# JENY MATHEWS-THUSOO

A Futures Thinking Leader with a Vision of Resilient and Equitable Cities



# **ABOUT ME**

A respected leader and public servant with over 20 years of experience inspiring teams and communities to action around shared visions. A program manager and facilitator with proven success in co-creating innovative strategies with equity-deserving and sovereignty-deserving communities (EDSDCs), sector leaders, and other diverse partners, to make cities great places to live and work. A systems and futures thinker, who embraces complexity, and shares this expertise in academic, government and community settings. An advocate dedicated to elevating under-represented voices who face systemic barriers to participation and decision-making. My areas of expertise include:

- Leading Calgary's Resilience & Futures team's work to build trusting relationships between EDSDCs and local governments, with a focus on imagining new liberated anticipatory governance models that center EDSDCs
- on city-wide resilience strategy development and implementation with multiple EDSDCs, internal and external partners

Facilitating effective collaborations, using strategic foresight,

- Teaching graduate students to create policies using systems thinking, and transformative equitable futures frameworks
- Stewarding public policies on equity and advocating for social change on local, national and international stages
- Providing resilience subject matter experience to City leadership, policymakers, and community groups
- Teaching graduate leadership students on social innovation with a focus on strategic foresight and speculative futures



#### **EXPERIENCE**

#### THE CITY OF CALGARY, COLLABORATION, ANALYTICS, & INNOVATION (CAI)

CAI provides innovative and collaborative data and information solutions to support the future of a resilient city

#### Program Lead, Resilience & Futures

August 2017 - Present

The future belongs to cities who believe in the power of dreams. Using a strategic foresight process, co-designed with multiple partners and EDSDCs, the Inclusive Futures program of the Resilient Calgary strategy (which I currently lead), with a goal to build trust between local governments and EDSDCs. Collaborates intentionally with EDSDCs, and internal and external partners, to foster strong relationships while using futures studies methods to impact positive systems change. Advocates for resilience, equity, and futures literacy on numerous taskforces and committees.

- Partnered with UNESCO, Futures Literacy & Foresight to deliver an engaging three-day futures literacy lab (FLL) with 25 members of EDSDCs on the future of trust 2050. Led to more FLLs with women and immigrant youth.
- Attended the first Blackfoot Confederacy Elders meeting where I earned the unanimous support from all 13 Blackfoot Elders to move forward with the work of Resilient Calgary
- Presented to North American City Resilience Officers at the 2022 Embrace Conference in Boston, a re-imagined matriarchal local governance model in the year 2035 and facilitated with them the impacts to their cities



- Led 60+ members of the Inclusive Collaboration Circle, with EDSDCs, private and public sectors, through a strategic foresight process to co-create four systems change outcomes for the Inclusive Futures program of the Resilient Calgary strategy (*One outcome is: institutions value diverse governance paradigms*)
- Hosted an interactive community conversation to challenge current governance processes by immersing 40+
  community members and partners in a mock city council meeting. Participants identified the system barriers
  faced by EDSDCs when using Roberts Rules in current governance processes
- Facilitated an OECD net-zero transition strategic foresight workshop on Indigenous Reimagining that looked at grassroots driven rethinking of values and institutions in 2050 to inform Calgary's Climate strategy
- Leading a collaboration with The City of Calgary and Calgary Police Service (CPS) on a futures ready, systems approach to social equity. This will provide senior decision makers at The City and CPS with a deeper understanding of the current system of equity work and the future work needed to impact positive change

#### Acting Manager, Resilience

February 2020 - August 2021

Reporting to the City Resilience Officer and General Manager of the Deputy City Manager's Office, led the Resilient Calgary strategy implementation update report, highlighting our value and progress to senior leadership and City Council. Developed the milestone schedule and expectations, and ensured the team met their deliverables in a timely manner. As the only representative for the Resilience & Infrastructure Calgary (RIC) business unit, participated in the design team for the People, Innovation, & Collaboration Services (PICS) department organizational realignment. Represented (and presently represents) the City Resilience Officer on the North American Resilient Cities Network's Racial Equity Community of Practice that focuses on together, building racially equitable cities.



- Received unanimous approval for the Resilient Calgary update report by The City's Executive Leadership Team, the Priorities and Finance Committee (PFC) of City Council, and City Council in April 2021
- Developed and finalized the three key service areas and outcomes for the Resilience & Futures team

#### THE UNIVERSITY OF CALGARY, FACULTY OF SOCIAL WORK

The social work school at a reputable post-secondary institution located in Calgary, Alberta.

# Adjunct Professor, Innovation and Establishing Credibility

January 2024 - Present

Teaching graduate level social work students, specializing in leadership, to be innovative thinkers by using systems approaches, futures studies and design thinking methods that allow leaders to get ahead of the curve, proactively identify trends, define more effective practices, and drive positive futures.

# **Adjunct Professor, Advanced Policy in Context**

September 2021 - Present

Inspiring graduate level social work students to engage in systems change, futures studies, and public policy. Students create innovative policy solutions by imagining liberated/equitable preferred futures and then developing a "futures history" with possible policies and actions to achieve those futures. Students explore concepts of Afrofuturism, Feminist Futurism, Queer Futurism, and Indigenous Futurism then use these concepts to create transformative strategies and polices of governance and equity. Taught face to face and online by using interactive adult-based learning methods.



- Students, who were once hesitate of policy, showed a dramatic increase in interest and optimism in this field and how futures studies can inspire change
- Successes Students expressed gratitude that they learned practical and innovative policy development skills to use in their future careers

#### **Adjunct Professor, Field Education**

January 2019 – April 2023

Co-mentored four Bachelor of Social Work (BSW) students and one Master of Social Work (MSW) student in their practicums who were interested in futures studies, social policy and systems change work at a municipal government. Guided them to develop their own creative projects while they pushed me further in my analysis in social equity/justice.

 All students advanced in their careers and academic aspirations and saw their practicums as valuable learning experiences that helped them achieve their goals



Successes • The MSW student used a Feminist Futurism approach when facilitating community conversations about challenging assumptions of good local governance. The information she collected is being used to develop a new "artifact of the future" of a local matriarchal government in 2040

#### Sessional Instructor, Social Policy and Social Justice

September 2019 – December 2021

Taught fourth year social work students on futures studies, social justice and social policy, both in person and on-line.



- Received a 6.89/7.0 on my universal student ratings of instruction
- Successes Received many positive comments such as "By far, Jeny has been the best professor I have had in my social work education ... She really takes our quality of education seriously"

#### MOUNT ROYAL UNIVERSITY, INSTITUTE FOR COMMUNITY PROSPERITY

An institute at a reputable post-secondary institution located in Calgary, Alberta that provides undergraduate community-partnership research opportunities that build the capacity of learners and changemakers to lead systems change in their communities.

# Session Facilitator/Host, Systems Leadership Sandbox

January 2024 - Present

A member of the planning and implementation team of the pilot series for the Systems Leadership Sandbox. Facilitating and creating spaces for community leaders to inspire their curiosity, stretch their imagination and experiment in possibility. A space where participants reimagine, reinvent, and play with concepts on how to work in complexity. Using speculative and participatory futures methods to inspire imagination and navigate uncertainty and complexity.

#### THE CITY OF CALGARY, CALGARY NEIGHBOURHOODS

The City's business unit that champions community well-being by fostering strong neighbourhoods and resilient Calgarians through public policy, community development and resident-focused service delivery.

#### **Issue Strategist on Immigrant Inclusion**

Stewarded the Welcoming Community Policy, a public policy that looks at the local government's role in the inclusion of immigrants to Calgary. Done by developing a corporate plan, leading collaborations, and building relationships with internal and external partners to work towards a shared vision of a city where immigrants fully participate in civic life.

- Presented at the General Conference of European Coalition of Cities Against Racism in Ghent, Belgium on cultural competency standards for City services with a systems change approach
- Reported City's progress on our commitments to CCUNESCO's Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD)
- Used the result-based accountability framework to liaise with partners that resulted in five approved population outcomes for the Welcoming Community Policy (WCP) Corporate Plan
- Established and facilitated the Immigrant Inclusion Committee of 30 diverse immigrants that advised City business units on how to make their policies and services more accessible to immigrants



- Successes Wrote three successful business cases to other orders of government that generated over \$600,000 towards research and the development of two corporate strategies and one community strategy
  - Increased the voice of immigrants in civic decision making by implementing a distributed leadership model for engagement. 30 diverse immigrant Calgarians led regular discussions with their ethnic and faith communities that resulted in 500+ "hard to reach" immigrants participating in policy decisions
  - Led a collaboration of the subject matter experts from Calgary Community Services' business units to develop people-focused service delivery standards to increase equitable access for immigrants to City services
  - Wrote an international city environmental scan of local government strategies and five research briefs that will be used to inform strategy recommendations for the Welcoming Community Policy Corporate Plan
  - Composed numerous corporate memos that updated administrative and elected leadership on emerging issues and recommended approaches to address the issues

#### Project Manager, Calgary Local Immigration Partnership (CLIP)

2012 - 2014

Convening great minds for a greater city. Co-managed with United Way of Calgary and Area and the Immigrant Sector Council of Calgary, a collective impact initiative where influential leaders, organizations, and immigrants were convened to build an inclusive city. Established and maintained strong relationships with all orders of governments' administration, elected officials, immigrant communities, non-profit and private companies to impact transformative change in immigrant inclusion outcomes.

- Developed a strategic plan that was unanimously approved by (1) the CLIP Council, a broad sector collaboration of 20 Calgary system influencers with multiple interests and (2) the CLIP Immigrant Advisory Table, a group of 20 members representing the diversity of immigrants in Calgary
- Successfully co-wrote funding proposals where CLIP received in \$1.5 million from the Federal government to develop and implement the CLIP strategic plan



- Recognized by the World Bank for my ability to gain support of non-traditional players to work towards a common vision of an inclusive city. As a result, I advised the federal government of Turkey on their National Immigration strategy, and the World Bank's work on cities and migration
- · Gained overwhelming support from non-traditional players to build an inclusive city. Examples include the Calgary Stampede, Deloitte, and Safeway
- · Successfully negotiated for Calgary to be one of five cities in Canada to implement the DiverseCity onBoard initiative to increase the number of immigrants on Calgary's boards. Then secured \$100,000 from the J.W. McConnell Family Foundation for Bow Valley College to administer the initiative

#### ALBERTA HEALTH SERVICES (FORMALLY CALGARY HEALTH REGION)

Alberta Health Services (AHS) is responsible for delivering health services to residents living in Calgary and Alberta.

#### **Manager, Interpretation and Translation Services**

2004 - 2005

Committed to achieving equitable health outcomes for non-English speaking patients by leading a dedicated team of 28 Interpreters and Translators from culturally and linguistically diverse backgrounds. Managed their performance, addressed staff concerns and conflict, and empowered staff to reach their potential.



- Led a successful change management process that streamlined translation services and eliminated backlog, resulting in a significant reduction of time for departments to receive translated documents
- Successes Built trusting relationships between staff members in conflict that led to increased morale and a highly productive and motivated team

#### **Education Coordinator, Sexual & Reproductive Health**

2000 - 2004

Collaborated with both Calgary school boards (Calgary Board of Education and Calgary Catholic School District) and numerous community organizations and supervised eight health educators to develop and deliver effective sexuality strategies and curricula.

· Chaired the Comprehensive Sexuality Education Network which brought together agencies, school boards, and the health region to work towards the same mission and vision about informed and healthy sexuality



- Successes Built a strong relationship with Calgary Catholic School District to co-create a curriculum for teachers to instruct students living with developmental disabilities about healthy relationships and sexuality.
  - Facilitated the first ever Calgary Catholic School District school administration in-service about creating safe spaces for LGBTQ+ students

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# REPORT CONTRIBUTIONS

This a sample list of reports I wrote on behalf of the organization or project:

- The City of Calgary. 2020. Resilient Calgary Update 2020. Report to Calgary City Council.
- The City of Calgary. 2019. *Resilient Calgary strategy*. https://www.calgary.ca/content/dam/www/cs/documents/resilientcalgary/resiliencestrategybooklet.pdf
- The City of Calgary. 2018. #ResilientYYC: Preliminary Resilience Assessment.
   <a href="https://www.calgary.ca/content/dam/www/cs/documents/resilientcalgary/calgary-pra-100rc-executive-review-2018-03-08.pdf">https://www.calgary.ca/content/dam/www/cs/documents/resilientcalgary/calgary-pra-100rc-executive-review-2018-03-08.pdf</a>
- The City of Calgary. 2016. Immigrant Inclusion Municipal Scan 2016. https://www.calgary.ca/content/dam/www/csps/cns/documents/social-research-policy-and-resources/immigrant-inclusion-municipal-scan.pdf
- Calgary Local Immigration Partnership. 2014. Strategic Plan for a Welcoming City 2014-2017.
- Calgary Local Immigration Partnership. 2013. *Settlement & Integration: Calgary A Welcoming City. A Literature Review.* http://p2pcanada.ca/wp-content/blogs.dir/1/files/2014/01/CLIP-A-Literature-Review-2013.pdf



# **AWARDS**

- Institute for the Future, Imagination Leadership Award, 2023
- The City of Calgary One City Award, 2023
- The Queen Elizabeth II's Platinum Jubilee Medal, 2022
- International Association of Business Communicators Gold Quill Award: Excellence in Communication Research, 2017
- The City of Calgary Nominee of STARS Citizen Focus Award, 2016
- United Way Spirits of Gold Diversity Award, 2015
- The City of Calgary STARS Caring Award, 2007



# **EDUCATION AND RELEVEANT TRAINING**

Academic	
Master of Science (Community Health Sciences), University of Calgary  Thesis: Exploring the Need for an Interactive Computer Program on Healthy Body Weights for Adolescent Girls Supervisor: Dr. Wilfreda Thurston	2000
Bachelor of Education (Secondary Science), University of Calgary	1996
Bachelor of Science (Biological Sciences), University of Calgary	1994
Futures Studies	
Imagination Leadership Certificate, Urgent Optimism, Institute for the Future	2023
<ul> <li>Courses: What is Urgent Optimism, The Neuroscience of Futures Thinking, How to Play with Futures Scenarios, and Learn Your Future Power</li> </ul>	
<ul> <li>Capstone project: The implications living in 10 year winter social simulation</li> </ul>	
Futures Literacy Masterclass, Copenhagen Institute for Futures Studies	2022
Futures Thinking Specialization, Institute for the Future	2021
<ul> <li>Courses: Introduction to Futures Thinking, Collaborative Foresight: How to Game the Future, Foresight</li> <li>See the Future Before it Happens, Simulation Skills: This is Your Brain on the Future, How to Turn Foreinto Action</li> </ul>	
Design Futures Thinking Certificate, Institute for the Future	2020
Anti-Racism, Governance, Systems, Collaboration, Leadership Training	
Decision-Making for Racial Equity, Race Forward	2023
Building Racial Equity, Race Forward	2023
Self to Systems, Berrett-Koehler	2021
<ul> <li>Part 1: Be an Inclusive Leader; Part 2: Community &amp; Organization, How to Invite Teams into Social Ch Work; Part 3: Systems &amp; Society, What We Can Learn From Racial Justice Movements</li> </ul>	ange
Municipal Governance Education Program	2019
<ul> <li>Topics: AB Municipal government Act, Strategic Planning Processes, Council Culture, High Performance Councils, Meeting and Agenda management, Communications Protocols, Risk Management, Scorecar</li> </ul>	
Four-Day Collective Impact Training , Tamarack	2014
Four-Day Leadership that Transforms Communities Training, Tamarack	2011
Seven-Day Train-the-Trainer on Anti-Racism and Internalized Racism, Tina Lopes	2009
How to Manage Conflict, Rockhurst University Continuing Education Centre	2002
The City of Calgary Recruitment, Interviewing & Selection, part 1 & part 2	2021
The City of Calgary Procurement Practices and Under Threshold Procurement	2021
The City of Calgary Finance Basics for Dept ID Owners	2021



#### **EXAMPLE SPEAKING ENGAGEMENTS**

#### **Sample Keynote Presentations**

- Liberated Futures: Imagining a Matriarchal City in 2040, Vibrant Communities Calgary Launch of Community Wellbeing Report, Calgary, Canada, 2023
- Futures Literacy to Build Resilience in a VUCA World, Alberta Youth Summit, Calgary, Canada, 2023
- The Future of Work, Komkan African Institute, Calgary, Canada, 2021
- Building Trust with Equity-Deserving Communities, Standing up for Human Rights and Equity Values, Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE) National Conference, Edmonton, Canada, 2019
- What Makes a Welcoming City, Diversity Summit, Regional Municipality of Wood Buffalo, Canada, 2014

#### Sample Presentations (Local, National, International)

- Building Social Resilience Through Futures Literacy, Community Services Team Retreat, Regional Municipality of Wood Buffalo, 2023
- A Possible Vision on the Future of DEI with a Lens of Resilience, Canadian Centre for Diversity and Inclusion, Unconference, Calgary, Canada, 2023
- How to Disrupt Notions of Good Governance Using a Future of Matriarchal Local Governance, The City of Calgary Community Services Leadership Conference, Calgary, Canada, 2022
- How to Build Anti-Racist Cities Using Futures Studies, Embrace Conference, Resilient Cities Network, Boston, USA, 2022 (An annual conference that honours the work of Dr. Martin Luther King Jr.)
- The Future of Climate Migration, Contact Conference, Saskatoon, Canada, 2022
- Futures Thinking to Build Resilience, Calgary Economic Development Board Meeting, Calgary, Canada, 2022
- Six Part Learning Series to Democratize Futures, Community Partners Meetings, Calgary Regional Immigrant Employment Council (CRIEC), Calgary, Canada, 2021
- Progress Happens at the Speed of Trust: How Municipal Governments Can Build Trust With Immigrant Communities, International Metropolis Conference, Ottawa, Canada, 2019
- Innovation and Futures Thinking for Resilient and Inclusive Cities in Our Rapidly Changing World, Canadian Immigration Summit, Conference Board of Canada, Ottawa, Canada, 2019
- Influencing Migrant Integration and Social Inclusion at the Local Level, Developing Turkey's National Harmonization Policy, Ankara, Turkey, 2018 (Hosted by the World Bank)
- Inclusive City Building and Evaluation, 19th National Metropolis Conference: Looking Forward Migration and Mobility in 2017 and Beyond, Montreal, 2017
- Collaborative Leadership, Calgary Regional Immigrant Employment Council, Calgary, 2014
- Lessons from Local Leaders: Migration Policy Development at the Municipal Level, International Metropolis
  Conference, Milan, Italy, 2014 (Co-presented with the World Bank: Centre for Mediterranean Integration, Global
  Diversity Exchange Ryerson University, and the Cologne Institute for Economic Research)
- Collective Impact and the Calgary Local Immigration Partnership, 15th National Metropolis Conference: Building an Integrated Society, Ottawa, 2013
- Conversations for Change Implementation of the CARE Strategy, General Conference of European Coalition of Cities Against Racism, Ghent, Belgium, 2011

# Sample Futures Literacy Laboratories (FLL)

- The Future of Trust 2050, Advanced Policy in Context, Faculty of Social Work, Calgary, Canada, 2023
- The Future of Trust 2040, Immigrant Youth Leadership Workshop on Futures Studies, Calgary Bridge Foundation for Youth, Calgary, Canada, 2023
- The Future of Governance 2040, WomenIn Conference, Calgary, Canada, 2023
- The Future of Empathy 2040 with Racialized and Immigrant Youth, Mount Royal University: Institute for Community Prosperity Catamount Fellowship, Calgary, Canada, 2023
- The Future of Trust 2050: Rethinking the Center, Co-Designed with UNESCO Social Transformations & Foresight team and EDSDCs and facilitated an on-line three-day FLL, Calgary, Canada, 2022



#### **CURRENT AND FORMER COMMITTEE MEMBERSHIP AND COMMUNITY SERVICE**

- Urgent Optimists, Institute for the Future (IFTF)
- North American Resilient Cities Network's Racial Equity Community of Practice
- Resilient Cities Canada (Vancouver, Calgary, Toronto, Montreal)
- The City of Calgary's Resilience and Sustainability Policy Design team (former Triple Bottom Line policy)
- The University of Calgary's Equity, Diversity, & Inclusion Dimensions Steering Committee
- United Way of Calgary and Area Social Impact Committee
- The City of Calgary Equity, Diversity, Inclusion & Belonging Advisory Committee
- Calgary Local Immigration Partnership: Designing and Developing a Community-Based Plan for Settlement Services and Funding in Calgary – Advisory Committee
- The City of Calgary's Benefit Driven Procurement Advisory Taskforce (social procurement)
- MRU Institute for Community Prosperity's Measuring What Matters Steering and Governance Committees (Co-Chair for both)
- F.A.I.R. (Fair Access to Insurance Roundtable): A multi-sectoral roundtable to to identify and assess the feasibility of
  innovative practices that reduce barriers to accessing property and casualty insurance, to improve the resiliency of
  vulnerable Calgarians
- The City of Calgary's People, Innovation, Collaboration Services (PICS) Department Design Team and Champions
- The City of Calgary's Gender-Based Analysis+ Community of Practice
- Races in Synergy Facilitate sessions on futures studies, anti-racism, internalized racism, and allyship
  - Support immigrants to write effective resumes and practice interviewing for jobs
- Strategic Session on Equity Level Setting Planning Group
- Maveli Institute of Sports Calgary Area (MISCA) Executive Member
- PFLAG Calgary, Chapter Leader