

Calgary Foundation spring 2018

spur



Shared Insights

Using data to
empower
change-makers

Healthy Communities

Providing support to
those most in need

Creative Pursuits

Making art
for everyone

Starting Young

Kinga Nolan embraces
all facets of philanthropy



It will take more than a grant

RECENTLY, community foundation leaders from across North America met in Mexico City to come together in the belief that global cooperation and partnership will accelerate our progress.

Perhaps the greatest inspiration came from Emmett Carson, President and CEO of the Silicon Valley Community Foundation: "The problems we face in our communities, our society, our world, cannot be solved by a grant. It is only a change in the public will that will make a difference."

In our community, based on recent research and public consultation, we focus on five Vital Priorities. These are: reducing poverty, encouraging mental health, living

a creative life, strengthening relations with Indigenous communities, and pursuing a sustainable future.

In addition to making grants, the Calgary Foundation raises awareness, shares knowledge, convenes conversations and facilitates collaborations, all with a view to build the capacity of organizations who serve community.

In this issue of *spur* you will meet some of the volunteers and organizations who are working in each of these vital priority areas.

You will also meet a young donor who is following in her family's footsteps and caring about community.

From 360 degree grant-maker to 360 degree change-maker,

Calgary Foundation will continue to build a healthy community where everyone belongs.

Thank you Calgary, for your continued support and generosity. Together, we will make a difference! ■



Eva

Eva Friesen
President & CEO,
Calgary Foundation



Alan Moon
Capacity Building Award

In recognition of Alan Moon's visionary leadership and dedicated years of service at the Kahanoff Centre for Charitable Activities, the inaugural Alan Moon Capacity Building Award was recently presented to the Calgary Fetal Alcohol Network.

This \$10,000 award will be given biannually to an organization that embodies Alan's legacy as an innovative capacity builder.



We inspire philanthropy, support the charitable sector and build a permanent endowment to address the current and future needs of people in our community.

In the spirit of reconciliation, we acknowledge the traditional territories and oral practices of the Blackfoot Confederacy (Siksika, Piikani, and Kainai), the Tsuut'ina, the Stoney Nakoda First Nations, the Métis Nation (Region 3) and all people who make their homes in the Treaty 7 region of Southern Alberta.

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At the Old Trout Puppet Workshop, Peter Balkwill helps to unleash the imaginations of fellow artists.



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Siân Matthews at
Sidewalk Citizen Bakery,
inside East Village's
historic Simmons Building.

Good Governance

By Sean P. Young • Photography by Jared Sych

WITH HER WEALTH OF philanthropic, legal and management expertise, it would be tough to find someone better suited to working with Calgary Foundation than Siân Matthews—a board member with the Foundation since 2014.

Matthews also sits on the board of directors at Tricon Capital Group Inc., which manages a \$5.8 billion portfolio of residential real estate assets. She is a highly regarded and now-retired lawyer who spent more than three decades specializing in taxation, private client work and corporate

governance and has been included by her peers on the Best Lawyers in Canada and the Lexpert Leading Practitioners lists. Her impressive legal career is matched by her many volunteer efforts, which have helped shape Calgary's growth and identity.

"I am grateful that I have been able to be of service to many in our community, both professionally and in volunteer roles," Matthews says.

As a former director with Calgary Municipal Land Corporation (CMLC), Matthews committed nearly a decade of service (2006 to 2015) to CMLC's goal of transforming the city's East Village. From 2006 until 2013, in addition to serving as a director with the Heritage Park

Society, Matthews worked on the board of the Calgary Opera Association, helping to promote an art form she is passionate about.

"I was very happy to have been a director of a special organization that brings music and joy to our community," she says.

Matthews also served as a director of Canada Post Corporation for 10 years and just recently concluded a three-year stint as chairperson, in which she oversaw the organization's strategic initiatives.

She says her focus with Calgary Foundation boils down to three responsibilities: stewardship, strategy and accountability. She plans to strengthen those areas by overseeing the Foundation's governance practices and financials, as well as assisting with strategic direction and stakeholder engagement.

"Calgary Foundation is important to facilitate connections—between our community, donors who support our mission and organizations who serve the needs of our community," she says.

As with all her volunteer roles, Matthews feels that her work at the Foundation serves as its own reward. "I genuinely believe that the opportunity to be of service to others brings the greatest fulfillment," she says. ■

“I genuinely believe that the opportunity to be of service to others brings the greatest fulfillment.”

Above & Beyond

A photograph of two elderly men, Lou MacEachern and Don Thurston, sitting side-by-side on a dark grey, modern-style bench. They are both dressed in business suits. Lou MacEachern, on the left, is wearing a dark blue suit, a white shirt, and a striped tie. Don Thurston, on the right, is wearing a dark blue suit jacket over a light blue button-down shirt and grey trousers. They are both smiling slightly and looking towards the camera. The background shows a modern interior with glass railings and a staircase.

Lou MacEachern (left)
and Don Thurston (right)
at Calgary Foundation.

By Elizabeth Chorney-Booth • Photography by Jared Sych

As volunteers with Calgary Foundation, the contributions of Lou MacEachern and Don Thurston have been immense, but it's their decades of unwavering commitment to building a healthy community that have earned them the well-deserved title of Honorary Life Director.

Don Thurston

He didn't set out to get involved in philanthropy, but the idea of working with great people and gaining new experiences drew Don Thurston in. An engineer involved in financial management, Thurston began volunteering with Calgary Foundation in 2000, by lending his investment expertise to help expand its Funds. Eighteen years later, Thurston is still a volunteer.

"My own pattern has been not to intentionally embark on any philanthropy, but just let it naturally integrate into my life," he says.

From Honens International Piano Competition to the Canadian Association for Family Enterprise, Thurston has provided leadership on many boards.

But since its inception in 2011, serving as chair of the Daryl K. Seaman Canadian Hockey Fund Grant Advisory Committee is one of his most cherished roles. That Fund, administered by Calgary Foundation, provides grants to amateur hockey initiatives and sporting programs across Canada.

The late "Doc" Seaman, a legendary philanthropist and one of the original owners of the Calgary Flames, was a mentor to many, including Thurston.

"He was a very strong Canadian and had a monster belief in the country," Thurston says. "That attracted me to him—we're so dominated by [international] influences and often don't pay attention to what's going on here."

Inspired by Doc's legacy, six years ago Thurston joined the board of directors at Community Foundations of Canada—a national network for Canada's 191 community foundations. That experience has made Thurston look at the bigger picture of how foundations benefit Canadians—helping him understand different perspectives and connecting him with interesting people across Canada, and around the world.

"The people piece is really what I like," he says. "When you get involved with great people like Eva Friesen and others at Calgary Foundation, it's like being a student. It's like getting a post-graduate degree at no cost. I only hope that I can also make a modest contribution that helps."

Lou MacEachern

Despite a long career as a pillar in Calgary's business community as the former owner of Servpro, and his work with charitable organizations like the Rotary Club and Calgary Foundation, Lou MacEachern doesn't like to boast about his accomplishments. He has built a life around the core values of hard work, integrity and strength of character—all of which show up in his work as an unwavering ambassador for Calgary Foundation, dating back from when he first joined the Foundation's investment committee in 1994.

Growing up in rural Prince Edward Island, MacEachern left school in grade seven to work on his family

farm, but later revisited academics as an adult to get the commerce education he needed to run a business. Since then, education and self-improvement have been key areas of interest for MacEachern, who first moved to Calgary in 1952 and then returned in 1964 after going to university back in PEI. Among other initiatives, each year he awards a car to a hard-working student at Holland College in PEI (and \$1,000 prizes to four runners-up) to encourage students to push themselves further.

"My philanthropy is slanted toward education," MacEachern says. "I don't have a lot of time for people struggling who don't try. But when I find someone who is trying and working, I have time for them."

Part of what attracted MacEachern to Calgary Foundation is their ability to manage, invest and distribute funds in a way that makes sense from a business point of view. As a result, MacEachern has become an enthusiastic supporter of the Foundation and was a member of the board of directors from 1994 to 2002.

As a gift, MacEachern set up Funds at the Foundation in the names of people he respects, giving them the opportunity to choose charitable organizations to support annually.

"Community foundations are the most wonderful things that have ever happened," MacEachern says. "When monies have been well-managed and invested properly and given away, these foundations are just excellent." ■

Making an Impact

Kinga Nolan leads by example.

By Elizabeth Chorney-Booth • Photography by Jared Sych

SHE MAY BE JUST 18 YEARS OLD, but Kinga Nolan's concept of philanthropy and giving back to the community is well-ingrained in her world view. A science lover, Mayor's Council for Youth alumnus and passionate advocate for head injury awareness, Nolan is proof that millennials can be leaders in community engagement when given the right opportunities.

Nolan's drive toward community involvement stems from the influence of her parents, Bryce and Valerie, who set up a Fund with Calgary Foundation in 2001 and have used it to teach their children how endowed Funds can grow, and how philanthropy can make a truly significant impact. Nolan and her parents share a passion for conservation, and seeing her family's Fund benefitting various conservation initiatives has taught Nolan that any Calgarian can make a difference.

"The average person looks at a billionaire and feels like they can never emulate that philanthropic behaviour," Nolan says. "But the Calgary Foundation provides a vehicle for us to do this."

Nolan's parents taught her that philanthropy is about balancing four different pillars—volunteering, financial support, advocacy and non-profit management—all of which she applies through her community work. The advocacy piece has been particularly rewarding: after experiencing a concussion in her early teens, Nolan still manages the effects of her head injury. She has shared her story with government representatives, including a local MLA who helped initiate a motion that was passed in the

Alberta Legislature to recognize a provincial Concussion Awareness Day.

"I've learned about the increasing incidents of head injuries, especially among youth," she says. "I now advocate to federal and provincial governments for head injury awareness and support, and my actions have led to policy changes."

Unsurprisingly, Nolan is also an honour student, and her interest in philanthropy is shaping the path she's headed down as she pursues a post-secondary education. Her volunteerism with the Crowsnest Conservation Society, where she took on some fieldwork identifying a species-at-risk organism, sparked an interest in biological science. That, combined with her admiration of prominent philanthropist Seymour Schulich, led Nolan to apply for and eventually win an \$80,000 Schulich Leader Scholarship. This fall, Nolan will use that funding to begin a degree in the Faculty of Science at the University of Saskatchewan.

Nolan continues her philanthropic work and hopes other young people can look to her successes and also pursue community engagement in a well-rounded way—focusing on those four pillars that have been so valuable to her family's philanthropy.

"[I want to] encourage Calgarians to become involved in their community through non-profit organizations, as volunteer labour, funding, advocacy and management skills are required to successfully run them," Nolan says. "There is more to philanthropy than just [basic] volunteer work and people should seek to accomplish all four facets." ■



“The average person looks at a billionaire and feels like they can never emulate that philanthropic behaviour. But the Foundation provides a vehicle for us to do this.”

Inspiration Through Collaboration

By Jennifer Friesen • Photography by Jared Sych

Sherry Ferronato

For as long as she can remember, Sherry Ferronato has had a passion for helping others. As a young girl, she would make Christmas hampers for those in need and sell peanuts door-to-door to help raise money for the Calgary Lions Club's sight program.

"I've always been community-minded, and I feel very blessed as a human being," she says. "So I feel a responsibility to share my blessings and good fortune."

Ferronato, who has a background in social work, joined Calgary Foundation as a volunteer on the Children, Youth and Families Committee in 1999, and eventually became chair of the committee. Around that same time, she changed course in her professional career, starting her own business as a non-profit management consultant.

Innovation has always been one of Ferronato's aims, both in her business and her volunteer endeavours. She is constantly looking for new ways to invigorate the charitable sector, and she knew that Calgary Foundation shared this same goal. In 2015, she offered her skills as a consultant to assist the Foundation in creating a set of Vital Priorities that would help to refresh and sharpen its focus on the community's needs.

Ferronato spent seven months researching and meeting with community organizations and leaders in the non-profit sector to identify the five key issues the Foundation could help to positively impact by providing additional leadership, profile and resources. The resulting Vital Priorities—poverty reduction, Indigenous relations, mental health, creativity and environmental sustainability—are now the cornerstones around which the Foundation focuses much of its work.

Today, Ferronato volunteers with the Foundation's Grants Committee and says helping others is her "happy place." In all of her volunteer endeavours, she feels as though she gets back much more than she gives.

"To be able to contribute what I know in order to help strengthen charities and the community is something that is so very gratifying to me," she says.

“To be able to contribute what I know in order to help strengthen communities is so very gratifying to me.”





“In whatever fashion, I want to support the efforts of people making a difference.”

Hamish Kerfoot

Volunteering is in Hamish Kerfoot's blood. His great grandparents settled in the Grand Valley District northwest of Cochrane, Alta., in the 1880s to work as cattle ranchers. They were among the founding members of the Anglican church and the public school for the local community. His grandparents and parents then followed suit, helping to sustain both organizations over the decades.

"It's kind of congenital," Kerfoot says with a laugh. "It's just what we did. Service seems to be in the family genes."

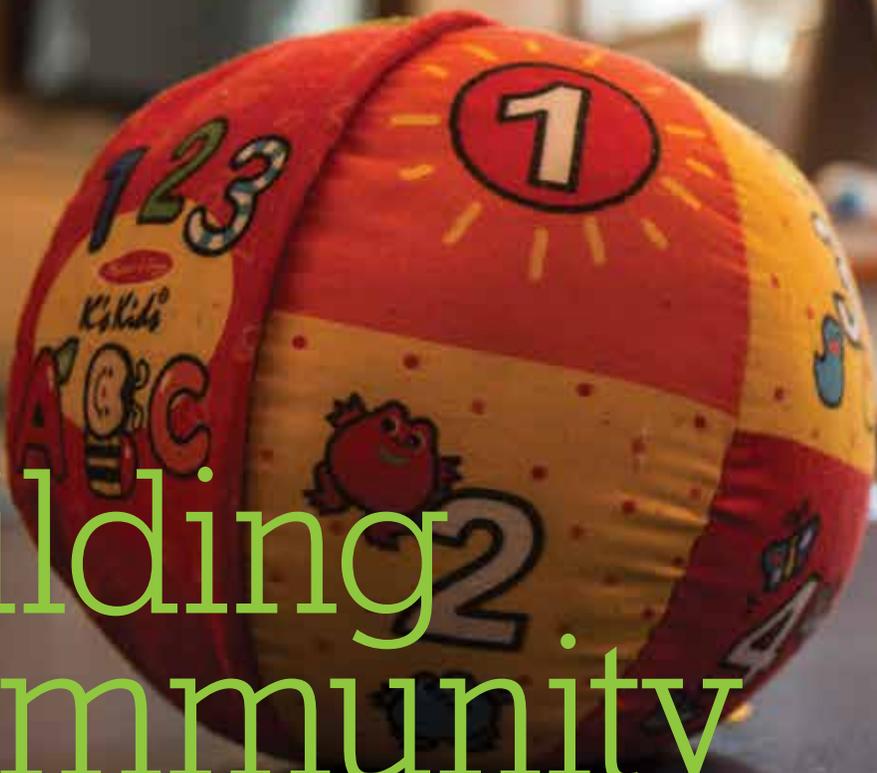
A fourth-generation rancher, Kerfoot has always been passionate about protecting the environment and helping his community. Nearly two decades ago, he became a

volunteer with Calgary Foundation and over the years has held different roles on both the Children, Youth and Families Committee and the Environment Committee, which is where he is focused these days. As a member of this team, he reviews funding proposals from local organizations twice a year. By asking questions, pressing for details and visiting the organizations, he helps the Foundation choose which environmentally focused projects to fund.

"In whatever fashion, I want to support the efforts of people making a difference. Whether it's citizen scientists, habitat or watershed protection," Kerfoot says. "I get to see a lot of these organizations pull together, putting their issues forward with a strong voice."

Kerfoot volunteered with Cochrane's Family and Community Support Services for years before joining Calgary Foundation, and he continues to mentor youth in the Rocky View School Division. Still, he says his love of volunteer work truly began to soar when he joined the Foundation. He is constantly inspired and surprised by the community grant proposals that pass through his hands.

"Every single cycle, there's something that leaps out," Kerfoot says. "It's not just the projects, but the people who want to do them. These people are very committed, so it's wonderful to work with them and help them. It's almost like hooking a fish. It's exciting." ■

A colorful ball with numbers and letters in a classroom setting. The ball is primarily red and yellow, with sections of orange and white. It features the numbers '1', '2', and '3' in various colors and styles. There are also letters 'A', 'B', and 'C' and a cartoon character. The background is a blurred classroom with a whiteboard and windows.

Building Community Well-Being

By Christina Frangou

In a city where population growth has outpaced much of Canada's over the last decade, Calgary's diverse needs are being met by a variety of unique initiatives that build community health, including these two projects supported by Calgary Foundation.



The Calgary Women's
Emergency Shelter.

Reducing Risks of Violence

The Calgary Women's Emergency Shelter has taken a new approach toward responding to and reducing the risk of men turning to violence and abuse in the long term.

Begun in 1973 as a small, volunteer-run shelter for women and families, the organization has expanded its reach to include a 24-hour family violence helpline, child and adolescent services, a community services program, support for women navigating the legal system and a men's counselling service.

Even so, the services it offers can't keep up with the city's growing need. In 2016-17, shelters in Calgary turned away 5,408 women and children due to lack of capacity, according to Calgary Foundation's Vital Signs report.

In response to increasing demand, the Calgary Women's Emergency Shelter recently redesigned its programs for the perpetrators of family violence based on new theories of masculinity and fatherhood. When men work with the agency, interventions now often target their role as fathers and focus on the welfare of their children—rather than simply holding men accountable for their violence.

"It's a pretty mind-blowing and different way of thinking," says Kim Ruse, executive director of the agency.

Research shows that if men are engaged in nurturing roles with their kids, it helps challenge traditional ideas of masculinity. Men may become more able

to express emotions and experience empathy, and less apt to turn to violence.

These approaches do not apply to all men, but do help some, says Ruse.

The traditional approach in domestic violence services is to focus on perpetrator and victim. It is based on a long-standing belief that family violence is best resolved when women leave partners who are violent and abusive.

But the reality is often more complex, says Ruse. Children, finances and cultural connections bind partners together in ways that can make permanent separations and communication cut-offs difficult.

"We're seeing families choose to stay together or seek safety while they work through their issues without coming into a shelter setting. And we're also seeing fathers showing concern for the care of their children. So that led to this exploration about how we can support that differently in our work."

The Calgary Women's Emergency Shelter works with men to help them develop the skills required for healthy relationships, often beginning with their kids. "For example, when a mother and her children enter a shelter, staff will reach out to fathers if safety permits and involve them in planning for their children," says Ruse. At that point, there is also an opportunity to engage men in their own counselling.

"It's a subtle difference. It's still holding them accountable. We're still engaging them to change, but we're doing it from a different angle," says Ruse.



Building Places for Everyone



ast January, the largest YMCA facility in the world opened in Calgary's northwest.

At 284,000 square feet, the Shane Homes YMCA at Rocky Ridge boasts three gymnasiums and two ice rinks, along with pools, fitness studios and a running track. It's also home to several amenities for arts recreation—a 250-seat theatre, art-making spaces,

a gallery, and the city's first express library with 4,000 books for kids and 2,500 adult books.

"There's a large population of people who live in the northwest of the city who now have access to something they've needed for a long time," says Shannon Doram, president and CEO of YMCA Calgary.

This is the second of three new YMCA-run recreation centres to be completed across Calgary based on



284,000
 Square footage of the Shane Homes YMCA at Rocky Ridge.

12,800
 Record-breaking number of memberships sold in first few months.

\$447M
 Amount the City of Calgary contributed to build three new YMCA facilities in our city.

a 2010 city assessment that showed recreational services needed in certain areas. A new facility in the Quarry Park area of the city's southeast opened in 2016, and another is due to open in the southeast in 2019.

These facilities offer people more than just a place to recreate and improve physical fitness.

"For people to be truly healthy, they need a strong social network," says Doram. "They need friends and

family who care about them. They need safe spaces to be active, and that's what drives our work and what frames how we respond to the communities that we serve."

Calgary YMCAs host about two million visits per year.

The YMCA does not turn people away if they cannot afford the fees. Instead, fees are adjusted according to a person's ability to pay. "We want people to have access," says Doram.

Construction on the Shane Homes YMCA at Rocky Ridge began in 2014. The massive structure sits in a natural park with views of the city and mountains, and it was designed to complement the surrounding landscape.

The City owns the building and provided the land and funding to construct the \$192 million facility, operated by YMCA Calgary. In order to bring all three of the new YMCA facilities to life, Calgary Foundation,

through its Major & Signature Grants Program, contributed \$2 million to the YMCA's Power of Potential campaign.

The Shane Homes YMCA won't hold its title as world's largest for very long. That claim will pass to the Seton YMCA in the city's southeast, scheduled to open in 2019.

"I'm really excited about what the new wellness and recreation opportunities are going to mean for Calgaryans," says Doram. ■



“For people to be truly happy, they need a strong social network ... and safe spaces to be active.”

—Shannon Doram

Inside the spacious atrium of the new Shane Homes YMCA in Rocky Ridge.



Serene wetlands surround the facility.



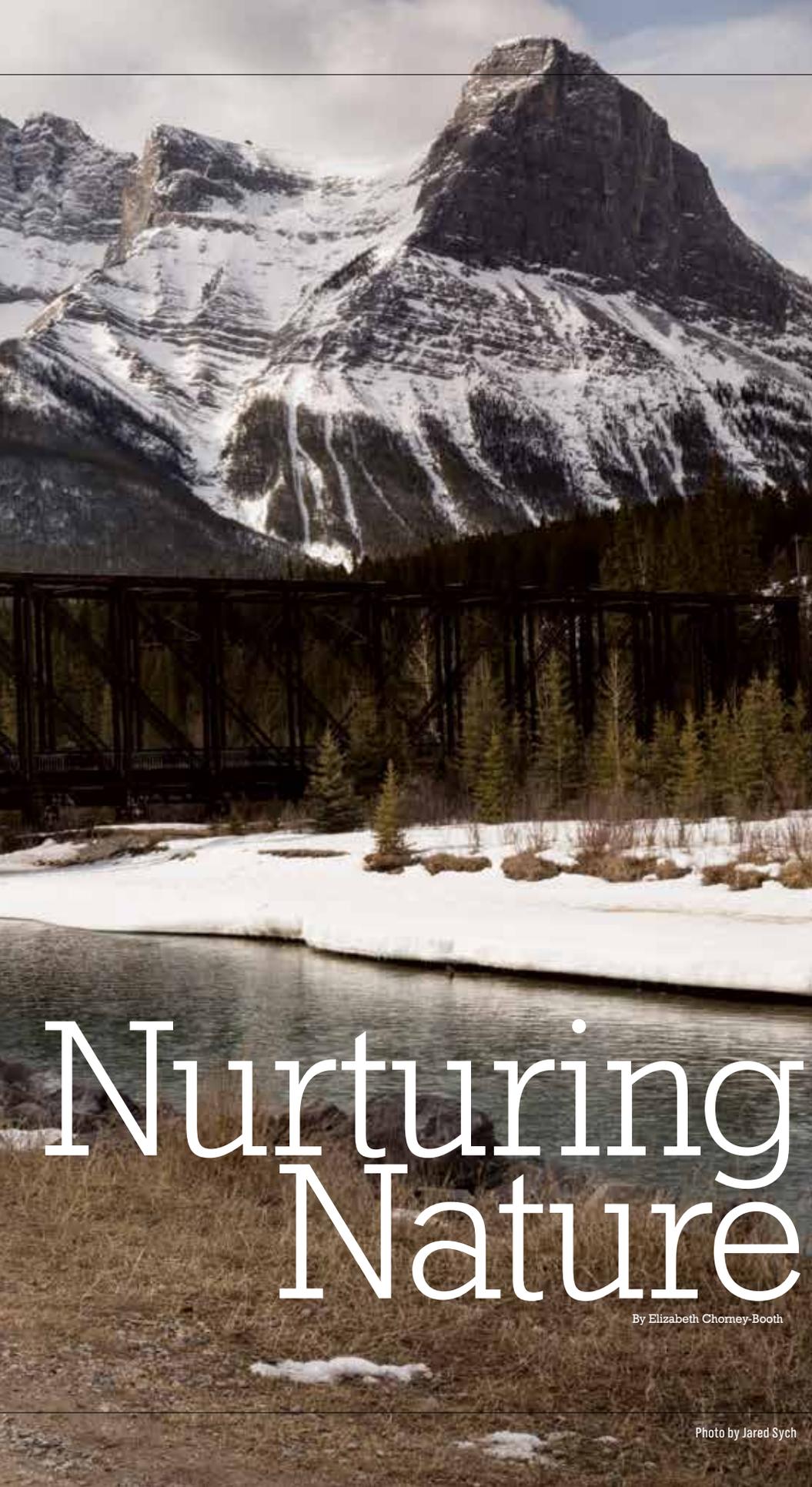
The light-filled entrance welcomes members and visitors.



An eight-lane pool accommodates all levels of swimmers.



Lauren Hudspith takes a walk in Canmore with her dog, Shadow, the second pet she has adopted through the Bow Valley SPCA.



Nurturing Nature

By Elizabeth Chorney-Booth

The following projects, supported by Calgary Foundation, embrace sustainability from different angles, but both take an admirable, grassroots approach, proving that small-scale initiatives can make a big difference when it comes to caring for our planet and the creatures who inhabit it.

Improving Animal Welfare



When Lauren Hudspith started volunteering at the Bow Valley Society for the Prevention of Cruelty to Animals (BVSPCA) shortly after it opened 10 years ago, she was a cat owner. But, after a beautiful white dog named Kayla snuggled up to her while she was visiting the shelter, she fell in love. Hudspith, who is now the president of BVSPCA's board of directors, was compelled to adopt Kayla, who had been surrendered to the shelter by a family who no longer had room for her.

"I'd never had a dog before, but she came into a room, sat on my feet and looked at me and that was it," Hudspith says. "She was a dream dog, very relaxed and very laid back."

To date, the BVSPCA has adopted out nearly 1,000 cats and close to 500 dogs. A rare no-kill and no-cage shelter, the facility does not euthanize any animals (unless the situation is completely unavoidable) and lets them roam in rooms within its Canmore building and green space rather than restricting them to kennels. These policies have earned the BVSPCA fans beyond its catchment in the Bow Valley, often attracting pet-lovers from Calgary and area who would rather surrender to or



>>

adopt from a no-kill facility.

Nature-lovers and environmentalists tend to prefer no-kill and no-cage policies because they place greater value on animals' lives. The BVSPCA extends this sentiment globally by taking in rescue dogs from as far away as Thailand, where there is a significant overpopulation of stray dogs.

Since the BVSPCA is a bit of a trek for some clients, it's essential that the organization have a well-functioning website to update potential adoptive families on available animals.

In 2011, Calgary Foundation

gave the BVSPCA a grant to create a user-friendly website that could easily be updated by staff and board members. Last year, the organization received a second grant to update the site and make it responsive on mobile devices.

"In a month, we might get only 150 people coming into the building looking for animals, whereas our website gets approximately 3,500 visits a month," says Joseph Potts, chair of fund development on the BVSPCA board of directors. "People mostly come to the site to look for dogs and cats, but



Joseph Potts, and a couple of furry friends, inside the BVSPCA.



Dooby

Status: Available
Species: Dog
Sex: Male
Age: Approx 9 Years
Breed: Thai mix
Colour: White

Dooby is a sweet old soul who has had a hard time. He lived most of his life on the streets of Thailand, fending for himself, and probably faced more challenges than we can imagine. He was rescued by a wonderful organization called Soi Dogs. He has been adopted out a couple of times, and both times the adopters were heartbroken when they had to bring him back.

[MORE INFORMATION](#)



Piper

Status: Available
Species: Cat
Sex: Female
Age: Approx. 4 years
Breed: Domestic Short Hair
Colour: white with black spots

Pretty little Piper was transferred to us from Taber, AB and has been at our shelter for almost two years now making her our longest resident cat! She is a shy little girl who looks at the world with wide eyed wonder! She likes her space and enjoys her own company and would do best in a home where she is the only cat. Once she gets comfortable with you she loves to come up for visits and enjoys her head scratches. She is one beautiful, special cat and once you understand her boundaries she will be your friend for life.

[MORE INFORMATION](#)



WEBSITE VISITS/MONTH

we also want to tell them about who we are, and how to get involved in programs we run."

The new BVSPCA site was also created with open-source software, meaning that the platform is available for other users to build their own website. This allows similar Humane Societies in other regions to create their own sites without having to start from scratch.

For Hudspith, who has adopted a second dog from the BVSPCA (Kayla passed away

last year), the site allows other people to have the same rewarding experience that she's had with her pets. The more exposure the BVSPCA gets, the more likely others will find the dog or cat meant for them.

"Our last website was not mobile-friendly, which put us behind so many other shelters," she says. "People could find us, but they couldn't really see what they needed to see. It's all about the visual now. The pictures of dogs and cats are what grab people."

Creating Climate Leaders

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Corey Dekker has spent the last decade building a career in federal

public services, specializing in policy relating to environmental and natural resource development, as well as how those sectors affect Indigenous communities. As he continued to grow in his work, Dekker became increasingly interested in bettering his knowledge around the science and policy issues surrounding climate change, and in 2015, he jumped on an opportunity that came his way.

Dekker signed up for the Alberta Climate Leadership Program (CLP), a series of workshops offered by Next Up, a project started by the Global Youth Education Network Society, which specializes in fostering young leaders in the areas of environmentalism and social justice. Next Up has long offered programs and workshops for budding leaders between the ages of 18 and 32, but the organization wanted to develop a more focused and shorter set of sessions for more seasoned participants.

"We wanted to be working with people who may still be emerging in their leadership skills but were established in their careers or communities," says Mike Byerley, the coordinator of Next Up Calgary. "The idea is that they'd have an understanding of their sectors and would be able to identify and find supporters before

Corey Dekker (right) and other young professionals gained inspiration, ideas and practical advice for combatting climate change through sessions offered by the Alberta Climate Leadership Program.



putting together projects."

The pilot run of the CLP brought together 26 individuals from across Alberta who convened over five weekends to meet with and learn from policy-makers and climate change experts while also bouncing ideas off each other. Participants included Indigenous and other community leaders as well as professionals in education, energy and labour sectors.

Part of CLP's goal was for each participant to develop a personal project to help combat climate change. Projects included things like waste diversion programs, a geothermal policy paper that was adopted by the federal Liberal party and workplace awareness campaigns. For his part, Dekker developed a free online consulting service called Green Social License that helps renewable energy

“One of the best things about the Climate Leadership Program is that it was really action-oriented.”

—Corey Dekker

startups identify stakeholders (such as Indigenous groups, community associations and local politicians) who may be affected by the startups' projects. The companies can then engage with those stakeholders so that their projects can go forth without negatively impacting the communities around it.

"One of the best things about [CLP] is that it was really action-oriented," Dekker says. "They said, 'Come and spend a bunch of time with us and we'll equip you with knowledge, skills and a network,' but the expectation is that you have to do something with that."

With the help of funding from Calgary Foundation, Next Up is bringing CLP back for at least three more years. The next session starts this spring, giving new groups of leaders a chance to make an impact.

"We're talking about the biggest issue that is facing our species, so you wonder how a small group of people can even make a dent," Dekker says. "The advice at CLP was to start small and don't try to take on too much. I was able to create a scope of work for myself where I could develop it, build the website and just go from there." ■

Artistic Practice

By Julia Williams

Whether they're crafting puppets in The Old Trout Puppet Workshop or creating public art works with Antyx Community Arts, these artists, with the support of Calgary Foundation, are accessing resources that will help them advance—and take the city's artistic community forward with them.

A Puppetry Apprenticeship

Tucked in the corner of a southeast Calgary warehouse parking lot is a building that houses one of Canada's most influential theatre companies: The Old Trout Puppet Workshop. On the shelves of the

workshop are oddities, retired pieces from past shows and props for new ones, including a Rubbermaid bin full of sculpted rabbit heads.

In the fall of 2017, six apprentices came to this space to learn the art and craft of building puppets as part of the Builder-Apprenticeship Program in Puppet Theatre.

Peter Balkwill, co-founder and co-artistic director of the Old Trouts, says the program was designed to be a classic artist apprenticeship based on doing and building, rather than a classroom structure.

"It was a 'get pushed into the fire and learn



Peter Balkwill
with apprentice
Katie Green.

to dance around the flames situation," Balkwill says with a laugh.

More than 30 artists from Canada, the United States and Australia applied to the program, but the six who made the cut were all Canadian—five from Alberta and one from Ontario. All six apprentices are

practicing artists (five are graduates of post-secondary theatre and/or arts programs and one is self-taught). Four of the apprentices committed to the workshop full-time for eight weeks, and the other two worked part-time for four weeks; many put in voluntary overtime. The apprentices

created puppets, set pieces and costumes for Old Trout's newest show, *Jabberwocky*, working to solve creative and mechanical challenges along the way.

These challenges are considerable. Because puppets must perform specific, intricate activities performance after



>> performance, they must be resilient and purpose-built. Balkwill shows off a sturdy apprentice-made easel that converts into a table; he says it will likely have to be rebuilt more than once to withstand the rigours of touring. In fact, many of the pieces the apprentices made won't survive show rehearsals; they'll need modifying and rebuilding.

According to Balkwill, the building, testing, discarding and re-thinking process can be frustrating, but it makes for a vibrant learning environment—and it produces something special. "You've got a puppet at the end of it. It's sculpture," Balkwill says.

The founders of The Old Trout Puppet Workshop famously isolated themselves in a southern Alberta ranch to learn the craft 20 years ago.

"In a weird way, we apprenticed ourselves," Balkwill says. He would have welcomed the opportunity to participate in a formal puppet-builder apprenticeship, but none were offered in Alberta in the 1990s. Now,

he's taken the principles the Old Trouts developed at the ranch—the pursuit of excellence and a culture of encouragement—and applied them to the Builder-Apprenticeship Program.

Balkwill says the troupe chose apprentices with an existing artistic foundation, people who were "almost there" artistically but needed practical skills and inspiration to push them into the world of puppetry.

Part of the mandate of the Old Trouts is to encourage and foster puppetry art, and to broaden the community of builders. Balkwill says there are very few skilled puppetry builders in English Canada who have the time to teach their skills to apprentices. He hopes the Old Trout builder apprentices will go on to join small puppetry companies and expand the art form in Canada. Most of all, Balkwill wants to see the great shows they will create.

"The more people there are doing it, the more exciting the work that emerges," he says.



Apprentice Katie Green works on the set for *Jabberwocky*.

>> Making Art Public

By Jennifer Dorozio

W

hat role can teenagers play in the creative life of their own neighbourhoods? How can creating art

together build a sense of belonging and being able to make a difference?

For 17-year-old Hiba Mahmoud, a volunteer member of a creative arts team facilitated by Antyx Community Arts in partnership with Aspen Youth Matters, making art is a chance to directly improve the quality of life in her northeast neighbourhood. Youth Arts Action - Team North (as the team is known due to its focus on communities in northeast Calgary), has recently created *Pillars of Humanity*, the largest art installation the area's local recreation centre has ever seen.

"The northeast area has very little art," says Mahmoud. "This project is a way to make this area and the Genesis Centre more lively and colourful."

"Being part of a big project like this is actually an amazing experience because we're young people," says 16-year-old Team North member Naira Bahrami. "And there's that [fulfilling] feeling of bringing awareness to important topics that matter to us, such as mental health and diversity."

Pillars of Humanity is intended to spark conversation about some of the social issues Calgary youth care about most, as well as what young artists can achieve, explains Alia Shahab, one of the two Team North arts facilitators on staff with Antyx, an organization created eight years ago to engage young people in creating artworks within their communities.

Completed in April, *Pillars of Humanity* consists of four distinct, three-dimensional art pieces suspended inside each of the four glass towers of the Genesis Centre. Each piece, constructed by the 15 members of Team North,



is inspired by one of the four seasons and a social theme.

"The team narrowed [the project] down into four things they wanted to talk about through their four sculptures," Shahab says. The "Spring" tower has spiralling cherry blossoms, signifying mental health awareness; "Summer" is a chandelier made of kites, to represent believing in dreams; "Fall" is a woven globe to highlight diversity; and "Winter" is a series of origami shapes to show the importance of perseverance and providing aid.

"We really focus on engaging and encouraging youth, especially those who don't have a lot of opportunities to come

and be a part of community arts projects," says Richard Campbell, executive artistic director at Antyx Community Arts.

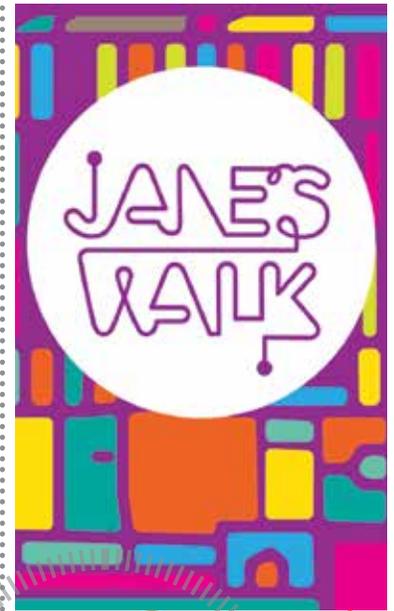
Every week, Antyx hosts two Youth Arts Action groups to bring young people together to talk about art and community issues. "Team South" (students from Forest Lawn) meets at Father Lacombe High School and "Team North" (students from north of McKnight) meets at the Genesis Centre.

This past winter, the youth of Team North and their Antyx and Aspen staff supporters applied for and received a Neighbour Grant from Calgary Foundation to support their ambitious *Pillars of Humanity* installation.



Members of Youth Arts Action -Team North building their *Pillars of Humanity* installation.

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10-MINUTE Plays

IN ADDITION to offering dozens of free, locally-led walking tours inspired by urban activist Jane Jacobs, this year's Jane's Walk also presented free plays on Calgary's historic Stephen Avenue earlier this spring.

From an open invitation to all local theatre companies, Theatre Junction GRAND and Alberta Theatre Projects selected six groups to perform a 10-minute play that was inspired by the history of Calgary's downtown.

From *God is a Magpie* to *Booze and Brothels: Vice in 1907 Calgary*, the 10-minute plays will also be performed as part of Downtown Calgary's summer programming. ■

and post-secondary graduates with ASD gain meaningful employment experience, as well as training in developing interview and job skills.

"The groups we were really targeting with the program were kids who don't have access to other types of funding [after schooling ends]," says Treena Gower Foster, program manager for adolescent and adult services at the Society for Treatment of Autism. "They really tend to fall through the cracks."

Gower Foster and her staff identified 75 such participants with ASD for the program and, with the help of workplace and community partners, set up volunteer and work experiences for each of them.

"The support we received from Calgary Foundation allowed us to target a specific group that really has no reason for [being unable to find] employment, except for the fact that no one has the capacity or funding to be able to help them," says Gower Foster.

She and her team worked with each participant's unique set of needs. For example, some needed to polish their interview skills, while others required help developing good workplace habits.

One 18-year-old participant had plenty of enthusiasm, but was experiencing barriers to entry-level employment because of some of his behaviours related to his ASD diagnosis. Previously, he had been en-

“The support we received from Calgary Foundation allowed us to target [and help] a specific group.”

—Treena Gower Foster

rolled in a specialized classroom and had the help of aides and teachers, but after graduating high school, he faced the task of job-hunting with limited support.

Through the program, this individual was able to get volunteer experience working as a custodian and, when the opportunity arose, apply that experience in a cleaning staff position at a local gym.

"It is something that couldn't have been imagined for him two years ago because of where he was at behaviourally and the level of support he needed," says Gower Foster. "Now he's thrilled with a job at a gym."

Looking ahead, the STA plans to put in place similar (but more permanent) services in which individuals with ASD can continue to receive this kind of support, says Kimberley Ward, director of treatment services at the STA.

"Our hope in the end is that we have a seamless suite of programs, so that if someone were to call us, we would have something to get them on their way in terms of employment," says Ward.

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Insight Through Info Sharing

PolicyWise For Children & Families—a non-profit group focused on mobilizing evidence to inform and improve policy and practice related to community well-being—believes that organizations can use their existing data to transform their procedures.

That is why, since 2003, PolicyWise, in partnership with various government ministries, has financed and overseen large-scale research projects aimed at synthesizing data from charity and non-profit agencies.

"We've funded and conducted research and evaluations for projects to support better understanding of the factors that influence well-being, and to come up with strategies for improving it," says Cathie Scott, chief knowledge and policy officer at PolicyWise.

In partnership with the Centre for Child Well-Being at Mount Royal University, PolicyWise is currently wrapping up an initiative called the Calgary Thrives/SAGE Collaborative Data Partnership, which examines indicators of poverty. Funded by Calgary Foundation and begun in the fall of 2016, the initiative is collecting data from six Calgary non-profits—CUPS, the Calgary

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Food Bank, the Calgary Counselling Centre, Families Matter, the SouthWest Communities Resource Centre and the Sunrise Community Link Resource Centre—with the aim of helping these groups share information, learn from each other and create a more effective care system network in Calgary.

“We want to work together, using that data as a common language of collaboration, and figure out something new that [these organizations] can use in their daily practices, either in changing policy or practice,” says Jason Lau, director of data operations at PolicyWise.

The project will end this June, but the PolicyWise team is already excited about the conversations that have started between the six organizations with regard to improving how their data is handled.

Lau says that barriers can exist when extracting and sharing information from aid organizations. Often, these organizations are more service-focused and may not have the time or resources to go beyond primary uses of their data into deeper analysis. In addition, the information they do keep is sometimes sensitive in nature, and, as a result, these groups tend to keep their data siloed.

PolicyWise is working to overcome these barriers

and teach the group of six the benefits of collecting and sharing data more intentionally, as well as the legal and ethical ins-and-outs. For instance, by sharing their data, the organizations can identify overlap of who uses which social services and what services are most used—important factors that

“We want to work together, using that data as a common language of collaboration.”

—Jason Lau

may help the sector optimize service provision between funder and provider.

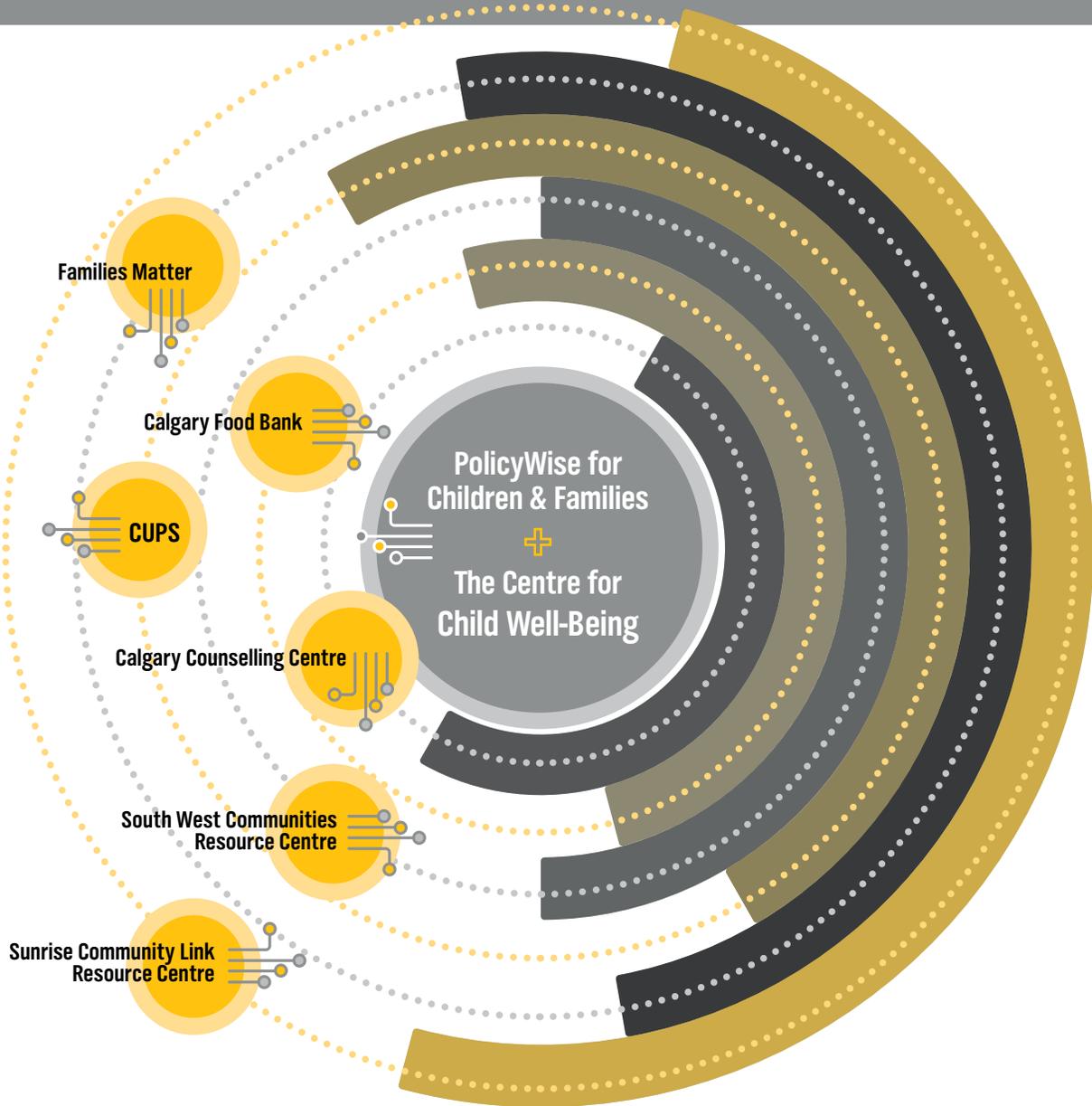
Lau acknowledges there is still a lot of work to do, but

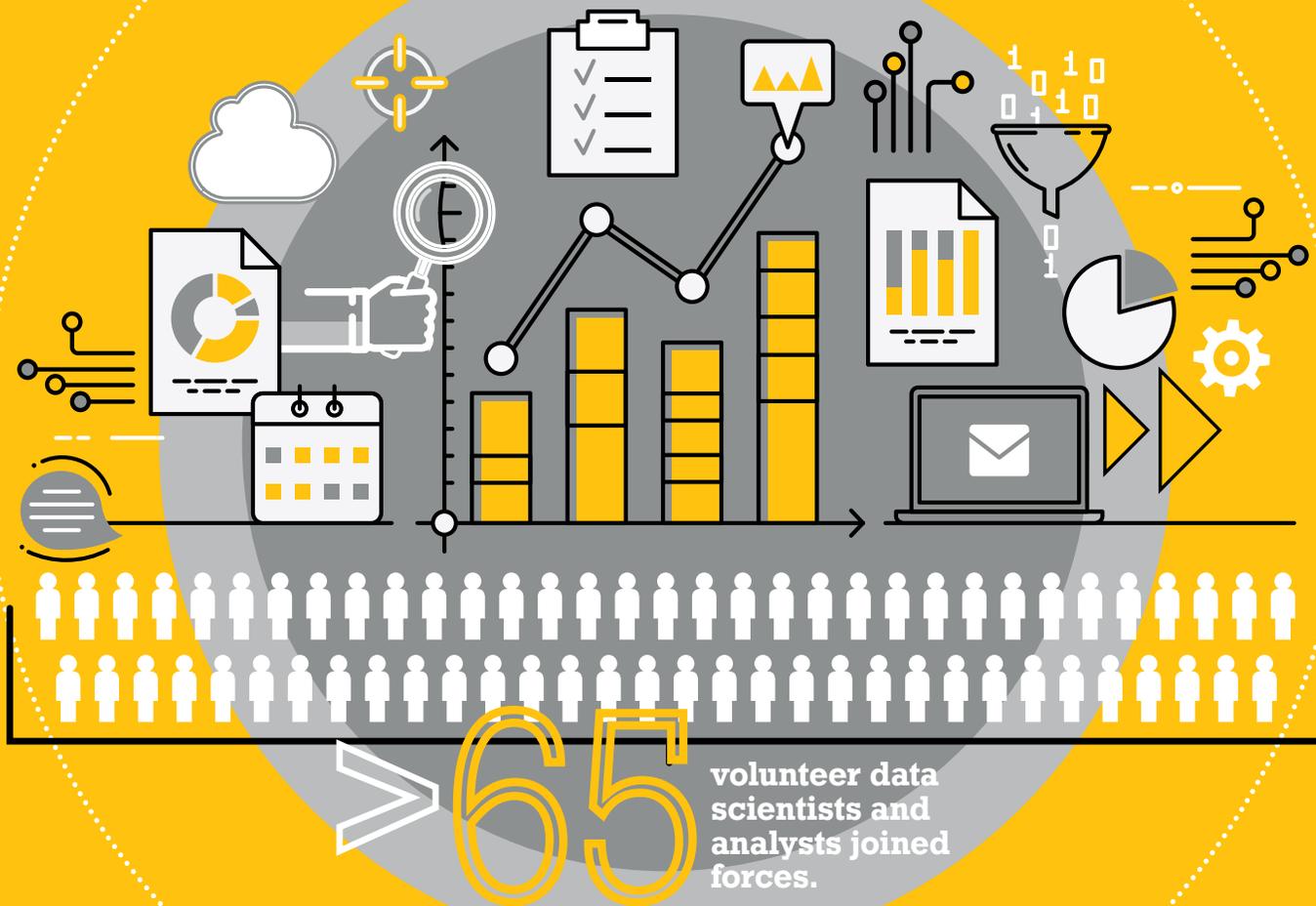
says this project has made significant strides in demonstrating the importance of record-keeping and the potential of integrated services to its participants.

Robert Perry, senior director of strategic initiatives at CUPS (an organization dedicated to helping Calgarians overcome poverty) agrees.

Perry says the PolicyWise data collaboration was invaluable to getting CUPS’ data sorted, categorized and extracted, and he is optimistic about what using this data collaboratively could lead to.

“The data is just going to be one tiny part of what we do. It’s just the beginning,” he says.





Data for Good

>> **LAST NOVEMBER,** more than 65 volunteer data scientists and analysts joined forces with Calgary Foundation and the Edmonton Community Foundation to collaborate on a DataThon event. Over the course of three days, five years' worth

of granting data—as well as a variety of community, government and social services referral data—was examined by these volunteers in order to show both foundations how their data could be used to better inform future funding decisions and processes.

The volunteers from the Calgary chapter of Data For Good—a national non-profit whose aim is to help social organizations solve issues using data—concluded the event by providing results to the two foundations in the form of compelling visual data, including graphs and charts.

“We combine different data that’s never been looked at [in unison] before, and by

doing that, we can really help to see patterns that provide insight,” says Geoff Zakaib, director of Data for Good. Examples of such patterns could include overlap in grants or private funder donations.

“When you get external eyes looking in, it always yields new and exciting results,” says Matthew Blough, a grants impact associate for Calgary Foundation. “[We learned] we need to be more intentional and consistent about how we’re coding and entering our data, and what we want to get out of it.” ■

Overcoming Challenges

Sometimes individuals facing hardship or unfamiliar challenges need specialized help to make it over life's hurdles. With support from Calgary Foundation, the Calgary Immigrant Educational Society and the Canadian Child Abuse Association are providing assistance.

By Elizabeth Chorney-Booth



A recent outing with the Calgary Immigrant Educational Society.

Emotional Wellness for Newcomers

Moving to a new country can be stressful—many newcomers to Calgary have to deal with the pressures that come from learning a new language, navigating unfamiliar city services, dealing with harsh weather and finding a job and a place to live. Settling in can be hard for those who chose to make a new life in Canada, so imagine the anxiety that refugees who have been forced to leave their homes overseas must experience.

The Calgary Immigrant Educational Society (CIES) was founded 30 years ago to provide tools to newcomers as well as low-income Calgarians to assist them in settling in or finding employment in Canada. The organization provides language, employment and settlement training to 1,200 clients in two Calgary locations every day.

In recent years, the CIES also started directing newcomers who are struggling with mental and emotional wellness issues to various mental health services on an informal

basis, but last year, partially in response to the influx of refugees hailing from Syria, it formalized its much-needed Refugees and Newcomers Emotional Wellness (ReNEW) program, with fund-

ing from Calgary Foundation.

"A big portion of the clients we serve are refugees," CIES CEO Sally Zhao says. "Even just in language and employment programs, about 36 per cent of our clients are refugees. We know that in addition to the language barriers there are other barriers because they come from war zone areas. When it comes to

mental health, many of us need some help, but when it comes to this population, the help can be critical for them."

Clients needing assistance can meet with CIES's dedicated in-house ReNEW counsellor, who is fluent in Arabic, or one of her volunteer assistants who can serve clients in a number of different languages if necessary. After a friendly conversation, the counsellor may refer the person to services ranging from settlement classes offered by CIES to therapy sessions at Distress Centre Calgary or even into hospital care, depending on the complexity of their needs.

"Our counsellor is offered up as someone who is trustworthy and approachable that clients can chat with," says Cesar Suva, CIES' program development manager. "They chat about whatever they'd like to talk about, and whatever concerns and issues they have often come out. Often it's just run-of-the-mill culture-shock issues, but frequently, more serious things are addressed, and it opens the door for that."

Suva says that with so many "good news" stories about the successes of refugees and other newcomers in the media, it's easy to forget that it takes time for many to acclimatize to Calgary and gain the emotional well-being needed to make those steps to learn the language, find a job and feel at home in the city. With the first year after arrival being the most critical time in any newcomer's re-settlement process, Suva is proud to be able to offer referral services that go beyond the basic needs for housing and employment.

"Often we see the end results, which are frequently positive, and we emphasize those positive stories because it's inspiring to see [newcomers] succeed," he says. "But really, the steps to that success involve working through many of the ordeals they've had to go through."

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Preparing Kids for Court

When Theresa* was told she'd have to bring her 13-year-old son to a Calgary courtroom to testify after he'd witnessed an episode of violence, she was overcome with worry. Not only did he have lingering distress stemming from the incident, but neither mother nor child had ever been in a courtroom before. For Theresa, the thought of her boy having to face cross-examination was almost too much to bear. Thankfully, her son was able to use the Canadian Child Abuse Association's (CCAA) court preparation services to help him feel as comfortable as possible throughout the proceedings.

The CCAA has been helping child victims and witnesses of both sexual and physical abuse to prepare for court appearances since 1992. Over the course of two sessions, CCAA staff give participants a tour of the courtroom, explain court protocols and the various roles of the people in the courtroom, and teach children anxiety management strategies. Upon request, CCAA will also provide volunteers to accompany a child to court and offer support on the day of their appearance.

"I could not imagine my son going through testifying and having to relive that traumatic situation again, in front of others," Theresa says. "But the ladies [from CCAA] were there for him. It was something I really appreciated. They made sure he was comfortable, and that he was okay even after he testified."

“When it comes to mental health, many of us need some help, but when it comes to our refugee population, the help can be critical.” —Sally Zhao

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Kathlynn Funfer (left) and Heather Anderson (right) are court support advocates with the Canadian Child Abuse Association. They are posing here with Hawk, a long-serving police trauma dog.



Thanks to the help of a recent Calgary Foundation grant, the CCAA was not only able to do some strategic board development work and improvements to its online training tools, but it also produced a professional-grade

video to help kids prepare themselves for cross-examination when in court.

Neither the video nor CCAA staff delve into specifics of any case, as this could result in potentially leading testimony or contaminating evidence.

Instead, both the staff and the video serve to teach children how to understand and respond to language used in court. Since complex and sometimes misleading questions tend to be asked during cross-examination, the video

“The ladies from the CCAA were a great support system and they really boosted our spirits.”

—Theresa

uses re-enactments based on real court transcripts to coach kids on how to break down questions, stop and ask for clarification and to effectively elaborate when a question demands more than a yes or no answer.

“Justice is not served if kids don’t really understand the questions that are being asked. Justice is not served if they are guessing,” says Dr. John Pearce, the chairperson of CCAA’s board of directors. “We’re not talking about hanging alleged perpetrators out to dry—we’re really trying to ensure that justice is served in a fair and objective way, while also helping children and their families get through this process.”

Theresa was certainly appreciative of how the video prepared and bolstered her son in ways that she could not.

“We had no idea what we were going into. Until the ladies explained it to him and showed him the video, we didn’t know what was going to happen,” she says.

While the court process was still extremely stressful for both of them, she says that CCAA’s services (along with the companionship of the Calgary courts’ trauma dog) got him through his day in court without further trauma and helped him feel confident that he was giving clear evidence to the best of his abilities.

“The ladies from the CCAA were a great support system and they really boosted our spirits. Without them being there, I don’t think I could have gone through it.” ■

**Theresa’s name has been changed to protect her anonymity.*

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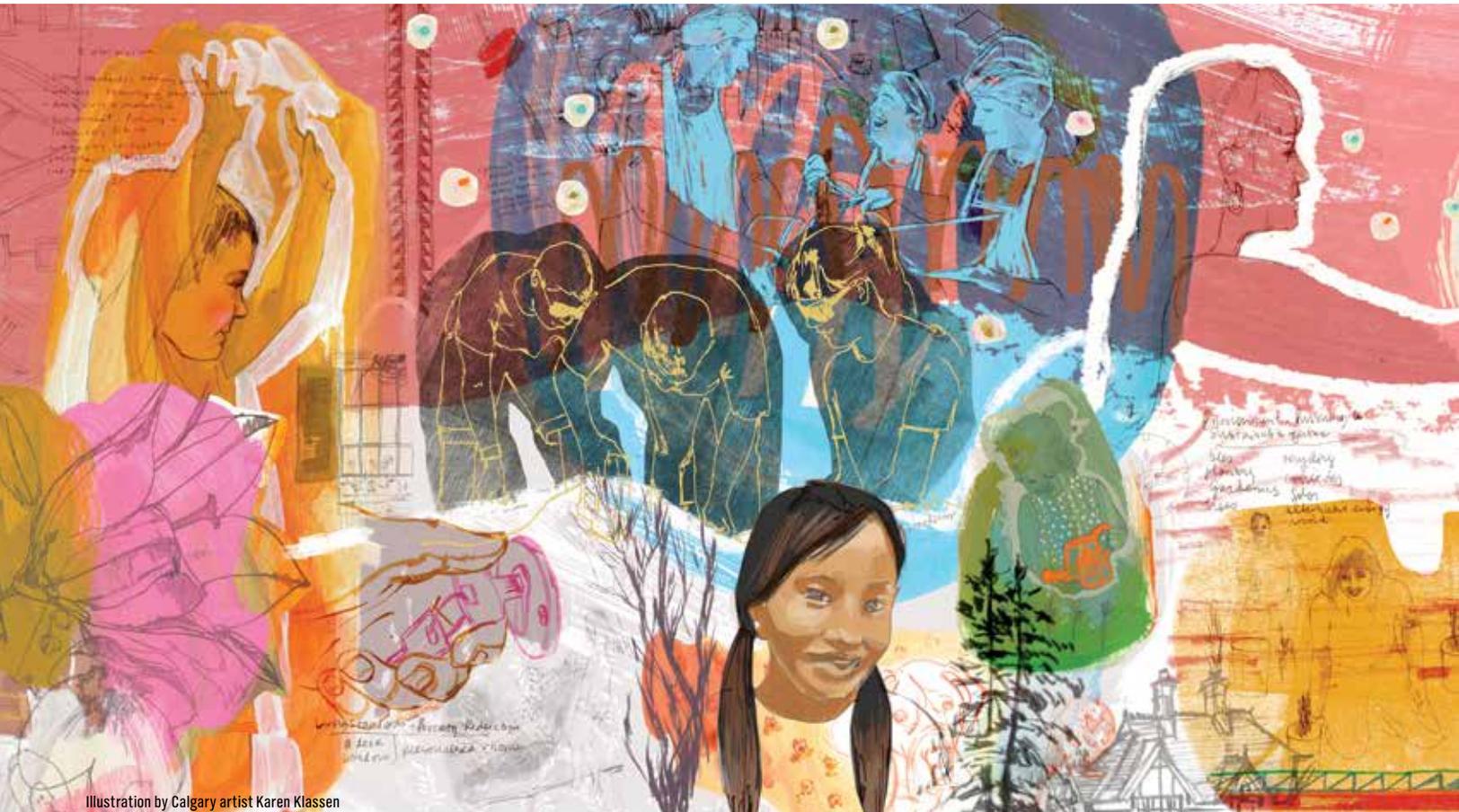
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