

FURTHER

MAGAZINE



THE LEADER

THE DIYer

THE CONNECTOR

2014 CALGARY INNOVATION AWARDS *MEET THE WINNERS*



CCVO
Calgary Chamber of
Voluntary Organizations

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How the nonprofit sector touches our lives in ways we may not even realize.



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WELCOME TO FURTHER!

What does it take to carry us further? As a community. As an organization. As an individual. What inspires us to move beyond the status quo, the tried and true, and to venture into new territory?

Answers to those questions are never easy, but at the end of the day, change comes from the simple desire to create something better—and the determination to see an idea to its fruition.

The Calgary Nonprofit Innovation Awards were established in 2011 to celebrate this creativity and risk-taking and to shine a light on the new ideas that have been bred and born here in Calgary.

The three winning organizations demonstrate the power of unique collaborations and the benefits of community-driven modes of operating.

They show what’s possible when a challenging issue is addressed in a positive way and innovative ideas are driven further.

You may already be an engaged volunteer in your community, or enjoy the rich cultural opportunities Calgary has to offer. Maybe you’re an avid user of libraries, museums or sports and recreation facilities. You may even have found your career in one of the more than 5,700 nonprofits in Calgary.

You are part of the nonprofit sector. These stories are your stories. We hope that you are inspired to think of what you can do to move your communities further.

Katherine van Kooy

President and CEO

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Editor & Writer: Julia Williams, RedPoint Media & Marketing Solutions

Associate Editor: Johanna Schwartz, Communications Coordinator, CCVO

Design Director: Steve Collins

Account Manager: Mark Hogan

Photographer: Jared Sych

Illustrator: David Willicome

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THE BOTTOM LINE

MEASURING INTANGIBLE THINGS— DEFINING VALUE IN THE NONPROFIT SECTOR

No one has ever had Brian Emmett’s job before. For almost two years, Emmett has been the first-ever Chief Economist for the charitable and nonprofit sector at Imagine Canada. The fact that this role exists suggests that the sector is beginning to assert itself in the larger economy.

It’s about time. Charities and nonprofits employ more than two million Canadians and represent about eight per cent of GNP. It’s one of the more rapidly growing sectors of the economy and, according to Emmett, one of the most poorly understood. “There’s an impression of charities being good people, largely volunteers, doing good things,” says Emmett, “when in fact it is an

important sector of the economy. It’s important for the charitable sector to start to talk about itself that way.”

How can the nonprofit sector start that conversation? Emmett says it needs to repeat the message over and over, at every opportunity. It also needs to get serious about self-evaluation. “Charities need to demonstrate that they’re producing results with the money they get. The story ends when you just say ‘we’re big.’ People want to know about value.”

Fortunately, the value the sector provides is considerable and far-reaching. Emmett notes that when cities are ranked, the ones on top are those that do the best job of attracting a skilled, young

labour force. A key element of that attractiveness is community quality—and community quality is determined to a large degree by the strength of the nonprofit sector. “I think that’s a strategic advantage that nonprofits offer, and it’s useful to step back and say, ‘What makes this a successful place? Why do people want to live here?’”

Emmett says there’s a long-standing misconception that charity and nonprofit work is a supply-driven phenomenon—that people come up with problems to fix because they need something to do. In fact, the areas where nonprofits are growing are areas where demand is growing, from health and social services to recreation, arts and culture. “One of the key things to say is that [the

“IT IS AN IMPORTANT SECTOR OF THE ECONOMY. IT’S IMPORTANT FOR THE CHARITABLE SECTOR TO START TO TALK ABOUT ITSELF THAT WAY”

BRIAN EMMETT



nonprofit sector] is a value-driven phenomenon," Emmett says. "It's driven by what people want."

In this sense, the nonprofit sector is driven by many of the same forces that drive the corporate sector. The challenge is that most of what the nonprofit sector delivers is intangible. "It's hard to sell social justice. It's hard to sell environmental quality. You're in the business of selling services that are hard to measure, yet people want you to measure better," says Emmett.

Stephanie Robertson is the founder of SiMPACT Strategy Group, an organization that helps charities and nonprofits do just that—measure better. To Robertson, the problem she's solving is not how to assign economic value to the activities of nonprofits (although she does do that), but how to come up with common terminology that allows people to have conversations about complex issues. SiMPACT uses and teaches SROI (social return on investment) methodology to address this problem, but Robertson says the methodology is simply a tool—the vital thing is to broaden the definition of value

to encompass more than numbers. It's common to frame charities and nonprofits as service providers for vulnerable people, when their true function (and the basis of their value) is to strengthen communities and societies.

The way to measure value for nonprofits, according to Robertson, is to implement outcomes-based evaluation, or in simple terms, to define and evaluate change. "The word 'impact' is a bit of a nebulous term, but if you talk about change, people know there is supposed to be a before and after," says Robertson. "We're getting better at asking questions that lead us to the information we're looking for."

The SROI process is helping to shift this conversation. Robertson says some organizations find it a useful way of defining goals internally, improving communication, building confidence and giving clear direction to project teams. It's also vital in external communications. "Usually clients have a lot of intuitive knowledge of what they're doing and why, but there's no way of explaining it to the outside world," says Robertson.

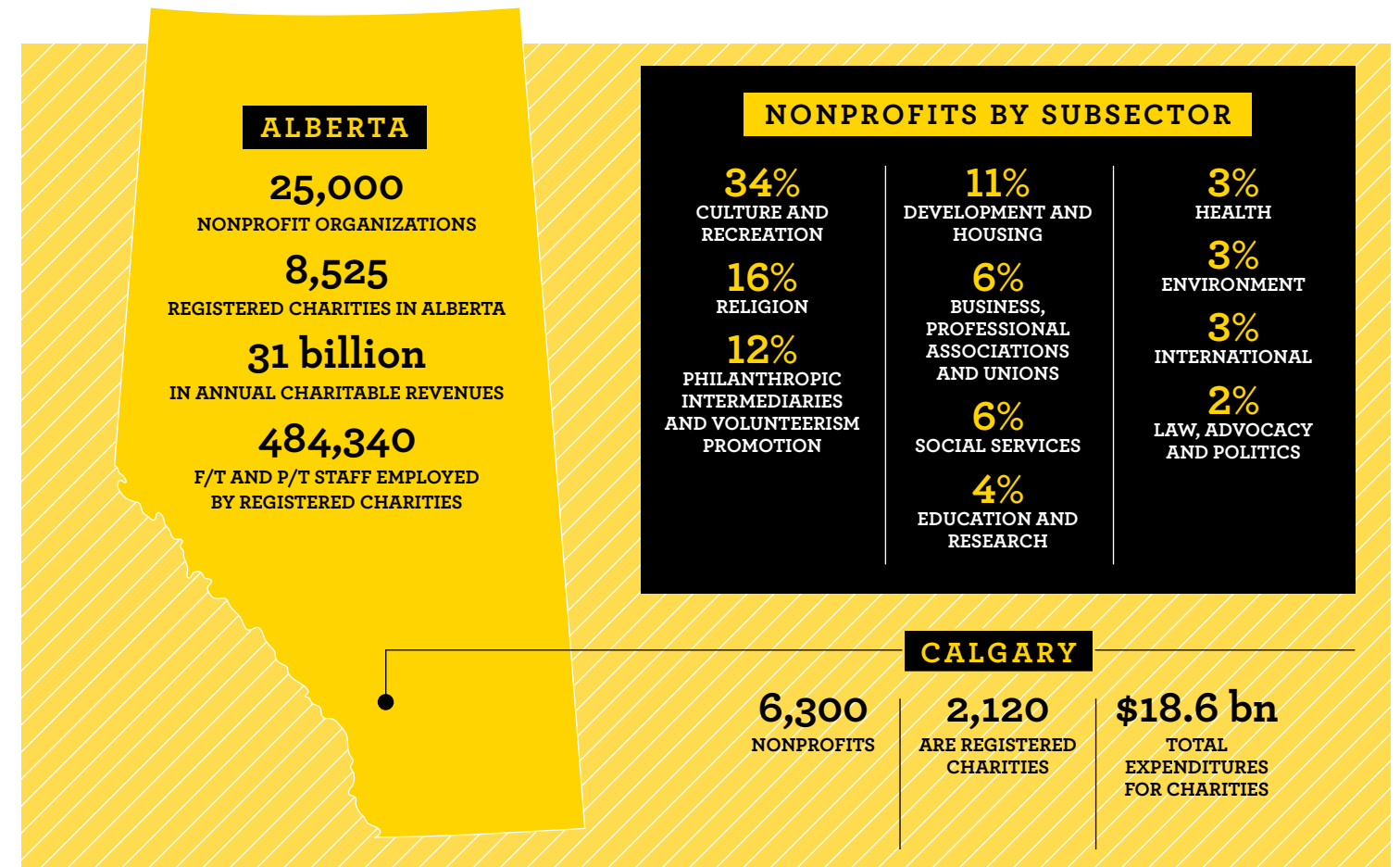
Emmett says this ability to explain—and explain credibly—is essential. "You need the facts to back up your story. Why is it important? Why should we think more about it? Why should it have a higher place on the agenda of governments and businesses and people?"

While the sector is currently growing faster than the Canadian GNP, most of its revenue sources are growing more slowly. Emmett believes this will lead to innovation, possibly in the form of income-producing activities that take inspiration from the corporate sector. He says this could bring the sectors closer together. "It could allow the nonprofit sector to take advantage of business techniques like financial management and strategy."

The intangibility of the nonprofit "product" creates challenges, but Emmett says this is the very thing that makes the sector necessary. "The things the nonprofit and charitable sector provides are things the private sector can't deliver. You can't sell them in the marketplace."

"THE WORD 'IMPACT' IS A BIT OF A NEBULOUS TERM, BUT IF YOU TALK ABOUT CHANGE, PEOPLE KNOW THERE IS SUPPOSED TO BE A BEFORE AND AFTER"

STEPHANIE ROBERTSON



Connecting Sectors



CENOVUS IS FINDING CREATIVE WAYS TO SUPPORT COMMUNITY

When your company is driven by innovation, you try to find new models for everything you do—including community involvement. Vicki Reid, Director of Community Affairs for Cenovus, says the company was never content to limit its role to that of "corporate funder." It wanted a deeper kind of engagement.

Reid says the funder role is an essential part of the equation for corporations, but Cenovus knew it had more to give, from assisting with awareness initiatives to contributing volunteer hours. She says the best results happen when different sectors intersect. "Effective collaboration can really move the dial on community initiatives, far more than everybody just doing their own thing."

In addition to many corporate community investments and partnerships, each October Cenovus holds a "Thanks and Giving" campaign,

Cenovus has been the community sponsor of the Calgary Nonprofit Innovation Awards each year since 2012. Committed to fostering innovation and collaboration between sectors, Cenovus partners with many organizations that focus on developing sustainable communities. cenovus.com

inviting employees to donate to causes they value. The company matches these donations dollar for dollar, and the campaign has provided \$11.8 million to deserving community organizations since 2010.

Cenovus encourages employees to get involved with community initiatives whenever possible, offering a number of options for engagement in Cenovus-sponsored volunteer activities, from ongoing mentorship programs to serving turkey

dinners at organizations like the Drop-In Centre. Often, employees can involve their families as well. For Cenovus, the goal is to be inclusive and encouraging—to foster the pride that comes from working for a company that doesn't just say it cares but demonstrates that it does.

Cenovus pursues lasting relationships with the nonprofits and projects that receive its financial support. The company was one of the original donors for the Sheldon Kennedy Children's Advocacy Centre and is now also involved in awareness initiatives with the organization.

Reid says a sense of pride is just one of the benefits Cenovus employees experience when they get involved with their communities. "Our employees are developing skills that can be transferred into the business world: leadership, coaching, listening, communications. And they become more socially aware."



REAP COMMUNITY ORCHARDS

REAP, which stands for Respect for the Earth and All People, is a professional association for businesses in Southern Alberta that use and value sustainable practices.

Since 2012, REAP has partnered with local businesses to plant orchards in community green spaces as a carbon-offset initiative.

reapcalgary.com

What You Sow

STEPHANIE JACKMAN'S SUSTAINABILITY-LED BUSINESS ASSOCIATION IS BEARING FRUIT—LITERALLY

In 2004, Stephanie Jackman left her corporate marketing job and created REAP, an organization with no clear precedent. If it didn't work, she reasoned, she could always go and find another job. "The joke's on me because I could never go back and get a traditional job now. I didn't know that then. But I didn't ever really think that it would fail."

More than 10 years later, this unique business association has more than 100 members. In 2012 it launched a collaborative carbon-offset initiative that is quietly transforming the city.

The project began when Calgary food truck The Naaco Truck approached the organization with a plan to donate and plant trees in the city. Stephanie says they wanted to tie the project into food security as well as environmental responsibility. "We said, you're a food business, so wouldn't it be great if we planted fruit-bearing trees and put them in areas of the city where people don't have easy access to fresh food?" Greengate Garden Centres agreed to provide plants, and a community orchard was born.

After a distributed orchard was planted across four sites in Forest Lawn in 2013, more donors came on board for 2014. However, planting plans were delayed when the association was unable to get permission to plant on the site it had chosen. Undaunted, Jackman recognized that the organizational requirements of the program were becoming too great to manage solo. She sought a partner.

"Houston Peschl is a professor of sustainability at the University of Calgary. He said the U. of C. has an Enactus chapter that's all about social entrepreneurship and building leadership through community projects." Peschl connected REAP with the Enactus Green Projects team, which committed to a minimum of five years with the Community Orchards program. Jackman says the students will help with the logistics of the program and come up with an approach

that is consistent and scalable. Meanwhile, Jackman is planning a double-plant this summer, so that the Community Orchards of 2014 and 2015 can take root.

She's also fielding inquiries from other centres in Western Canada that want to set up associations with the same values as REAP, and says it's fulfilling to see how creative people can be when they choose to do business sustainably. "I love the innovation that comes from refusing to trade off something for another thing."

Jackman sees no reason why the Community Orchards shouldn't continue to flourish and grow. "I would love to get to the point where we're planting a thousand trees a year. We're having much bigger conversations about where this could go. In another five years I'd love to see these orchards all over Calgary, creating community spaces that everyone can enjoy."

IT MAKES A VILLAGE

Stephanie Jackman, who describes herself as a relationship manager, is planting communities as well as orchards. A key component of her job is introducing, facilitating and maintaining the collectives that form around good ideas. What began as a conversation between REAP and The Naaco Truck now involves several donors and no fewer than three strategic partners, the International Avenue Business Revitalization Zone, Bridgeland Riverside Community Association and Enactus, University of Calgary Chapter.

**"I DIDN'T EVER REALLY THINK
THAT IT WOULD FAIL"**



WISEGUYZ

Aimed at Grade 9 boys, WiseGuyz is a school-based sexual health education program that places sex and sexuality in the larger context of human rights, healthy relationships and media representations of masculinity. Operating since 2010, the 14-week program has been recognized repeatedly for its success in addressing issues like homophobia, bullying and risky sexual behaviour.

calgarysexualhealth.ca

Making Men

PAM KRAUSE'S WISEGUYZ PROGRAM HAS OPENED A NECESSARY CONVERSATION ABOUT SEX AND MASCULINITY

Pam Krause knew sexually transmitted infection rates were rising while teen pregnancy rates were dropping. She knew boys were falling behind academically and socially, that young men's suicide rates were higher than most, and that issues like sexual assault and domestic violence were pervasive. A lot of people knew these things. But Krause was one of the few who knew what to do about it. "I said to myself, 'We're missing half the equation.'"

Enter WiseGuyz, a program that covers the standard sex education topics while giving adolescent boys something invaluable: A safe space to ask questions, and to understand their own sexuality and manhood. Krause says when she floated the idea of a program for boys with Blake Spence (who is now the program coordinator), he

told her, "Young men are strangled by their masculinity."

Krause says at that time most sex education programs were aimed at girls; the specific needs of boys were not being addressed. Boys as young as 14 were feeling pressure to conform to a certain type of masculinity that didn't permit emotional or effeminate behaviour. Krause says the larger context WiseGuyz provides is crucial. "It's not about putting on condoms. It's about having a conversation. It's about communication, decision-making and consent."

WiseGuyz also focuses on creating empathy in its participants, which Krause says is central to the program's long-term vision of helping boys become confident, responsible men. "It's not about helping the children today, it's about changing their lives forever in an equality-focused way."

Program participants show a 27 per cent decrease in homophobia; principals describe their schools as "safer" post-WiseGuyz, and the program is in demand at schools in Calgary and across the nation. "The biggest hurdle has actually been to deal with the demand for the program. And to do the program with fidelity wherever we're doing it."

A second version of WiseGuyz is being created for high school-aged boys, and "Helping Guys Be Wise" workshops at the Calgary Sexual Health Centre's Training Centre teach nurses and educators, among others, to make their practices more accessible to boys.

Krause says, for her, restlessness leads to innovation. "I can't do the same thing over and over. I believe strongly that innovation works. It's astonishing what a group of people with an idea can create."

THE WISEGUYZ

The program facilitators, Blake Spence, Stafford Perry and Tristan Abbott, are not only deft educators, but two of them (Spence and Perry) are childhood friends who attended Bowness High School together. Krause says, "The facilitators have been one of the biggest factors in the success of the program. They're actually men the boys want to be."

**"YOUNG MEN ARE STRANGLED BY
THEIR MASCULINITY"**



THE CALGARY TOOL LIBRARY

This volunteer-run program lends, maintains and stores a range of tools for Calgarians in exchange for a \$40 annual membership fee. The library is run out of a 500-sq.-ft. shed in Bridgeland. calgarytoolibrary.org

Fully Equipped

IT WAS TWO YEARS IN THE MAKING, BUT DIY ENTHUSIAST COURTNEY HARE HAS COMPLETED HER BIGGEST PROJECT YET

It began when avid DIYer Courtney Hare had a eureka moment in the middle of the night. What if people could access a range of tools without having to buy, rent or store them?

Hare pitched the idea to the Awesome Foundation, hoping she could get a grant. She got one. That pitch also attracted a small community of volunteers who went on to create an enormously successful tool library in Calgary's Bridgeland/Riverside communities.

Hare says the two-year path from "eureka" to launch day wasn't always smooth. "Maybe we were afraid of failure. We weren't entrepreneurs. We had no capital, no experience, no existing model in the city." The project hibernated for months before Hare, who works as Financial Literacy Manager at Momentum, decided she'd better

just go for it. "It's better to try something and fail than not try it at all."

She put a notice in the Bridgeland-Riverside community newsletter inviting people to get involved and set a launch date of June 7, 2014.

From that point, Hare says, it was the little library that could. A team came together, a neighbour who works as a tool consultant for Makita got a discount on tools, and the president of the community association took the idea to Bridgeland's condo communities. The team secured a shed and began to stock it, pooling their own tools and purchasing others.

Less than a year since it opened, the Calgary Tool Library has become a prized community resource and gathering place, attracting patrons from Bridgeland and

neighbourhoods all over the city. Entrepreneurs, small business owners and the nearby Bridgeland Community Garden use this resource, as do people tackling home repairs and art projects. Beaverhead became the Library's first organizational member and the Bench Project, a community-based initiative to construct and install free benches around the city, also relies on the Calgary Tool Library.

The Library is beginning to offer basic equipment-training workshops, and Hare says it provides plenty of informal training as well. "The library is a hub for conversations. People ask questions and chat with other members."

Hare lives in a 1928 bungalow that needs plenty of maintenance—an activity she's always loved. "I learned through YouTube and my grandfather and trial and

error. I was always borrowing tools." Hare is happy she no longer needs to drive around the city picking up tools in order to complete a project, and even happier that the Calgary Tool Library represents a step forward in the city's sharing economy. "There are so few of us that need our own tools, and there's really no advantage to individual ownership."

Today, the Calgary Tool Library is one of five in Canada (the others are in Toronto, Vancouver, Ottawa and Halifax), and one of a few lending programs in Calgary including Protospace, the Permaculture Guild Mobile Garden Tools and the Albert Park Gardening Tool Rentals. Hare would love to see more. "Every major condo building could have a tool library. Every community. That would be really cool to see."

**"IT'S BETTER TO TRY SOMETHING AND
FAIL THAN NOT TRY IT AT ALL"**

Anatomy of a Nonprofit

THERE IS MORE VARIATION IN THE NONPROFIT SECTOR THAN MEETS THE EYE—HERE'S A LOOK AT THREE VERY DIFFERENT TYPES OF ORGANIZATIONS

For outsiders—and even some insiders—the scope of the nonprofit sector comes as a surprise. The variety of roles, organizational types, professional skills and challenges in the sector is vast. We sat down with CCVO Vice President Mike Grogan and Membership Coordinator Tracey Braun to dissect three common types of nonprofits.



GROGAN ON BUILDING A VISION
“Ask the question why. It’s fundamental. Find out why you do what you do, why it’s necessary. Recognize you are in competition to some degree. Be realistic about what you can and can’t do.”

(1) Grassroots

THE BASICS
At this level, the organization may or may not be formalized as a nonprofit. There is a variety of organizational styles at this level.

COMMON CHALLENGES
A grassroots board can burn out quickly, especially if the workload is onerous. A lot of very small organizations work toward becoming a mid-sized organization with more resources and a better shot at sustainability. However, not all nonprofits are concerned with growth—many are more focused on long-term stability.

DAY-TO-DAY
Almost all of the daily operational tasks are done by a working board of volunteers and possibly one paid staff member.

GOALS
A nonprofit of this type is typically mandate-driven and committed to a clear, single, ongoing cause to which everyone involved is connected.

CALGARY EXAMPLES
Art à la Carte, Bridges of Love, Cornerstone Youth Centre, Canadian Women for Women in Afghanistan.

(2) Mid-size

THE BASICS
Formal administrative processes like reporting and filing systems, fundraising and human resources are in place at this level.

COMMON CHALLENGES
Expectations can be high, while the organization’s access to funding and support services is limited. This type of organization needs to be flexible, with excellent lines of communication between the board and the executive director.

DAY-TO-DAY
A small staff, accountable to a governance board, runs operations, typically overseen by an executive director.

GOALS
Freed from administrative duties, a governance board can focus on strategic planning and take a proactive approach to its central cause.

CALGARY EXAMPLES
Servants Anonymous, Green Calgary, Momentum, Calgary Seniors Resource Society, Women’s Centre of Calgary, Vibrant Communities Calgary.

BRAUN ON ADAPTABILITY
“Whatever your role, you do what needs to be done—particularly in a small or mid-sized organization. You raise funds, photocopy, clean, make coffee, run programs, manage volunteers, take meetings and shake hands with politicians.”

GROGAN ON ORGANIZATIONAL STRENGTH

"You need a strong executive and a strong board and strong staff. At least one of these things has to be incredibly strong."



3

Large Organizations

THE BASICS
Think big—a nonprofit of this scale needs plenty of infrastructure to stay afloat. Directed by a governance board, a large organization has a professionally trained staff split into specialized teams like accounting, marketing, human resources, information technology and so on.

DAY-TO-DAY
The organization is professionalized in terms of service delivery and support. Staff have differentiated

roles and administrative systems are built to endure.

GOALS
Large organizations must raise their own profiles and the profiles of their causes, which demands plenty of external communications work. These organizations are often well prepared to engage in collaborative work.

COMMON CHALLENGES
The board is entirely removed from daily opera-

tions, and some staff may not be directly engaged with the organization's core cause. Internal communications efforts are essential to maintain awareness, and to ensure messaging is consistent and decision-making clear.

CALGARY EXAMPLES
Bethany Care Society, Woods Homes, Women In Need, McMan Youth Family and Community Services Association, Calgary Homeless Foundation.

PROFESSIONAL DEVELOPMENT

Distinct nonprofit education is available in Calgary, including nonprofit management programs that address leadership, board governance, ethics, law, fund development and nonprofit trends.

- Mount Royal University offers a certificate in nonprofit management. mroyal.ca
- Propellus promotes organizational effectiveness with workshops that cover leadership, governance and fund development. propellus.org

DROP OFF THAT BAG OF OUTGROWN KIDS' CLOTHING AT THE THRIFT STORE.



PLAY CARDS WITH YOUR MOM AT A SENIOR'S CLUB.



GET SOME OF THOSE REALLY GOOD CROISSANTS AT THE FARMERS' MARKET.

PEEK AT THE UPDATED MAINSTAGE LINEUP FOR YOUR FAVOURITE OUTDOOR MUSIC FESTIVAL.



POUNCE ON A GOOD BOOK AT THE LIBRARY.



EVERYDAY NONPROFIT

The sheer scope of the nonprofit sector—and the myriad ways it affects our lives—is usually underestimated. In fact, most of us interact with nonprofits often, in ways we aren't even aware of.

CHECK THE CALENDAR TO SEE WHEN ATOM HOCKEY PRACTICES GIVE WAY TO MINOR SOCCER PRACTICES.

FINALLY REGISTER FOR THAT FRENCH CONVERSATION CLASS.

bonjour!

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