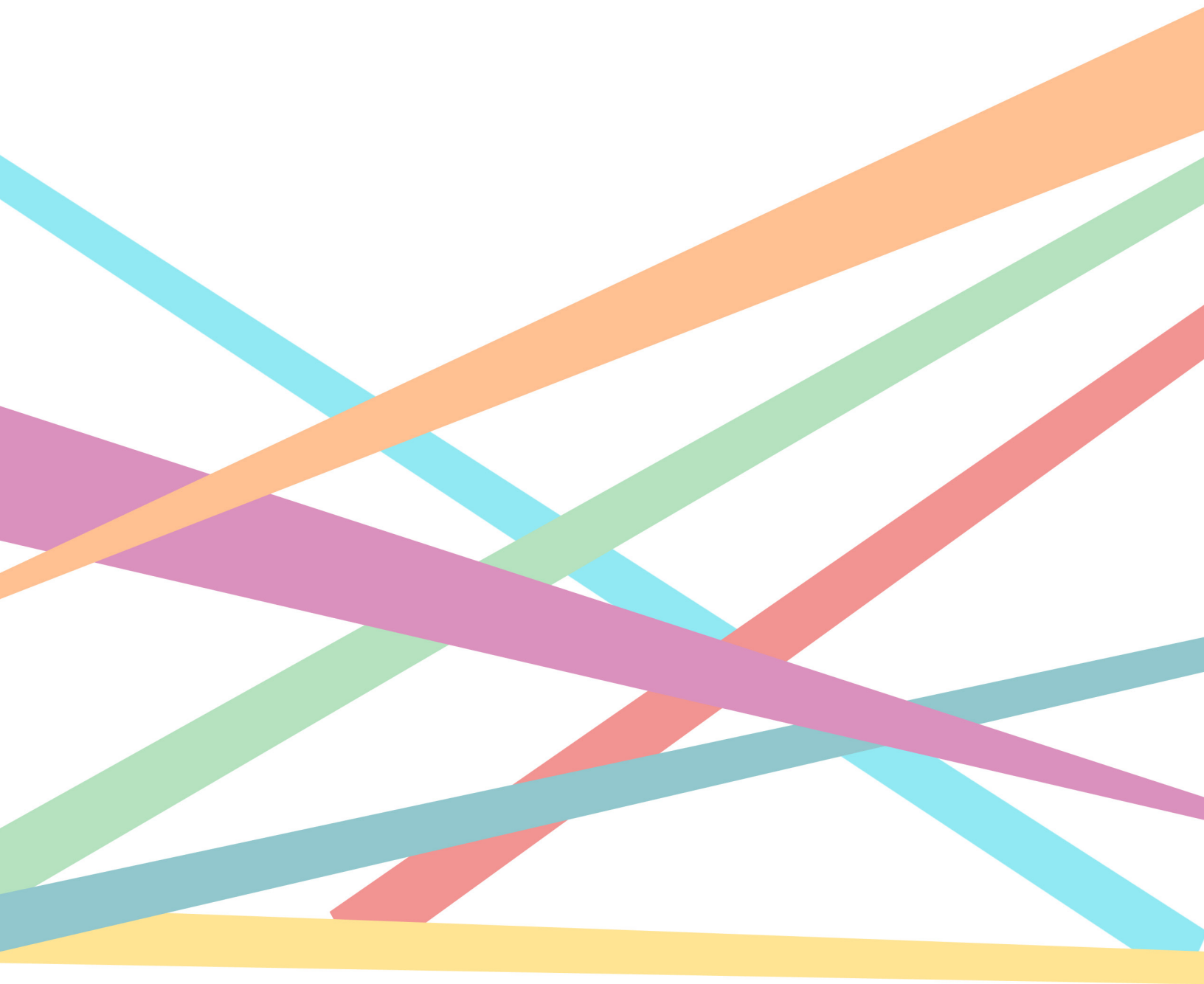


LEADERSHIP

IN ACTION



CALGARY IMMIGRANT WOMEN'S ASSOCIATION
ANNUAL REPORT 2017-2018

LEADERSHIP IN ACTION

The theme of our 2017-2018 Annual Report - Leadership in Action - honours our strategic direction to share our resources and assets through meaningful and innovative leadership initiatives that enhance the fabric of our community, province and nation as a whole. This report outlines the outcomes and community impact we achieved in the first year of the new five-year Strategic Plan 2017-2022. Our concept of leadership prioritizes collaboration over competition and responsibility over entitlement, so that our work benefits not just our clients, volunteers and staff, but also the greater community.

As the largest settlement agency in Canada with a gender specific mandate, we take pride in the level of capacity and resources we have developed over the years. We are committed to sharing our best practices with other organizations so that all immigrant women in Canada have equal access to services like the ones CIWA offers. Many of the unique initiatives we participated in the last year aimed at supporting collaboration and inter-sectoral partnerships, joint initiatives, exchanging best practices, provincial and national innovative approaches to settlement and integration as well as mentoring other organizations interested in our practices and programming models. Other initiatives targeted immigrant women and their needs through our firm commitment to explore new, customized and unique projects that open the door for successful integration.

Internally, our leadership approach focuses on creating a unique succession planning initiative based on mentoring CIWA middle management team members to learn about leadership and prepare for higher achievements at CIWA or elsewhere. We also focus on enhancing our clients' capacity to lead and add value to our work. CIWA depends on our senior clients and volunteers to manage projects. Additionally, clients and mentors in our youth programs implement unique ideas and concepts through amazing initiatives that engage community members and promote inclusion and diversity.

This Annual Report captures our work through the lens of leadership as one of the core values of the Calgary Immigrant Women's Association. We invite you to join us as a newcomer, client, volunteer, partner, collaborator, funder, employer and community member on our journey to achieve our vision of empowering immigrant women and thereby enriching Canadian society.

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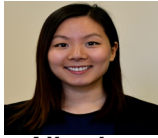
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MESSAGE

FROM THE BOARD OF DIRECTORS



Shairoze Damji
Chair



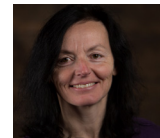
Alice Lam
Vice Chair
Secretary
Governance
Committee Chair



Anh Tran
Treasurer
Finance
Committee Chair



**Sarah J.
King-D'Souza, Q.C.**
Past Chair
Fund Development
Committee Chair



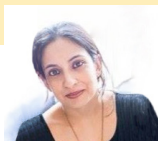
Ursula Ducatel
Human
Resources
Committee Chair



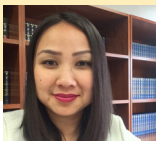
Ray Wong
Strategic Planning
Sub-Committee Chair



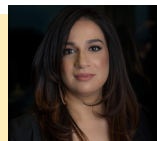
Shirley Turnbull
Special Projects
Committee Chair



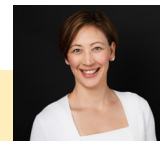
Praneeta Kumar
Director



Jade Duong
Director



Zabeda Yaqoob
Director



Elmién Wingert
Director



Ranju Shergill
Director

From its humble creation around a kitchen table by a group of visionary women in 1982, to present day having over 50 programs, servicing over 17,000 clients annually through group and individual support and providing services in 92 community locations, CIWA has strived to demonstrate “Leadership in Action.” CIWA was the first immigrant women’s center to provide a space for marginalized newcomer women. Today, CIWA has grown into a sector leader recognized for innovative programming and best practices.

This year, CIWA partnered with funders to provide new programs that focused on supporting digital learning of foundational literacy learners, social inclusion of senior immigrant women and improved support for immigrant youth to address root causes of social challenges. CIWA played a leading role in improving the quality of ESL classroom instruction and completed a two year project that focused on developing a three part learning assessment tool that will be used to determine the specific skills and competency gaps of struggling ESL learners. CIWA has strived to be a preferred partner and responsible sector leader by sharing tools and learnings with other agencies.

The Board of Directors appreciates the transformational leadership of the Chief Executive Officer (CEO), the proactive program development and streamlined operations by the management team and the dedication and hard work of staff. CIWA’s leadership in the field has been recognized by various community organizations. CIWA received The Great-West Life, London Life and Canada Life Literacy Innovation Award for innovation in the creation and delivery of adult literacy programming. Federation of Asian Canadian Lawyers Western Chapter recognized CIWA with the 2018 Leaders in Diversity Award for demonstrating a commitment to advancing diversity.

The Board appreciates the continuous support from stakeholders, funders and partners whose contributions enable CIWA to offer holistic programs and services. A special thank you goes to CIWA volunteers whose countless hours of service support our daily work. In 2017, CIWA Board and staff commemorated CIWA’s 35th anniversary by organizing a successful Anniversary Gala. This event helped raise awareness of CIWA in the broader Calgary community and attracted new funders and sponsors. The Gala is part of a broader fund development strategy championed by the Board of Directors to diversify funding sources and mitigate future risks.

To my fellow Board members, I appreciate your dedication, passion and insights. Your commitment to best practices and sound governance has provided a solid foundation for the growth of CIWA.

MESSAGE

FROM SENIOR MANAGEMENT



Top row: Biraj Patel, Maria MacMinn Varvos, Eva Szasz-Redmond, Celestina Akinkunmi, Leanne Casuncad, Jenny Krabbe, Jyoti Agnihotri
Bottom row: Jennifer McColl, Beba Svigir, Ayo Abdul, Rekha Gadhia (Missing: Joan Chernoff)

In 2017, CIWA family grew and expanded in all areas of work and community involvement. We served clients from 159 countries, engaged over a thousand volunteers and collaborated with hundreds of employment partners and community members. Our work was financed by 30 funding partners, and we thank them for their trust. We finished the year with the annual budget of \$13.4 million, an increase of \$1.9 million compared to the previous fiscal year.

Due to the increase in programs and services, we added an additional floor to our space in the First Street Plaza building. In particular, our employment services expanded so much that we decided to create two specialized streams. Our new Career Services department supports professionally trained immigrant women while our Workplace Services department focuses on providing employment supports for vulnerable multi-barriered clients with limited education that require customised services to transition to employment. In line with the growth of client service offerings, we also enhanced our capacity to support clients and staff through new administrative positions.

Our clients' outcomes were exceptional last fiscal year. From language acquisition, family supports, health, specialized programs for youth and seniors, all the way to the employment outcomes, CIWA clients did extremely well. Clients in our professional bridging programs secured employment through dedicated employers that gave us the support we needed to set up immigrant women for success. Thanks to our bridging program that trains and certifies community translators and interpreters, our city has access to over a hundred experienced professionals that work in other settlement agencies and support the court system, educational institutions, businesses and many other agencies that serve immigrants and require interpretation and translation in specific languages. To date, CIWA has certified 162 translators and interpreters who are able to provide services in 42 languages across Calgary.

Senior clients and youth engaged in multiple innovative leadership projects, including the intergenerational Made to Measure initiative that stole the spotlight last year through a heart-warming public event at the John Dutton Theatre of the Calgary Public Library that featured graduation dresses for immigrant girls made by immigrant seniors at CIWA. Our work continues to be deeply rooted in the principles of collaboration, sharing of resources, supporting our partners, giving and receiving - all in the spirit of the obligation to prepare immigrant women to become well informed, willing and able to engage in and contribute to the community. That can only happen when the community is open, inclusive and ready to accept newcomers by engaging with us.

Thank you!

STATISTICAL

OVERVIEW

17,854 clients served (individual and group services)

IMMIGRATION CATEGORIES

Economic (31.4%)

Citizens (20.7%) - including children and youth

Family (24.1%)

Refugees (18.7%)

Refugee Claimants (1.4%)

Other (3.7%)

TOP 6 COUNTRIES

Philippines

India

China

Syria

Pakistan

Eritrea

TOP 6 LANGUAGES

Tagalog

Arabic

Spanish

Mandarin

Tigrinya

Urdu

OPERATING REVENUE SOURCES



Government of Canada

77%

Government of Alberta

8%

United Way of Calgary and Area

5%

City of Calgary - FCSS

3%

Other Funders and Revenue

7%

CWA

PROGRAMS

CAREER SERVICES

- Employment Skills Program
- Links to Success
- Office Administration Program
- Bridging the Gap for Foreign Trained Accountants
- Labour Market Bridging for Volunteers
- Alternative Childcare for Immigrant Women
- Career Focus for Immigrant Youth
- Bridge to Success Program
- Child Development Worker Training

FAMILY SERVICES

- Family Conflict Program
- Youth Program
- Cross Cultural Parenting Program
- Civic Engagement Program
- In-Home Support Program
- Healthy Families Program
- One-on-One Counselling for Immigrant Women
- Hand in Hand Parent Link Centre
- Grandma's Kitchen
- Victims' Supports Outreach Program
- Project Footprint
- After School Homework Help for Immigrant Girls
- Inclusion for Disability is within Everyone's Ability (IDEA)
- Cross Age Peer Mentorship
- Employment Security Alliance for Vulnerable Immigrant Women

SETTLEMENT AND INTEGRATION

- Intake, Settlement and Referral Services
- Newcomer Integration Supports
- New Friends and Neighborhood Groups
- Volunteer Program
- Find Me a Home Project
- Filipino Community Development Program
- Healthy Relationships Project
- Legal and Tax Clinics
- Immigrant Women's Matched Savings Circle
- My Community, My Home
- Made to Measure
- Senior Divas on a Dime

WORKPLACE SERVICES

- Retail Training Program
- Modular Employment Training Program
- Line Cook Training
- Childcare Training Program
- Building Resiliency in Uncertain Times
- Digital Technology for Literacy Learners
- Fast Track Employment Program
- Food Service Industry Training

LANGUAGE TRAINING AND CHILDCARE

- LINC Program
- SMILES Childcare
- Pebbles in the Sand Program
- HIPPO Program
- Passport to Canada
- Learning Support Services
- Identifying Skills and Addressing the Gaps for Struggling ESL Literacy Learners
- Skills, Needs and Progress with ESL Literacy Learners

LEADERSHIP IN THE COMMUNITY



ENGAGING VOLUNTEERS

New Friends and Neighbourhood Groups program provides opportunities for local residents to be leaders in the community and support the settlement and integration of immigrant women living in their neighborhoods. As group facilitators, local residents volunteer their time to organize and lead activities that enable immigrant women to overcome isolation, learn about and participate in their communities. In the past year, group facilitators have organized field trips for clients to Tim Hortons, Calgary Public Library, TELUS Spark, Fish Creek Provincial Park, Glenbow Museum, YMCA, Prince's Island Park and Safeway. As leaders, group facilitators also mentor other participants to take on the role as co-facilitators.

CHARTING THE FUTURE

Status of Women Alberta Mentorship Initiative bestowed an amazing mentorship opportunity on two Office Administration Program alumnae this past year. One alumna was matched with a mentor from WorleyParsons, while the other was connected with a mentor from BDC Canada. The hours of leadership our mentees received proved invaluable. They now thrive as an office administrator at Geologic Systems Ltd. and a coordinator at Paramount Resources and lead the way for other immigrant women.

CONNECTING SECTORS

Innovation and leadership can and often do intersect. This intersectionality is best reflected in the newly minted CAN Newcomers with Disabilities Table that CIWA is co-chairing along with the Cerebral Palsy Association in Alberta, focusing on the following three areas:

- Connecting newcomers to services and improving access
- Reducing systems barriers to enable service providers to work together
- Increasing inter-sectoral collaboration through advocacy and public education

Another example of the interconnectedness of innovation and leadership that continues to be a highlight for CIWA is our collaboration with PaceKids Society for Children with Special Needs and Between Friends. Through the Inclusion for Disability is within Everyone's Ability (IDEA) project, the collaboration will culminate in a curriculum for cross cultural parenting for parents of children with disabilities in the coming months.

COLLABORATING WITH OTHERS

CIWA's commitment to participation on committees within the immigrant serving sector as well as those across the many industries - both locally and beyond provincial boundaries - is evident in our close collaboration with a number of organizations that convene throughout the year to share knowledge, explore (un)charted territories and discuss facets of work related to service provision for clients. CIWA staff collectively participate on 75+ committees and represent the agency on matters related to leadership, prevention and intervention services for clients as well as subject matter experts on topics such as domestic violence, cross cultural parenting, literacy and language acquisition, outcome measurement, and many others.

LEADERSHIP

IN NEW AND INNOVATIVE PROGRAMS AND PRACTICES



LINE COOK TRAINING

Line Cook Training program provides immigrant women with employment related skills training and services to enhance their occupational skills and employability in large restaurant settings. Line cooks work under the supervision of a chef and usually prepare ingredients and assemble dishes according to restaurant recipes and specifications. Training focuses on professionalism, safety and sanitation, kitchen operation, food preparation and cooking. At the end of the program, CIWA clients receive certificates in Alberta Safe Food Handling and Standard First Aid with (CPR) and (AED) as well as WHMIS.

ALUMNI ENGAGEMENT

This is a new initiative that focuses on engaging past clients to support future clients. This year alone, more than 150 CIWA alumni acted as ambassadors and connected their friends and family to various programs and services at CIWA. They also engaged their workplaces as business partners to host work experience placements and participate in networking events.

Clients who have graduated from our many employment bridging programs lead the way for the hundreds of graduates who have taken one of the 14 training programs in pursuit of labour market success and economic prosperity. Our alumni exemplify leadership skills acquired through their involvement with CIWA by hosting placements, participating in networking events, mentoring clients to build their professional and community networks and connecting with us through the annual Alumni Networking Event.

CHILD DEVELOPMENT WORKER TRAINING

Child Development Worker Training is a 12-month program offered in collaboration with Bow Valley College. The program prepares CIWA clients, currently working at daycare centers across the city, to provide quality child care in a wide variety of settings and complete the Child Development Worker Certification (formerly Level 2). Throughout the program, clients are offered professional support to advance in their careers and to positively impact the lives of children in their care.

FAST TRACK EMPLOYMENT TRAINING

Through the program, CIWA clients gain skills and knowledge needed to enter the Canadian workplace in various roles. Customized individual training and/or certification provides clients with the skill set necessary for labour market entry and success. Certifications obtained through the streams include: Alberta Basic Security Training, ProServe Liquor Staff Training and ProTect Security Staff Training.

CAREER FOCUS FOR IMMIGRANT YOUTH

Career Focus provides job ready immigrant youth with career-related work experience. Through the project, female and male immigrant youth with training and experience in the areas of IT, finance, administration and management attend pre-employment workshops, participate in a 20--week paid work placement and receive employability skills training.

IMMIGRANT WOMEN'S MATCHED SAVINGS CIRCLE

Immigrant Women's Matched Savings Circle is a project that is offered in partnership with Momentum. The project supports immigrant women living in poverty to gain greater financial independence through financial literacy education. CIWA clients develop the practice of saving money by depositing a minimum amount of funds on a regular basis into a saving account and earning matched savings that go towards the purchase of a productive asset that moves them forward in life.

LEADERSHIP

IN MENTORING



INTERGENERATIONAL DRESS STORY

With a focus on supporting the social participation and inclusion of senior immigrant women, CIWA's Made to Measure project provided a unique leadership opportunity for 12 immigrant women over the age of 50 to engage in a yearlong mentoring relationship with 12 immigrant girls. The youth and seniors worked together to create and design graduation dresses. Participation in monthly intergenerational activities enhanced the connection between the youth and seniors. The youth learned about the settlement and integration challenges of their senior mentors. The seniors acquired a better understanding of the challenges faced by their youth mentees. Despite the language and cultural barriers, the seniors took on a leadership role to successfully host a community event at the Calgary Public Library - John Dutton Theatre, where youth participants showcased their beautiful dresses.

MENTORING STAFF

This past year, the senior management team at CIWA undertook a new and ambitious mentoring initiative with middle managers. Mentoring candidates were identified based on many factors including tenure and leadership skills. Senior managers met with their respective mentees several times throughout the year. Many topics were discussed including: administration and reporting, communications and timelines, professional development and performance management, program finances, teamwork, outcome measurements, ethics, integrity and organizational culture and values. The outcomes of this initiative will enhance agency capacity, ensure an effective succession plan, ongoing training and career development for the middle management team.

KNOWLEDGE SHARING

One of CIWA's priorities is to give back and support the enhancement of services for immigrant women and their families in the community, across the province and Canada. Last year, CIWA responded to many requests for mentoring and knowledge sharing of best practices. We provided individual, group and peer support to agencies in Calgary, Alberta and other provinces. Many were interested in our effective program delivery and outcome measurement framework. Our best practices and innovative responses to supporting immigrant women fleeing domestic violence are now available online for service providers across the province to access. We also shared our Case Management System model with our partners to help them improve data collection and produce effective reports for funders. Mentoring in the area of agency capacity was another way of sharing knowledge and resources. Our Risk Management Strategy document is now being used as a template by several organizations. We take pride in the fact that our resources are helping other organizations enhance their capacity and effectiveness.

DIVERSITY TRAINING

CIWA has taken a leadership role in offering diversity training for frontline staff of social service agencies working with newcomer populations. The customizable three-hour training enables staff to better understand various cultures, cultural practices and norms, stigmas and sensitivities and other concepts related to diversity that they need to be aware of while serving clients from different cultural backgrounds. The training content is customized based on the unique needs of the organization and the clients they serve. A certificate of completion is provided to participants attending the training. During 2017-2018, CIWA provided diversity training to staff of the following organizations: Calgary Women's Emergency Shelter (CWES), Wood's Homes, Thornhill Child Care - Lumino Centre, Alberta Health Services - Arnika Centre for Developmental Disabilities and Mental Health, University of Calgary as well as Between Friends.

LEADERSHIP THROUGH YOUTH



YOUTH FORUM

The annual Youth Forum hosted by CIWA's Youth Collaborative is a true example of youth leadership in action. The forum provides an opportunity for tween and teen girls to plan and execute an event that brings together youth from every quadrant of Calgary to learn about ways to engage in the community. This year's forum – under the theme of Daughters Today, Leaders Tomorrow – convened youth to inspire and empower others through their leadership. The event, along with the Report to the Community publication and all related work, showcased the many talents of immigrant youth and provided an opportunity for the 1082 attendees to gain insight into the process of transforming vibrant ideas into first-hand leadership experience.

PROJECT FOOTPRINT

Promoting leadership among youth is an important aspect of youth programming at CIWA. Leadership is a skill that is developed when youth are provided with the opportunity to lead projects and activities. This accelerates their learning in how to be exceptional leaders within their school and community. Youth participating in CIWA's Project Footprint are given opportunities to be leaders by mentoring other youth, organizing initiatives that support and raise awareness of current environmental issues, thinking critically about their environmental footprint as well as raising awareness of the use of plastics and its effect on the environment.

GIRLS AT BAT

Girls at Bat is Jays Care Foundation's girls-only baseball program delivered in partnership with Plan International Canada. The initiative provides girls and young women, who would typically sit on the sidelines or avoid going near the field, with the courage to try a new sport or engage in something once perceived as unattainable. Baseball skills, sports engagement for girls, culture building, and behavior management comprise this one-of-a-kind leadership opportunity. The skills learned through this program build resilience and empower girls to make an impact in their communities. This innovative partnership paves the way for 25 girls annually to overcome their inhibitions and build their character by connecting them with unique sports leadership opportunities.

CROSS AGE PEER MENTORSHIP

For those ever doubting that youth can mentor other youth through a yearlong relationship that each participant will remember for many years to come, they need not look further. Over the course of the year, CIWA's Cross Age Peer Mentorship project provided 43 girls with the opportunity to be matched with a mainstream/Canadian born youth to support their successful integration and foster cross-cultural understanding. These unique mentoring relationships encouraged an exchange of knowledge and experience between the mentor and mentee while increasing their connectedness towards each other and their community. Mentees learned more about Canada and their communities while developing a supportive peer relationship. Mentors learned about the challenges newcomers face and enhanced their cross-cultural understanding while supporting their mentee during her integration. The project enabled young immigrant girls to improve their self-esteem, sense of belonging, meaningful communication and appreciation for inclusion and diversity.

LEADERSHIP

IN GENDER SPECIFIC SERVICES



35 YEARS OF TRAILBLAZING

To commemorate CIWA's role as a national settlement leader in gender-specific supports, CIWA hosted its 35th Anniversary Gala on October 19, 2017. Over the years and decades, generations of immigrant women who engaged with CIWA have been moving the needle on empowering newcomer women to successfully integrate in the community. CIWA has worked hard on convincing the government and all funding partners that female-specific settlement interventions are the only way towards equitable integration and successful outcomes for newcomers coming to Canada. Every year, thousands of immigrant women in Calgary find their way to access supports and achieve meaningful participation in the community, including promising employment opportunities. No matter what education level, family composition and circumstance, there is a service at CIWA for all immigrant women in Calgary.

We believe that immigrant women in other Canadian cities deserve the same opportunities like those in Calgary. Our leadership course is now aiming at achieving this goal by working with the government and service providers across Canada to ensure the best practices in gender specific interventions are shared nationally.

PARTNERSHIP WITH ACADEMIC INSTITUTIONS

Research suggests that men are less likely than women to attend programming, especially when it comes to violence prevention. This past year, CIWA partnered with the University of Calgary for the Engaging Men in Violence Prevention Learning Collaborative (EMC) as a Tier 1 agency to design and test non-programmatic approaches for reducing violence against women by working in settings where men naturally congregate. The action research approach aims to design and test activities within one or more of the entry points. Project learnings will be captured in multiple ways including a practice framework, community reports, presentations and academic publications.

WESTERN CANADA CONFERENCE ON GENDER

CIWA hosted the first ever conference for service providers from Western Canada focused on supporting newcomer women and their needs. The conference was funded by Immigration, Refugees and Citizenship Canada (IRCC) and brought together stakeholders working on gender and settlement outcomes from Alberta, Saskatchewan, Manitoba and Northwest Territories. During the conference, attendees and presenters discussed successes and challenges in service provision with a gender perspective, showcased innovations in programming with a gender lens, and helped identify proven, best and promising practices to strengthen the sector. The speakers covered topic areas such as: employment, family violence, rural context, support services for women, gender and sexuality, refugee services, mental health, language services and collaboration.

The message from the conference was that, across the region, we need stronger support at a programmatic level to develop shared outcomes and track and evaluate programs to identify best practices. Those practices should be shared more systematically across the region and help unpack program elements that can be replicated or adapted by service providers.

SERVICES FOR MEN AND BOYS

Men and boys have always played a vital role in CIWA's vision of empowering immigrant women and thereby enriching Canadian society. This could not have been truer than last year. CIWA's new Strategic Plan 2017-2022 ensures immigrant women as well as their family members have access to a comprehensive range of social and economic settlement and integration supports. As a result, men and boys have access to a wide range of customized services and initiatives. Our service delivery spectrum now includes cross cultural parenting for fathers and support groups for men in the areas of healthy relationships, role reversal and anger management to name a few. Boys are able to participate in courses on gender violence prevention, sibling relationships and are an integral part of many community development initiatives.

LEADERSHIP

THROUGH BUILDING CAPACITY

STAFF-LED INITIATIVES

Our staff are very engaged in both their work and additional activities at CIWA. Many staff sit on committees that enhance both their skills and the capacity of the agency.

One such initiative is the “Learn it, Own it, Share it” Committee, designed for staff by staff that is based on a speaker’s bureau model. Staff identify an area of expertise or interest and present the topic in a workshop that is held over the lunch hour. Sessions are offered multiple times throughout the year depending on interest. In the past year, staff organized the following workshops: Helping Clients Navigate Conflict in the Workplace, Emotional Intelligence, Get Outside! CIWA Staff Share Their Favorite Summer Adventures, Self-care for Caregivers, Simple Techniques for Healthier Eating, Car Care: What to Know from Purchase to Resale, Active Listening and Diva on a Dime. All of these workshops benefited the staff presenting, CIWA team attending and agency as a whole in enhancing our capacity.

Another committee that CIWA staff are involved in is the Safety and Security Committee. This committee is responsible for addressing and reviewing safety and security policies and associated risks. This past year, the committee worked on updating the Safety and Security Manual, fire warden training, maintaining the incident log book and updating the procedure for working evenings and weekends. This committee has representation from all departments at CIWA and meets regularly to ensure safety and security at an agency level.

CIWA’s most recent staff-led initiative is the Outreach Committee. Comprised of staff vested in and tasked with raising the profile of the agency in the community, the Outreach Committee meets regularly to explore ways in which to recruit clients, connect with community and business partners as well as engage with various stakeholders as opportunities arise.

AWARDS



**Association of Women Lawyers &
The Counsel Network
Women in Law Leadership Award**
Sarah J. King-D'Souza, Q.C.
Past Board Chair



**Justice and Solicitor General
Merit Award**
Jade Duong
Board Director



**Government of Alberta
Leadership in Family Violence Prevention Award**
Bela Gupta
Family Counsellor

FIONA FAIRLEY

Supports newcomers to Canada



**YW Calgary
She Who Dares Award**
Fiona Fairley
Team Leader

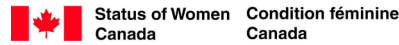


**ABC Life Literacy Canada
Life Literacy Innovation Award**
Calgary Immigrant Women's Association



**Federation of Asian Canadian Lawyers Western Chapter
Leaders in Diversity Award**
Calgary Immigrant Women's Association

FUNDERS



Canada
New Horizons for Seniors Program



Labour
Children's Services
Community and Social Services
Advanced Education
Culture and Tourism
Gaming and Liquor Commission



Emergency Resiliency Fund



Along with:
Tamaratt Endowment Fund at the Calgary Foundation
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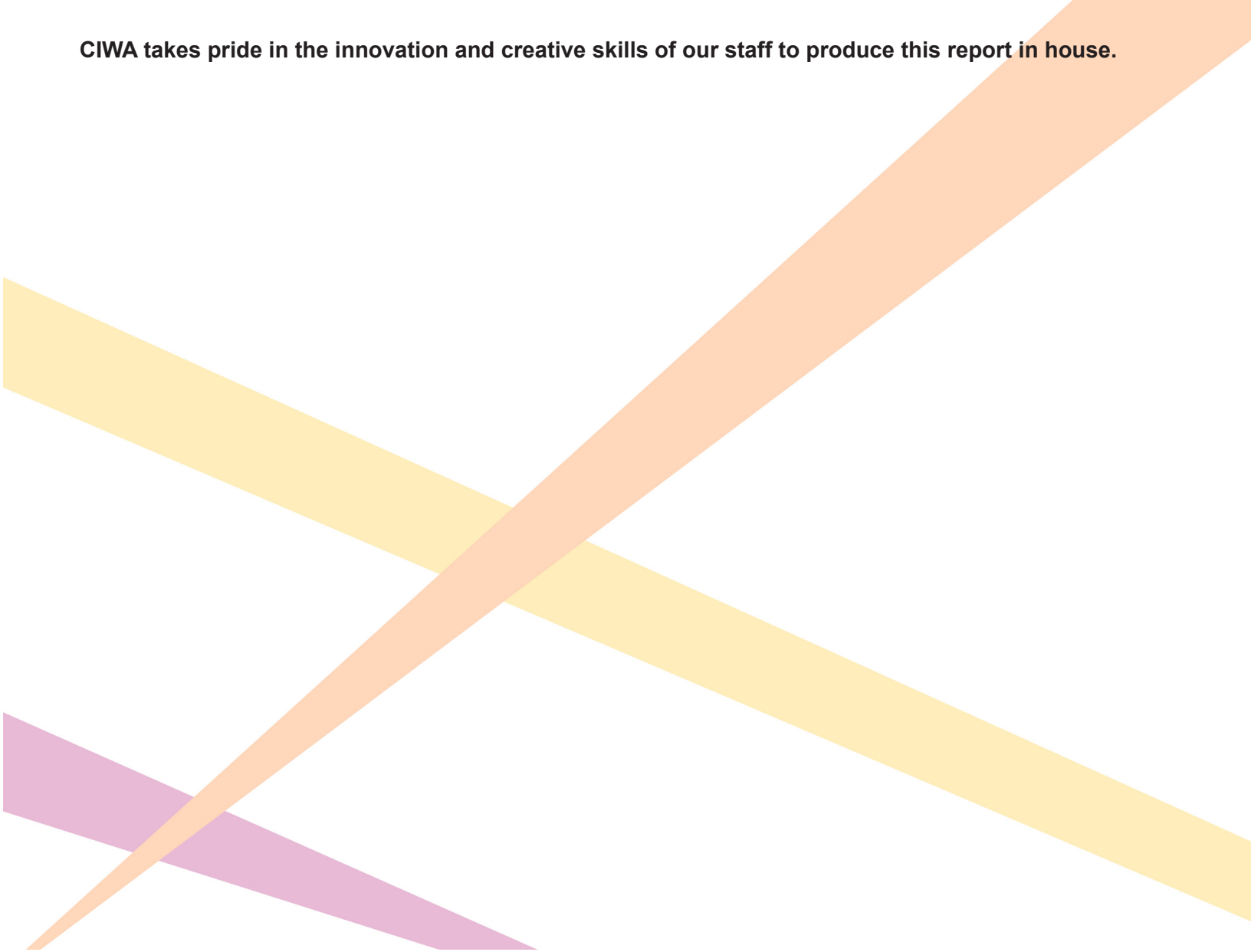
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