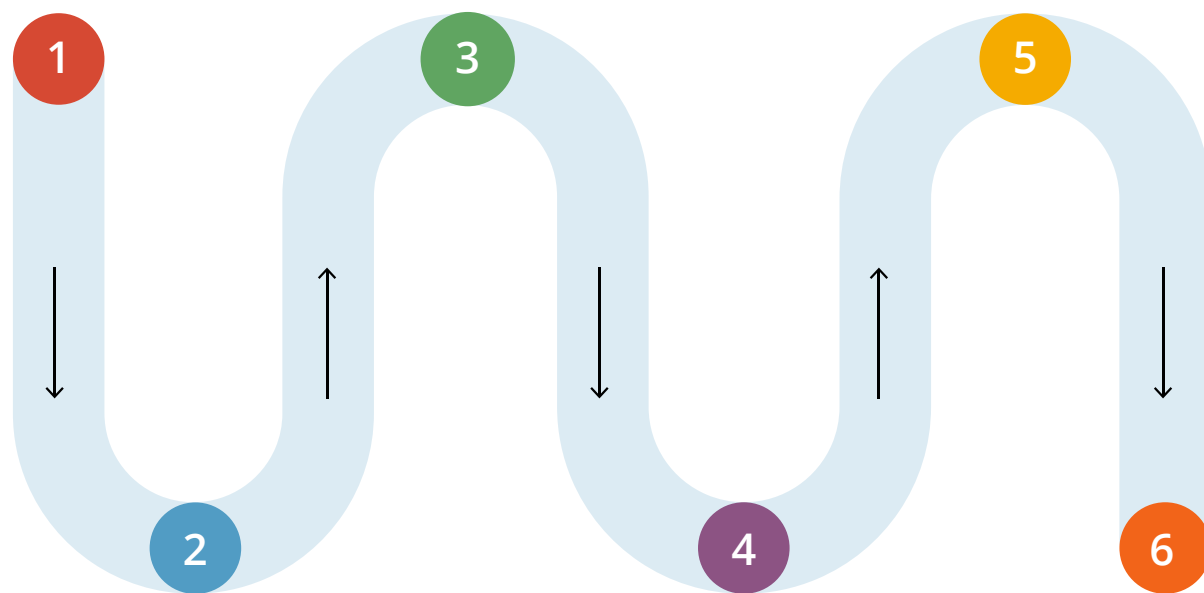
BUILDING A COMMUNITY OF SYSTEMS EDUCATORS

The practice of systems learning in higher education is, in many ways, still in its infancy. There is no professional network, hub or consortium. However, educators' participation as coaches, coordinators, and mentors of students in the Map the System program, presents an opportunity to begin nurturing this as a an emerging community of practice. The Institute has led a variety of initiatives over the year to catalyze this process:

3
We hosted a day-long educators workshop as part of the Map the system Canada final (MRU campus, May, 2024)

5
Senior Fellow Dr. Katharine McGowan continues to engage Canadian educators via a second academic publication that systems educators will co-author

1
James led the week-long educator learning program at Oxford (July, 2023)

2
We participated in a systems educator gathering in Oxford (February, 2024)

4
Engaged educators as part of the Banff Forum (May, 2024)

6
Providing opportunities for Catamount faculty mentors as an emerging community of practice (this will be a significant part of the redesign of Catamount as well).

TEDx CALGARY

On May 17th, 2023, TEDx Calgary hosted the latest edition of their annual talks series, under the banner concept of "Yes, and...". As part of this, Institute Executive Director was invited to give a talk on a topic of his choosing. Stauch elected to go meta, looking at academia itself with an intentionally naïve lens, to ask whether it was a suitable institutional form – a ready receptor and replicator – for social innovation to flourish.

The talk highlighted deep systemic barriers that need to be overcome in order for the social impact function of universities to be optimized. The pressures to remain cloistered, siloed, and self-referential remain strong within the academy, especially when those habits are where merit, advancement, and money reside. But the talk also highlighted examples of forces acting within and external to the academy that suggest that radical change may be possible. Universities are filled with liberating forces and aptitudes, and universities are awakening to the opportunities of Indigenization, equity-driven decision-making, and playing catch-up to community colleges in actioning the UN Sustainable Development Goals. The talk concludes with a vision of an "Academy for Tomorrow" – where whole-person, systems-focused, ecologically-aware, ethically-embedded, future-accountable, participatory modes of learning and knowledge production are the norm; also where learning is not focused on the atomized individual, but on collective learning – social innovation requiring intensely relational capacities.

MRU is rather unique among institutions of higher learning, in that it actually has a program of teaching and scholarly activity in social innovation. It is an institution rooted in the liberal arts, and that grew out of a community college, a place that had cultivated a civic reputation to be pragmatic and community-focused. The talk notes that MRU may have a 'leg up' for this reason, which the Changemaker Campus status affirms, but also that we can't rest on our laurels. The world won't wait for academia to change. If we do not lead the disruption, we will be disrupted (or rendered less relevant) eventually.

THE/LA COLLABORATIVE

MRU has signed on be the sole undergraduate-focused partner in a McMaster University-led Canada-wide research consortium focused on social innovation, and in particular post-graduate outcomes, employability, skills, experiential learning, community engagement, interdisciplinarity and collaboration. Senior Fellow Dr. Katharine McGowan is among the Investigators in this 6-year initiative, funded by a SSHRC Partnership Grant. Outgoing Executive Director James Stauch will remain a community advisor to the research consortium.

VISITING FELLOWSHIP

In September, 2023, Institute Executive Director James Stauch was appointed a Visiting Fellow of the Skoll Centre at the Said Business School, University of Oxford. This affords an opportunity to interact with other Fellows from around the globe, as well as with Oxford students, and advise to advise the Centre on matters relating to social innovation or systems-oriented learning.

PARTNERS

THE TEAM

Ashley Dion

Map the System Canada Manager (2021 BBA Grad) (started January, 2023)

Megan Davidson

Lead – Centre for Social Impact Technology (2023 BArts Grad) (until September, 2023)

Walter Hossli

Changemaker in Residence (1985 Dipl Social Services Grad; volunteer / non-remunerated)

Tim Lipp

Lead – Centre for Social Impact Technology (2017 BBA Grad) (starting January, 2024)

From left to right: Tim Lipp, Barb Rallison, Majd Daqqa, James Stauch, Dana Dutton, Alita Vaz, Katharine McGowan, Manveet Waraich, Ashley Dion, Mizuki Oshita, Linh Bui, Hallie Vermette, Tracy Pfeifer.

Tracy Pfeifer

Administrative Assistant[1]

Barb Rallison

Associate Director (previously Social Impact Lead[2])

Cordelia Snowdon-Lawley

Changemaking and Community Research Strategist (2020 BArts Grad)

James Stauch

Executive Director

1 Cross-appointed with the Institute for Innovation and Entrepreneurship
2 Cross-appointed with the Trico Changemakers Studio

RESEARCH FELLOWS

Many MRU faculty contribute to the work of the Institute for Community Prosperity, for example as mentors in the Institute's Catamount Fellowship and Map the System programs, and as changemaker-educators breaking down the boundaries between academia and community. In addition, we have furnished a closer, ongoing multi-pronged relationship with two distinguished faculty members as Institute fellows. 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. Katharine McGowan
Associate Professor, Social Innovation, Bissett School of Business

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

PROJECT-SPECIFIC TEAM MEMBERS

The Institute provided career-laddering work experience for students in a variety of roles over the past year:

- **Aidan Cooper**, AccelerateU Community Partnerships Coordinator (BBA Student)

- **Alita Vaz**, Campus Co-Lead, Map the System (2023 BComm Grad)

- **Chelsea Tolentino**, Social Impact Technology Project Assistant (Athabaska University Student)

- **Elaura Crickmore-Tait**, AccelerateU Program Coordinator (BBA Student)

- **Emma Berger**, Outgoing Senior SDG Campus Coordinator (BArts Student) (until August, 2023)

- **Linh Bui**, Community and Public Relations Coordinator (BBA Student)

- **Majd Daqqa**, Junior SDG Campus Coordinator (BSc Student)

- **Dana Dutton**, Banff Systems Summit Photojournalist Intern (BComm Student)

- **Hallie Vermette**, Social Impact Technology Policy Intern (BArts Student)

- **Manveet Waraich** (Sandhu), Senior SDG Campus Coordinator (BSc Student)

- **Mizuki Oshita**, Campus Co-Lead - Map the System and Social Impact Tech Projects Assistant (BSc Student; 2021 Dipl Social Work Grad)

- **Rachael Symon**, CityXLab Events Management (BBA Student)

OTHER MRU SUPPORTS

We are grateful to many others in the MRU community for their support over the past year. Certain people are worth mentioning as they played such a pivotal role: Connie Van der Byl, Assistant Vice-President Academic; Diana Grant-Richmond, Ray DePaul and Sydney Harder, Institute for Innovation and Entrepreneurship; Lena Soots, Christina Metters and Amy Rintoul, Trico Changemaker Studio; Chad London, Provost and Vice-President Academic; Pam Olin, Finance Business Partner; Suman Panta, Research Finance Analyst; Sara Gibson, Human Resources Business Partner; Sade Nasser, Amy Ansell, and Chandra Ingram, Senior Development Officers; the fantastic staff at the Riddell Library and Learning Centre, and all of the Faculty who participated as Catamount Mentors, Map the System Coaches and Judges.

PUBLIC ENGAGEMENT & 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.

PUBLICATIONS[3]

- Ayan Ahmed-Aden. *Social Inclusion and Participation of Black and Racialized Youth in Higher Education*. Institute for Community Prosperity and Umoja Community Mosaic, 2024.

- Shealyn Fong. *Unlocking Community Adaptive Capacity: Navigating Systemic Barriers, Drivers and Enablers in Climate Adaptation*. Institute for Community Prosperity and City of Calgary, 2024.

- Luis Rios. *New Beginnings: Fostering a Sense of Belonging and Integrating Newcomers as Young Professionals in Calgary.* Institute for Community Prosperity and Youthful Cities, 2024.

- Chelsea Sawyer. *Why Should We Care About Accessible Housing?* (comic book), Institute for Community Prosperity and Accessible Housing, 2024.

- Chris Shaw. *Of Apis and Access: How Might We Look Inward to Mobilize Online Efforts of Eco-action?* Institute for Community Prosperity and Canadian Parks & Wilderness Society, 2024.

- David Sinclair. *How Might Technology Be Leveraged to Empower Indigenous Youth in Sports?: The Study, the Story, and the Solutions.* Institute for Community Prosperity and All in for Sport, 2024.

- Aira Siodina. *Navigating Adverse Challenges: The Childhood Experience Understanding the Unseen Struggles and Unheard Traumas of Children and Families Facing Adversities*. Institute for Community Prosperity and Trellis, 2024.

- James Stauch. *The Great Acceleration*: *2024 Environmental Scan of Issues and Trends*. Institute for Community Prosperity and The Calgary Foundation, 2024

- James Stauch and Cordelia Snowdon-Lawley. *The Dandelion Wager: Scaling Social Impact by Winding Up and Giving it All Away*. Institute for Community Prosperity and Calgary Reads, 2023.

- James Stauch and Cordelia Snowdon-Lawley. *Accessing Canada: A Scan of Issues, Trends, System Dynamics and Innovations in Accessibility*, Institute for Community Prosperity and ATCO Spacelab, 2024.

- Reese Tofts. *Breaking Barriers and Building Bridges: Leveraging Technology for Domestic Violence Support in Calgary.* Institute for Community Prosperity and YW Calgary, 2024.

3 Not including academic works by Research Fellows produced outside their Institute affiliation.

SPEECHES, WORKSHOPS, WEBINARS & PRESENTATIONS

The Institute designed, delivered, or co-delivered the following workshops and learning sessions over the past year. Note that this list does not include regular/ongoing institute events, such as the Economics for Social Change workshop series or the community conversations Catamount Fellows design and host, or events presented or hosted through Institute-hosted initiatives like the Centre for Social Impact Tech or the MRU SDG Student Hub / Student Changemaker Network. It also does not include speaking events of affiliated faculty.

- Alberta Grantmakers Association – *The First 55 Minutes* (James Stauch, co-presenter)
- AB Seed and Centre for Social Impact Tech, *Solutions Café* (Megan Davidson, host)
- Ashoka Canada / Royal Roads University - *Leading Social Impact in Post-Secondary* (non-credit guest instructor)
- Calgary African Communities Collective - *Mapping a System* (James Stauch, panelist)
- Calgary Chamber of Voluntary Organizations Connections – *The Road (Blocks) Ahead: A critical conversation on the patterns and dynamics at play within civil society* (James Stauch, panelist)
- Canadian Association of Health Sciences Deans, *Diagnosing the Social Innovation Challenge in Universities* (James Stauch, presenter)
- Catalyst 2030, *Promising Practices for Empowering a New Generation of Transformative Leaders* (James Stauch, moderator)
- Catalyst 2030, *North American Forum on Social Entrepreneurship Education* (James Stauch, facilitator and presenter)
- Catalyst 2030, *Systems Education: A Game Changer in Preparing for the Complex Global Landscape* (James Stauch, panelist)
- CMRU *Dhillon's Outlook* - July 24th episode (Megan Davidson, interviewee)
- Good Tech Fest (Megan Davidson, panel moderator)
- Government of Alberta Employment Services, *Outcomes Purchasing* (Barb Rallison, presenter)

- Health Tech Ethics, *Picture a Technologist* (Megan Davidson, workshop designer and facilitator)
- Helpseeker Technologies – *ChatGPT & How it just changed the game for the social sector* (James Stauch, panelist)
- Inventures – *Systems Thinking* (James Stauch and Alita Vaz, panelists)
- MRU Social Innovation, Information Design, and International Business courses (Ashley Dion and James Stauch, guest lecturers)

- Oakville Community Foundation – *The Great Acceleration* (James Stauch, speaker)
  - Plataforma Portugal/Calouste Gulbenkian Foundation – *Permacrisis: in an era of eternal crisis and environmental breakdown* (James Stauch, moderator)
  - The Royal Society of Arts – *Considering the Community Impacts of Climate Change* (James Stauch, panelist)
  - Silvera for Seniors – *Calgary Seniors Week Forum* (James Stauch, panelist)
- Skoll Centre for Social Entrepreneurship, University of Oxford *Map the System Educators Workshop* (James Stauch, workshop designer, facilitator, and presenter)

- Social Enterprise World Forum – *The Social Economy in Alberta* (Barb Rallison, panelist)
- Social Finance Forum – *Reimagine Language* (James Stauch, panelist)
- Social Impact Lab, *Responsible Disruption Podcast* (James Stauch, podcast interviewee)
- Social Innovation 2201 Course – *End of Semester Student Showcase* (Ashley Dion and James Stauch, presenters)
- The Knowledge Society, *Social Identities and Power in Tech Brainpod* (Megan Davidson, podcast interviewee)
- TEDx Calgary, *Yes and...* (James Stauch, speaker)
- Transition Innovation Group (Ashley Dion and James Stauch, discussion leads)
- Helpseeker Technologies, *ChatGPT & How it just changed the game for the social sector* (James Stauch, panelist)

INSTITUTE COMMUNICATIONS

The Institute for Community Prosperity engages primarily with audiences through direct emails, newsletters, and sharing content with a variety of partners. Following a review process in 2023, the Institute has made a number of adjustments, including focusing more time and energy on LinkedIn, and engaging audiences in a more content-rich way through blog posts (recognizing that our highest online engagement is by virtue of the Institute's publications). For example, we have improved our website to boost the quality and quantity of website traffic, resulting in more than half of website visitors being from organic searches – i.e. visitors find us through organic search results.

Our monthly *Catalyze* newsletter reaches just under 2,000 subscribers and engages students, staff and community members on Institute and studio happenings. *Catalyze* has a 38.31% average open rate, which is a 20% jump from last year, and sits just above the industry average rate of 35%. Catalyze is currently rebranding to focus on education and collective knowledge mobilization within communities.

The new approach will highlight current events and community happenings through the lens systems thinking and systems change. The new newsletter was set to have a soft launch in August 2024 and an official launch in September 2024, but this has been pushed back to await the new Executive Director.

The Institute's LinkedIn channel has grown by 60% over the last year to 1146 followers, with engagement averaging 11% per post, peaking at 79%, well past the Linkedin benchmark of 4.73%. This year, Catamount experimented with a series of program reflections based on engagement with and learning from the experiences of the Catamount Fellows. The Catamount Fellowship's organic (unpaid) promotional posts on LinkedIn reached 15,218, with an average engagement rate of 8.3%. Additionally, a 2-minute video featuring Catamount fellow, Reese Tofts, was showcased with around 1000 views.

Map the System Canada created its LinkedIn account in January 2024. Since then, it has grown to 825 followers with a high average engagement of 20.36%, peaking at 87%. The student competition's organic (unpaid) promotional posts gained a total of 32,491 reaches with an average engagement rate of 15.31%. Notably, the post announcing winners and awards has gained us a high of 125 likes. We also ran a LinkedIn paid ad to promote the MTS Canadian Final which reached over 24,000 additional users.

Also, a video featuring program alumni was showcased with more than 3000 views. The Map the System Canadian Final was also promoted on Instagram, reaching over 10,000 users. Additionally, MTS Canada has a YouTube channel with 343 subscribers. This year Canadian Final was livestreamed on YouTube and has more than 1,400 streams.

Although we currently have 1,696 followers on X/ Twitter, we are unable to access analytics because users can only do so with a premium account. Due to X placing most services behind a paywall, we have adjusted our social media strategies to prioritize other platforms over X.

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.

Dr. David Finch is also a regular on the Calgary EyeOpener on CBC Radio, Wednesdays. He has also authored a number of op-eds in the Globe and Mail and Calgary Herald/ PostMedia. Megan Davidson has been quoted on several media stories on charities, nonprofits, and their use of AI. James Stauch and Megan Davidson also contributed to a small number of podcasts, the latter listed in the previous section.

SERVICE

Institute personnel[4] 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 Ecotrust Foundation, Board Member (James Stauch)
- Alberta Minister of Advanced Learning, Advisory Council on Higher Education & Skills (David Finch)
- Flourish Alberta, Merger Steering Committee (James Stauch, then Barb Rallison)
- GeShiDo Foundation, Advisory Board (James Stauch)
- Avenue Magazine, Best Neighbourhoods 2022, Judge (James Stauch)
- Calgary On Purpose, Advisory Board (James Stauch)
- Canadian Community Economic Development Network (CCEDNet), Board Member (Barb Rallison)
- Girl Guides Canada, Unit Guider and International Trip Leader (Ashley Dion)
- Local Investing YYC, Board Chair (Barb Rallison)
- *The Philanthropist*, Editorial Committee (James Stauch)

FINANCING
THE INSTITUTE

The Institute is independently financed; It receives no funds from the university, and operates entirely on funds gifted, sponsored, or earned from philanthropic foundations, individuals, or companies outside of MRU. Some of these gifts in the distant past have helped build 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.

Despite our independence we cannot do much in isolation. Our lifeblood is our connections and partnerships with funders, community groups, civil society networks, teaching and research collaborators, faculty, other institutes at MRU, colleges and universities, and especially with students and alumni wanting to change the status quo. This past fiscal year, we are particularly grateful to have received program-related sponsorship through the ATCO Spacelab, as well as funding from the Suncor Energy Foundation, the Province of Alberta (Civil Society Fund and Community Investment Program), Calgary Arts Development, The City
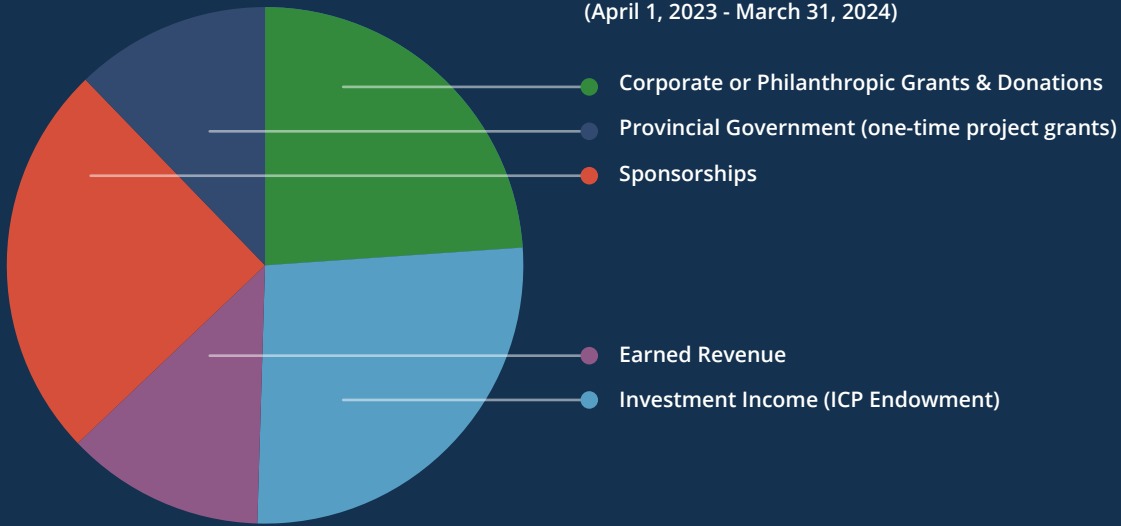
of Calgary, Social Innovation Canada, private donor Geoff Zakaib, Chevron Canada, Rideau Hall Foundation, University of Calgary Hunter Hub for Entrepreneurial Education, United Way of Calgary and Area, Calgary Foundation, and the Banff-Canmore Community Foundation; as well as substantial in-kind support from Oxford Properties. This past year also saw the largest growth in non-donated revenue.

This past year's Institute revenue and expense totals were both $991,055 with monthly revenue and expenses averaged just over $82,587. Following is an illustration of the mix of revenue sources (by type) and a depiction of how Institute resources were allocated (by program). Note that, while the Institute receives no regular funding from government, we are grateful this past year to receive a grant through Alberta Government's Civil Society Fund and Community Improvement Program.

Note also that all Institutes' financial year-end summaries are rolled up into the reporting of the Office of Research, Scholarship and Community Engagement.
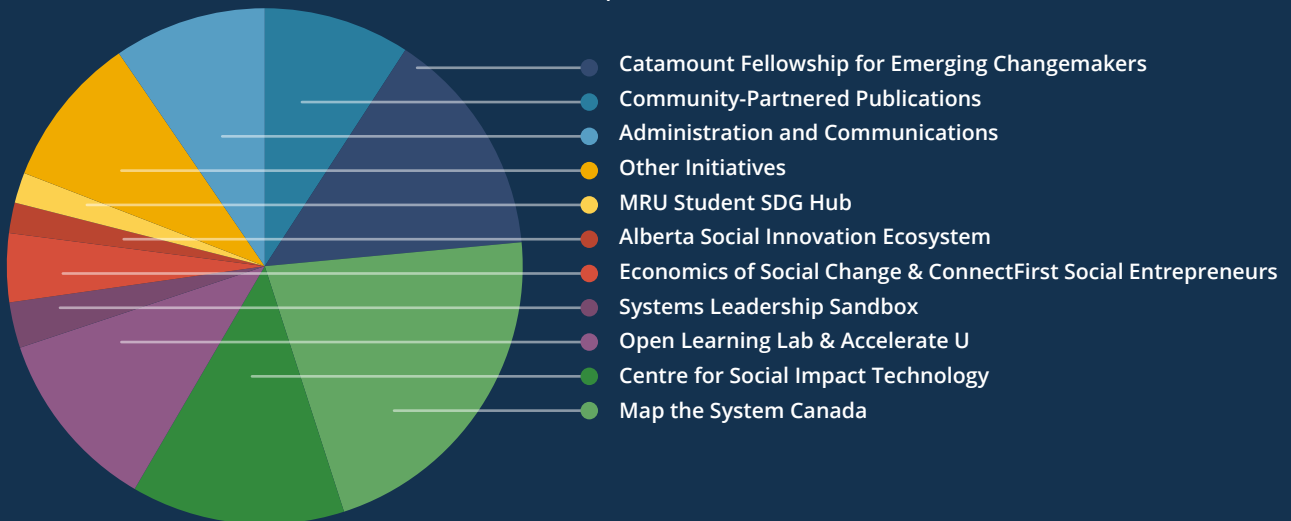
Revenue Source Mix
Institute for Community Prosperity

(April 1, 2023 - March 31, 2024)

- Corporate or Philanthropic Grants & Donations
- Provincial Government (one-time project grants)
- Sponsorships

- Earned Revenue
- Investment Income (ICP Endowment)

Program Expense Allocation
Institute for Community Prosperity

(April 1, 2023 - March 31, 2024)

- Catamount Fellowship for Emerging Changemakers
- Community-Partnered Publications
- Administration and Communications
- Other Initiatives
- MRU Student SDG Hub
- Alberta Social Innovation Ecosystem
- Economics of Social Change & ConnectFirst Social Entrepreneurs
- Systems Leadership Sandbox
- Open Learning Lab & Accelerate U
- Centre for Social Impact Technology
- Map the System Canada

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.

We build on MRU's high-quality in-class reputation by providing an extraordinary suite of co-curricular and undergraduate research, scholarship, and community co-led learning opportunities.

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