



If You Don't Like the Weather...

2015 Environmental Scan

Prepared for The Calgary Foundation,
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EXECUTIVE SUMMARY

This scan serves as an overview of major current socio-economic trends and developments, at local, provincial, national and international scales, relevant to the work of The Calgary Foundation (TCF). It focuses, in particular, on phenomena that directly impact the Foundation's interests in stewarding its financial and community investments and in nurturing a healthy, vibrant, giving and caring community. Information in this scan is derived from several sources, including news stories, op-eds, policy reports, academic literature and the research and learning experiences of the authors.

The scan is divided into four parts:

1. A snapshot of fiscal and market dynamics most likely to impact the Foundation's financial investments as well as the community sector's financing options;
2. An overview of the political dynamic at play as Canadians and Albertans head to the polls this year;
3. A brief look at broad trends in philanthropy, with relevance for the Foundation's community investments and donor relations; and
4. A series of emergent "meta-themes" related to community well-being and the social economy:
 - a. Alberta's **vulnerabilities** exposed
 - b. A **social innovation** tipping point
 - c. Convergence of the local and the **global**
 - d. **Poverty**: Safety nets and snares
 - e. Boomer Cities: **Aging in place**
 - f. **Social finance** goes mainstream
 - g. Disruption and re-alignment of the community purpose "**sector**"
 - h. Community **leadership** emerges as a core need
 - i. **Marketization** of education
 - j. **Embrace of place**: Cultural vibrancy and reconciliation of history
 - k. Local responses to a **sweltering Earth**

2015 is a period of rapidly shifting economic and geo-political factors that make predictions even as short term as one-year out very challenging. The wild shifts in Alberta's economic and political landscape are a testament to this. Hence, the allusion to Mark Twain's oft-aped quote "If you don't like the weather in New England now, just wait a few minutes." As such, these trends and predictions are moving targets, and meant to highlight themes to consider and developments to monitor.

FISCAL AND MARKET DYNAMICS

Global Economic Outlook

The 2015/16 global economic outlook, though still sluggish, is somewhat stronger than it was for 2014, thanks mainly to a recovery in the US.¹ Seattle (airplanes), and Silicon Valley and NYC (high tech / information) are especially strong nodes of growth. The global recovery has proved to be a long, tough climb back: Three years ago, the International Monetary Fund (IMF) projected that the world economy would be back on track by 2015, growing at 4.8 percent.² Previous modestly bullish 2015 forecasts have been revised across the globe. The U.S. has met the IMF's (albeit diminished) expectations, but the so-called BRIC nations—Brazil, Russia, India, and China—as well as parts of the Middle East, Europe, and Japan – have all floundered. The Chinese economy is stalled, experiencing its slowest growth since 2009. Even Germany's massive trade surplus is expected to shrink in 2015, challenged further by the fall of scandal-plagued Volkswagen AG and the unprecedented wave of refugees that Germany has welcomed. As such, the IMF's 2015 global growth forecast has been adjusted to 3.2 percent, though for the time being is pegged higher for 2016.³

Despite the election of the anti-austerity Syriza party in Greece, and the temporary rise of its ideological bedfellow in Spain, the Podemos party, Europe's fiscal unity remains intact for now, however fragile. The Syriza victory draws international attention to the European focus on fiscal austerity, which is contrasted with the American approach during the post Great Recession era, characterized by stimulus and “quantitative easing,” a gamble which appears to be paying off in terms of US growth.

Canada's Economic Outlook

Bank of Canada Governor Stephen Poloz having referred to the Canadian economic outlook early in 2015 as “atrocious”, he has recently tempered this assessment to “poor”, forecasting effectively 0% growth through the remainder of the year, lower than the IMF's revised forecast of 1%.⁴ This is significantly down from earlier forecasts of as high as 2.6% growth for 2015.⁵ With dropping oil prices, the federal fiscal forecast is a moving target, despite a modest recent surplus. While 2014 ended with forecasts of a federal surplus, it almost certainly will now be in a deficit position, with or without a Liberal government win (the Liberals stating upfront that they will run a deficit). The big economic story for Canada in 2015 may be the impending burst of the housing market bubble, which many forecasters deem as inevitable.⁶ The debate now centres on how quickly and severely the correction will occur, as well as whether Calgary will suffer a more acute bubble than other markets, due in part to a relative lack of foreign investment in the residential market here.⁷ One silver lining nationally is the export-oriented segments of Canada's manufacturing sector being boosted by a falling dollar and stronger



Anti-austerity protest, Spain Photo credit: Wikipedia (unrestricted use)

US economy. As we are in an election year, there is a predictable – though so far modest - bump in federal infrastructure funding. On a more optimistic long-term note, unemployment is predicted to fall to 6.3% by 2019.⁸

The Alberta Economy and Fiscal Outlook

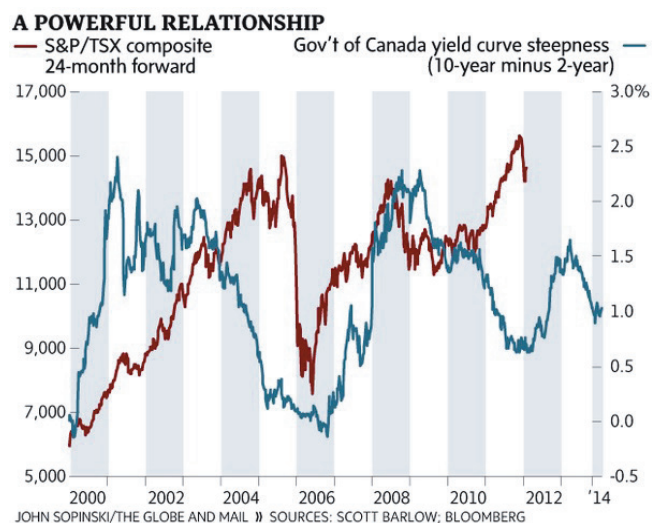
The effects of the OPEC cartel will continue to pose challenges for economic growth in Alberta, with low prices to be exacerbated by Iranian oil coming online as US and European sanctions are lifted. Most forecasts anticipate a contraction of the Alberta economy in 2015 (down from 3.8% growth last year).⁹ Many predict that North American crude prices, which were at a very healthy \$115/barrel in July 2014, could remain near \$40 dollar/barrel over the coming months, an unprofitable price point for most oil sands producers, who continue to announce layoffs, asset liquidations and consolidation.¹⁰ The medium-term outlook is rosier, with predictions of \$60-\$70/barrel defining a “U-shape” recovery pattern through late 2016 and 2017.¹¹ Still, employment is expected to shrink in Alberta in 2016.¹² Some are predicting the price of oil to be well over \$100 a barrel, and likely at historic highs again, by 2019, but others contend that the Saudis are playing a very long game.¹³ Regardless, the effect on the Alberta government’s soon-to-be tabled budget, reliant as it is on resource rents, will be severe: Former Premier Jim Prentice had warned that continued low prices could create a \$7-billion provincial revenue gap in each of the next two years that “will be felt in every corner of this province.”¹⁴ The NDP, true so far to its campaign promises can be expected to introduce stimulus measures, which will create an even bigger hole in the treasury. Previously tenuous projects such as the \$1.3 billion Tom Baker Cancer Centre (now

back on) and the southwest Calgary ring road and north-southeast LRT line, can be expected among other investments and reinvestments. It is difficult, however, to imagine a long-term fiscal scenario in Alberta that does not introduce major new revenue sources (a sales tax being the most obvious, despite its limited political appeal).

Calgary Economic Outlook

While there may be more inertia than the real-time impacts afflicting Fort McMurray and Edmonton, the OPEC-induced slump is already having an effect on Calgary, with home sales dropping by over 50% and demand for commercial space easing.¹⁵ The long-term outlook for Calgary is still strong, assuming (as it is safe to do) that energy prices and demand will eventually recover.

There is no doubting Calgary’s prosperity.¹⁶ However, conspicuous consumption and unbridled optimism have conspired to put many Calgarians in a seriously over-leveraged household financial position. A recent international study described Calgary as ‘seriously unaffordable, with median home prices 4.2 times the city’s median gross income before tax.’¹⁷ The average sale price for a home in Calgary was just over \$483,000 in 2014, up nearly 6% from the previous year.¹⁸



Equities

As 2014 ended, the TSX experienced a spate of large one-day declines, led by falling energy sector share value. Shares in the resource-heavy S&P/TSX Composite Index then lost nearly 5% by mid-January, after having gained nearly 6% over the last year, before recovering almost all of its lost ground, climbing to just over 15,000 by early March. That recovery has since eroded, with the market vacillating between 13,000 and 14,000 through autumn of 2015. There is every reason to believe this volatility will continue, given China's sluggish growth (on average, the Chinese economy is responsible for 33% of all global economic growth).¹⁹ The Canadian "yield curve", a predictor for equity returns, suggests a difficult year for Canadian equities, in part due to overall low commodity prices.²⁰ According to a CFA Institute survey of chartered financial analysts in Canada, the Index is expected to gain only 1.5% in value.²¹ In the same survey, they expected growth in GDP in Canada of about 1.7%. A more recent estimate from TD put nominal GDP growth in the 0.5% range, with unemployment slipping back to 7%.²² The CFA study noted that "the world's two largest economies – the United States and China – [are] the best opportunities for equity investments in the coming year, with the U.S. being the most preferred destination."

Interest Rates

The Bank of Canada ushered in 2015 with a surprise drop in the prime rate, from 1% to 0.75%, and it is likely to remain there through much or all of 2015. Banks have been slower to follow suit, with prime rates just under 3%. Conversely, with low unemployment and the risk of an inflationary bubble, the US Federal Reserve is predicted to finally introduce an interest rate hike of between 0.25 and 0.50.²³

Currency

The dollar started the year down at around 85 cents US, and has subsequently dropped into the 70's, trading at just over 80 cents at the time of writing. This slide is in large measure tied to falling oil prices, Canada being in the difficult position of possessing a petro-currency yet not having the ability to control the price of the resource. Opinions differ wildly on how low the dollar could fall through the end of 2015, with Goldman Sachs predicting a 71 cent loonie.²⁴ In fact, it seems to have found a floor in the mid-70s through the early fall, but some are predicting a further decline in 2016.²⁵ Pundits are similarly split on how beneficial the low dollar will be for the manufacturing sector, which itself has become more tied in recent years to the energy and mineral sectors.

2015: AN ELECTION YEAR

A national study in 2015 raised disturbing trends about the health of representative democracy in Canada, evidence of which includes a long-term downward trend in voter turnout, historically low participation by Canadians in political activities, a lack of diversity in the House of Commons and a shared sense that politicians are uninterested in engaging Canadian citizens on issues.²⁶ Ironically, there is no downward trend in youth engagement on key issues, but their participation takes a multiplicity of forms, well outside the formal apparatus of the Canadian state and the narrow, cynical scope of partisan politics. In the same survey, Albertans were more satisfied with its political representatives than the Canadian average, yet were otherwise more disengaged than other Canadians in their community and in democratic life. These phenomena form the background of the following trends.

Relentless winds of change in Alberta

The last year marked a cascade of political transformations in Alberta. The major story from 2014, if it wasn't the inglorious fall of former Premier Alison Redford, or the rapid ascension of Jim Prentice into the Premier's office, or even the radical upward shift in popular sentiment toward the Tories, was the subsequent absorption of the Wildrose party (all but 5 MLAs) into Progressive Conservative caucus. But Prentice's rise was to be short-lived, as Albertans – the vast majority of whom had never known a government other than the PC's – decided to end the decades-long dynasty, electing an NDP majority.

It is important to note, however, that the NDP's ascension was as much an exercise in “sending a lesson” as it was an embrace of the party's platform. Premier Rachel Notley exercised stalwart leadership through the campaign, and the party's fortunes will lean heavily on these qualities. The NDP will have to be very careful to reach out to citizens, communities and businesses in decision-making, and be measured in its reliance on out-of-province senior civil servants. Alberta is poised to play a different kind of leadership role in confederation, which may actually help get stuck pipeline projects moving forward – Canada East in particular. With the unprecedented focus on sustainability, primarily the expert panel on Climate Change, this government is also poised to play a leadership role in Paris at the COP 21 in December. The Notley government can also be expected to work constructively with the big city mayors. Finance Minister Joe Ceci has first-hand experience as a municipal councillor and community advocate. Naheed Nenshi's approval rating remains in the 70+% range, so there is much to be gained from working constructively with the City. The more fiscally hawkish composition of this City Council (which itself has strong public approval, currently around 60%) can also be expected to push back harder on certain municipal ambitions. The Flames new arena/sports complex issue will be a key file to watch unfold, particularly given Edmonton's controversies with public financing of their new complex.

Another policy area shifting under a Notley government is provincial-Aboriginal relations, which began with Notley apologizing for provincial silence/inaction during the residential schools era. We can also expect to see Alberta revisit its historic

(and, with Saskatchewan, unique) opposition with respect to sharing resource revenues with First Nations. Like Jim Prentice, Rachel Notley appears to both recognize and buy into the need for stronger economic partnerships – not just accommodation – with First Nations. Meanwhile, the Supreme Court’s decision on the Tsilhqot’in Nation’s Challenge to the BC Government is a “game changer” for Canada, “that points the country in a new direction, challenging governments, business and the general public to rethink the fundamental elements of national governance.”²⁷ The Alberta Social Innovation Endowment (SIE) was a major announcement under the previous government that gave many in the community sector hope, and awed social innovation devotees well beyond the province (although others were more circumspect, worrying about the degree to which this would replace other support programs). It is unclear what will replace the fund, though it is a virtual certainty that only modest entrée into this realm is feasible in the short term due to the fiscal picture and the need for more immediate stimulus.²⁸ On the other hand, Alberta’s mediocre scorecard on commercial innovation (at least with respect to Ontario and BC) is likely to spur public research and development investment, which may spill over into the community realm.

Fear and Loathing... The Federal Narrative

The federal election season witnessed the steady rise of the Liberals, tepid support for the now-opposition Conservatives and a sharp decline in NDP support, a victim both to strategic voting (the “anyone but Harper” movement) and the discipline and positive narrative of the Liberal campaign. When the writ was dropped, the NDP looked poised to form the next government. But a lack of televised profile to the debates, a bleeding of support in Quebec over their stance on the Niqab

wedge issue, and a centrist platform that failed to distinguish themselves sufficiently from the Liberals all worked against them. A long campaign with little debate exposure, on the contrary, has proven to be the perfect formula for a Trudeau victory; Justin Trudeau is a very strong campaigner and the Liberals consistently outperformed the other parties in the creativity and feel-good vibe of their ads. Harper predictably – and quite effectively – exploited wedge issues relating to identity, citizenship and fear of terrorism. But it was not enough to overcome the late trending Trudeau-mania redux.²⁹ As there is no obvious heir apparent, a lengthy and high profile leadership race could expose divisive and raw ideological cleavages through 2016 and potentially well beyond. With huge bench strength to craft a strong cabinet, there is every reason to believe the Liberal majority will be fixture for the coming decade, their main vulnerability likely to be their own internecine battles.

While US President Barack Obama highlighted such issues as inequality, access to education, labour rights, renewable energy and climate change in his 2015 State of the Union address, none of those issues had been part of Harper’s narrative.³⁰ Instead, fortitude in the face of terrorist threats (both real and perceived), getting tough on crime, and stable fiscal management in the face of volatile economic fortunes are what the government had hoped would position them well for the election. The deployment of Canadian troops to combat ISIL was arguably the top news story of 2014, yet the success or failure in this mission has played virtually no role in defining the electoral fortunes of the government.³¹ The response to the Syrian refugee crisis has not shifted many votes, serving mainly to reinforce existing small-c conservative and progressive opinions.

Similarly, the Mike Duffy trial did not play a significant role in this election beyond the Ottawa 'bubble'.³² Harper's Achilles Heel – ex-Senators notwithstanding – was his reputation for vindictiveness, and the questionable authenticity of his earnest ideological positions (e.g. anti-marijuana, but embracing the endorsement of the Ford brothers). . As with so many elections before, success rises and falls on the a party's ability to appeal to voters in suburban Ontario.³³

The federal government's relationship with the non-profit sector can only improve, having been at its lowest point in modern memory, thanks in particular to budget measures that boosted the CRA's ability to conduct audits of charities' political activities. Trudeau's Principal Advisor is Gerald Butts, former CEO of the World Wildlife Fund Canada. But Liberal party governments have also had an acrimonious relationship with the nonprofit sector, dating back to the senior Trudeau.³⁵

TRENDS IN PHILANTHROPY

Social Motivators of Giving Amplified Through Social Media

From a media attention standpoint, the big story in philanthropy in 2014 was the ALS Ice Bucket Challenge. This phenomenal viral social media campaign underscored the importance of the social motivators of giving – peer and collegial pressure, feeling like part of a movement, the innate euphoria of giving, and an ability to amplify your gift through social media – but which are often completely disconnected from “the cause” itself.³⁶ The meteoric rise of “Giving Tuesday” will also be something we can expect to see repeated in 2015. Meanwhile, “checkout charity” is experiencing a strong consumer backlash.³⁷

New Frontiers in Understanding Impact

The lack of interest that *individual* donors typically have in understanding impact – vis-à-vis either the intrinsic social motivators of giving or the facile measures of charitable organization effectiveness employed by charity watchdogs³⁸ – is offset by governments’ and institutional donors’ *growing* interest in impact.³⁹ This pursuit of complex community knowledge remains elusive, as the limitations of certain reductionist tools (e.g. SROI, logic models) send evaluators back to drawing boards. Gradually, more and more sophisticated tools are emerging, from developmental evaluation to collective impact, to narrative tools like Calgary’s *Community Knowledge Centre*, to the advanced analytics of big data.⁴⁰

Strategic vs. Open-Source Philanthropy

The relationship between the donor and investee also continues to evolve. In the community foundation literature, the terms “proactive” and “responsive”, used to describe the interface between the funder and the community it serves, have served as two poles of a sometimes-fraught continuum. In the industry, we now talk about strategic philanthropy (the “pro-active”) and open-source philanthropy (the “responsive”), the latter manifest through such means as crowdfunding, crowdsourcing via “grand challenges”, or through people-centered, community-led development. Will 2015 provide insight into how we synthesize two competing modes of philanthropy? Some suggest that the predictive model of strategic philanthropy will yield to an “emergent model that better fits the complexity of change”.⁴¹

Crowdfunding, through platforms such as Kickstarter and Indiegogo, has witnessed a doubling of volume over each of the last 4 years, with 2014 exceeding \$10 billion in dollars raised globally, through over 450 platforms.⁴² Expect this trend to continue, if not intensify. The Gates Foundation’s grand challenges approach to innovative health care breakthroughs is another well-publicized brand of open-source philanthropy.

And then there are those, such as Lucy Bernholz, who wonder whether the wisdom of either donors or philanthropic practitioners will be superseded by artificial intelligence, or “algorithmic philanthropy.”

Pro-cyclical Responses to Market Conditions

Community foundations in Canada were either affected more profoundly or reacted more cautiously- as compared with grantmaking foundations as a whole- to the previous economic downturn, experiencing a 20% drop in grants to community partners between 2008 and 2011.⁴³ Only a minority of foundations pursued a “countercyclical” community investment philosophy, maintaining or increasing their donations to help offset the negative impacts to grantee partners. In the current downturn, this pattern is not expected to change.

Design Thinking Challenging the “Dance of Deception”

There is growing widespread recognition in conversations about philanthropy about the “dance of deception,” the “dynamic that occurs when groups pretend they can solve a huge problem, and funders pretend to believe them.”⁴⁴ A decade and a half after the emergence of venture philanthropy, many funders remain risk averse, expecting instant success, and often not building on that success beyond the pilot phase. There is little risk capital, little scope for prototyping ideas, and precious real appetite for either admitting or learning from failure. But, we are witnessing a major shift in the *conversation*, at least, with design thinking starting to permeate the philanthropic lexicon.⁴⁵

The Social Innovation Train has Arrived

2014 saw a cresting of “social innovation” as a mainstream concept in philanthropy.⁴⁶ The notion, originally seeded in Canada by the McConnell Foundation through their support of the SiG network, in particular at the University of Waterloo, has now been taken up with enthusiasm by other

philanthropic investors such as Suncor Energy Foundation, Trico Foundation and the Banff Centre, as well as at a growing number of universities.⁴⁷ The Alberta government’s flirtation with social innovation nearly resulted in a billion dollar investment in the field through the Social Innovation Endowment, a pioneering move that commanded global attention but lacked grassroots support or enthusiasm.

Philanthropy vs. Democracy

In the US, there is a growing distaste for philanthropy’s role in undermining democratic institutions and participation.⁴⁸ Certain high net worth philanthropists’ heavy-handed influence under the guise of “strategic philanthropy” is greying the lines between philanthropy and political action funding. This influence, now derided by some as Kochism,⁴⁹ runs both left and right, with people speaking of “red foundations” and “blue foundations.”⁵⁰ Mercifully, nothing comparable exists in Canada. In fact, new restrictions on foundation grants knowingly disbursed to grantees for political activities are likely to further silence an already hushed sector.

Shared Value as a Public Expectation

The landscape for corporate community investment is also shifting: While global trust in business has declined for the first time since the end of the “Great Recession,” Canada led the pack, witnessing a 15% drop in trust, according to the Edelman Barometer.⁵¹ The Barometer also discovered that not only do the vast majority of citizens expect companies to play a role in improving economic and social conditions in the communities they operate in, but they feel that companies can actually be more profitable by finding ways to solve social and community problems.⁵² This convergence of social purpose and profitability is consistent with the

perspectives of Mount Royal University students studying courses in social innovation.⁵³ What this means for community investment is that concepts of “shared value” - discussed in more detail later - and blended return on investment will move from discreet CSR or marketing units to being more deeply integrated into core business practices.⁵⁴

Goodbye Charity, Hello Social Change

Last year’s TCF scan observed that youth voluntarism is growing.⁵⁵ Add to this some more good news with respect to Millennials: The evidence suggests online “slacktivism” is a gateway to, not a proxy for, service and activism. Some also predict that North Americans’ preference for passive forms of social action may cleave to more classic forms of social protest as a means to advocate for changes in policy and practice.⁵⁶ Others note the role of social media in replacing the role of community “organizer” within a social movement.⁵⁷ It is fair to say that Millennials are not content to participate in old school “charity,” but instead to work toward social change. They are also completely comfortable with the convergence of social justice and the use of market models and the profit motive to achieve both value and scale.

Platforms, Apps and User-Generated Media

The world is moving inexorably to a “quantified society,” the “unblinking, unrelenting, and uncensored exposure to systems and devices designed to monitor and measure every aspect of human existence.”⁵⁸ As such, we can expect the fusion of cloud computing, big data, genomics, robotics, artificial intelligence and wearables over the coming few years. The very nature of community, health care, education, etc. is increasingly as affected by Moore’s law as technology itself.⁵⁹ We are also seeing some non-

profit sector organizations, such as Pathways to Education, start to embrace Bitcoin.

In the near term, there are a number of practical considerations for the technology-starved community sector.⁶⁰ Of the five fastest growing social platforms - Tumblr, Pinterest, Instagram, LinkedIn and Twitter - each with over one hundred million users, LinkedIn and Twitter are proving the most practical platforms for social businesses, including community foundations. LinkedIn is proving to be “the little engine that could,” with over 255 million users, nearly as many as Twitter. It is less clear whether any of the five fastest growing apps - the ephemeral social network Snapchat, Facebook Messenger, Instagram, Line and Pinterest⁶¹ - will be of much utility to community organizations. YouTube remains an important avenue for self-generated media, both as a storytelling tool and because it is featured prominently in Google search results. Also watch for tools like Meetup, which bridge social media and real-world interaction, to be vital to social sector players looking to build networks or communities of practice or purpose.

META THEMES

CONVERGENCE OF THE GLOBAL AND THE LOCAL

Three minutes to midnight: This is how the Bulletin of the Atomic Scientists, who measure global instability by means of the famed “doomsday clock,” anticipate 2015. “World leaders have failed to act with the speed or on the scale required to protect citizens from potential catastrophe,” their report declares, due mainly to climate change inaction and stalled progress on nuclear disarmament.⁶²

Cyber-attacks, nuclear power safety lapses and warnings about the rise of artificial intelligence also factored into the calculation. The 2015 Global Risks Report, prepared for the recent Davos conference, highlights interstate conflict as both highly likely and severe in consequence for the coming year, with water crises, unemployment/underemployment, cyber attacks and climate change adaptation challenges also figuring prominently.⁶³

One phenomenon the Report under-anticipated was the refugee crisis, precipitated by the Syrian civil war and incursions of ISIS and other extremist factions in the Levant and parts of North Africa. This movement of refugees into Europe represents the largest human migration since World War II. Adding to the Middle East’s woes is a likely new intifada in the Israeli-occupied Palestinian territories and an increasingly volatile political picture in the most influential state in the region - Turkey.

While the *Bulletin* cites a “failure in leadership” as the root, other international affairs commentators have opined that twentieth century governance models are ill-equipped to deal with twenty-first century challenges. In particular, national governance systems have been hollowed-out,

leaving governments more singularly captured by the influence of capital.⁶⁴ Openness and inclusiveness of all institutions, including non-profit organizations, will need to meet a higher bar in order to lay claim to continued legitimacy.⁶⁵ Calls for greater democratic inclusion and more authentic citizen participation can be expected to intensify through 2015.

2014 also marked the 100th anniversary of the start of World War I, underscoring the global character of our world. Global events now touch Canadians, and Calgarians, in profound ways:

On October 22, a rogue terrorist – inspired by the Salafist caliphate ambitions of ISIS/ISIL - stormed Canada’s parliament, likely forever changing the publicly welcoming environs of the nation’s capital precinct. The January 7, 2015 mass shootings in Paris by an Al Qaeda affiliated cell, their rage focused on the satirical weekly *Charlie Hebdo*, marked a watershed moment, prompting 3.7 million people in France to march in solidarity for freedom of speech and expression. The last few weeks have highlighted key differences between the cultural ethos of Europe – still generically fearful of Islam in many ways – and Canada, where public commentary about the right to free expression has been tempered by reflections on the responsibility of media to not focus offending zeal upon minority groups.

The once-moribund OPEC – itself led by the proto-caliphate Kingdom of Saudi Arabia - flexed its muscles by increasing supply and depressing the price of crude – with profound short term

consequences for Alberta's fiscal health and energy sector spending (and for the many public-purpose organizations and activities that in turn depend on government revenue or corporate largesse).

The large Ukrainian diaspora in Canada braced itself as their homeland faced an existential and conflated confrontation with an emboldened Russia.

The Ebola virus, assuming its most virulent form to date, spread to four African countries and touched Europe and the US, sparking a global panic but also highlighting the central role of NGOs, in particular *Medicins sans Frontiers*, in addressing crises nimbly and courageously.

*There are three major global pacts underway this year that could affect how the world's priorities are recalibrated:*⁶⁶

1. *July summit in Addis Ababa, Ethiopia on re-configuring how global development is financed.*
2. *September summit on sustainable development in New York, with an expected outcome equivalent – in import - to the Millennium Development Goals (which had set 2015 targets).*
3. *Late fall summit in Paris, with a deadline for crafting a new binding global climate deal (the analogous precedent being the 1997 Kyoto Accord).*

Global connections touch Calgary in other ways: The city is an increasingly important destination for new immigrants. Immigrants and new Canadians, in turn, are a critical source of development assistance, remitting over \$15 billion annually from Canada alone, an amount five times greater than Canada's foreign aid budget.⁶⁷ The World Bank

predicts that remittances sent from workers in the West to relatives in their home countries will reach \$454 billion in 2015, which is more than three times the amount of all foreign aid spending globally.⁶⁸

Over a quarter of Calgary's population identifies as a member of a visible minority. But the non-profit sector struggles to reflect this diverse reality. In the US, the non-profit sector knows it has a "Ferguson problem,"⁶⁹ but it is also true that Canada's non-profit sector is failing to embrace diversity in governance and human resources.⁷⁰ Following the arc of the corporate sector, watch for fewer discussions about "diversity" and more talk of "engagement" and "inclusion."

ALBERTA'S VULNERABILITIES EXPOSED

***"Norway: It's Alberta, only with Vikings and common sense"*⁷¹**

*"This is going to be difficult for the province. I appreciate the fact that the premier (Jim Prentice) is now sort of evolving his thinking. But I think fundamentally it's going to be really hard to get any fiscal action in place to close the gap... when your revenues drop you cannot cut spending as rapidly because that just actually feeds the recession. Withdrawing government spending is actually a net negative for the economy."*⁷²

Alberta is finding itself hemmed in by the difficulty in gaining access to markets for bitumen, facing challenges from First Nations with pre-existing Aboriginal title and rights, ecological champions of increasing sophistication and their many sympathetic allies beyond our borders, and the global pressure to seriously address anthropogenic climate change. Mark Carney, head of the Bank of England, recently warned about the risks climate change poses within investment portfolios, noting in particular the risk of "stranded assets" — fossil fuel reserves (with particular reference to bitumen) that have little value due to climate change mitigation

measures requiring the asset to be left in the ground.⁷³ The climate crisis is a profound challenge to a province still heavily reliant on carbon-intensive economic activity, and to a city still derided as auto-oriented. We are a high-carbon economy in a world aspiring (and needing, if we are to avert collapse of ecological and economic systems) to be low carbon.

As Ricky Leong points out recently in a Calgary Sun column comparing the similarities between Alberta and Norway, the contrasting approaches to fiscal prudence could hardly be starker: Whereas Alberta (\$17.4 billion) built itself a gravel back-road riddled with potholes, Norway (\$870 billion) built a freeway paved with black gold.⁷⁴

There are strong indications that the Notley government, which has already convened a climate change panel, and announced new protected areas, will make environmental investments with more vigour than the previous government, and on this front will find much common ground with the two big city mayors.. As such, we may see provincial support for urban sustainability ideas and solutions. Once the current fiscal crisis passes, we may even see a renewed commitment to invest in the future as envisioned by Peter Lougheed with the Heritage Trust Fund.

The shadow side of Alberta's famed low tax environment – in particular its cherished absence of a sales tax – is its reliance on an increasingly volatile (and limited) royalty regime to finance general revenue. As an open letter this past spring from the Calgary Chamber of Voluntary Organizations to former Premier Prentice points out, the province's "unique challenges" are not at all unique – they are the product of fiscal reliance on non-renewable resource rents to fund regular and ongoing programs and services. While several government departments continue to rely on outside

partnerships with funders and corporations, there is little evidence (nor is it logical) that philanthropic foundations or the corporate sector would pick up slack from declining government revenues to fund social and human services, environmental protection or education. There is no counter-cyclical fiscal policy or mindset – in fact, continued reliance on royalties is intensely pro-cyclical. In this light, the new Royalty Review is timely.

It won't taste good going down, but Alberta will very likely introduce one or more new revenue tools to combat plummeting and otherwise highly volatile resource royalties. There is a growing chorus of voices in the province calling for long-term fiscal probity. While the floating of the sales tax "balloon" this past year was met with predictable opposition, it softened the electorate for a return to health care premiums and an elimination of the flat tax. The Notley government has also pledged to double Alberta's carbon tax by 2017, an idea with far more mainstream backing than a decade ago. Canada's new Ecofiscal Commission is calling for a national carbon tax. Oil and gas companies expect "Canada will eventually put a price on carbon," said Chris Ragan, chairman of the new economic think-tank which includes an illustrious array of big thinkers including Preston Manning, Suncor CEO Steve Williams, Mike Harcourt and Peter Robinson, CEO of the David Suzuki Foundation.⁷⁵ In May of 2015, the headline read "Big Oil to Rachel Notley: Bring on the Carbon Tax."⁷⁶ Notley's preference for a made-in-Alberta approach to carbon pricing ironically will fit better with the Trudeau platform than with a Mulcair cap-and-trade scheme (which would be costly to Alberta producers, with few tangible benefits for the Province or for climate action more generally).

SOCIAL INNOVATION

“Myth 2: Leadership is about individuals. In fact, leadership is a distributed or collective capacity in a system, not just something that individuals do. Leadership is about the capacity of the whole system to sense and actualize the future that wants to emerge.”⁷⁷

Collaboration has long been the mantra of the community sector, yet organizations within the sector have often worked in isolation, duplicating financial resources, talents and mandates. And while some observers see “a thousand points of light,” others see “independent islands chipping away at symptoms.”⁷⁸ New ways of working together are needed within and across sectors to address the complex challenges that affect us all.

There is growing recognition that a complex issue – or “wicked problem”⁷⁹ – cannot be solved by a lone actor or even within one “sector.” Instead, an open, coordinated, risk-tolerant approach that brings together individuals and organizations from across relevant disciplines and sectors in a strategic and coordinated way may be more effective. This broad mindset and approach is often referred to as social innovation, an idea first championed by the Stanford School of Social Innovation and in Canada by the J.W. McConnell Family Foundation, initially through an entity called “Social Innovation Generation”, or “SiG” (the latest manifestation of which is ABSI Connect, a fellowship program on social innovation in Alberta). There are a number of emerging trends that support this social innovation perspective, including:

Systems Thinking

Systems thinking perceives complex problems as embedded within a network of interrelated elements that influence one another: What happens in one part of a system affects other

parts. Originating in early 20th century biology, systems thinking encourages a more holistic, non-reductionist approach to solving wicked problems. Much of the systems thinking work in Canada that relates to social innovation has emerged from the University of Waterloo. It has been translated to the Alberta context in part by the work of the Suncor Energy Foundation, which partnered with community leaders and stakeholders in Wood Buffalo and the University of Waterloo on a five-year project called Social Prosperity Wood Buffalo. This project aimed to improve quality of life by building capacity in the nonprofit sector in the region. Suncor is now extending this work to focus on the entire Alberta “social profit” sector.

Collective Impact

Collective impact is, at its most basic, a networked way of working. What is new is the identification of five conditions for success⁸⁰ associated with working effectively across multiple organizations. These are:

- a. Common Agenda
- b. Shared Measurement
- c. Mutually Reinforcing Activities
- d. Continuous Communication
- e. Backbone Support (a coordinating body)

A recent large-scale example of a Calgary-based collective impact initiative is the Seniors Age-Friendly Strategy for which The City of Calgary is performing the role of backbone organization.⁸¹ Other examples include the 10-Year Plan to End Homelessness,⁸² the Calgary Poverty Reduction Initiative (Enough for All),⁸³ and the Dementia Network of Calgary and Area.

Whether this deeper form of collaboration will lead to lasting change in Calgary has yet to be determined. Change is hard and it is impeded by

structural barriers – not the least of which comes from within the community sector itself. Non-profit board members’ concerns about fiduciary duty, and their often limited understanding of the complex issues the organization seeks to address, can constrain collaborative action, as can funding practices that limit experimentation and pit organizations against each other in competitive grants streams (unwittingly incentivizing the hoarding of information). Moreover, few non-profit organizations have the knowledge, skill sets and confidence to effectively influence public policy – a requirement for systems change.

Social Labs/ Change Labs

Social labs, a term that is used interchangeably with change labs, represent another new way of working together to address complex challenges. They emphasize multi-disciplinary collaboration and a space to experiment and test solutions to these challenges. Zaid Hassan, in *The Social Lab Fieldbook*, says that “What makes a lab a lab is (1) the focus on a specific challenge or domain (2) a stable space supportive of the practices required to address that challenge and (3) a disciplined practice of experimentation.” The Leading Boldly Network, for which United Way of Calgary and Area serves as the backbone organization, employed a change lab approach for their early years initiative, *Thrive by 5*. Their goal was to “deepen participants’ understanding of the problem and context, and then encourage creative prototyping of possible interventions.”⁸⁴

Design Thinking/ Human-Centred Design

A complementary approach to the social lab is “design thinking”, which also devotes considerable attention to the definition or shaping of the problem to be addressed and the creation of prototypes.

Popularized by the design firm IDEO, which was founded by Tim Brown and David Kelley, who also founded Stanford d.school, design thinking has challenged business, government and social purpose organization to transform the way they develop strategy, processes, products and services. Human-centred design puts the user at the centre of the design process with the aim of developing sustainable solutions to complex social challenges. This approach is increasingly being embraced in Calgary, evidenced by public school students at the elementary school level being introduced to these concepts.⁸⁵

The Maker Movement

Partly as a backlash against global production and mass consumption, the Maker movement has emerged to reconnect people with their own curiosity, creativity and with each other. Makers are do-it-yourself enthusiasts, sometimes working within guilds, who are prototyping products in over 250 MakerSpaces around the world – warehouse facilities equipped with advanced tools, such as 3-D printers and laser cutters, which makers can access when they sign up as members. A local group of makers that includes businesses, post-secondary institutions, and nonprofit organizations is currently developing a collaborative MakerSpace in Calgary. Not to be outdone by the White House, which held its first Maker Faire in 2014 to showcase makers’ innovations, create community and build momentum for the movement, the TELUS Spark Science Centre was host to Calgary’s first Mini Maker Faire this past fall.

There is a quantum of ecstatic optimism in this milieu that may be mismatched with its real potential in the social sector; After all, we are not going to 3-D print our way out of such issues as domestic violence or child hunger. Nonetheless, it

has been suggested that the maker *movement* has the potential to have a significant impact on wicked problems:

“The development community holds it as axiomatic that the best solutions are the ones that people are empowered to create themselves, meeting their own needs in their own contexts. With its emphasis on access to knowledge, lower barriers to development and manufacturing, and geography-neutral collaboration, the maker movement enables exactly those solutions. By making modest investments in workspaces, tools, and training, donors could give bright minds in developing countries the power to create amazing things.”⁸⁶

Big data/Open data

Thanks to advances in digital technology, the availability of data (and not just government data) has increased exponentially. Nonprofit organizations have every reason to be active supporters and participants of the open data movement, yet they are not yet using this data to the extent that they could serve as an input to solving the aforementioned wicked problems.⁸⁷ This challenge is not limited to Calgary or even Canada, as an article published in Stanford Social Innovation Review this past summer laments:

“When considering big data in the context of social problems, we arrive at a humbling conclusion: For the most part there is no big data! When it comes to social problems, data are still highly unstructured and largely limited to numbers, rather than other types of data.”⁸⁸

Beyond the availability of data, however, is the question of the quality of data. In Canada, access to reliable and representative data has become a more substantial concern since the long-form census was abolished in 2010 and replaced by the voluntary census, the National Household Survey (NHS) in 2011. Many local charities rely on geographical statistics to Kevin C. Keenan and evaluate their programs, for example. However, due to much lower response rates, this data is considered unreliable and “obscure who is faring better and

who is worse off – which could lead to misguided policy decisions in the years ahead.”⁸⁹

One such example of the potential that exists for big data is Calgary’s Clinical Research Unit (CRU), which manages and analyzes large volumes of complex data related to clinical practice. Access to this data helps clinical researchers to improve the quality of their studies – and save time. “CRU is able to extract pertinent records and make them available for analysis. In the past, this process would have taken weeks, but now the CRU can accomplish this in just minutes.”⁹⁰ The CRU is also able to access health data from around the globe, such as “the anonymized medical records of over 12 million patients gathered from general practices in the United Kingdom.” The resultant analysis is used to “inform important [health] system-wide decisions and to guide clinical practice.”⁹¹

Open data is a related trend that makes data freely available with the intention that it be used to enhance the common good. The City of Calgary’s Open Data Catalogue, for example, provides public access to data that The City manages with the intent that this openness supports government transparency, as well as “innovation and reuse of the data by citizens and community based organizations.”⁹² The Maker Movement, as discussed above, places considerable importance on open data and open-source design, as it is based on the “ideals of sharing knowledge and lowering barriers to entry.”⁹³

Shared value

According to Michael Porter and Mark Kramer, who popularized the concept in an article published in the January 2011 issue of the Harvard Business Review, shared value involves “creating economic value in a way that also creates value for society by addressing its needs and challenges.”⁹⁴ The authors go on to say that, “Shared value is not social

responsibility, philanthropy, or even sustainability, but a new way to achieve economic success. It is not on the margin of what companies do but at the center."⁹⁵ In France, a similar concept has emerged – advanced by Mohammed Yunus, among others – around the notion of “social business”, where private sector companies like Renault and Danone are creating wholly-owned non-profit subsidiaries to enact the social value side of their shared value equation.⁹⁶ American consulting firm, FSG, which was co-founded by Mark Kramer has taken a leadership role in promoting shared value (and also collective impact) across the globe to drive adoption of shared value strategies within companies. This movement is gaining a strong foothold in Calgary, particularly in the extractive industries. In 2014, Michael Porter was invited to speak to local leaders at the Next-Gen Corporate Social Responsibility & Shared Value Forum.⁹⁷

POVERTY: SAFETY NETS AND SNARES

“We don’t want to confront the fact that our safety net is not strong enough to raise people out of poverty but is strong enough to entrap people.”⁹⁸

“To live in poverty in Canada is to live with insufficient and often poor quality food. It is to sleep in poor quality and/or unaffordable housing, in homeless shelters, or on city streets and parks. It is on a daily basis to have to make difficult and painful decisions involving trade-offs, such as whether to “pay the rent or feed the kids,” pay the electric bill or go to the dentist... It is to be at greater risk of poor health, family or neighborhood violence, and a shorter lifespan. It is to be unable to participate fully in one’s community and greater society. And it is to suffer great depths of anxiety and emotional pain.”⁹⁹

Poverty and inequality, formerly niche issues on the Canadian political landscape, are increasingly on the minds of leaders and citizens. In a Manning Foundation poll of the “political class” in Canada, poverty was cited most frequently as the most

neglected issue in Canada (followed by the environment), but by their own admission it is one of the issues politicians know the least about.¹⁰⁰ Similarly, 75% of Calgarians said in 2014 that social services are a ‘very important’ issue, a significant 14 percentage point increase from 2013 (61%). Additionally, 57% of citizens say The City should ‘invest more’ in social services for individuals, the only non-transportation related program or service in the top seven areas for investment.¹⁰¹

A high profile report from Oxfam¹⁰² states that by the end of 2015, the world’s wealthiest 1% will hold more wealth than the remaining 99% of people around the world. While the rich continue to get richer, social mobility for everyone else is getting more difficult; generational poverty is increasing and the opportunities for breaking the cycle of poverty seem to be getting scarcer.

Nearly 1 million Canadians now regularly utilize food banks, accounting for a 25% increase in food bank use since 2008.¹⁰³ More than one third of food bank users are children, and nearly half of the households accessing food bank services have children. Child and youth poverty is having a profound impact on equality of opportunity and on social cohesion in Canada. *Community Foundations of Canada’s GenerationFlux* notes that “the predictable trajectory that guided the lives of the current generation’s parents is gone. Canada’s youth are growing up in an era of complexity and uncertainty that has delayed, or even destroyed, the landmarks that once signalled a transition from one phase of life to another.”¹⁰⁴ Vast quanta of human potential in Canada are being lost to poverty, precariousness and unequal access to opportunity. As one housing security advocate in Ottawa said, “The focus on child poverty isn’t working. These kids are poor in the context of poor families. Kids grow up, and their families are still poor.”¹⁰⁵

In Alberta, food bank use increased by 2.3% from 2013 to 2014- almost two and a half times the national average of 1.0%. Since 2008, food bank use in Alberta has increased by half (48.2% increase) and again reaches levels close to two times the national average (24.5%). Food Banks Canada consistently reports that changes in the rates of food bank use are closely related to changes in the unemployment rate. Given the current economic uncertainty as a result of rapidly dropping oil prices and increasing unemployment, food insecurity is likely to increase in Alberta in 2015.

The trend of increasing unemployment,¹⁰⁶ paired with projected job losses from the crashing oil prices pushing the unemployment rate up 1.5% (from 4% to 6.5%),¹⁰⁷ is one to watch. It could have serious consequences for the economic well-being of Albertans and Calgarians.

One in six user households are currently or recently employed. The 'working poor'- those economically active Calgarians who, despite sustained employment, live below the poverty line - have been in the spotlight of Calgary's growing economic inequality discussion for the better part of a decade. Of all food bank users, approximately 10% needed their services for the first time in 2014. It is simply no longer true that food bank users are not economically active citizens. Our economic system has normalized alms-based nutrition.

The attention on working poor as opposed to the welfare poor has in many ways changed the poverty discourse in Canada as in other developed countries; the emergence of the Basic Income Network and the Living Wage movement across Canada are shifting the conversation about poverty.

Contrary to the minimum wage- a legal minimum set by a provincial government for any waged work in the province- the living wage reflects the

actual costs of living in a given community and is calculated as the minimum hourly rate needed to meet the basic needs of a household in a particular community.¹⁰⁸ The Living Wage movement generally targets private and public sector employers to set its minimum wages according to living wage calculations for the community in which the company is located. According to Living Wage Canada, the living wage required in Calgary is \$17.29¹⁰⁹ compared to the provincially mandated minimum wage of \$10.20. From April 2013 to March 2014, just over half of Alberta's minimum wage earners worked full time and 60.5% of those earning a minimum wage were women.¹¹⁰ A full time annual salary (pre-tax for 2,000 hours) at Alberta's minimum wage of \$10.20 is \$20,400; the same calculation based on a living wage is \$34,580, suggesting a 41 per cent disparity between the living wage in Calgary and the minimum wage of Alberta.

In contrast to the Living Wage movement, the basic income approach seeks a universal, federal policy to guarantee a minimum national income across all of Canada. A basic income strategy would provide a guaranteed minimum income to all Canadians, either as a supplement to earned income (which would, for example, raise the annual income of the working poor above the poverty line) or as the primary source of income for Canadians.¹¹¹ A current strategy of the Basic Income Network is advocating for the expansion of existing federal programs such as the Canada Child Tax Benefit, Old Age Security and the Guaranteed Income Supplement.

There has also been a surge of interest in the Dauphin experiment. In the 1970s, Dauphin, Manitoba was the site of a basic income test which provided a guaranteed income to all residents. Rates of employment- which many believe will decrease with a basic income- actually increased in tandem with

higher health and educational outcomes, building the case for a basic income policy in Canada. However, a new government elected in 1978 axed the pilot and the results of the experiment were lost until a University of Manitoba researcher secured access to the archival data in 2009. Data emerging from the analysis of the Dauphin experiment- delayed by more than 35 years- continues to shape the argument for a basic income. In January 2014 the Basic Income Network developed a strategy for its BIG Push Campaign which is garnering national attention, including with Calgary partners and especially leading into an election year. In Calgary, the Poverty Reduction Initiative (CPRI) aims to raise 95 per cent of the population above the poverty line by 2023. The Initiative was launched in 2011 and transitioned from the City to Vibrant Communities Calgary in January 2015. An implementation plan for the strategy, "Enough for All," should be available later in 2015 and is worth monitoring.

BOOMER CITIES: AGING IN PLACE

"The huge baby boom generation, which has transformed public and private institutions throughout its life course thus far, is poised to change our communities once again."¹¹²

The median age in Canada has now eclipsed 40 years old, with 15% of the Canadian population now over 65, and rising steadily (compared to 8% in 1971).¹¹³ The last of the 'baby boomer' generation turned 50 this year, so within 15 years all living boomers will be senior citizens.

Although Alberta's senior population is the lowest in Canada outside of the territories, the ageing of our society will still have profound consequences for Calgary. By 2030, the city is expected to have more seniors than children.¹¹⁴ Aging in place is a concept related to the agency of aging adults to choose their preferred living environment. It is a prevalent theme in discussions surrounding housing for the growing

number of seniors in the city, in part because of the challenges facing publically managed elder care facilities across the province. There is already a worrying lack of affordable housing and long-term care options for aging Calgarians; the retirement residence vacancy rates dropped from 7.5% in 2013 to 4.8% in 2014,¹¹⁵ and there are over 650 seniors languishing in temporary housing waiting for spaces in long term care housing.¹¹⁶ The current debate at city hall over secondary suites hinges largely on building empathy toward those living in poverty. However, the strongest long-term argument for secondary suites is the aging population, and the ability to "age in place," avoiding costly institutional lodge and equivalent options as long as practical.

In Alberta's hospital system, Alternate Level of Care (ALC) refers to hospitalized patients who cannot be discharged because continuing care needs cannot be met in the community. ALC patients should remain around the 3% mark, but currently exceed some 30% of hospitalized Albertans in parts of the province, who remain in hospital beds and acute care facilities for months waiting for community-based housing and care.¹¹⁷ One seniors housing provider has estimated that the city needs to add at least 500 new units of affordable senior's housing every year for the next fifty years to match the growth of the aging population and the demand for housing and care.¹¹⁸ Province-wide, Alberta Health Services has only added 3,000 units in the last three years and has closed 350 in the last two.

The Alzheimer Society predicts that over a million Canadians will be afflicted by dementia within the next generation, increasing the demand for long-term care 10-fold.¹¹⁹

One approach being tested in Europe¹²⁰ to respond to these rising rates of neurodegenerative disorders in the elderly population is the "dementia village"-

an insulated community that replaces locked-down dementia floors in long term care facilities.¹²¹ The dementia village allows residents to move freely within a compound boasting amenities such as a grocery store, hair salon, restaurants, gardens and pedestrian boulevards. Non-uniformed caregivers live with the residents in apartments for 6-8 people.¹²² The approach is shifting responses to managing dementia care differently and is set to spread in Europe, and we may see similar strategies start to emerge in Canada.

The City of Calgary is in the process of developing a Seniors Age-Friendly Strategy in conjunction with service providers and supporting organizations. Following the guidelines of the World Health Organization's *Age Friendly Cities* framework, the Strategy is being designed to incorporate the needs and contributions of aging Calgarians into the City's planning and development. The Strategy and its implementation plan will be presented in June 2015.¹²³ We can expect an increased variety and demand for palliative care and end-of-life services, meeting the needs of an ever-diverse and less-faith-based population.¹²⁴

The Ogden area Aging in Place Seniors Cooperative is in the process of developing a housing coop pilot program with over 360 members. Announced in December 2014, the pilot has the potential to impact the landscape of senior's housing in the city.¹²⁵

SOCIAL FINANCE GOES MAINSTREAM

"The potential for foundations to act as early leaders in Canada's impact investment market is significant... Impact investing offers foundations the opportunity to align at least a portion of their investment portfolios with their charitable objectives."¹²⁶

A lack of sufficient financial resources is a chronic and endemic problem in the community sector, made worse by the funder-incentivized under-accounting of overhead costs. Harvard economist Michael Porter puts the funding dilemma starkly: In most countries, including Canada, there is simply not enough combined tax revenue and philanthropy to deal with the profundity of current social and environmental challenges. Moreover, there is gross inefficiency of access to capital in the sector, partly as a result of a multiplicity of uncoordinated funders with short-term programmatic emphases. The non-profit sector, as one recent study put it, is "starved for growth capital".¹²⁷

The emergence, experimentation with, and growth of, social finance models is an important new trend to watch. In an October 2014 op-ed piece,¹²⁸ Joanne Cave wrote that Alberta was on the verge of becoming Western Canada's social finance hub because of ripe economic opportunity and municipal and provincial leaders interested in moving away from business as usual. The strong GDP growth in 2014 was a key opportunity; however, with the recent volatility caused by falling oil prices, there is opportunity on the other side of the economic equation to find new ways to respond to these challenges.

Although social finance tools are currently only accessed by about 1% of non-profit organizations,¹²⁹ in Alberta organizations such as *Finance For Good* are working to change this. Such instruments as social impact bonds, non-profit "initial public offerings" (IPOs) and various other "shared value" strategies undoubtedly will become a more significant and permanent feature on the philanthropic landscape. Impact investing and other social finance practices, while still niche in Canada, are becoming more mainstream in North America.¹³⁰

Community foundations (such as TCF's investment in the cSPACE initiative, and those investing in the Community Forward Fund) are among the early institutional adopters of program-related or impact investing strategies.

MaRS launched the Social Venture Connexion (SVX) - an online private impact investing platform- on the Toronto Stock Exchange in 2013, and will expand to the United States this year to develop stronger impact investing infrastructure.¹³⁰ The 2014 Social Finance forum at MaRS in Toronto was the largest ever such gathering in Canada.

All levels of government have an important role to play in nurturing social finance. In 2013, Employment and Social Development Canada solicited a nation-wide call for social finance concepts (already in place or in development).¹³¹ The G8- under the presidency of the UK, a major leader in impact investing and social finance- also convened a Social Impact Investment Taskforce in 2013. The Priorities for Canada report, released in September 2014, identified two priority areas for catalyzing impact investing in Canada:

The first priority for Canada is addressing the legislative and policy barriers (with a focus on the *Income Tax Act*) to social entrepreneurship and impact investing in the nonprofit and charitable sector.¹³² Both British Columbia and Nova Scotia took the first steps to addressing these barriers at the provincial level in 2012 by implementing Community Contribution Company (C3) and Community Interest Company (CIC) legal structures, respectively. The C3 and CIC Acts aim to protect both the financial and social goals of social enterprises, filling an important legal gap in the regulation of social enterprises. Over the next year the Institute for Community Prosperity is looking at the case for a similar regulatory regime in Alberta.

Regulatory issues continue to be addressed on both coasts, but data should begin to emerge over the next 18 months about progress, challenges and uptake.

The second priority area - of particular relevance to TCF - is unlocking foundation capital for impact investment, as identified in the Canadian Task Force on Social Finance.¹³⁴ One of the challenges is a lack of provincial regulatory clarity surrounding permissible impact investments by foundations. Definitions of what constitutes a "balanced portfolio" are lacking, making it difficult for foundations to invest for impact. Particularly when it comes to investing endowments, the ability to balance social outcomes with below market rate investments to advance charitable objectives is currently limited- but we should expect regulatory changes in the medium term that will clarify the rules around impact investment for foundations and other large institutional investors such as private pension funds.

DISRUPTION AND RE-ALIGNMENT OF THE COMMUNITY-PURPOSE 'SECTOR'

***"Our Stories are all too familiar. The foundation on which many nonprofits are built is flawed and simplistic, focused on symptoms rather than the underlying set of problems, developed in isolation rather than as a part of an integrated system, and organized to administer a narrowly tailored program or benefit rather than generate sustained, significant change for a person or community. As a result, change is incremental, not big or bold enough to make a lasting and transformative impact."*¹³⁵**

Report after report, and meeting after meeting, have reinforced variations on a theme: What we currently call the "non-profit sector" is in critical condition. The sector is encountering significant

challenges in leadership, human resources, in board governance, in financial sustainability and achieving scale, in effecting public policy change, and in many cases with respect to the relevance of the currency of existing approaches.

Beyond the traditional charitable sector, there are newer forms of civic organizing that in many ways resonate more strongly with young Canadians. Traditional sector 'silos' are breaking down as we witness the growth of the sharing economy, social enterprises, venture philanthropy, social media campaigns, issue-based organizing, silo-busting festivals and a renewed focus on place-making and other ways to enhance the urban environment.

There is also a lack of attention on some of the more fundamental forces affecting the sector. Many contend that the sector is experiencing a tectonic shift – as being on the verge of an epoch of deep collaboration and consolidation – there are too many organizations doing the same thing (or very near to the same thing). There are inefficiencies in some parts of the sector, with a preponderance of under-performing boards. But unlike the private sector, there are few if any incentives to merge, acquire or consolidate.¹³⁶

We live in the dying epoch of the "charity" era:¹³⁷ But we have been witnessing a move in large parts of the non-profit sector from a charity to an empowerment mindset, or moving from a focus on symptoms to addressing solutions, an ethos that community organizers and social enterprise advocates have been advocating and trying to model for many years, but which seems to have passed a kind of 'tipping point'. Charities that cannot make this shift will be hard-pressed to cultivate a donor and volunteer base.

Most Members of Parliament got their start as a board member with non-profits and community

organizations,¹³⁸ suggesting that the sector has key contributions to make in building leadership for change. But there are new forms of civic engagement, expression and organizing that in many ways resonate more strongly with young Canadians than charity. Traditional sector 'silos' are breaking down, evidenced by the rise of B-Corps and other social-purpose businesses (such as Agents of Change, Sponsor Energy or Vecova's suite of enterprises), online-activated social movements (through vessels such as Avaaz or LeadNow), grassroots sustainability and community building efforts (such as Imagine Calgary and Open Streets). Commentators like Rachel Botsman, Lisa Gansky and Don Tapscott have described the rise of the "sharing economy", manifest from the neighbourhood level (such as in the form of tool lending libraries and urban orchards) to the global level (such as in the form of AirBnB).¹³⁹ Cause marketing and ethical supply chain certification systems have matured into a more full-blown pro-social consumer economy, underpinning a "market for good". There is no doubting the importance of these trends, although there are some in the non-profit sector who resent – and sometimes with good reason – the enthusiasm with which these new players are greeted.¹⁴⁰

COMMUNITY LEADERSHIP EMERGES AS A CORE NEED

"[Community] leadership means the ability to organize, facilitate and connect people to be consistently moving towards a shared vision. It means convening for momentum, and constantly moving from what exists to what we want to exist."¹⁴¹

A central irony of the community sector is that it is intensely people-reliant – organizations and initiatives rise or fall on the vision and tenacity of particular individuals. Yet, it is the sector

least inclined or prepared to invest in its people. Recruitment and retention of non-profit sector staff is a challenge in the most populous and urban parts of Canada, including Alberta, where 100,000 people are employed in the sector. As one study noted, the sector is in need of a “value proposition” for employment - one that promises the opportunity to create, innovate and have impact.¹⁴² The sector is losing bright, motivated, purpose-driven people, who see other avenues for building meaning into their careers. Dan Pallotta notes that the feel-good premium attached to non-profit work as being inherently purposeful and satisfactory (and as a justification for lowered compensation) is illusory.

Such justifications are particularly reckless when one considers that the non-profit sector competes directly with the private and public sectors for human resource capacity: The most difficult positions to fill are those that are more generic across all sectors (e.g. admin support, finance/ accounting, HR management, communications, IT). Yet, sector salaries remain non-competitive and career mobility is tenuous. Although 60% of NFP leaders are planning to leave the sector (mainly to retire) within 5 years, there is little succession planning, affordable professional development opportunities, recruitment efforts or career path development opportunities for passionate young people in the sector. These trends are echoed across North America.¹⁴³ The average age of employees within the community sector is also expected to increase, for three reasons:¹⁴⁴ Non-profit executives are staying in their roles well past retirement age; Boomers working in the private sector are looking for socially-purposed “encore careers,” and; Recruitment and retention of younger staff is an extreme challenge.

The major question facing the sector is what kinds of leadership it needs. For business and

government, “leadership” has largely been equated with “management,” and takes primarily an organizational approach to leadership development through investment in individuals- meaning that leadership training has primarily focused on areas such as management capacity development, styles of management, succession training to path high performers up the corporate ladder, and team-building skills. The non-profit sector- resulting in part from project-based funding norms and donor aversion to the use of donations and grants for “overhead”- has trouble investing in organizations and people in the same way. While there is no question that these approaches should also be used by the charitable sector to build organizational capacity and encourage talented people to move up and stay in the sector, we are also seeing a gap in bridge-building, citizenship-based, socially-purposed, change-making leadership. This kind of leadership requires different kinds of acumen. Skills in effective policy planning and advocacy,¹⁴⁵ collaboration for social change and systems thinking are needed, not just for executive directors leaving traditional business for advanced careers in the non-profit sector but for employees at all levels.

The Institute for Community Prosperity at MRU has research in progress titled, “Understanding Community Leadership Learning in Canada” which seeks to understand the landscape for community leadership learning by analyzing an inventory of approximately 100 leadership programs in Canada. Partially funded by The Calgary Foundation, the research will result in a practitioner-focused “toolkit” that will allow funders, leadership program staff, and potential participants to understand the approaches to leadership learning that currently exist for social change in Canada. Scheduled for release in early 2016, the toolkit will help shift the discussion from leadership as management to leadership for social change.

MARKETIZATION OF EDUCATION

“This [trend of recasting schools as business units] at best generates mixed achievement effects and, at worst, collateral effects that increase the equity gap. It also marks out a very dangerous shift in philosophy away from the democratic ideal of a universal, free education to a model of education as a user-pays commodity.”¹⁴⁶

“When parents are empowered to choose their schools for their kids and we force schools to compete with one another, we get better school performance.”¹⁴⁷

The last decade has seen a shift in how education is valued, and in the role education plays in society, while during the same period numeracy and literacy scores in Canada have dropped.¹⁴⁸ In general, this shift has emphasized greater consumer choice, more user-pay models and higher education planning tied more strongly to student market demand and industry-driven demand. Private and charter schooling has become a defining characteristic of primary education in Calgary, especially when compared with Edmonton.¹⁴⁹ The use of market modifiers at universities in other Canadian provinces – which raises tuition on programs that are perceived to be more vocationally lucrative - will almost certainly be implemented in Alberta in 2015. As universities look to diversify their funding base, we can expect an increase in public-private partnerships, an emphasis on commercialization of intellectual property and an increase in the international student population.

Canada is expected to have the 4th largest number of international students globally by 2020.

Alberta post-secondary students have been turning to federal and provincial student loans at double the national average.¹⁵⁰ As tuitions continue to rise, and the growth of scholarships and bursaries is failing to keep pace, students are expecting a higher quality experience. Niche universities – including

private institutions like Quest - that offer an array of alternative or customizable pathways will likely gain credence as the value of degrees from traditional institutions is tempered. MOOCs – or massive, online, open courses – have emerged as an alternative pathway for certain demographics, although their role is likely to be limited to serving as an adjunct to existing models, rather than transforming education entirely. The packaging of vocational/technical training alongside the academic experience – such as business certificates or diplomas alongside liberal arts degrees - is also a trend that is likely to intensify.¹⁵¹

In Alberta, we have become accustomed to low post-secondary enrollment rates, with many students also leaving the province to pursue higher education.¹⁵² However, enrollment pressures could quickly change if the oil patch slows, which will put upward pressure on already-high minimum admission requirements.

EMBRACE OF PLACE: CULTURAL VIBRANCY AND RECONCILIATION OF HISTORY

“The Story of Moh’kinsstis says that before there was the place we call Calgary, the First Peoples were stewards of this land. At the confluence of two rivers, the lifeblood of our city, our cultures converged and our story began... It is essential that Calgarians of every culture and tradition walk on a shared path paved with opportunity, recognizing that we are connected to each other and to this place, where our collective spirit generates enough for all.”¹⁵³

Calgary, jockeying with Vancouver and Toronto, made a number of global “best cities” lists in 2014.¹⁵⁴ High wages, low taxes and access to nature are often cited, but there are many other factors that make for a high quality of life, and many other ingredients that make a city resilient, sustainable and interesting – places to live, not

just to make a living. There is continued strong citizen satisfaction with quality of life in the Calgary.¹⁵⁵ And the city of 1.2 million inhabitants is increasingly cosmopolitan and creative: Calgarians are well-read,¹⁵⁶ more people are choosing to live in established neighbourhoods,¹⁵⁷ we are seeing the development or repurposing of new cultural facilities like cSpace, the National Music Centre and Contemporary Calgary, and new festivals like Nuit Blanche, Beakerhead and Sled Island¹⁵⁸ are complementing already nationally-recognized festivals like the High Performance Rodeo¹⁵⁹ and the Calgary International Folk Festival. Per capita arts funding has dramatically improved over the last few years, having played serious “catch-up” since the mid-2000’s, when it placed among the lowest of Canadian cities in per capita cultural investment (\$15 in 2006 to \$42 in 2012).¹⁶⁰

But even more interesting are attempts to understand, reconcile and contextualize our history, perhaps best embodied in the *Making Treaty 7* project. Although Calgary’s Aboriginal population, at 2.4% of the total population, is by far the lowest of any city on the prairies, and well below the Canadian urban Aboriginal population average, mainstream interest and awareness in First Nations history and culture is growing, as is the institutional admission of decades of racism.¹⁶¹ The oil and gas industry is being rapidly schooled in Aboriginal occupancy, rights, title and social issues, while Alberta Education has become the first outside of Nunavut and the NWT to incorporate knowledge about the residential schools experience into the provincial curriculum. Moreover, as the pan-Aboriginal political infrastructure in Canada weakens, there are stronger and more dynamic nation-level actors, stronger local identities and more local-level awareness efforts.

It is also worth mentioning the rapid growth of a strong community garden network in Calgary and a growing interest in the Calgary region in local food production and consumption. The Calgary EATS Food System Assessment & Action Plan was developed and approved by Council in 2012. They recently released a progress report that outlines key findings supporting the local food system as an important economic driver that promotes resilient communities and is integral to healthy citizens.¹⁶²

LOCAL RESPONSES TO A SWELTERING EARTH

“As a world-class energy producer, we have a responsibility to do our part and enact world-class environmental protection.”¹⁶³

The planet continues to heat up, with 2014 being the hottest year on record¹⁶⁴ and the Intergovernmental Panel on Climate Change (IPCC) warning about the increased “likelihood of severe, pervasive and irreversible impacts for people and ecosystems” and urging in its strongest language yet for humanity to transition to a low carbon economy.¹⁶⁵

Climate change is arguably the most pressing issue facing humanity. With social, economic and environmental impacts to deal with, the human and financial costs will be unprecedented. According to the International Council for Environmental Initiatives (ICLEI) in a May 2014 press release, urban areas are most at risk. Nikki Bartlett from the University of Cambridge Institute for Sustainability Leadership said: “The IPCC’s analysis clearly shows that action in urban centers is essential to successful global climate change adaptation and mitigation, as these areas hold more than half the world’s population and most of its built assets and economic activities. Decisions made at the city level

can deliver real synergies, becoming more resilient to climate impacts while also seizing opportunities for lower-carbon living.”¹⁶⁶

Despite this, of the \$210 million in environmental grants made by 87 funders in Canada, investment in climate change mitigation or adaptation strategies is collectively less than \$5 million (2012 data), which is half of the already-low level when previously measured in 2007.¹⁶⁷

Most of the will and action for dealing with climate change – and this is almost universally true – tends to be at the local/municipal level. The City of Calgary has put significant effort into drafting environmental, climate change resilience and sustainable development policy¹⁶⁸ related to GHG reduction strategies, alternative transportation and recycling, but often struggle to obtain Council approval. Expect solutions that address low or reduced carbon transportation options, waste reduction vs. recycling and energy efficiency and retrofitting buildings to be adopted.

The City is also building a 4-year Plan, within which Council has identified environmental priorities that include the following highlights and may provide great opportunities for community partnerships and local action:¹⁶⁹

Waste Management

- Implementing the already approved green cart program, including a new bio-solids composting facility by 2017
- Implementing the industrial, commercial and institutional waste diversion strategy

It is important to note that the City is focusing entirely on recycling vs. reducing. There are significant opportunities for education and incentives that lead to behaviour change.

According to a 2013 report by the Conference Board of Canada, Canada ranks in last place out of 17 OECD countries for their solid waste generation, and gets a “D” grade on their municipal waste generation report card. What this means is that Canadians produce more than twice as much waste (729kg/capita) as the best performer, Japan (377kg/capita) and that our waste generated per capita has been steadily increasing since 1990.¹⁷⁰ As Evan Osenton has written in Alberta Views, “Albertans generate more waste than any province in Canada at 1,052 kg per person in 2010. It boils down to this: Alberta is the most wasteful province in the most wasteful country in the world.”¹⁷¹

Clean Energy and GHGs

- Identifying partnership and funding opportunities to design and deliver programs to engage the community to advance the goal of reducing greenhouse gases, increasing energy efficiency and improving air quality
- Implementing the Sustainable Infrastructure Capital program to improve energy efficiency of corporate infrastructure and Integrating green infrastructure elements into new projects
- Advancing the Transportation Energy Management Plan, including the implementation of energy-reduction initiatives

According to the multi-sector Alberta Energy Efficiency Alliance, “energy efficiency can significantly reduce greenhouse gas emissions in Alberta while saving people money at the same time”. In their January 2014 report, “Energy Efficiency Potential in Alberta”, they conclude that if all opportunities already deemed as economical in each Alberta sector are implemented over the next 10 years, 50% of the provincial 2020 GHG emission targets would be achieved and the net energy savings by 2020 would be \$1.5 billion annually.¹⁷²

After many years of promising, the Province may finally be set to release a Climate Change

Framework in March or April, 2015. The framework is expected to include a long awaited new building code, which would create a meaningful path forward on energy efficiency in new and existing buildings. It will be interesting to see whether the framework also includes price signals, low energy literacy, access to capital and institutional or regulatory barriers.

Integrated Watershed Management

Working with regional partners and other levels of government, The City will help support an integrated approach to the watershed and the implementation of the Calgary Metropolitan Plan. Key activities will include enhancing environmental performance and contributing to regulatory decision making. With a new City Charter, this type of planning will get easier. The City and the Calgary Regional Partnership are waiting for a long promised commitment from the Province to continue supporting regional planning across Alberta.

Green Spaces

- Protect and enhance Calgary's urban forest and natural landscape throughout Calgary.
- Develop annual restoration/management plans at priority sites to enhance the natural landscape of green spaces
- Protect and enhance Calgary's open spaces by improving tree sustainability
- Engage communities in naturalization discussions and projects

Optimize existing parks network to ensure access to nature, and healthy and active lifestyles

As part of completing a city-wide Pathway and Bikeway Master Plan, The City will look at ways to enhance the beauty and safety of Calgary's pathway

networks to encourage its use. This will be achieved through the increased presence of bylaw officers on pathways, as well as expanding programs to increase park stewardship by citizens. Planning in redeveloping or newly -planned communities will ensure residents have access to open spaces within 450 metres (or a 5 minute walk).

There has been a big disconnect between City planners and City Council on this issue. Headlines and commentary have indicated strong support from the cycling and business communities for dedicated bike lanes and other bike infrastructure. But as in Toronto, cycling infrastructure has sometimes encountered resistance from the more rabidly pro-motor vehicle voices on Council.

Manage the interrelationships between flood protection, water quality and quantity, and land use

- Work with partners in the development of climate change models for the region and to gain a broader perspective
- Develop a comprehensive climate adaptation plan and implementation tools to reduce future impacts
- Align preparedness and natural resource plans to implement a whole systems approach to managing the interrelationships between flood protection, water quality and quantity, and land use
- Continue to implement the Calgary Wetland Conservation Plan to ensure the integrity of wetlands in Calgary

Adapting to climate change is becoming as important as prevention/mitigation. Post-flood mitigation efforts in Southern Alberta are among legions of growing public expenditures that can and should be traced – at least in part – to climate change. Similarly, the insurance industry is bracing

for a greater frequency of catastrophic claim events. While parts of Canada will experience increased crop yields and milder temperatures, the emergence of climate refugees will test Canada's embrace. Southern Alberta's water supply will be profoundly impacted as the South Saskatchewan basin has been closed for several years due to licence allocations that exceed the actual capacity of the river's flow.

Predicting when the next catastrophic flood will occur is a fool's game, but the proposed provincial flood mitigation efforts remain controversial and expensive¹⁷³ – with the passage of time, amnesia may conspire with austerity to shelve some of the more ambitious efforts, leaving the city potentially vulnerable once again.

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ENDNOTES

1. Coy, 2014.
2. *Interestingly, there is growing global – and mainstream – doubt in the utility of GDP as a useful measure of economic well-being, never mind for other forms of human well-being. See, for example, Pilling, 2014.*
3. *The IMF predicts 3.8% growth for 2016. World Economic Outlook, July, 2015.*
4. *CBC, 2014. CBC, 2015.*
5. *Calgary Economic Development, 2014.*
6. *The 2015 Davos Global Risks report names Canada first in noting global hotspots for housing-based asset bubbles. Or see Drohan, 2015.*
7. *McArdle, 2015.*
8. *Calgary Economic Development, 2014.*
9. *TD Economics revised its prediction in October to a 1.4% contraction. TD Provincial Economic Forecast Update, Oct. 8, 2015. Earlier in the year, Glen Hodgson, Chief Economist at the Conference Board of Canada, predicted a 1.5% contraction. See Toneguzzi, 2015b.*
10. *Punctuated by Suncor's pending hostile takeover of Canadian Oilsands.*
11. *McCarthy, S. 2015. ATB's Alberta Economic Outlook Q1 2015 Report mirrors the \$55-70/barrel prediction as the most likely scenario.*
12. *TD Economic update, 2015.*
13. *BuildForce Canada, 2014.*
14. *Howell and Mah, 2014.*
15. *Calgary Economic Development, 2014 (with web-based update in 2015).*
16. *As the Calgary Foundation's Vital Signs: 2014 noted, the Toronto Board of Trade's Scorecard on Prosperity ranked Calgary second to Paris among 24 international cities.*
17. *Peformance Urban Planning, 2015.*
18. *Ibid.*
19. *RBC, 2015.*
20. *Barlow, 2015. "The yield curve represents the aggregation of all expert opinions on future economic growth rates, inflation and investor risk tolerance."*
21. *Kawa, 2014.*
22. *Babad, 2015.*
23. *Coy, 2014. Although some are warning that low inflation in the US does not warrant a rate hike, which could stall the current recovery.*
24. *Morrison, 2015.*
25. *National Bank, 2015.*
26. *Samara Canada, 2015.*
27. *Coates and Newman, 2014. Also reinforced in the Yukon Supreme Court's decision on the Nacho Nyak Dun challenge to the Yukon Government with respect to land use planning in the Peel Watershed.*
28. *There is a tri-ministerial commitment to work on an approach to social innovation (details TBD) between the departments of Culture, Human Services and Innovation and Advanced Education. It is equally murky whether there is another 'life' for the research that was conducted to lay the groundwork for the SIE.*
29. *See, for example, <http://www.threehundredeight.com/> which aggregates polling data.*

30. See, for example, Simpson, 2015.
31. Public Policy Forum's top 10 public policy stories for 2014:
 1. Canadian troops join combat operations against ISIL
 2. Pipelines (Keystone XL, Northern Gateway, Energy East)
 3. Return of activist government in Ontario
 4. Calls for a national public inquiry into missing and murdered Aboriginal women
 5. Federal government rewrites Canada's prostitution laws
 6. Liquefied Natural Gas projects in B.C.
 7. End of universal day care subsidies in Quebec
 8. Income splitting
 9. Blueprint 2020/Destination 2020 (public service technology renewal)
 10. Cyberbullying
32. Stone, 2014.
33. See, for example, Wells, 2015.
34. See, for example, Elson, 2011.
35. This disconnect is highlighted, for example, in McCarthy, L. 2014.
36. As profiled on CBC Marketplace, Feb. 20, 2015.
37. Such as the Moneysense 2015 Charity Top 100, which – like most charity rankings – completely ignores impact.
38. See, for example, Kanani, 2014.
39. Digital storytelling using a combination of different media elements (e.g., animation, videos, text) is a particularly important trend for community-focused organizations. See Hotti, 2015.
40. Kania, Kramer and Russell, 2014.
41. Scharwath, 2012.
42. Canadian Environmental Grantmakers' Network, 2014.
43. In Hunter, 2014.
44. Ibid.
45. Gabriel Kasper and Justin Marcoux's "The Re-Emerging Art of Funding Innovation" was the top-downloaded article from the Stanford Social Innovation Review in 2014.
46. McConnell Foundation's RECODE initiative is seeding campus-based "social innovation zones" with 18 post secondary partners from coast to coast, including Mount Royal University in Calgary.
47. For example, see Davies, 2014.
48. Confessore, 2015.
49. Cohen, 2015.
50. Edelman, 2015.
51. Ibid.
52. Based on course feedback and in-class student presentations.
53. Anderson and Stauch (forthcoming)
54. "We Day" continued to draw a crowd in 2014, with 16,000 in attendance at Saddledome in November.
55. Cohen, 2015.
56. McCambridge, 2015.
57. Rohozinski and Muggah, 2015.
58. Ibid.
59. A recent analysis of the online presence of charities revealed that only 62% have a web presence. Moreover, they struggle to tell their stories and maintain a strong identity, many utilizing "fundraising and identity profiling methods from the 1990s [which] seem almost ancient now". See Kanji, 2014.

60. Ugur, 2015
61. Eden et al. 2015.
62. World Economic Forum, 2015.
63. See, for example Reyes, 2015.
64. McCambridge, 2015.
65. McArthur, 2015.
66. Saunders, 2015.
67. Ibid.
68. McCambridge, 2015.
69. Mclsaac and Moody, 2014.
70. Leong, 2015.
71. In Toneguzzi, 2015a.
72. In Hamilton, 2015.
73. Leong, 2015. *It should be noted that Norway has a very different "social contract" between its citizens and government than Alberta, manifest in an acceptance of higher (and progressive) income tax rates.*
74. Bennett, 2014. *Ragan said the Ecofiscal Commission has yet to come up with a preferred carbon-pricing mechanism, but pointed to B.C.'s carbon tax as a good model. "The fact that it's revenue-neutral is a big selling point for business", he said, "because if business is worried about new taxes, a national carbon tax could be offset with equal reductions in corporate and income taxes."*
75. <http://www.cbc.ca/news/business/big-oil-to-rachel-notley-bring-on-a-carbon-tax-1.3084357>
76. Scharmer and Kaeufer, 2013.
77. *The former is a reference to President George H.W. Bush's term for how voluntary associations will flourish as government cuts back social welfare initiatives.*
- The latter is a quote from Vik Maraj of Unstoppable Conversations.*
78. *Social, environmental or cultural problems that are "difficult or impossible to solve for as many as four reasons: incomplete or contradictory knowledge, the number of people and opinions involved, the large economic burden, and the interconnected nature of these problems with other problems. Poverty is linked with education, nutrition with poverty, the economy with nutrition, and so on."*
79. FSG, 2014
80. City of Calgary, 2015c.
81. Calgary Homeless Foundation, 2015.
82. Vibrant Communities Calgary, 2015.
83. Learning Boldly Network, 2013.
84. King George School. (January 2015). *Email communication to parents: "Students are beginning to develop an awareness and understanding of energy consumption and are critically thinking about how to reduce their ecological footprints. We have begun our collaboration with SAIT and Green Calgary and grade teams will begin design thinking approaches to building their energy related prototypes. We are looking forward to some inspiring and ground breaking work in the next few months."*
85. Ryan-Silva, 2015.
86. Van Ymeren, 2015.
87. Desouza, and Smith, 2014. *The quote continues: "It's hard to say what the impact could be on economic development, civil society, or other areas. Take, for instance, human trafficking, a \$32 billion global industry that ensnares an estimated 30 million people annually. Although considerable momentum exists to combat the problem, few initiatives have attempted to use big data."*

88. Grant, 2013.
89. SnapDX, 2014
90. Ibid.
91. City of Calgary, 2015a.
92. Ryan-Silva, 2015.
93. Porter and Kramer. "Creating Shared Value", in the *Harvard Business Review*, January, 2011.
94. Ibid.
95. Faivre-Tavignot et al, 2015.
96. <http://www.next-genforum.com/> Notably, the organizing committee for this forum included high-profile organizations from the public, nonprofit and business sectors, such as Calgary Economic Development; Delphi Group; Export Development Canada; Foreign Affairs, Trade and Development Canada; Government of Alberta; June Warren-Nickle's Energy Group; Norton Rose Fulbright LLP; Pembina Institute; and The School of Public Policy, University of Calgary.
97. Hugh Segal, in Tenser 2014.
98. *Canada Without Poverty*, 2012.
99. Other notable admitted 'weaknesses' in the study include knowledge of Aboriginal affairs and of arts and culture. Turcotte, 2014.
100. Duncan and Das, 2014.
101. Haroon, 2014.
102. Food Banks Canada, 2015.
103. O'Rourke, 2012.
104. Private anonymous interview, 2014.
105. As a result of falling oil prices, Suncor and Shell had already announced a combined 1,300 job cuts around Fort McMurray by the end of January 2015.
- Target announced early in January 2015 that it will be closing all of its 133 stores in Canada. This means that approximately 17,600 Canadians- a large number of them economically vulnerable Canadians- will be losing their jobs. Approximately 2,000 of those job losses will be in Alberta, with upwards of 800 jobs lost in Calgary. Between November and December 2014 the unemployment rate increased from 4.5% to 4.7% , denoting an additional 6,400 unemployed Albertans.
106. Dykstra, 2015
107. Living Wage Canada, 2015b.
108. Living Wage Canada, 2015a.
109. Ministry of Jobs, Skills, Training and Labour, 2014.
110. Basic Income Canada Network, 2015.
111. Scharlach, 2009
112. Inference from 2011 data, where median age was 39.9. From "Canadians in Context – Ageing Population," 2015
113. Calgary Foundation, 2014
114. Ibid.
115. Kaufmann, 2014
116. Parks, 2014
117. Kaufmann, 2014
118. Alzheimer Society Canada, 2010.
119. Particularly in the Netherlands and Switzerland.
120. Campbell-Dolloghan, 2014.
121. Opened with 23 units, the Hogewey facility houses approximately 130-180 people.
122. City of Calgary, 2015c.
123. According to the National Household Survey "those reporting Muslim, Hindu, Sikh and Buddhist made up

- 2.9 per cent of immigrants who came to Canada before 1971, but they accounted for 33 per cent of immigrants who arrived between 2001 and 2011. And although the proportion of Muslims, Hindus, Buddhists and Sikhs is on the rise in Canada, the marked demographic trend is the increasing number of people who claim no religious affiliation at all. The new survey suggests that nearly 24 per cent of the people living in this country do not belong to any particular religion. That is up from 16.5 per cent in 2001 and 12.6 per cent in 1991." Bascaramurthy, Galloway, and Perreaux, 2014.
124. Kittson, 2014.
125. Doyle and Carnegie, 2014
126. Posner and West, 2014.
127. Cave, 2014.
128. Government of Ontario, 2013.
129. Bernholz, 2015.
130. Spence, 2014
131. Employment and Social Development Canada, 2015b.
132. Doyle and Carnegie, 2014.
133. *Ibid.*
134. Shore, Hammond and Celep, 2013.
135. As outlined brilliantly in Gugelev and Stern's 2015 essay on how, and under what circumstances, non-profits should scale up.
136. The first wave of non-profit organizations a century (or more) ago were set up – typically by religious organizations - to relieve poverty or to reduce human suffering, but few – if any – were intended to systematically address the problems or issues underpinning this suffering.
137. Samara Canada, 2010.
138. Despite the sharing economy's success, one example being Car2Go in Calgary, Bernholz, 2014, has noted that some forms of sharing economy activity have run into serious pushback from regulators, competitors, labour activists and the public. Uber – the peer-to-peer taxi service proxy - is a sobering case study.
139. For example, Cohen, 2015 comments that "a number of observers over the past couple of years, notably Lucy Bernholz, have hinted that the for-profit social enterprise sector, mounted atop tools such as B Corporations, social impact bonds, and "hybrid" entities such as L3Cs, has been conveying a message to legislators that the nonprofit sector isn't really all that special and that much of what nonprofits do or say they can do can be done as well if not better than business-minded for-profits."
140. Private interview, March 2015.
141. McIsaac, Park and Toupin, 2013.
142. DeBarry, 2015. Reinforcing the supply gap in new talent is a serious lack of post-secondary educational opportunities – particularly in Western Canada - for those wishing to pursue non-profit management, or for those already in the sector who wish to upgrade their skills, knowledge and networks. Training for people in the sector is seriously lacking, but the sector also needs to do a better job at utilizing the talent coming from these programs and bringing university students from traditional disciplines such as business schools into the sector.
143. *Ibid.*
144. Including knowledge of tax laws that shape what kinds of activities charitable organizations can pursue.
145. Luke, 2014.
146. Jason Clemens, in CBC News, 2014.
147. Alexander and Bendiner, 2013.

148. Mutyala, 2014. *is at its worst*", in *Maclean's*, Jan. 22, 2015.
149. Nolais, 2015.
150. As Canadian education trends guru Ken Steele (2013) writes, "students will be seeking flexible, efficient means to a credential while spending as little time on a campus as possible – and evolving technologies and government agendas will support them in finding it."
151. Last Fall, the President of the University of Regina pointedly thanked Calgary for sending so many students their way.
152. Nenshi, 2014.
153. For example, it was ranked as the sixth most liveable city in the world in 2014 by *The Economist*.
154. Duncan and Das, 2014.
155. *Calgarians consume more books through online orders per capita than any other city in Canada, according to Amazon.ca (which may also mean that Calgarians are less inclined to purchase from book stores).*
156. As noted in the *Vital Signs 2014* report. Other urban intensification efforts, such as East Village, Currie Barracks, Bridgeland and the West Village plan, and transit nodes such as Westbrook and Brentwood, are adding people and life to the core and to the inner suburbs.
157. Sled Island was highlighted by CBC Radio as one of Canada's 10 Best Festivals in 2014. Stuart, 2014.
158. Denise Clarke was inducted into the Order of Canada for her work in building cutting-edge theatre in Calgary.
159. Hill, 2012.
160. Winnipeg Mayor Brian Bowman, for example, has spoken out in response to Nancy McDonald's article "Welcome to Winnipeg: Where Canada's racism problem
161. *Calgary EATS! 2014 Progress Report*
162. Fawcett, 2014
163. NOAA National Climatic Data Center, 2014.
164. Intergovernmental Panel on Climate Change, 2014. *The Club of Rome*, in the famous 1972 book *Limits to Growth* predicted that 2015-2030 would be a tumultuous time for the planet, with global collapse of populations and food systems likely unless major global environmental leadership or some other unforeseen intervention were to occur. See "Limits to Growth was right: New research shows we're nearing collapse", in *The Gaurdian*, Sept. 2, 2014.
165. International Council for Environmental Initiatives, 2014
166. Canadian Environmental Grantmakers Network, 2014.
167. City of Calgary, 2015b.
168. City of Calgary, 2014.
169. *How Canada Performs*, 2013.
170. Osenton, 2009.
171. Row and Moharab, 2014
- 172.
173. See, for example, King, 2015.