



Institute for
Community Prosperity

INSTITUTE FOR COMMUNITY PROSPERITY

2022/2023 Annual Report



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EXECUTIVE DIRECTOR'S REFLECTION

From Me and Now, to Us and Tomorrow



This Executive Director's note is written the week of the death of a great Canadian – former Senator Hugh Segal, whom I had the honour and privilege of knowing personally and professionally. Segal was beloved by both conservatives and progressives, and had one of the most energetic, creative policy minds in Canada. Having grown up in poverty and having first-hand familiarity with the paternalism that too often accompanies our social services and social welfare architecture, Segal was probably the most passionate advocate and knowledgeable policy thinker on the idea of a universal basic income.

Segal is emblematic of a diminishing subset of those with a passion for public service who, irrespective of party affiliation, are motivated not by a will to power, but by ideals of a society that is more fair, humane, and sustainable than the society we have now. A society that is focused on building long-term community prosperity, not one focused on the enrichment of the individual at the expense of the future commons (which is not much of a society at all).

A decade ago, I was hired to lead an Institute focused on researching the world of social purpose organizations and the overlapping domains they historically inhabited – the voluntary sector, nonprofit sector, social economy, civil society. These organizations – like government in another era – were assumed to be at the vanguard of building long-term community prosperity. But this cannot be the case, when such entities are funded in a hyper-competitive environment on short-term grants from a diminishing overall pool marked by austerity in public community 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. “Collaboration” in such an environment is elusive, and strong bonds of solidarity across civil society are scarcer than a Swift Fox sighting on a prairie landscape.

Instead of focusing on a “sector” whose roots either lay in Victorian or Elizabethan England (depending on which historian you ask) - a “sector” that most students don’t see themselves a part of - it seemed far more fruitful to focus on what students really wanted... To change the world for the better. To find illumination in education, purpose in their careers, and the agency and courage to act in the public sphere. To apply creativity, ethics, and excellence in making an imprint on the community in this evanescent nanosecond of time we have on earth. Roughly proximate to Aristotle’s idea of education in the service of *eudaimonia*, the pursuit of community prosperity as a compass for higher learning seemed perfectly suited to the undergraduate experience.

But clouding the path are seemingly immovable complex systems, held in place by deeply rooted norms that encourage self-knowledge, self-improvement, self-empowerment, and a focus on “me”. Education, career advancement and promotion, healing, organizational financing, and recognition are all structured to reward individual prowess in the here and now, not collective action to build a better future. The collective is messy, uncertain, and often invisible, and the future is somewhere we wish to turn away from until it forces us out of our homes, whether by fire, flood, or landlord predation. More challenging still, we live and work in a part of the world where causes are never systemic - “it must be an uptick in arson that’s causing all these fires” - and where the remedy is personal - “if you are experiencing climate-grief or pandemic-induced anxiety, here’s a number you can call to get help.” We know there will be oil busts and pandemics, but when these inevitably visit us, we claim no ability to have foreseen it. We have an inkling of the trajectories of where hyper-advanced technology and our growth-obsessed, shareholder-beholden economic model are likely leading us, but we are more apt to gape in horror as the disaster unfolds than to think, plan, and act as good future ancestors.

The planet, and by inference our civilization, is profoundly unwell, and the resilience of our communities is being perennially tested (quite literally). But we seem trapped and overwhelmed by the complexity of it all. On this landscape, the goal of community prosperity seems more and more like chasing a rainbow.

But massive positive change that greatly expands the scope of human flourishing has happened many times before, and can happen many times again. This is why we have structured our work at the Institute for Community Prosperity around learning that might - repeat, might - provide some wayfinding through the polycrisis, refocusing from “me” and “now” toward “us” and “tomorrow.” For this year’s Annual Report, we are describing our work on three thematic fronts, each one outlining a cluster of co-curricular undergraduate and community-partnered learning programs and ‘products’:

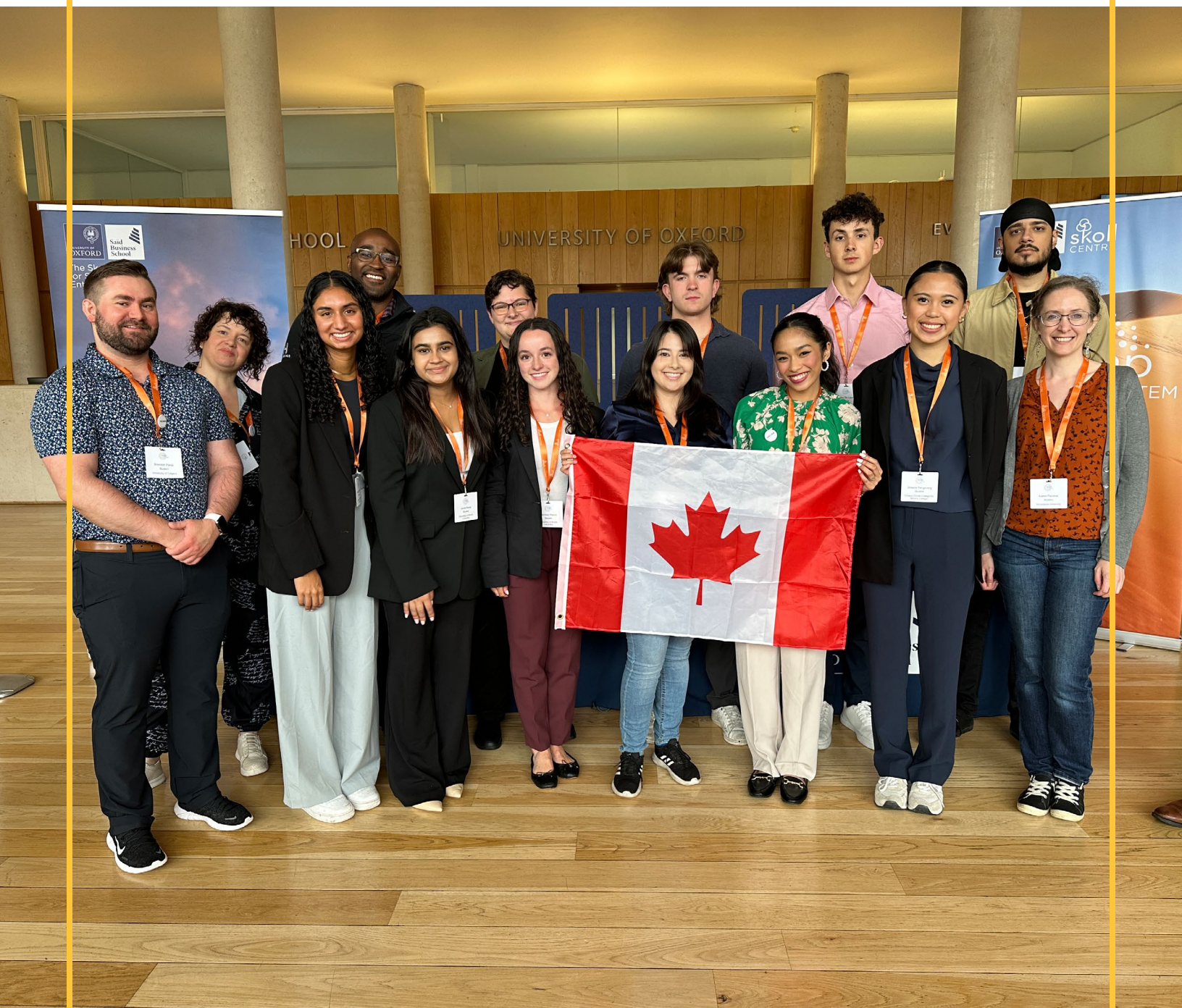
1. Learning in the service of understanding and provoking **SYSTEMS CHANGE**;
2. Learning in the service of imagining and building **TOMORROW’S ECONOMY**; and
3. Learning in the service of designing **SOCIAL PURPOSE TECHNOLOGY**.

Over this past summer, MRU’s status as a Changemaker Campus was renewed and reaffirmed by the accrediting body, AshokaU. Changemaker Campuses firmly embed changemaking into their culture and operations, empower students and other university stakeholders to develop both ethically-driven agency and entrepreneurship, and work to address both local and global challenges. Through this designation, MRU commits to re-envisioning the role of higher education in society as a major catalyst of social impact. In a sense, this serves as our ‘constitution’ within which the Institute’s work is inspired and enabled.

The legacy of changemakers like Hugh Segal, who saw how academia was critical, but who was also critical of academia when it failed to help drive social change, serves as a guiding light in this tumultuous time. The world will never be the same, so our institutes of higher learning must step up to meet the challenge of the hour. Students deserve, and require, nothing less.



James Stauch
Executive Director, Institute for Community Prosperity



Canadian students at Map the System Global Final, University of Oxford, July, 2023.

SYSTEMS CHANGE

A defining feature of our current global polycrisis/permacrisis is complexity. It has never been clearer that systems-focused, transdisciplinary research and learning are critical to learning in the 21st century. Moreover, systems-led learning should be coupled with supporting students on their own journey to personal, career and civic success. As such, students require opportunities to map, test, train, and immerse themselves in complex social challenges, understanding these challenges through a systems lens.



Map the
System
Canada

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. 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 is also open to students of all levels, programs and disciplines.

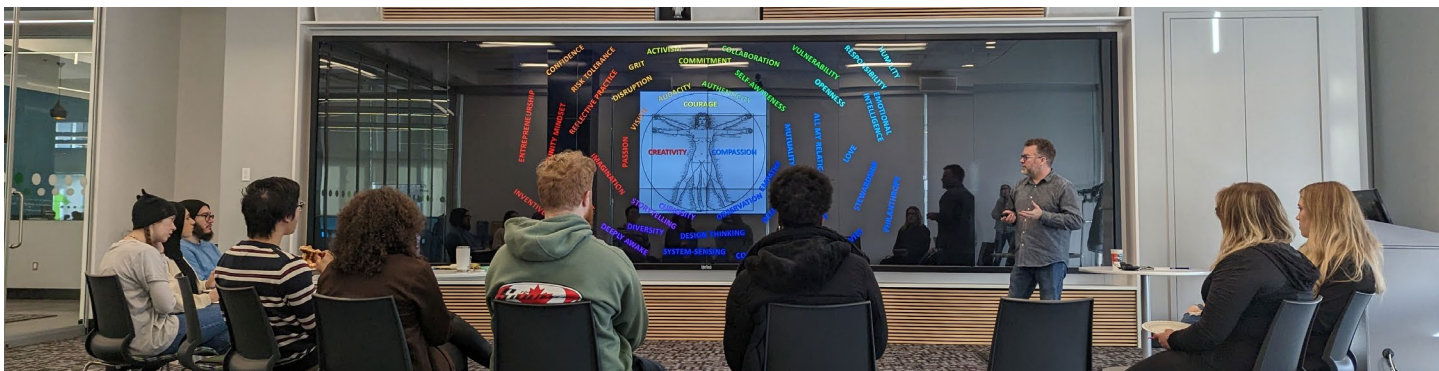
This past year, management of Map the System Canada was transferred from Latasha Calf Robe to Ashley Dion, both MRU BBA alumni, with continued support from alumnus Amy Rintoul (Bcomm, Info Design). Fifteen universities and colleges across Canada took part this year: Athabasca, Concordia, St. Mark's/Corpus Christie, HEC Montreal, Humber, Memorial, Mount Royal, Royal Roads, Toronto Metropolitan, Laurier, and the Universities of Alberta, British Columbia, Calgary, Sherbrooke and Waterloo.



Alita Vaz and Amisha Sharma, MRU Map the System Campus Champions, 2023

MRU's campus-wide Map the System program was run for a second year by Social Work graduate and two-time participant, Mizuki Oshita. This year's winning campus student team, advancing to the Canadian Final, were Alisha Sharma (Criminal Justice Studies) and Anita Vaz (Information Design), analyzing the topic "Navigating Cultural Identity as a Third Culture Canadian." At the Canadian final, teams from Athabasca University, University of Calgary and the University of British Columbia (UBC) advanced to the international final in Oxford, with Athabasca placing in the top 6 globally.

Building on the success of their 2019 publication a Student Guide to Mapping a System, now used by thousands of students and hundreds of educators worldwide, James Stauch is working again with Map the System founder Daniela Papi-Thornton to produce a guide to systems mapping for practitioners across all sectors and industries.



Catamount Fellowship for Emerging Changemakers

The *Catamount Fellowship for Emerging Changemakers*, launched four 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, with support from Changemaking and Community Research Strategist Cordelia Snowden-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. 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.



Alex Li (Bachelor of Arts, Policy Studies): How might funding agencies and service providers collaborate towards greater outcomes within Calgary's emergency food system?



Antony Tabaniag (Bachelor of Business Administration, Social Innovation): How might we co-create watershed conservation action plans in the pursuit of a water secure future?



Ashton Turcotte (Bachelor of Arts, Sociology): How might we create inclusive peer support programming for people impacted by domestic abuse that recognizes and honours gender as a spectrum?



Baneen Al-Sachit (Bachelor of Science, General Sciences): How might we create safe and inclusive spaces for communities at risk to be involved in eco-action?



Megan Davidson (Bachelor of Arts, Criminal Justice Studies): How might we create space for grass-roots, community-led approaches in Calgary's larger systems of care?



Brooke Venne (Bachelor of Health and Physical Education, Physical Literacy): How might we adapt and evolve healthcare education to meet the mental health crisis facing today's youth?



Mofe Adeniran (Bachelor of Communications, Journalism & Digital Media): How might we empower black and racialized youth to fuel their desire to shape and influence the future for themselves?



Brynn Lacey (Bachelor of Communications, Information Design): How might we broaden awareness of the social, economic and environmental benefits of regenerative agriculture for a sustainable future?



Salomé Faria Blanco (Bachelor of Arts, Psychology): How might we apply a harm reduction approach to family support programs (housing and caregiver support) with the goal of increasing family wellness and decreasing Children's Service intervention and apprehensions?



Kelaena Maude (Bachelor of Business Administration, Social Innovation): How might we value "inner" work (mind, body, spirit, emotion) as much as "outer" work (completed projects, sales, deliverables, measurable, etc.) in our organizations and personal lives to help foster an economy of prosperity and abundance?



Timothy Curren (Bachelor of Arts, Policy Studies): How might post-secondary education benefit from embracing bicultural and multicultural land-based and experiential learning?

We have also benefited from ten faculty mentors for the 2022/2023 cohort: Heather Nelson (General Education), Adam Cave (International Business and Supply Chain Management), Milena Radzikowska (Information Design), Ranjan Datta (Humanities), Madison Snell (Information Design), Amanda Williams (Communications), Brian Nichols (Religious Studies), Jocelyn Rempel (Nursing), Lisa Daroux-Cole (Physical Literacy), Ines Sametband (Psychology), and James Stauch (Institute for Community Prosperity).

The final online showcase was held for a public audience in late March, 2023. The Community Showcase has become a signature event within MRU Research Week. Community partners and faculty mentors have been confirmed and student applications are rolling in for the 2023/24 edition of the Fellowship.



Iniskim Centre's Dion Simon teaching Catamount Fellows how to set up the lodge

Universities and Social Impact

One of the most significant systems change challenges that impacts our mandate directly, both in an enabling and a circumscribing way, is the challenge of universities embracing and actioning learning and research aimed at making a positive social impact. Institute Executive Director James Stauch authored an article on this topic, entitled “Diagnosing the Social Innovation Challenge in Universities”, in the open access *Social Innovations Journal*, presented initially at the AshokaU Research and Education Forum in Halifax in September, 2022. This article became the basis for a talk at Tedx Calgary in May, 2023. The article is also required reading in a new micro-credentialed course entitled *Leading Social Impact in Post-Secondary*, offered by Royal Roads University, in partnership with Ashoka Canada, designed for teams of post-secondary practitioners interested in strengthening their institution’s social impact. The course was piloted this past spring with University of the Fraser Valley.

MRU has signed on to be the sole undergraduate-focused partner in a McMaster University-led Canada-wide research consortium post-graduate outcomes, employability, skills, experiential learning, community engagement, interdisciplinarity and collaboration. Senior Fellow Dr. Katharine McGowan is among the Investigators in this SSHRC-funded initiative.

Accessing Canada

On the heels of the well-received Institute publication *Aging & Thriving in the 21st Century*, a scan of issues, trends, system dynamics and innovations related to an ageing population in Canada, we have been working on a second broad scan, this one relating to the accessibility challenges experienced by those with disabilities: *Accessing Canada: A Scan of Issues, Trends, System Dynamics and Innovations in Accessibility*. Like last year’s scan on aging, the genesis of this project came from the ATCO Transformation Team, who lead *ATCO SpaceLab* and are exploring aging issues and dynamics as a topic of interest to the company, from technological, commercial, and social purpose standpoints.

The scan, to be completed and publicly disseminated in fall of 2023, is intended to serve 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 inter-connections.

Dandelion Story

The Dandelion Project

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 real-world examples that sit at the nexus of knowledge and action, and at the nexus of systems thinking and social problems. An important example is the “Dandelion Strategy,” initiated last year by Calgary Reads, a nonprofit organization advocating for early childhood literacy in over the past 20 years. Calgary Reads is in the process of winding down its operations and 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 Institute’s partnership with Calgary Reads to chronicle this process, with funding support from Chevron, represents a unique opportunity to fill an important social R&D knowledge gap. Two rounds of interviews, a year apart, have been undertaken, with the case study report to be publicly disseminated this coming fall.



2023 Environmental Scan: The Age of Rage

Commissioned annually by the Calgary Foundation, Institute Executive Director James Stauch co-authored this seventh 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. In addition to regular updates on economics, politics, civil society, climate change and technology, the 2023 Scan also looks at several topics not explored in previous scans, including shifting gender norms, biodiversity, literacy, and the phenomenon of 'rage farming'. 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.



Trico Changemakers Studio and New Changemaker in Residence

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 partnering on community-partnered learning, student work experience and co-curricular undergraduate learning opportunities. Please review the Studio's Annual Report for more information.

Steady Pinney, former CEO of Calgary Reads, and the brainchild behind the previously mentioned *Dandelion Strategy*, has come to MRU as our latest Changemaker in Residence. While Pinney is based at the Studio, she will contribute to learning within the Institute, as well as through the Department of Education and elsewhere on campus. Pinney's expertise and focus is on early childhood literacy, which psychologists, neuroscientists, and education scholars agree is critical to learning and career success later in life, as well as to social mobility, health, and well-being. Societies that invest in early childhood literacy also tend to be more future-prepared and resilient. With the Studio as host and facilitator, Pinney will spend the coming three years deepening a system-wide commitment to strengthening early childhood literacy in Calgary and potentially beyond.



Alberta Social Innovation Connect

Since 2018, the Institute has served as the administrative partner for Alberta Social Innovation Connect (ABS Connect), funded by Suncor Energy Foundation and Social Innovation Canada. ABS Connect is 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 ABS Connect will be 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, name TBD, began its life at a meeting in Red Deer in late spring of 2023, with a mandate to *create a powerful network that amplifies courageous actions in Alberta communities, aiming for equitable prosperity*. A public roll-out is planned for this coming fall, with the broader intent of accelerating social innovation in the province, at a time when it has never been more desperately needed.

Partners



Memberships



TOMORROW'S ECONOMY

As economist Kate Raworth observes, “today’s economy is divisive and degenerative by default. Tomorrow’s economy must be distributive and regenerative by design.” The economy of today is not future-fit, as it is robbing future generations, and many of the people on this planet, of the opportunity to thrive. The available evidence suggests strongly that the growth-obsessed economy of today, will lead inexorably to the collapse of the ecological and social systems that the economy itself relies upon (whether acknowledged or not). As such, the Institute is a member of the global *Wellbeing Economy Alliance*, a collaboration of changemakers working together to transform the economic system such that all people feel secure in their basic comforts and can use their creative energies to support the flourishing of all life on this planet. The work of this Alliance inspires much of our own work in helping spur thinking and action toward a wellbeing economy.

Activating the Sustainable Development Goals on Campus

The *2030 Agenda for Sustainable Development*, adopted by the world’s nations in 2015, provides a shared blueprint for people, prosperity, and the planet. The 17 Sustainable Development Goals (SDGs), are at the centre of this Agenda, and are an urgent call to action. Canadian post-secondary institutions have unevenly taken up this call to action, but in almost every case they have done so in response to student-led collective action.

The MRU Student SDG Hub was created early in 2022 to help students learn about each of the SDGs 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. The Hub, also registered as a SAMRU club, is a member of the *UN Sustainable Development Solutions Network*, with its Canadian base of operations at the University of Waterloo. The Institute supports students in coordinating the activities of the Hub, initiated by Bachelor of Arts student-changemaker Emma Berger, who has passed the baton to



Bachelor of Science students Manveet Waraich (Sandhu) and Majd Daqqa. The Hub has also received support from the Bissett School of Business to run a first annual 36-hour *Harvard Sustainable Business Case Competition* (with a pitch event at Platform Calgary). This past year, its first full year of operations, the Hub hosted 13 events, including the #SDG Week, 17 Goals Fair, movie nights, volunteer events, and more, collaborating with over 20 groups and several faculty volunteers and community/industry mentors. In all, nearly 200 MRU students participated in some way in the Hub’s activities.

This past summer, the Hub rebranded to become the Student Changemaker Network to connect better with students (especially students who perceived ‘sustainability’ through an environmental lens. The Student Changemaker Network will re-launch in Fall 2023, but will continue to focus on building commitment to the SDGs, including through a new *SDG Labs* program, an immersive 6-week experiential learning program designed to enable students with the knowledge, skills, and actionable strategies to launch their own MRU initiatives to make sustainable change.



Economics of Social Change

Neoliberal economic theory and practice has failed the planet, and it is failing much of humanity. But state-driven economies are also problematic for different reasons. 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. Going into its 6th year (and sixth cohort), the program is co-designed and co-led with *Momentum*, a change-making 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. Over 40 participants took part this year in person with another over 20 participants online.

Each session has a required pre-recorded 30-40 minute presentation component, a set of required readings and videos, and a live workshop component. The program is divided into five components:

1. **THE SOLUTIONS ECONOMY**, January (designed and led by James Stauch, Institute for Community Prosperity)
2. **ECONOMIC RECONCILIATION**, February (designed and led by Latasha Calf Robe, Kainawa First Nation)
3. **THE CHANGING NATURE OF BUSINESS**, March (designed and led by Barb Davies, Institute for Community Prosperity and Chair of Local Investing YYC)
4. **SYSTEMS CHANGE FOR COMMUNITY ECONOMIES**, April (designed and led by Jeff Loomis, Momentum)
5. **FINANCING SOCIAL CHANGE**, May (designed and led by Danielle Gibbie, Annauma Community Foundation, Iqaluit)



Social Impact Lead Barb Davies leading Economics of Social Change workshop



connectFirst Social Entrepreneurs

The Institute's third signature undergraduate co-curricular program (following on the heels of Map the System and the Catamount Fellowship), the *connectFirst Social Entrepreneurship* program provides critical skills so that students at MRU each year begin to understand social issues through an economic lens. The program, funded by its namesake credit union and 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:

- **Amina Zakeieh** (Bachelor of Arts)
- **Brownwyn Williams** (Bachelor of Business Administration)
- **Hibba Zia** (Bachelor of Science)
- **Majd Daqqa** (Bachelor of Science)
- **Mason Weakley** (Bachelor of Arts)
- **Nate Ostojic** (Bachelor of Business Administration)
- **Sonu Sunuwar** (Bachelor of Business Administration)
- **Talis Aurini** (Bachelor of Health and Physical Education)

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. Diana Grant-Richmond, Associate Director (Institute for Innovation and Entrepreneurship) and Cordelia Snowden-Lawley, Changemaking and Community Research Strategist (Institute for Community Prosperity) jointly coordinated the program elements.



CityXLab, LearningCITY Collective, and Open Learning Lab

CityXLab is a sandbox for thinking differently about civic matters and local economies, with an emphasis on the role of place and experience (the 'X' in CityXLab). Led by Institute Senior Research Fellow Dr. David Finch, the CityXLab is also supported by Dr. AnneMarie Dorland, who leads the active experience research stream. The Institute is thrilled to partner on a range of initiatives that have emerged out of the CityXLab, also featuring students at MRU as researchers and co-authors. Many of these initiatives were identified by Calgary Economic Development as transformative and essential for transitioning Calgary to the new economy. The Canada West Foundation has been an active partner over the past year exploring the question of talent attraction and attention. CityXLab has laid the evidence-based groundwork to establish how experiences, place, and talent matter to a thriving economy, and more than ever.

The most important product CityXLab this past year is the creation of the LearningCITY Collective. The Collective was sparked 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. In order to achieve this New Economy vision, Calgarians' must possess the capacity to learn, unlearn, and relearn new skills. This demands, in turn, that we radically redefine what, when and how we learn. The LearningCity Collective established a Skills Framework and a physical platform for undertaking

a 'proof of concept' project in radically rethinking learning: The Open Learning Lab, officially launching September, 2023, is a 15,000 square foot space in downtown Calgary's Bow Valley Square, donated for the coming year by Oxford Properties, with additional support from the City of Calgary, Calgary Downtown Association, Calgary Economic Development, and InceptionU. The Lab will be a place for employers, skills developers, policymakers, researchers, and learners to collaborate and work together to pilot new approaches to collaboration. In addition to hosting Mount Royal University students as part of a pilot AccelerateU program, the lab will pursue collaborations with other universities, colleges, business and non-profit organizations.



Youthful Cities

Youthful Cities is a Canada-wide social enterprise that creates data-driven solutions to make cities more youthful places — i.e. more connected, open, dynamic, inventive, curious and playful. Youthful Cities is expanding its operations into Calgary as part of a major initiative in partnership with universities in four major Canadian cities. MRU is their Calgary partner for research and student engagement. Youthful cities is currently staffing up their Calgary operations and basing this work out of the aforementioned Open Learning Lab, as they are a natural partner with the LearningCITY Collective. A Calgary Youthful Cities summit is tentatively planned for Winter of 2024. The organization is also a community partner on the Catamount Fellowship for Emerging Changemakers.



Rethinking the Business of Social Change

While Shaun Loney was in town in early April, 2022 for the workshop with the *connectFirst Social Entrepreneurs* students, we also featured him as a speaker for an event entitled *Rethinking the Business of Social Change*, the Institute's first post-pandemic live event. Loney's talk focused on 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. In addition to *connectFirst*, sponsors for this hybrid (in-person and online) event included Canada West Foundation (which used the event to release their own publication on a similar topic, with Loney as the lead author), Ashoka Canada (as Loney is an Ashoka Fellow), the Calgary Foundation, MRUs Faculty of Continuing Education (who generously provided food for the event, in addition to discounted space) and AB SEED/ABSI Connect (using the event as well to announce their impending merger, described elsewhere in this report), and RBC Foundation. The event was facilitated by the Institute's Social Impact Lead Barb Davies, with Research Fellow Dr. Katharine McGowan facilitating a live fireside chat with Loney afterward.

Futures Commons

Crucial to a wellbeing economy, is a vision - to paraphrase George Monbiot - where private excess and public divestment is replaced with public luxury and private sufficiency. We must pull ourselves away from the singular focus on the now and the exultation of the private, to invest in the future commons, but the first step in doing so is to expand the space for conversation, imagination, and possibility. 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.

Partners



Memberships



SOCIAL IMPACT TECHNOLOGY

When the COVID-19 pandemic hit, society's level of digitalization accelerated, impacting how we work, learn, and interact outside of the household. Digital technology has now gone from being our lifeline to civilization, to the principal determinant of what kind of civilization we are building. Technology provides many tools – and the promise of transformative tools to come – to enhance community prosperity and social good. Many technologists have blithely assumed that technological innovation will have a trickle-down effect on social innovation. On the contrary, with the widespread use of social media, generative AI tools, and other rapidly advancing digital technologies, there are significant – even existential – risks, inequities, and trajectories that are producing a socially corrosive or retrograde effects, arguably more frequently than social innovative effects. Big tech is at least partially implicated in much of what ails our society and planet: Polarization, misinformation, youth mental health, unprecedented levels of inequality, structural unemployment, financialization, and an expanding carbon and biodiversity footprint that confirm Jevon's Paradox that gains in efficiency do not lead inexorably to aggregate progress.

When even the world's top developers of AI are pleading for ethical guardrails, warning that “mitigating the risk of extinction from AI should be a global priority alongside other societal-scale risks such as pandemics and nuclear war”, we think that getting the “social purpose of technology” challenge right is arguably the most important work humanity should be addressing. As we first signaled in our pre-pandemic publication *In Search of the Altruism: AI and the Future of Social Good*, we see an urgent need for even local social impact practitioners and organizations to turn their attention toward this rapid march of advanced technology, while at the same time nudging Calgary's still fledgling tech sector to develop in a socially responsible manner, eschewing the ethically vacuous and blindspot-riddled Silicon Valley template.

The logo for the Centre for Social Impact Technology. It features the text "CENTRE FOR" in black, "SOCIAL IMPACT" in orange, and "TECHNOLOGY" in black, all in a sans-serif font. To the right of the text is a solid orange circle.

CENTRE FOR
SOCIAL IMPACT
TECHNOLOGY

Centre for Social Impact Technology

Launched at a Social Impact Technology Summit in early 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 serves as the Managing Partner for the Centre. Based partly at the Platform Calgary Innovation Centre and partly at the Open

Learning Lab downtown, the Centre is a city-wide knowledge hub for nurturing dialogue, learning, and action on the convergence of social innovation and digital technology innovation. 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). With strategic priorities including convening, connecting, and curating stakeholders, the Centre aims to raise awareness, share knowledge, map the social impact tech ecosystem, and demonstrate tangible outcomes through partnerships.

In the year since its inception, the Centre has established itself as a hub for cross-sector collaborations, knowledge-building, and partnerships with organizations such as Tech Stewardship, the new Canadian

Centre for Nonprofit Resilience, All Tech is Human, Rainforest, and VolunteerConnect. This first year has witnessed significant growth and impact. It has successfully organized a variety of events, including seven in-person events (one of which was a highly successful and oversubscribed “Solutions Café”, twelve webinars, in addition to the Summit, which itself included six in-person workshops and six webinars. These events have brought together a diverse group of at least 560 attendees, fostering discussions, idea exchanges, and collaborations within the field of social impact technology. The Centre’s newsletter, providing curated updates on social impact technology news, events, opinions, and insights, has over 400 subscribers, most of whom are local, reflecting strong community interest. The Centre’s LinkedIn company page has garnered over 850 page views and 400 unique visitors, with more than 640 followers and over 980 content interactions. Similarly, the Centre’s tweets have reached nearly 17,000 impressions, gained over 250 likes, and attracted 166 followers, expanding their reach and engaging a broader audience. The Centre’s website has become a catalyst for learning and connection, attracting almost 9,000 views and over 3,500 unique visitors. It offers a wealth of resources, including informative blog posts, webinars, case studies, reports, and various courses related to social impact technology. The website serves as a hub for knowledge-sharing, collaboration, and connecting with like-minded individuals and organizations with over 20 volunteer-written blogposts covering topics such as blockchain, data privacy, and AI for social good. These blog posts have attracted over 425 readers worldwide.

In February, 2023, MRU Bachelor of Arts (Criminal Justice Studies) student Megan Davidson took the reigns as Interim Lead managing the Centre, who, with help from Project Assistant Chelsea Tolentino, oversees the Centre’s operations and strategic direction. 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 (e.g. Helpseeker Technologies and Technology Helps), post-secondaries (SAIT, University of Calgary), the social impact sector (e.g. CCVO), the tech innovation sector (Platform Calgary, Innovate Calgary) and the City of Calgary. The Centre is funded through a pilot grant from the Government of Alberta Civil Society Fund, as well as through donations and sponsorships, though sustainability and growth is a challenge.



Tech Stewardship Practice

The Institute is a promotional partner for Tech Stewardship Practice. Tech Stewardship is 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 12-hour online micro-credential course is offered free of charge to any undergraduate student in Canada. 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.

Partners



Memberships



THE TEAM

The Institute's work and accomplishments were made possible in 2022/23 by an outstanding team of individuals, including ten MRU students, nine 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



Amy Rintoul

Map the System Canada Information Designer (2020 BComm Grad)¹



James Stauch

Executive Director



Ashley Dion

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



Megan Davidson

Lead – Centre for Social Impact Technology (2023 BArts Grad) (started January, 2023)



Barb Davies

Social Impact Lead²



Tracy Pfeifer

Administrative Assistant³



Cordelia Snowden-Lawley

Changemaking and Community Research Strategist (2020 BArts Grad)



Walter Hossli

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

¹ Contracted position, ² Cross-appointed with the Trico Changemakers Studio, ³ Cross-appointed with the Institute for Innovation and Entrepreneurship

Andrew Thomas: Lead – Centre for Social Impact Technology (until January, 2023)

Barbara Weber: ABSI Connect Facilitator (until September, 2022)

Latasha Calf Robe: Map the System Canada Manager (2017 BBA Grad) (until January, 2023)



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. 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. Katharine McGowan

Associate Professor, Social Innova-
tion, Bissett School of Business



Chelsea Tolentino



Linh Bui



Majd Daqqa



Mizuki Oshita



Emma Berger



Manveet Waraich

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)
- **Chelsea Tolentino**, Social Impact Technology Project Assistant (Athabasca University Student)
- **Curtis Wong**, Social Innovation Projects Assistant (BArts 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)
- **Manveet Waraich (Sandhu)**, Senior SDG Campus Coordinator (BSc Student)
- **Mizuki Oshita**, Campus Lead - Map the System (BSc Student; 2021 Dipl Social Work Grad)
- **Rachael Symon**, CityXLab Events Management (BBA Student)

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.



Publications⁴

- Alex Li. *Bridging the Gap between Funders and Food Assistance Providers: How might funding agencies and service providers collaborate towards greater outcomes within Calgary's emergency food system?* Institute for Community Prosperity, May, 2023.
- Antony Tabaniag. *Changing Paradigms in Water Resource Management: A Community Participation and Social Learning Based Approach.* Institute for Community Prosperity, May, 2023.
- Ashton Turcotte. *Disrupting the gender binary in the conceptualization of domestic violence.* Institute for Community Prosperity, May, 2023.
- Baneen Al-Sachit. *Creating Safe and Inclusive Spaces for Communities at Risk to be Involved in Eco-action.* Institute for Community Prosperity, May, 2023.
- Brooke Venne. *Adapting and Evolving Healthcare Education for Today's Mental Health Crisis Among Youth.* Institute for Community Prosperity, May, 2023.
- Brynn Lacey. *Regenerative Agriculture: Embracing Real Growth.* Institute for Community Prosperity, May, 2023.
- Dr. David Finch, with Levallet, N., Saunders, C., Field, E., Raby, S., Roberts, M. "A Dynamic Capabilities View of Career Adaptation: An Exploratory Study", *Education + Training*, 2023.
- Dr. David Finch. "Alberta's economy is diversifying, but it still has some challenges to overcome" (op-ed), *Globe and Mail*, July 1, 2022.
- Dr. David Finch. *Calgary Skills Development Framework.* LearningCITY Collective, 2023.

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

- Dr. David Finch. *LearningCITY Briefs: An All-Access Learning System*, Rethink Skills, The Calgary Talent Lab, Learning as a Climbing Wall, A City That Adapts. LearningCITY Collective, 2023.
- Dr. David Finch. “Opinion: Reinventing how we learn: A report card”, *Calgary Herald*, July 1, 2023.
- Dr. David Finch (with Janet Lane). “Study sheds light on why young adults are leaving Alberta – and how to bring them back” (op-ed), *Globe and Mail*, April 4, 2022.
- Dr. David Finch (with Janet Lane and Stephany Laverty). *Work to Live: Alberta youth mobility*. Canada West Foundation, April, 2022.
- Dr. David Finch (with Janet Lane). “WHAT NOW? | Bridging Alberta’s Reputation-Reality Divide” (policy brief). Canada West Foundation, July, 2022.
- Dr. David Finch (with Janet Lane). “WHAT NOW? | The New Alberta Talent Advantage” (policy brief). Canada West Foundation, July, 2022.
- James Stauch. “Diagnosing the Social Innovation Challenge in Universities.” *Social Innovations Journal* 16.1, 2023.
- James Stauch. *The Age of Rage: 2023 Environmental Scan*. Institute for Community Prosperity and Calgary Foundation, January, 2023.
- James Stauch and Cordelia Snowdon-Lawley. *The Dandelion Dispersal: A Case Study in Scaling Impact Through Dissolution (Phase I)*. Institute for Community Prosperity, Calgary Reads, and Chevron. October, 2022.⁵
- Kelaena Maude. *Seeing Wétiko: Recognizing Abundance and ‘Mutual Becoming’*. Institute for Community Prosperity, May, 2023.
- Latasha Calf Robe & Becky Best-Bertwistle. “The potential for open-pit coal mining in Alberta’s eastern slopes ignites a fire to protect the land” (article). *Indigenous Perspectives on Land and Climate Change*. Urban Society for Aboriginal Youth (USAY) New Tribe Magazine, May, 2022.
- Megan Davidson. The Social Impact Technology Summit hosted by the Centre for Social Impact Technology. *The Canadian Criminal Justice Association Justice Report*, 37(4), 2022.
- Megan Davidson. *Outgrowing the Flowerpot: How might we create space for grassroots, community-led approaches in Calgary’s larger systems of care?* Institute for Community Prosperity, May, 2023.
- Mofe Adeniran. *Democratizing the Future: Building Futures Literacy Among Calgary’s Black and Racialized Youth*. Institute for Community Prosperity, May, 2023.
- Salomé Faria Blanco. *Harm Reduction and Family Housing Instability: Understanding the System, Identifying the Gaps, and Embracing Change*. Institute for Community Prosperity, May, 2023.
- Tim Curren. *Learning and Connecting with the Land*. Institute for Community Prosperity, May, 2023.

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.

- Alberta Cooperative and Community Association, *Social Finance and Impact Investing* (Barb Davies, panelist)
- AB Seed and Centre for Social Impact Tech, *Solutions Café* (Megan Davidson, host)
- AshokaU, *Changemaker Research and Education Forum* (James Stauch, presenter)
- Calgary Foundation AGM (Latasha Calf Robe, keynote speaker)
- Canadian Association of Health Sciences Deans, *Diagnosing the Social Innovation Challenge in Universities* (James Stauch, presenter)
- CMRU Dhillon’s Outlook - July 24th episode (Megan Davidson, interviewee)
- Congress 2022, ANSER-ARES 2022 Conference - Getting Past the Gatekeepers: Accessibility in Nonprofit Governance (Cordelia Snowdon-Lawley, presenter)
- Health Tech Ethics, *Picture a Technologist* (Megan Davidson, workshop designer and facilitator)
- Good Tech Fest (Megan Davidson, panel moderator)
- Government of Alberta Employment Services, *Outcomes Purchasing* (Barb Davies, presenter)

⁵ Full open access Phase II report forthcoming (September, 2023).

- Helpseeker Technologies, *ChatGPT & How it just changed the game for the social sector* (James Stauch, panelist)
- Innovation Outside the Lab Summit, *Social Finance and Outcomes Purchasing* (Barb Davies, presenter)
- Map the System Canada webinar, *Introduction to Systems Thinking* (James Stauch, presenter)
- Map the System Canada webinar, *Visual Storytelling* (Ashley Dion and Amy Rintoul, presenters)
- MRU GNED 1304 Course, *Community and Society* (James Stauch, course instructor)
- MRU Information Design 2680 Course, *Storytelling for Information Designers* (Cordelia Snowden-Lawley-Lawley, presenter)
- Plataforma Portugal/Calouste Gulbenkian Foundation Summer Development Institute, *Permacrisis: in an era of eternal crisis and environmental breakdown* (James Stauch, moderator)
- Royal Roads University and Ashoka Canada, *Leading Social Impact in Post-Secondary* (James Stauch, guest lecturer)
- Silvera for Seniors, *Calgary Seniors' Summit* (James Stauch, panelist)
- Skoll Centre for Social Entrepreneurship, *Map the System Educators Workshop* (workshop designer, facilitator, and presenter)
- 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)
- TEDx Calgary, *Yes and...* (James Stauch, speaker)
- The Knowledge Society, *Social Identities and Power in Tech Brainpod* (Megan Davidson, podcast interviewee)

Institute Communications

The Institute for Community Prosperity engages primarily with audiences through direct emails, newsletters, and sharing content with a variety of partners. The Institute has undertaken a communications review process through Summer 2023 to assess current communications channels and how we might expand the breadth and depth of engagement with our audiences.

Our monthly *Catalyze* newsletter reaches over 2,000 stakeholders and engages students, staff and community members on Institute and studio happenings. *Catalyze* has a 31.6% average open rate, which is above the average overall open rate (across comparable sectors) of 21%. Since its launch in January 2022, the Institute's LinkedIn account has grown to just over 700 followers. The Institute has over 1,600 followers on Twitter, with engagement numbers fluctuating between 1.5% and 5.1% per month and an average of 3.18%. 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.

Awards and Honours

- Latasha Calf Robe received the Elizabeth II Platinum *Jubilee* Medal.
- Dr. David Finch was appointed to the Minister's Advisory Council on *Higher Education* and Skills (MACHES)
- James Stauch was invited to serve as a Visiting Fellow with the Skoll Centre for Social Entrepreneurship at the University of Oxford
- Megan Davidson won the Centennial Gold Medal for the MRU Faculty of Arts, the Bronze Excellence Award from the Student Association of MRU, and was recognized as one of the Top 30 Under 30 by the Alberta Council for Global Cooperation

Service

Institute personnel⁶ 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-Lawley-Lawley)
- Alberta Ecotrust Foundation, Board Member (James Stauch)
- Alberta Minister of Advanced Learning, Advisory Council on Higher Education & Skills (David Finch)
- Alberta Social Enterprise Ecosystem Development Project, Steering Committee (James Stauch)
- All Tech is Human, Tech & Democracy Working Group (Megan Davidson)
- Avenue Magazine, Best Neighbourhoods 2022, Judge (James Stauch)
- 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 Criminal Justice Association Journal, Columnist (Megan Davidson)
- Girl Guides Canada, Unit Guider (Ashley Dion)
- How to Change the World Bootcamp, Mentor (Megan Davidson)
- Kainai Environmental Protection Association (KEPA), Member/volunteer (Latasha Calf Robe)
- Local Investing YYC, Board Chair (Barb Davies)
- MRU Human Resources Classification Committee, MRSA (Tracy Pfeifer)
- Niitsitapi Water Protectors, Co-Lead (Latasha Calf Robe)
- *The Philanthropist*, Editorial Committee (James Stauch)

⁶ This list does not include community service activities of Research Fellows, which are reported in their respective annual faculty reports.

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.

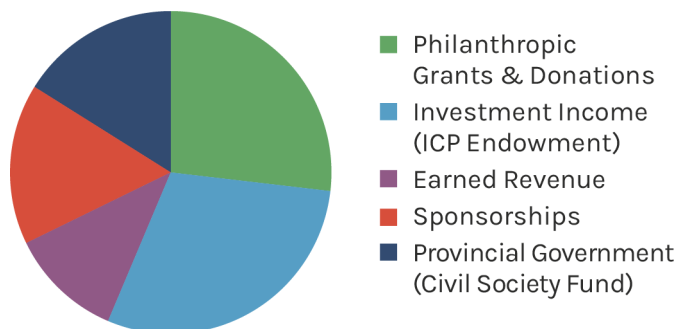
Despite our independence we cannot do much in isolation. Our lifeblood is our connections and partnerships with funders, community groups, civil society networks, teaching and research collaborators, faculty, other institutes at MRU, colleges and universities, and especially with students and alumni wanting to change the status quo. This past fiscal year, we are particularly grateful to have received program-related sponsorship from ATCO, as well as funding from the Suncor Energy Foundation, the Province of Alberta (Civil Society Fund), Calgary Arts Development, The City of Calgary, Social Innovation Canada, Calgary Economic Development, InceptionU and Viewpoint 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 \$732,257 with monthly revenue and expenses averaged just over \$61,000. 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, were grateful this past year to receive a grant through Alberta Government's Civil Society Fund as well as through the Community Improvement Program (the latter of which will figure into next year's expenses), the Institute did not receive funds from government.

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

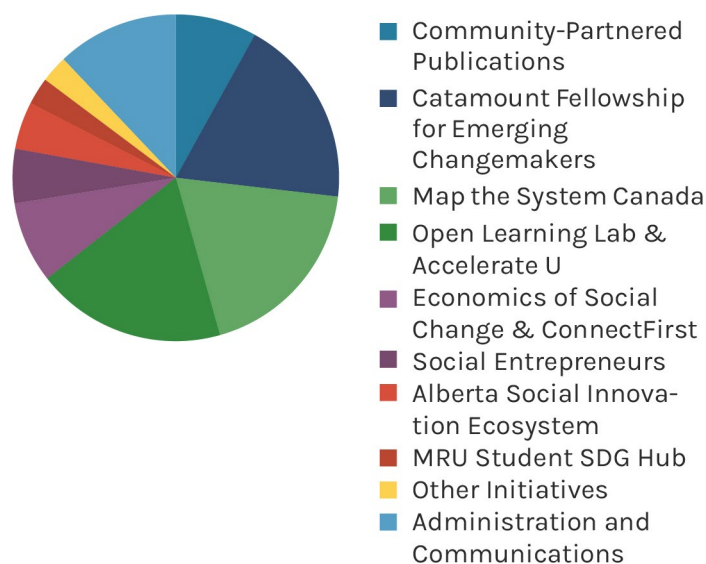
Revenue Source Mix - Institute for Community Prosperity

(April 1, 2022 - March 31, 2023)



Program Expense Allocation - Institute for Community Prosperity

(April 1, 2021 - March 31, 2023)



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 with an extraordinary suite of co-curricular and undergraduate research, scholarship and community co-led learning opportunities.



WILDE
INFORMATION DESIGN AGENCY

