

The background of the entire page is a light blue color with a pattern of small white dots. Scattered across this background are numerous stylized human figures of various ages, genders, and ethnicities. Each figure is standing on a small, light-colored circular base. Some figures have speech bubbles or thought bubbles above them, indicating communication and ideas. The figures are dressed in simple, colorful clothing. The overall theme is social interaction and community.

Social Innovation Ecosystem Mapping: Preliminary Findings for Alberta

September 2015

About this Document

This document provides an overview of mapping work to date, providing some upfront context and survey results followed by summaries and rich pictures from each individual mapping workshop. This document will be updated on an ongoing basis as mapping work continues.

Acknowledgements

Thank you to everyone who participated in this mapping work by giving their time and energy to complete the survey and/or participate in one of the mapping workshops. In particular, thank you to local organizers for the time and energy involved in hosting and convening a workshop.

Contact Us

All mapping workshops were co-facilitated by the Government of Alberta's Social Innovation Team and the CoLab, located within Alberta Energy. Initial mapping workshops in Calgary and Edmonton were convened by the Social Innovation Team. If you have any questions or comments about this work, or would like to get involved, please contact us.

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Other mapping workshops were requested and convened by the following local organizers.

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Executive Summary

Over summer and fall 2014, the Government of Alberta's Social Innovation Project Team partnered with community organizations around the province to map Alberta's social innovation ecosystem. The purpose of this work was to facilitate a better understanding of social innovation in Alberta and to help establish a baseline against which to measure future social innovation activities. As word and interest in this mapping work spread, workshops were convened with local organizers.

Methodological Notes

- ▶ The methodology used provides only a preliminary overview of social innovators in Alberta and their connections
- ▶ Mapping findings are **not comprehensive** and survey findings are heavily **urban** (likely due to first order contacts being predominantly urban)

Main Survey Findings

- ▶ Alberta's social innovation ecosystem currently:
 - reveals a **high level of connectedness** amongst system actors
 - shows a high degree of **sectoral diversity** within networks: the sector criterion did not emerge as a boundary between networks
 - features a number of **important/diverse system hubs** that may serve as important go-betweens for the system as a whole
 - reveals a **low level of reciprocity** (actors **mutually identifying** that they are connected to one another in the system)
- ▶ While there are more actors in total in Edmonton, network metrics (such as **betweenness**) show that Calgary is better connected and more central in Alberta's innovation ecosystem
- ▶ **Calgary showed distinctly** within the center of the network map, suggesting the following:
 - Between the two major cities, there are more connections within Calgary than within Edmonton
 - Edmonton respondents are not connecting with each other to the same extent as those in Calgary
- ▶ Within the urban centres, there is high **clustering** and **networks are more likely to connect locally** (i.e., low connectivity between Calgary and Edmonton but high connectivity within each city)
- ▶ Strongly connected system actors were connected to a **diverse range** of other actors, including government
- ▶ **Government and post-secondary institutions** were shown to be **important system actors integral to the viability of the system**. Further work can be done in order to enhance the role of government and post-secondary institutions as drivers of innovation within the system
- ▶ There is **high system diversity**: a number of different organizational sectors are engaged in social innovation, and a diverse set of actors from various organizational sectors is highly **intermixed**
- ▶ There is high **system influence**: a diversity of actors from various organizational sectors are system influencers, particularly from the economic development, financial literacy, environment, and multi-sectoral categories; no one sector dominates the ecosystem

Mapping Workshops: Themes and Learnings

- ▶ Social innovation is inherently risky and involves failure, but we can **learn from failure** and provide better supports to encourage more system-changing social innovation
- ▶ System change is often **incremental**, and is disruptive only in retrospect. Do not define social innovation as only going after big game-changing ideas
- ▶ Between Alberta's two major cities, the social innovation ecosystem is more **mature** in Calgary than in Edmonton:
 - There is a higher degree of connectedness between ecosystem actors in Calgary, as evidenced by both the survey results and the in-person mapping workshops. In Calgary, almost everyone in the Calgary room knew each other, while in Edmonton there was a mix of new and familiar faces
 - Calgary participants were more likely to be in the middle phases of social innovation and Edmonton participants more likely to be in the early or beginning phases
- ▶ The energy in the two rooms differed and participants focused on different aspects of the system:
 - Calgary participants were more likely to discuss ways to maintain and build their social innovations. Their work is underway and there was more discussion about how to address the practicalities of doing innovation work – above and beyond finding resources
 - Edmonton participants were more likely to talk about how to bring people together and connect. There was a great deal of energy and enthusiasm when talking about how to find out what others are doing and how to identify opportunities moving forward. Access to resources to support this work was talked about as a greater challenge than by Calgary workshop participants
- ▶ Members of the social innovation ecosystem would find **value** in developing a map of the ecosystem
 - The map should be developed **iteratively** through convening different sub-groups of social innovators around themes that transcend sectors
 - **One-on-one interviews** may be more effective than survey instruments for subsequent data gathering
- ▶ More effort needs to be made to engage **Aboriginal** and **rural** communities by convening events that are convenient and relevant to them
- ▶ The role of **government** is as a stable **platform**, **convener**, **partial funder**, and setter of public **priorities**. **Communities** should be encouraged to **lead** and **own** the social innovation agenda
 - There is a role for government to bring together diverse system actors to make connections where none currently exist, **particularly in less connected geographies**

Next Steps

- ▶ Findings and rich pictures from the mapping workshops and survey will be shared with the participants
- ▶ Findings may be used by participants to identify opportunities to address current gaps in the mapping data and explore possible points of connection with other mapping work taking place in the province

Background

In early 2014, the Government of Alberta created a cross-ministry Social Innovation Project Team co-led by Human Services, Innovation & Advanced Education, and Culture & Tourism.

One of the first identified pieces of work was to administer tools needed to gain a better understanding of social innovation, and about social innovation in Alberta. As well, with the direction to explore the potentials of social innovation for Alberta, any assessment of the impact of future work would need some type of baseline against which to measure itself. This thinking was the impetus for the social innovation ecosystem mapping project.

What is System Mapping?

System mapping is a method for both **planning and evaluating** efforts that aim to **change systems** (i.e., how people and organizations relate). For example, systems efforts might try to **change or improve** how an organization functions, create collaborative relationships or networks, or change the context or environment in which **social change** occurs. System mapping looks at networks and connections – where they exist, who is involved, and what flows through the networks (money, influence, ideas, etc.) in an attempt to better understand where the key levers are in the system that could effect change.

Insights gained from the mapping project may be used to:

- ▶ identify who is missing from the existing networks;
- ▶ find ways to engage individuals and communities missing from the networks in ways that work for them; and
- ▶ develop mechanisms to connect disparate nodes in the ecosystem.

The mapping project marks the first product developed by a new collaboration of ministries that do not normally work together. Human Services, the lead for the mapping project, worked with the Alberta Energy-based CoLab to design and facilitate the workshops.

Purpose:

The mapping project is designed to answer two main questions about Alberta's social innovation ecosystem:

1. Who is part of the system and are they connected?



Mapping Survey

2. How and for what purpose(s) are the people connected?

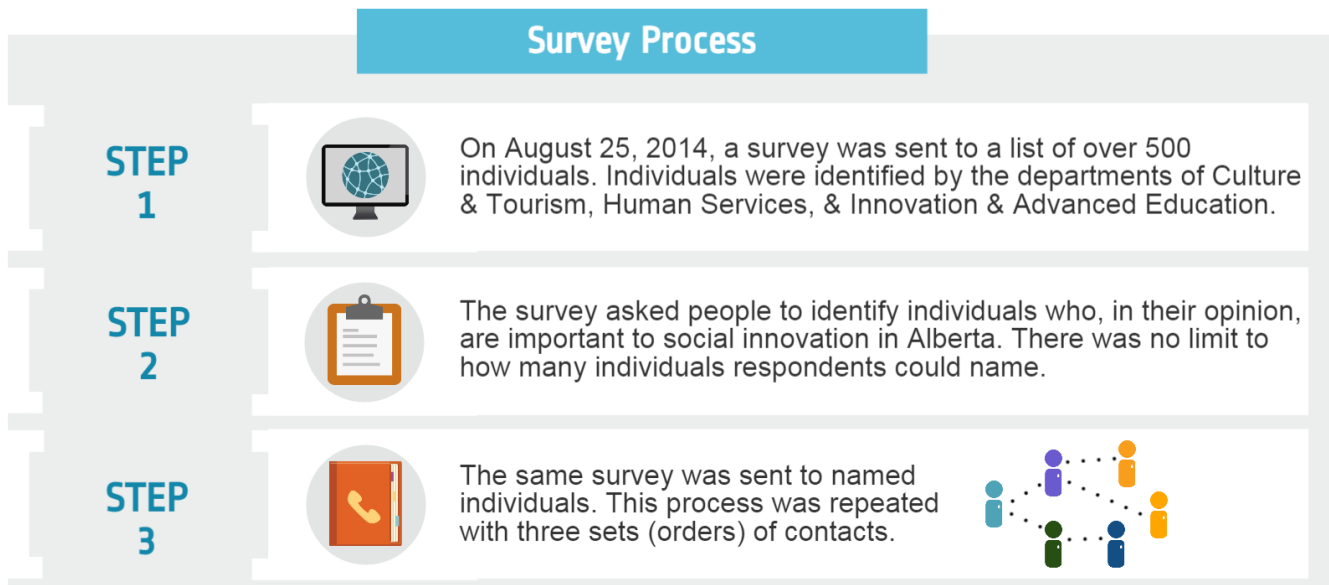


Mapping Workshops

Mapping Process

Step One: Survey

The first step in system mapping involves visually mapping the system of interest and identifying its parts and relationships. This process may occur through key informant interviews or other forms of data collection, or using a facilitated group process. The social innovation system mapping survey used snowball sampling to reach people and learn about their connections. Snowball sampling involves asking survey respondents to name other potential respondents to generate results. Respondents were able to complete the survey online or by phone.



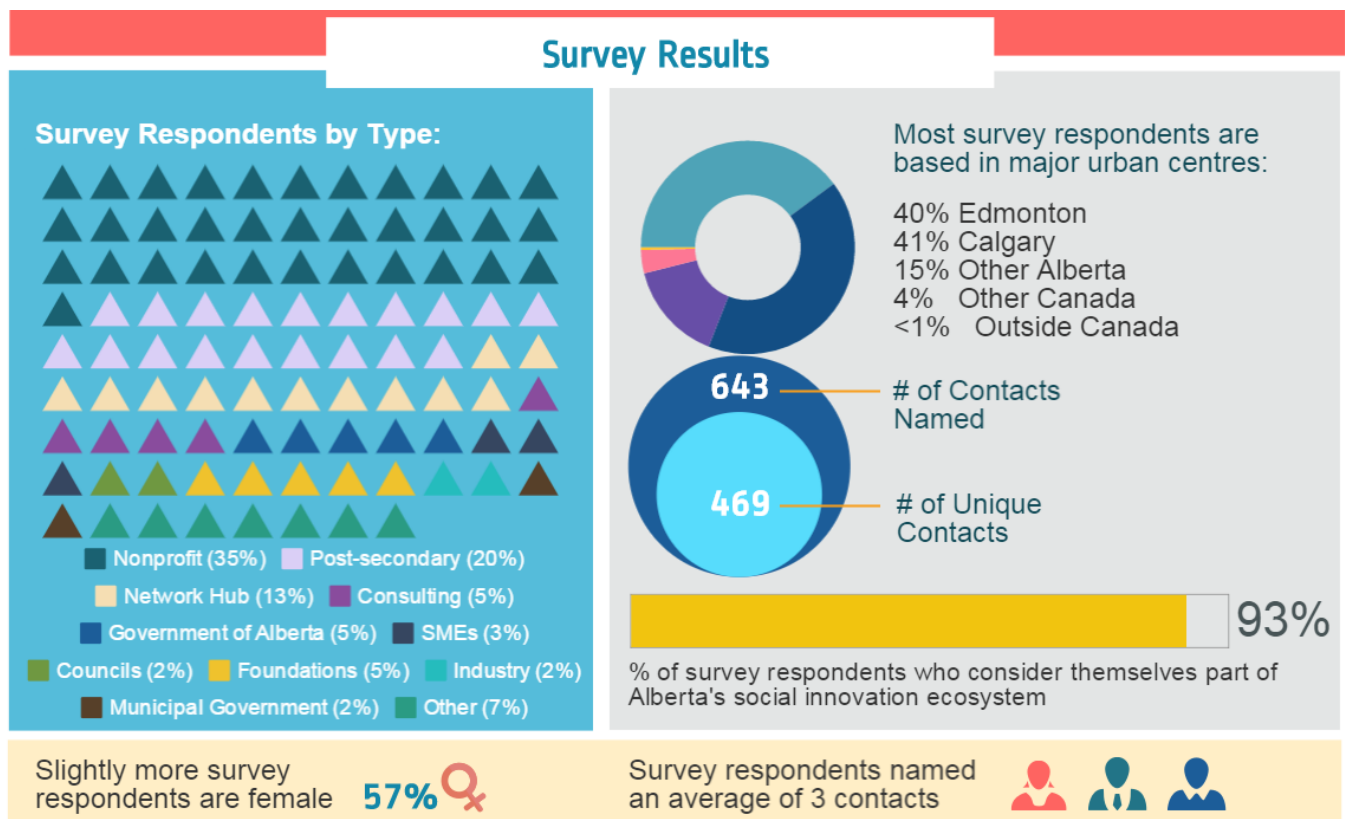
Survey Questions:

1. Do you consider yourself to be part of Alberta's social innovation ecosystem?
2. In your opinion, who are the most important individuals in Alberta's social innovation ecosystem?
3. How would you like to be involved in this work?

The Social Innovation Team created the list of first order contacts, which included over 400 individuals. This list was created by soliciting names of key stakeholders from the three lead ministries of Innovation & Advanced Education, Human Services, and Culture & Tourism.

Survey Results

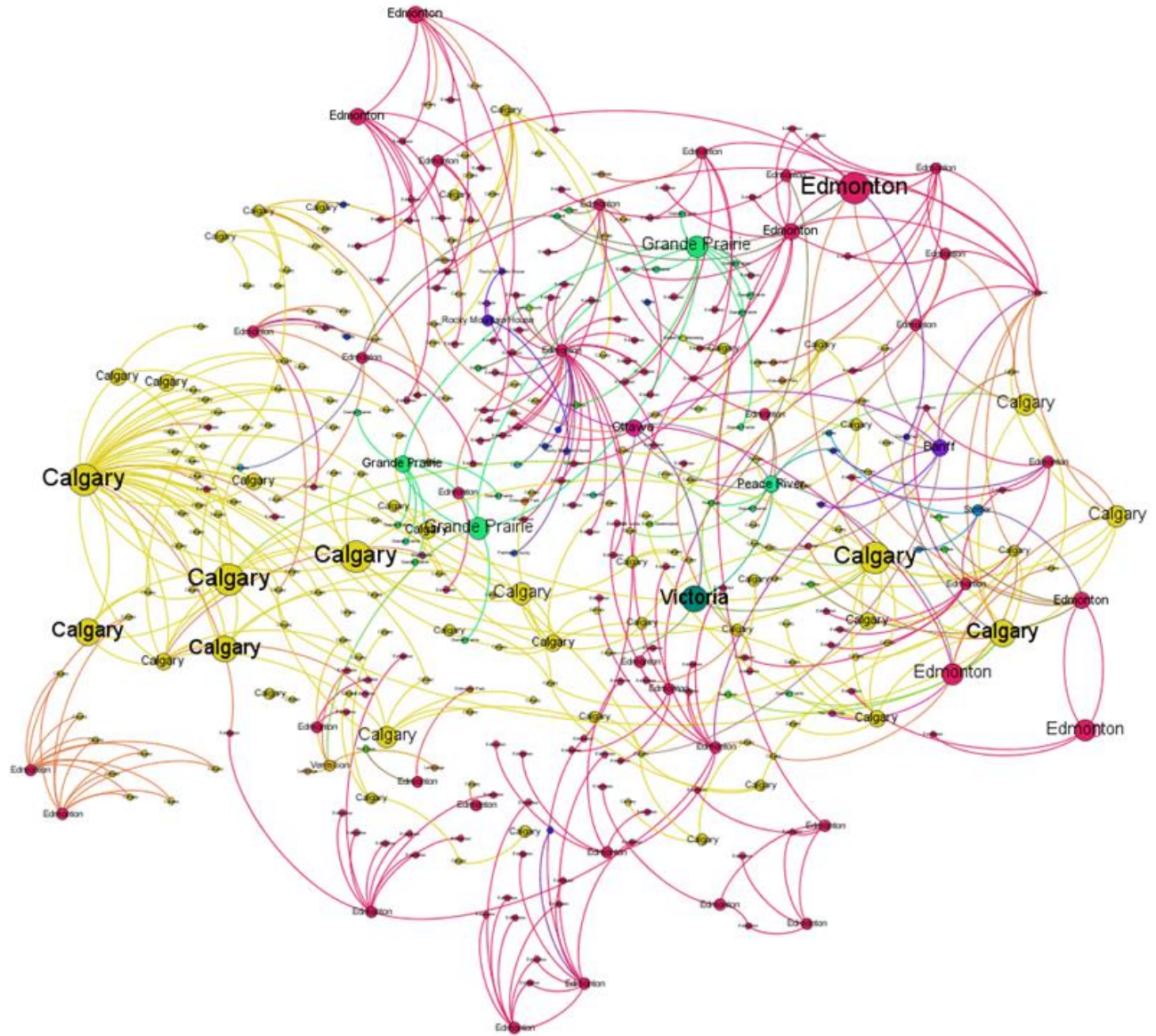
A total of 256 individuals completed the survey, naming 643 contacts with an average of three named contacts per respondent. Of the 643 contacts the survey respondents named, 469 were unique (73%). The overall response rate is 34.1%. Most respondents come from urban centres, mainly Edmonton and Calgary (likely due to most first order contacts being from urban areas). The 103 survey respondents from Edmonton named 339 connections throughout the ecosystem and the 104 respondents from Calgary named 237 connections.¹ Five individuals from Lethbridge completed the survey, who named 2 connections throughout the ecosystem. Five individuals from Grande Prairie completed the survey, who named 20 connections throughout the ecosystem. Of all the newly named contacts, 54% are based in Calgary, 31% in Edmonton, 1.5% in Lethbridge, and 3.6% in Grande Prairie.



Survey data was used to create an **adjacency matrix**. The matrix is a spreadsheet of individuals in Alberta's social innovation ecosystem and their connections to each other. This enabled the creation of visualizations of the ecosystem, like the one on the following page. As the mapping work continues, these visualizations will convey in a more meaningful and accurate way the connections and patterns that exist in the ecosystem.

The matrix is designed to ascertain the presence or absence of connection. It neither prioritizes these connections nor answers why or how individuals are connected. The answers to those questions would have to be examined through workshops.

¹ The term 'connection' is used here to mean any type of connection –mutual or one-way with another person named as part of Alberta's social innovation ecosystem.

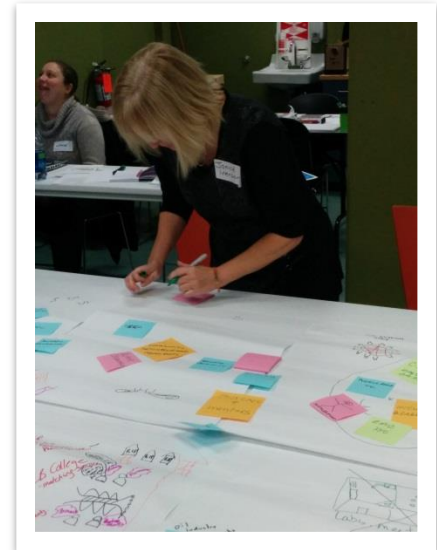


Visualization: System Hubs (City/Town): The ecosystem features a number of important/diverse system hubs that may serve as important go-betweens for the system as a whole. The yellow lines represent Calgary and the pink lines represent Edmonton. While survey respondents from both Edmonton and Calgary are represented as hubs throughout the ecosystem, Calgary has larger and more nodes in the system. This implies that Calgary actors are more connected – both in Calgary and also throughout the social innovation ecosystem. While pink Edmonton lines run through the system, they are not as well connected: some Edmonton nodes create small clusters of connection that only connect back to the larger system through one other node. Most Calgary nodes have multiple lines of connection. Smaller and rural centres are largely missing from the data so far – this is not necessarily because they are not part of the ecosystem and may be due to the survey methodology.

Step Two: Mapping Workshops

Once connections (the ‘what’) were identified through the survey, individuals were invited to participate in workshops where participants explored the ‘how and why’ of these connections. The workshops were also intended to identify potential new collaborative spaces, network strengths, and gaps.

Invitees were a mixture of survey respondents and named contacts. To better understand what flows through the networks, it was important to invite a diverse group to participate in the mapping workshops. Individuals were invited based on geography, sector, area of work, and degree of connectedness within the ecosystem. An attempt was made to invite individuals with strong network connections as well as ‘outliers’ – those who had few connections in the ecosystem. Inviting outliers can expand reach to networks that we do not know exist.



All three workshops followed a similar agenda (see Appendix Two). Workshop participants are listed in Appendix Three. Connect with them!

To date, four mapping workshops have taken place:

- ▶ Calgary – November 17, 2014
- ▶ Edmonton – November 21, 2014
- ▶ Lethbridge – May 4, 2015
- ▶ Grande Prairie – May 25, 2015

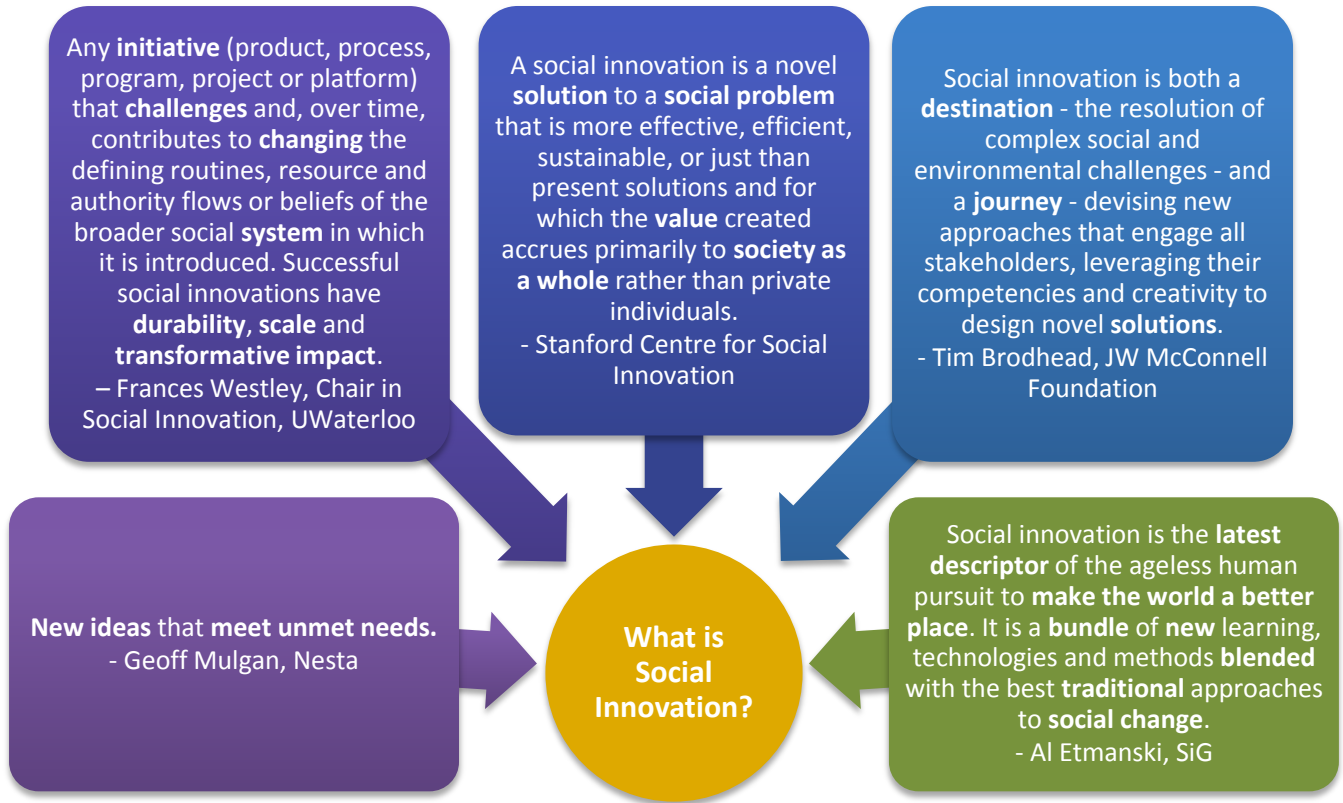
All workshops presented the following definition of social innovation for discussion:

Inherently creative, social innovation is any new idea, strategy, process, product, model, or approach that:

- Meets *unmet social needs* or goals more efficiently;
- Works for the *public good*;
- Improves society’s capacity to *solve its problems*; and
- Tackles the *systems dynamics* that created the problem in the first place (i.e., *root causes*).

Social innovation can happen in any sector. *High impact* social innovations happen when they are across multiple sectors – when they both create and necessitate cross-sector relationships and collaborations.

Lethbridge and Grande Prairie workshop participants also received an updated agenda with multiple definitions of social innovation, as outlined below. This was presented to provide a fuller and less prescriptive framework for discussing social innovation.



Summaries of individual workshops are presented on the following pages.

Calgary

Calgary Mapping Workshop

The mapping workshop began with an overview of work to date, some background on the mapping project, and a “yarn toss” icebreaker. In the icebreaker, participants introduced themselves by throwing a ball of yarn to someone they had a connection to in the room. By the end, participants created a visual web of connections. Reinforcing the network patterns demonstrated through the survey data, most of the participants in the Calgary mapping workshop knew each other.

Defining Social Innovation

The first area for discussion was around the term “social innovation”. Participants were asked what social innovation means to them. Their responses are outlined below.

	What does social innovation mean to you?
CALGARY WORKSHOP	▶ Someone who helps the system adapt
	▶ Adaptation generates the capacity to change
	▶ Looking at things in a new holistic way, breaking down silos and working across sectors
	▶ Traditional models are no longer achieving the desired results across society
	▶ Game changer
	▶ Identify the root cause and then find the solution to the root cause rather than apply a Band-Aid to the existing problem
	▶ Innovation is a new idea that works, versus incremental improvements that do not get at root causes .
	▶ Innovation demonstrates impact
	▶ The social qualifier distinguishes itself from business innovation, technology innovation, and scientific innovation
	▶ Social Innovation can be incremental since adaptation is incremental, sometimes we identify social innovation in retrospect and those things may never have been identified as social innovation at the time
	▶ Incremental innovation rather than transformative innovation can lead to improvement and adaptation. We should be careful in defining social innovation to include both types of innovation
	▶ Innovation can be disruptive → go after the root causes (intentional focus)
	▶ Innovation needs to be effective and sustainable , not miss the notion of reflection when innovating which is an important part of the process
	▶ Change in behavior which can be incremental, however the response to how we intervene should not be incremental; it should have a multiplier effect
	▶ Iterative vs Incremental (innovation can be both)
	▶ Higher risk and embracing failure , experimental prototyping ...embracing risk is difficult and same old solutions are being proposed so risk is not being identified
▶ Top-down vs. Bottom-up	

Participants also talked about what barriers to social innovation currently exist in Alberta. These are listed in the table below.

What barriers exist to social innovation in Alberta?

CALGARY WORKSHOP

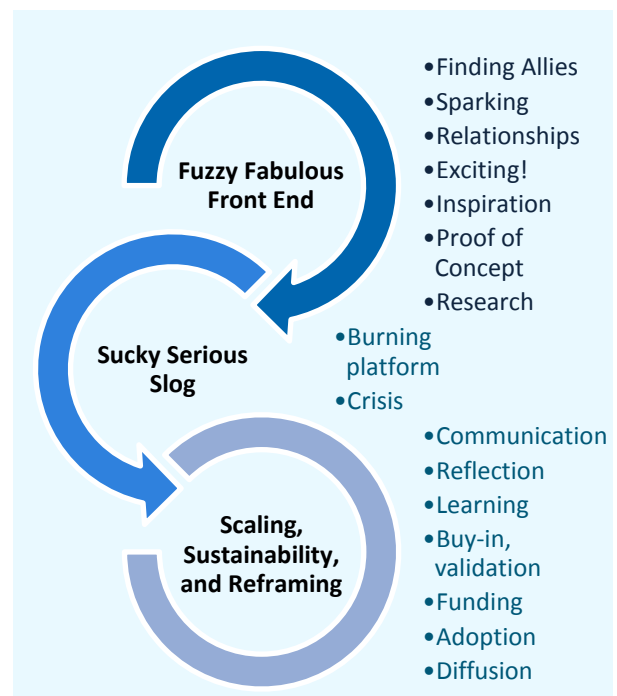
- ▶ The 'what' is really important, the population is typically **not comfortable with change**...there needs to be a **mind shift** so it's not just about charity
- ▶ Risk → funders + funded, portfolio approach vs. simply not failing, 'de-risk' through strategic learning, should have some tension in this space, 'we' (government, non-profit) **not setup for risk taking**: models
- ▶ Staffing → need to **create space and capacity**
- ▶ Challenge in **competing and collaborating at the same time**
- ▶ System – known vs. **unknown** (and to embrace the unknown)
- ▶ Managerial vs. leadership **mindset**
- ▶ **So embedded within own system** that you cannot identify the actual social innovation that's occurring.
- ▶ Lack of foresight, **closed minds**
- ▶ Social innovation has to be **long-term**
- ▶ People think it is **social engineering** rather than social innovation
- ▶ **Trapped** in logic models and outcomes, lapse into **traditional mindsets**
- ▶ **Mismatched** reporting and outcomes cycles
- ▶ **Risk aversion**
- ▶ **External factors** that cannot be predicted (natural, political, etc.)
- ▶ **Too many priorities**, too many things to focus on
- ▶ Too early to **measure**, just in its infancy → **long term-ness**
- ▶ **Lack of resources** and **capital**

Focused Conversations: Stages of Social Innovation

As a group, Calgary workshop participants brainstormed around the different phases of social innovation, based on their experiences. They were asked to group their thoughts into three phases that could be used to create **rich pictures**.

Rich pictures provide a way to learn about complex or ill-defined problems by drawing detailed representations of them. They usually consist of symbols, doodles, or drawings and can contain as much (pictorial) information as required. Finished pictures may be useful for all actors in the system because they help capture many aspects of a system or problem. Rich picturing encourages participants to think deeply about the problem and understand it well enough to express it pictorially.

The three phases the groups developed are outlined on the next pages.



Fuzzy Fabulous Front End

The first phase participants brainstormed was the ‘fuzzy fabulous front end’. Fuzzy, because this is when you are just starting out and you are not yet sure about everything, and fabulous, because it is an exciting and inspiring time where creativity flows. This starting phase often starts with a complex, or ‘wicked’ problem.

To begin, one must figure out: who is out there that can help me? Where are my allies? Who can help me get where I want to go? It involves learning about your environment, who the key players are, and what path you need to take to get things off the ground.

Sucky Serious Slog

The ‘sucky serious slog’ is where the less inspirational work begins! This is the grunt work of innovation that involves getting your idea or initiative working – and keeping it working. Perhaps a project has had some success and is looking for funding, or is looking to expand and requires basic infrastructure support like office space or a website.

Sometimes this phase involves figuring out how to make your inspirational idea happen, agreeing on a theory or change, or dealing with challenges like geography or other local factors (the need for a solution to be ‘made in Alberta’ was noted). This is where one can run into silos, politics, a lacking of common ground to move forward with needed partners, or the challenge of gaining access to the right people at the right time. This can be a lonely time for entrepreneurs or change-makers looking to grow their company or idea.

Scaling, Sustainability and Reframing

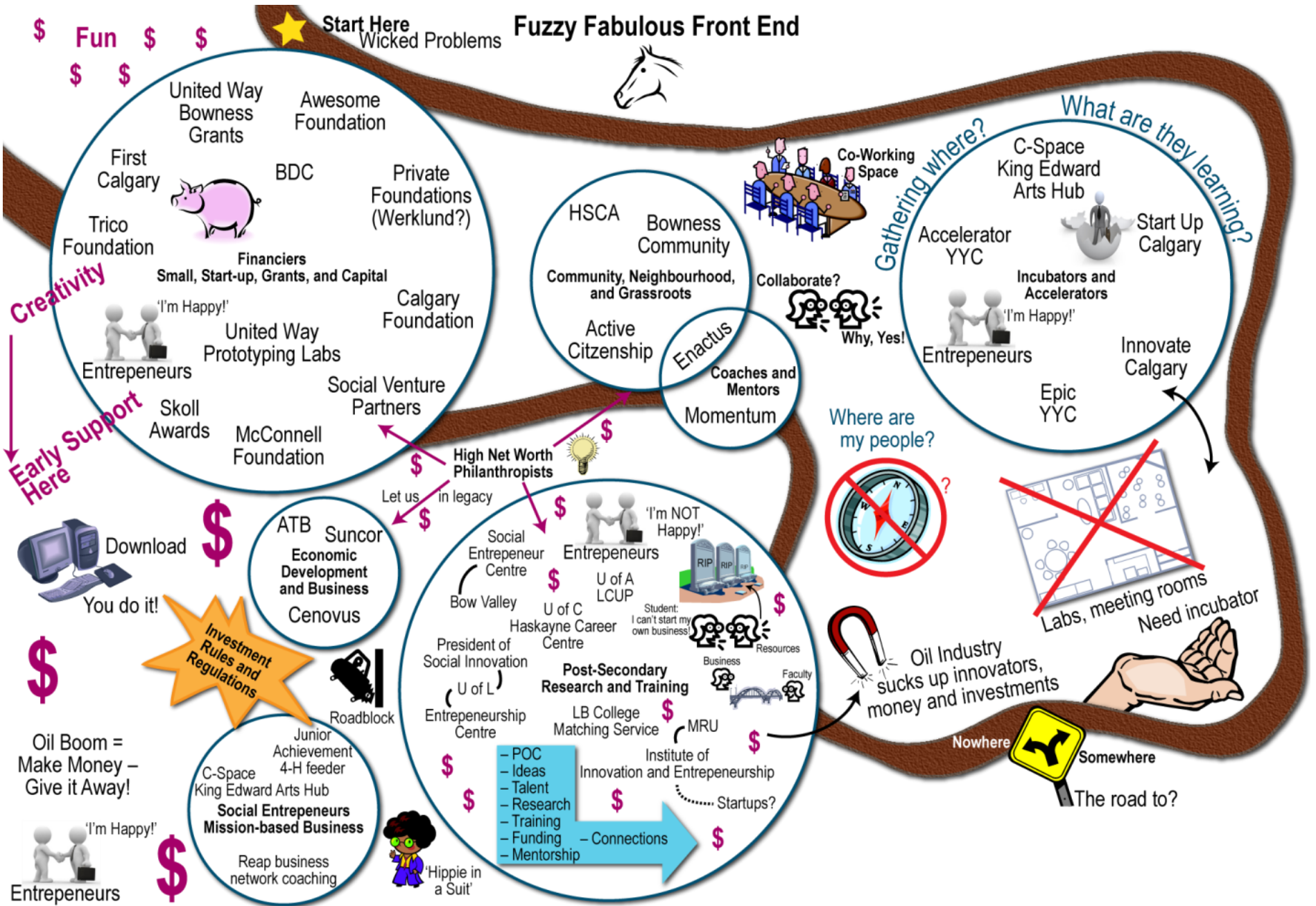
If you have survived the ‘sucky serious slog’, the ‘scaling, sustainability, and reframing’ phase is about maintaining momentum and getting your idea to the finish line. Sometimes, this is about sustainability; at other times, it is about scaling up (replication), out (new programs or players), or down (system change).

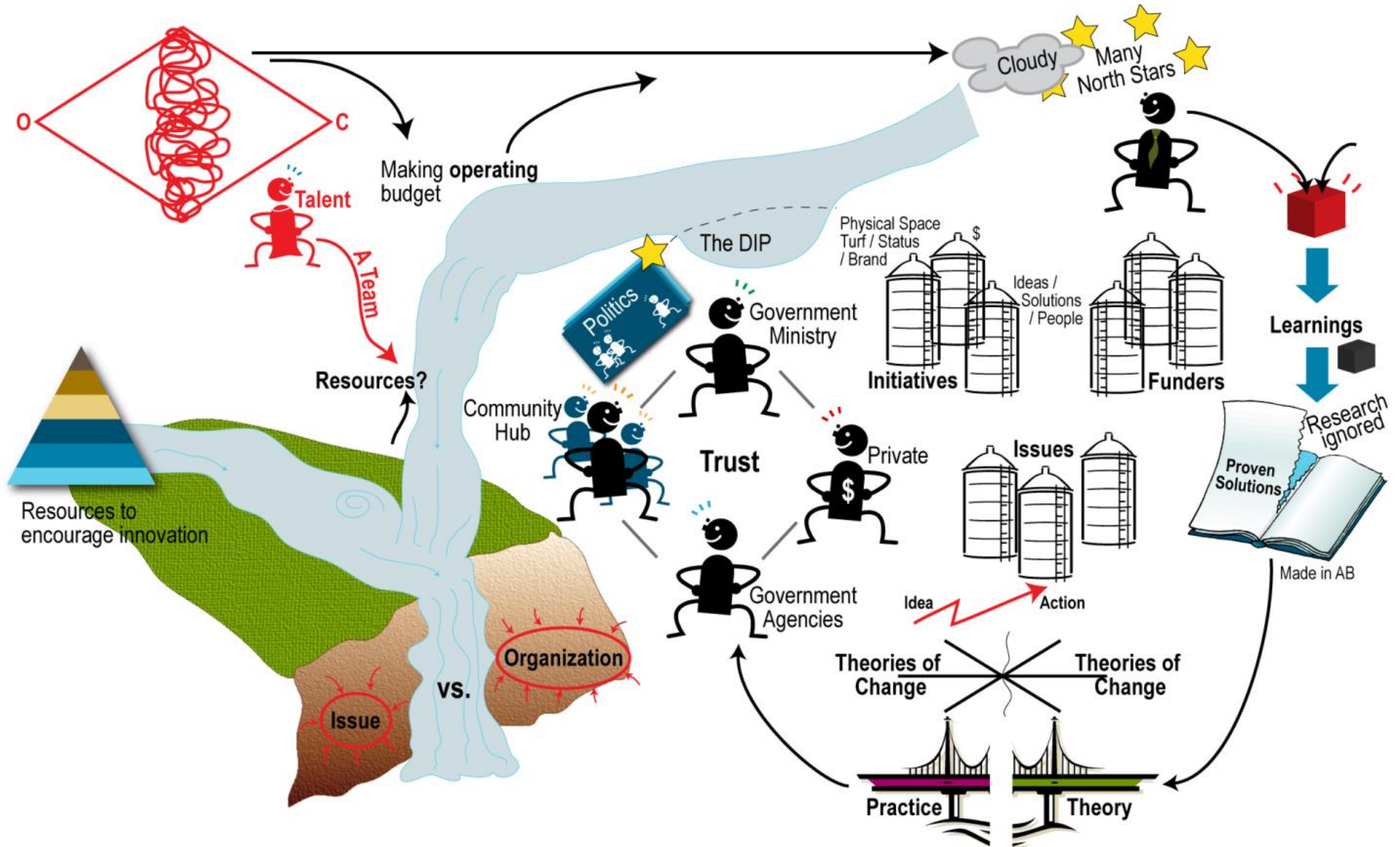
Another part of this phase is about proving your success to others, gaining buy-in and belief: success breeds more success! Part of this phase is learning and reflecting on work to date, clarifying some of that fuzziness that existed at the front end. Participants used the metaphor of the fly wheel – pushing the wheel to get momentum.

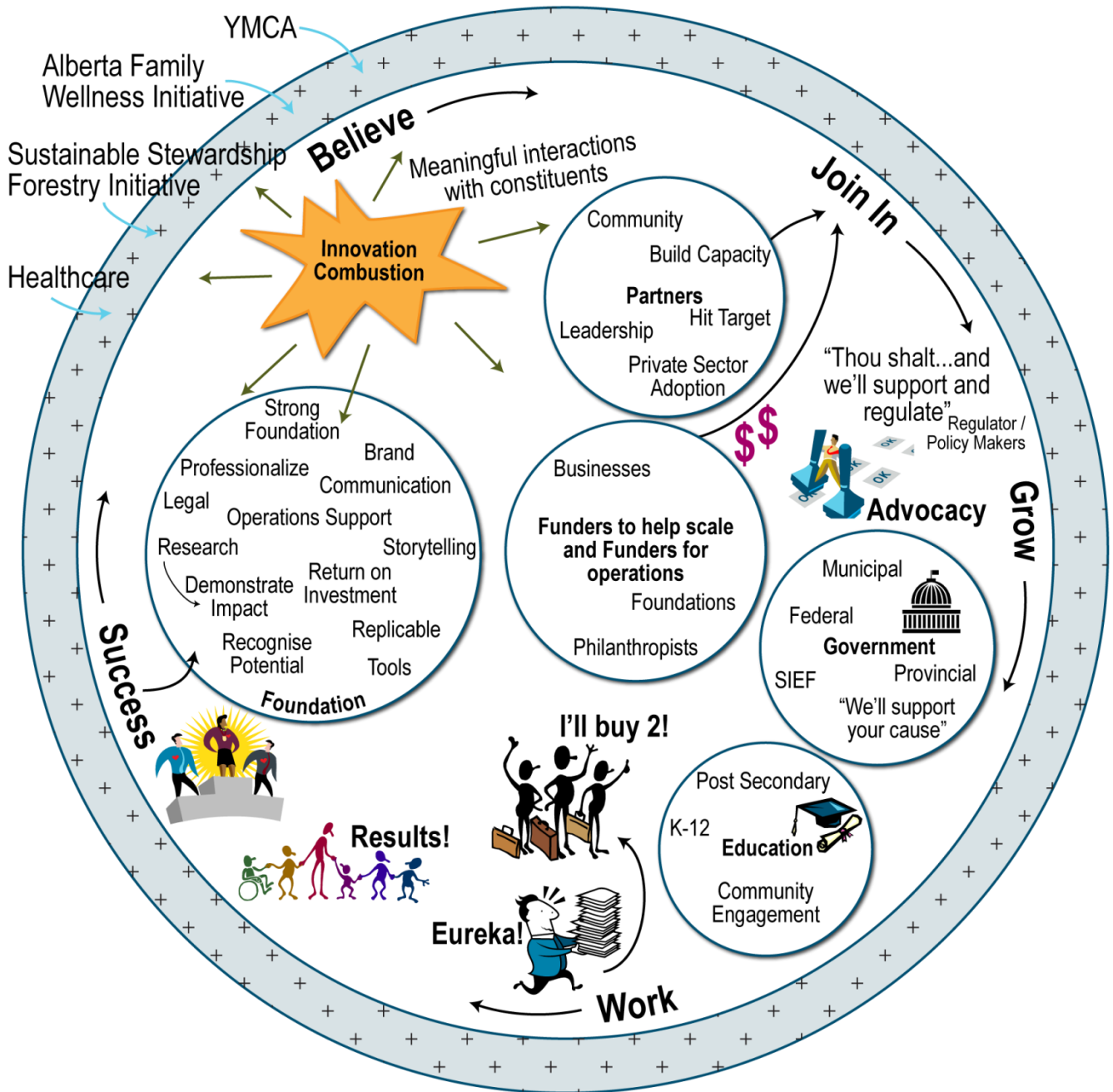
Rich Pictures

The three rich pictures participants created, representing these three phases of social innovation, are provided on the following pages. These were graphically re-created from participants’ white board creations.





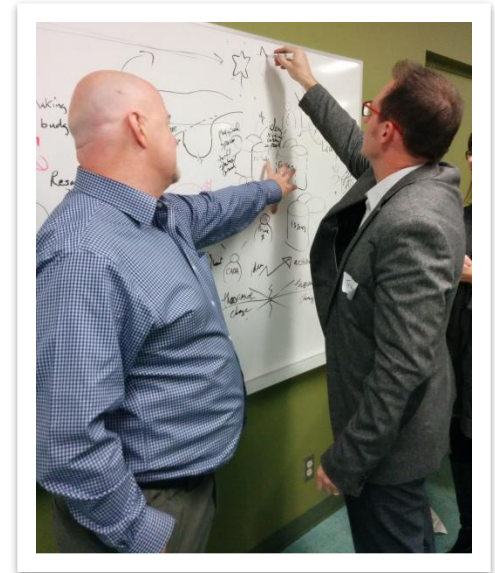




Expanding / Iterating the Network

Calgary workshop participants made a number of suggestions about how to expand this preliminary mapping work and use it to further ignite and support social innovation in Alberta.

- ▶ Make the mapping survey more **accessible**
- ▶ **Access existing networks** (do not rely only on individuals)
- ▶ Let people **self-identify** as part of the system (be inclusive)
- ▶ Map **smaller centers**
- ▶ **Identify and convene** funders, unusual suspects
- ▶ Convene mapping workshops by policy area, sector, or phase of innovation
- ▶ Work to **identify** in greater detail what flows through the network (money, people, knowledge, etc.)
- ▶ Act on maps: **move forward!**
- ▶ Establish a **baseline** of social innovation
- ▶ **Let go** (government) – engage others to take ownership of mapping or validating maps
- ▶ **Merge** newly created maps with existing maps
- ▶ **Identify priorities** for social innovation, including what is out of scope (government)
- ▶ Leverage the mapping work to:
 - Identify the **gaps** after refining the maps
 - Understand **breadth** and **depth** of social innovation ecosystems (horizontal/vertical/diagonal)
 - Build **understanding** of social innovation as a field of knowledge
 - Make social innovation **tangible** and help **clarify** what social innovation means
 - Create **tools** for entrepreneurs to help them navigate the mapped system



A-HA! Moments

In closing the workshop, participants spoke about some “a-ha” moments:

- ▶ The importance of not just looking for one great idea, but **many mundane ideas** together
- ▶ Being able to **see the connections** between social innovation and one’s context
- ▶ The need for **funding models** to create the right balance of competition and collaboration
- ▶ Many organizations are only linked through their **funders**
- ▶ It’s important to see how the **different stages** of social innovation flow together, to properly support people
- ▶ It is challenging to view Alberta as the **unit of analysis** – perhaps it makes more sense to break it up. There are many scales that could be useful

Calgary Workshop Commitments

- ▶ Maintain and build the conversation
- ▶ Share this work with others

Edmonton

Compared to the Calgary workshop icebreaker, the Edmonton yarn toss provided further qualitative support to the social network analysis. Most Edmonton workshop participants met for the first time at the workshop, whereas in Calgary most participants knew each other and had collaborated previously.

Defining Social Innovation

The first area for discussion was around the term “social innovation”. Participants were asked what social innovation means to them.

	What does social innovation mean to you?
EDMONTON WORKSHOP	<ul style="list-style-type: none">▶ Part of a continuum → behavioral change▶ All innovation is social because by definition an innovation requires behavior change▶ Interface of behaviours and technologies → technology must be used by people▶ Breaking habitual individual patterns of thinking and action▶ Cannot make change without perspective and understanding, and empathy▶ Importance of “co” → user experience▶ ‘Social means’ versus ‘Social ends’ – social innovation means innovation directed towards social ends.▶ Problem solving process → design thinking as an important part of social innovation▶ At the moment we are still admiring the problem, recognizing the legacy and the current solutions do not work. Social innovation looks at different perspectives and finding new solutions (need to re-think and re-frame)▶ From problems to solutions – focus, tear down and rebuild systems▶ Often people are already solving the problem themselves – it is important for them to lead solution-making

Participants questioned where the line is between effective program delivery and social innovation. They talked about how some people might be out there doing great things and not even know that they doing ‘social innovation’. There was also some discussion around a tension between ‘form’ and ‘function’: a lot is changing, but our systems are not adapting to these changes.

Participants also discussed some of the barriers that exist to social innovation in Alberta. These are outlined in the table below.

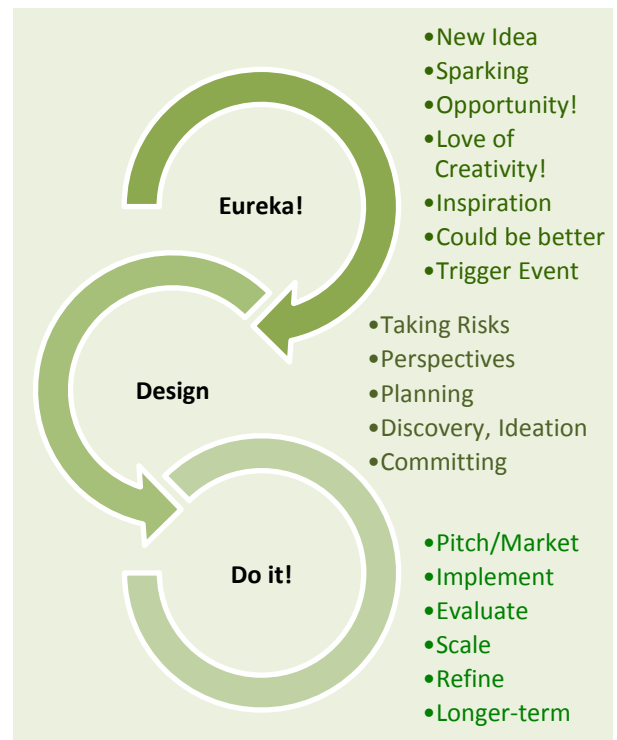
- ▶ Analysis **paralysis**
- ▶ Taking the **first step**
- ▶ **Self-preservation**
- ▶ Lack of **incentives** for change
- ▶ **Funding models** (funders, government)
- ▶ **Infrastructure** barriers
- ▶ **Skills, funding, measurement** (expectation for fast results, mismatch of funding to outcomes, timelines)
- ▶ **Risk** is an inherent part of innovation
- ▶ Lack of **communication** between organizations and government (we don't speak the same language and often have different values)
- ▶ Waiting for someone to give us permission/tell us what to do
- ▶ It's **scary!**
- ▶ Existing **mental models** → tensions around core values, 'us vs. them', silos of thought/artificial boundaries → "social" does not equal "non-profit"
- ▶ Looking at **one framework** based on timeframe and funding (particularly non-profits) – need to take step back and look at the problem differently
- ▶ **Need time/space** to think beyond present needs
- ▶ Social Innovation needs a **long-term sustained effort**...beyond the **political cycle**
- ▶ Lots of innovation happening, but we can't get up to the **system level** → shows the importance of "**connections**" at all levels

Focused Conversations: Stages of Social Innovation

As a group, Edmonton workshop participants brainstormed around the different phases of social innovation, based on their experiences. They were asked to group their thoughts into three phases that could be used for rich picturing. The three phases they developed are outlined below.

Eureka!

Participants talked about the first phase of social innovation in one word: eureka! Participants came at this phase of social innovation in a few ways: as an opportunity to fix something, a way to explore one's creativity, having a great idea, or believing that there is a better way. Sometimes the impetus for this phase of innovation is a specific event or experience; in other cases, it is coming across an opportunity or a gap that needs filling.



This group used the analogy of a wall as the problem to be solved. Starting with ways to get over the wall (ladders, elevators), the team transitioned through their rich picture to thinking about how to get rid of the wall altogether (bring out the dynamite!) – moving from addressing symptoms to going after the root causes of social challenges.

During the Eureka phase, participants spoke about how one can feel isolated or alone, unsure how to connect the pieces of the puzzle or fit into the system. They discussed how to engage people to become part of solution-making, and the importance of having core values and a shared vision for the way forward.

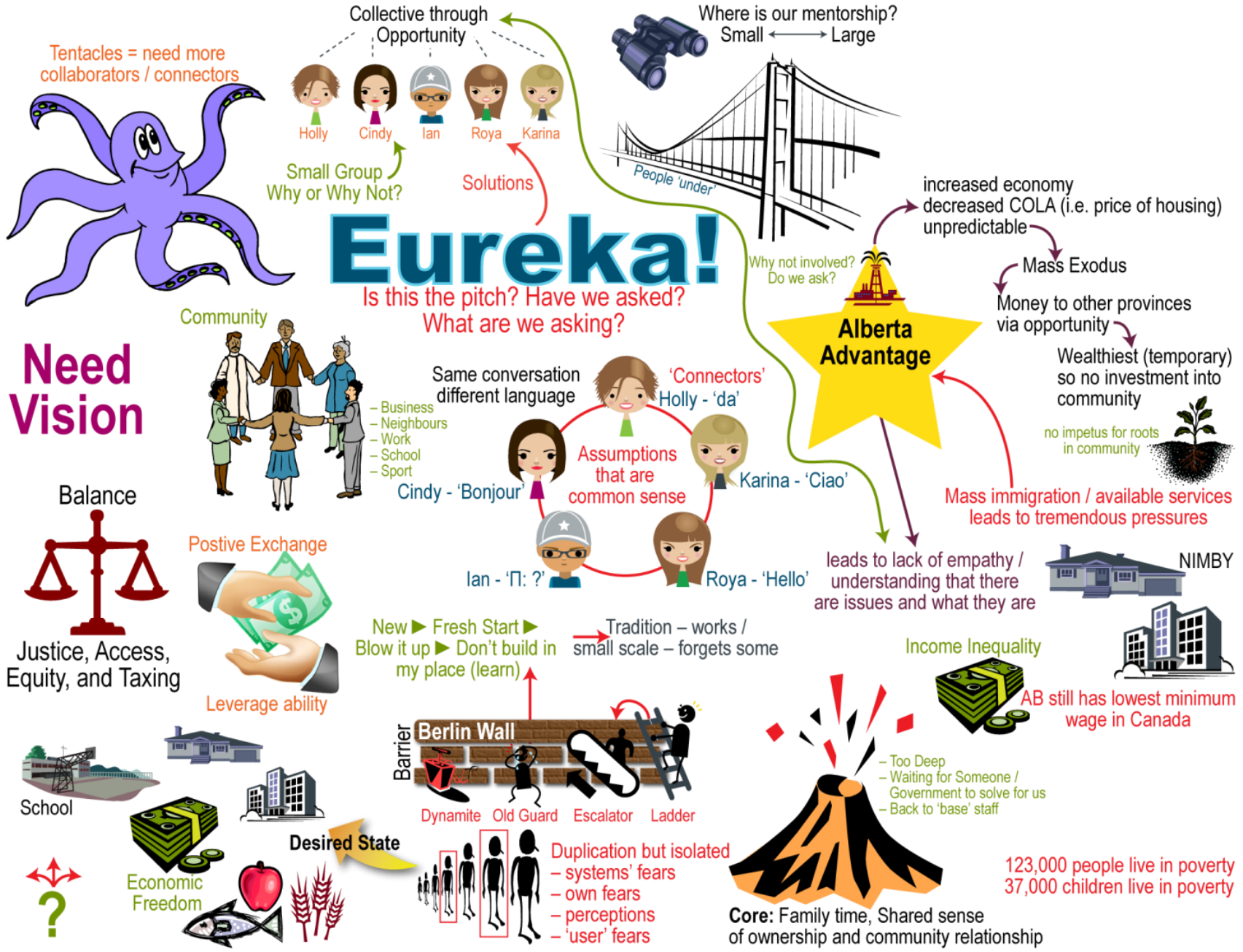


Design

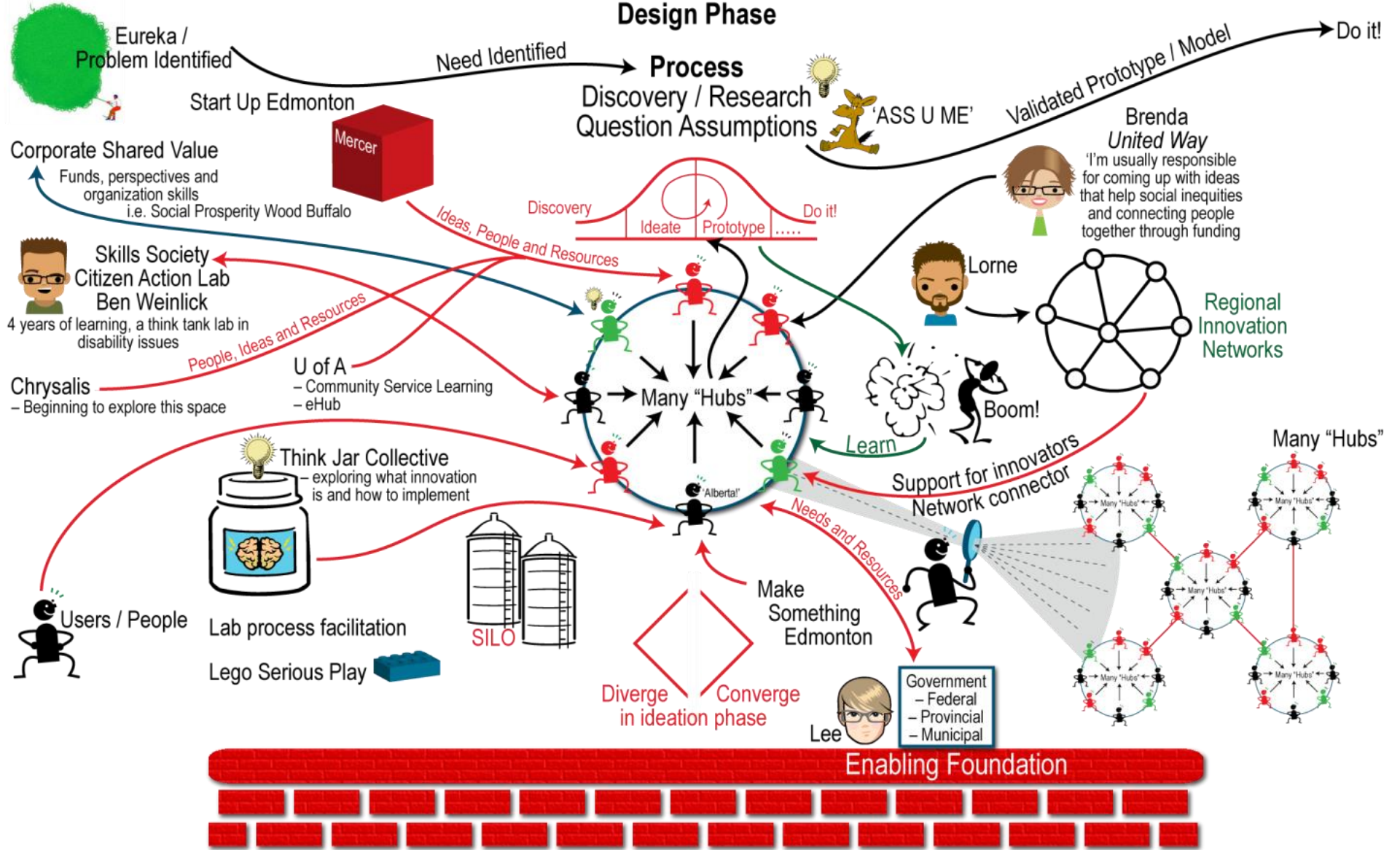
The second phase of social innovation participants identified was the design phase. This phase is about getting the right people in the right place to make change happen. It is about figuring out how to implement the 'eureka' of phase one – thinking outside the box, making prototypes, trial and error/crash and burn, and questioning assumptions. An important part of this phase is also about relationships: connecting with people who can help turn an idea into action.

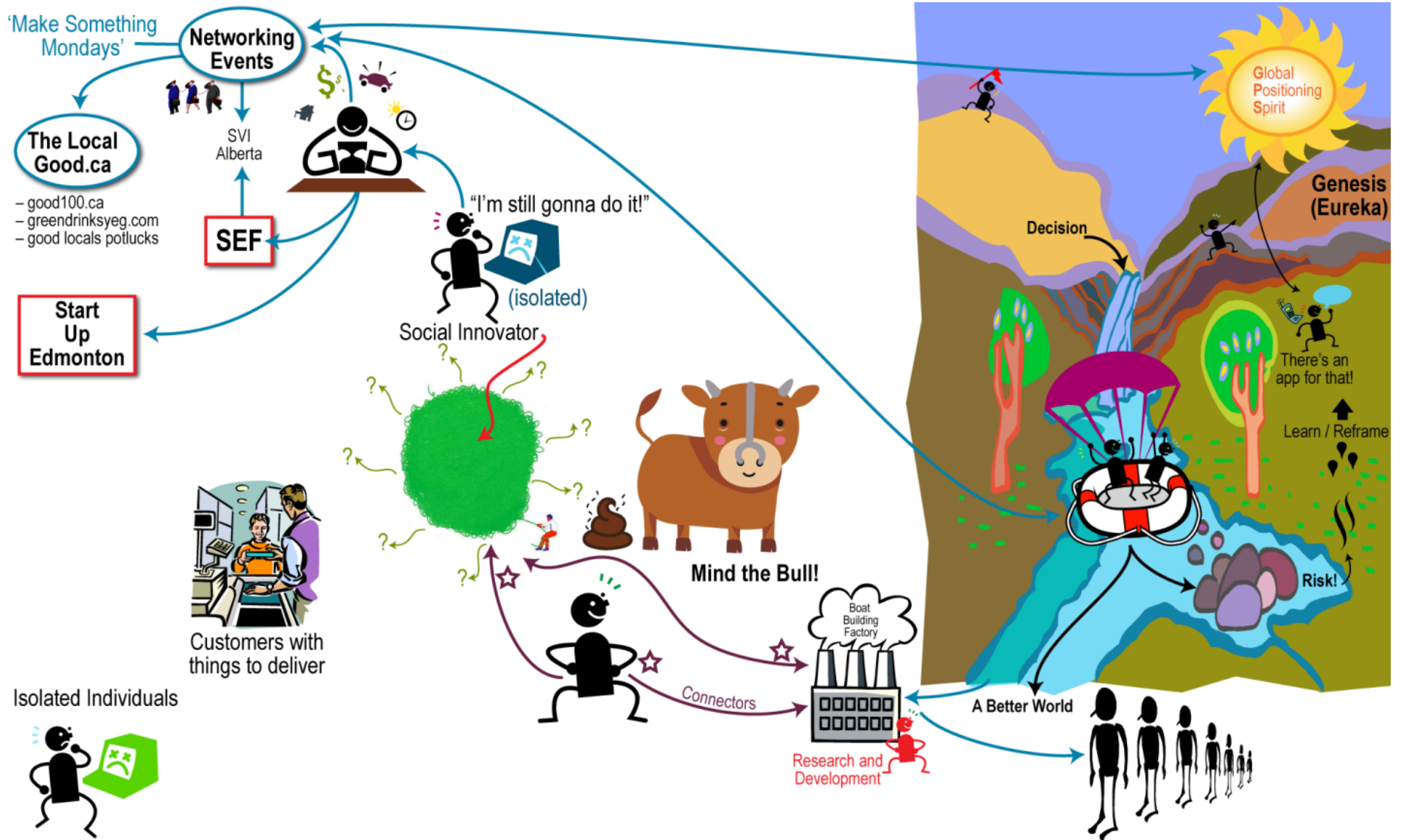
Do It!

The third phase mirrors the energy of the first phase: do it! This phase is about implementing the innovation. The group imagined this phase as a journey – with some obstacles along the way. People are often trying to innovate alone. It is important to reach out along the way to connectors in the community – bringing people along with you decreases risk and ensures a stronger likelihood of success. It also makes the next journey easier, as you already have the networks in place and are better prepared for what may lay ahead – remembering that each journey is different and may require different supports.



Design Phase





ZIP Analysis

Each group was asked to perform a ZIP analysis to identify areas in their rich pictures that would benefit from:

- ▶ **Zooming in**
- ▶ **Innovations/Intervention (areas for)**
- ▶ **Potentials/Problems (areas of)**

ZIP Analysis				
	Eureka!	Design	Do it!	
EDMONTON WORKSHOP	Zooming in	<ul style="list-style-type: none"> ▶ Vision – if you don't know where you are going, it's hard to be effective ▶ Connection and mentorship: why people get involved ▶ Empathy and understanding how things are ▶ System collaborators/connectors ▶ Alberta advantage: re-conceptualize what this means 	<ul style="list-style-type: none"> ▶ How to bring people together? ▶ Collaborative government: how do the multiple layers work together? 	<ul style="list-style-type: none"> ▶ Platform development ▶ Isolated individuals: how to provide a safe environment ▶ How can we build on what we learn from failure?
	Innovations/ Intervention (areas for)	<ul style="list-style-type: none"> ▶ Coming up with new ideas ▶ Connecting people ▶ Core values ▶ Roots in the community ▶ Inclusivity: connecting and ensuring relationships with those often excluded 	<ul style="list-style-type: none"> ▶ Diverge and converge – a disciplined approach to the design space ▶ Silo bashing ▶ Failure and learning from failure 	<ul style="list-style-type: none"> ▶ Root causes ▶ Platforms and networks ▶ Failure, learning from failure, and rebuilding
	Potentials/ Problems (areas of)	<ul style="list-style-type: none"> ▶ Mentorship – identify problems ▶ Eureka – has the problem been defined correctly? ▶ Balance ▶ Establishing core, shared values 	<ul style="list-style-type: none"> ▶ Prototyping ▶ Potential to increase collaboration in the design phase ▶ Managing risk ▶ Ethics 	<ul style="list-style-type: none"> ▶ Risk and learning ▶ How to build relationships and scale without losing your vision? ▶ Does innovation need a physical location?

As the mapping work moves forward, one of the pieces of work will include zooming in on the ZIP analysis: identifying the top action areas for government and community in the categories of innovation/intervention and potentials/problems. These may differ at the provincial and local levels.

Expanding / Iterating the Network

Edmonton workshop participants made a number of suggestions about how to expand this preliminary mapping work and use it to further ignite and support social innovation in Alberta. The conversation focused around how to build and improve upon the first iteration of mapping Alberta's social innovation ecosystem. This stemmed from a belief that the mapping work is important because it helps us all understand the state of social innovation in Alberta, who is out there, and how they are connected (or not).

- ▶ **Making connections** is important: look locally and internationally with an eye to helping create work or action teams
- ▶ Make it worth people's time to get involved:
 - Create value-added opportunities, use incentives
- ▶ Make use of **one-on-one meetings and interviews**, rather than relying on a survey instrument
- ▶ **Identify those who are missing** in the network and engage them in ways that are convenient and relevant to them. For instance:
 - Rural: personalize the survey, conduct one-on-one interviews, go to them
 - Aboriginal Communities: how to best engage?
- ▶ Create **workshop opportunities** by sector, theme (e.g., Aboriginal, local food, poverty, homelessness, etc.), or priority
- ▶ Ensure a balance of both systemic and **more granular questions** – each will attract different participants
- ▶ Address **community capacity** issues – communities need support to get involved
- ▶ Ensure that **funding** balances healthy competition while encouraging collaboration
- ▶ Encourage people to join **SOCIALize** and make the social innovation **website** more user friendly
- ▶ **Enable groups** to find each other and communicate
- ▶ **Convene** – provide a space and lunch, do the organizing
- ▶ Provide a way for **communities** to come together to identify their needs – move away from a top-down, government-led approach
- ▶ Ensure **community** has an opportunity to shape policy
- ▶ Use the mapping project as a tool to enable **communities** to run their own workshops
- ▶ Have an **open invitation** process (self-selection) for mapping workshops

Related to the potential around convening new workshops based on more specific areas, workshop participants brainstormed a **list of topics that would get people excited**:

- ▶ **Capacity support** – what is the system, who is building the system, who is in the system, who is taking the responsibility?
- ▶ Support for **social entrepreneurs**
- ▶ **Business tools** – financial structures, financial sector
- ▶ **Mentors** – how do people find each other and support each other?
- ▶ **What is social innovation?** 101 sessions for the uninitiated
- ▶ How do we increase **social impact**?
- ▶ What is social innovation from **Aboriginal** perspectives?
- ▶ How might we support social innovation by creating **prototypes** – workshop a tangible product that people can examine and take away
- ▶ **OpenIdeo** – copy this business model
- ▶ Possible workshop **themes**: food, social business, entrepreneurship, networks, poverty, homelessness, alternative energy
- ▶ Bring **youth** into this discussion
- ▶ **Engaging leaders** – like city councilors, executive team – a social boot camp for government leaders
- ▶ A walkthrough **example** through the phases identified
- ▶ Challenges in **rural** population – a resource team that can be selected and they can go out to that community, construct a pilot scheme...a fellowship style program with incubators (MARS Studio Y)
- ▶ Government could create space to **convene**
- ▶ Corporate **partnerships** and Academia – engaging communities outside of government

Edmonton Workshop Commitments

- ▶ Share the notes and visualizations with participants
- ▶ Share workshop results and use input on future Government of Alberta work around social innovation
- ▶ Explore the possibility of creating an Alberta Social Innovation Network
- ▶ Provide some resources for workshop participants to have conversations when they leave the workshop
- ▶ Tell others about this workshop



Lethbridge

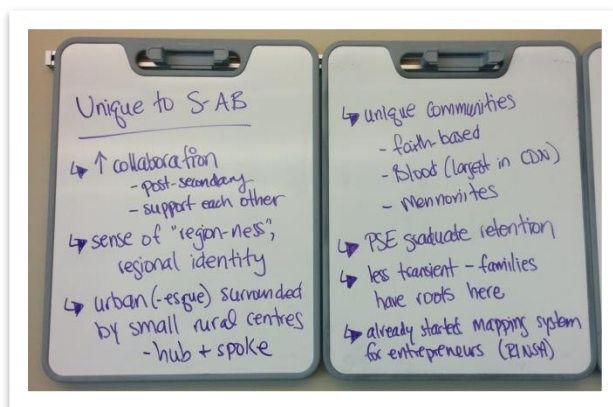
Lethbridge Mapping Workshop

The mapping workshop began with an overview of work to date, some background on the mapping project, and the “yarn toss” icebreaker. Most of the participants knew at least one or two other people in the room; however, there were a couple of people who were meeting everyone for the first time.

Defining Social Innovation

The first area for discussion was around the term “social innovation”. Participants were asked what social innovation means to them.

What does social innovation mean to you?	
LETHBRIDGE WORKSHOP	<ul style="list-style-type: none"> ▶ Holistic ▶ Balance ▶ Local ▶ Positive ▶ Root causes ▶ Systems & system dynamics ▶ In-between spaces ▶ Inclusive ▶ Real change! ▶ Benefitting all ▶ Doing something different ▶ Entrepreneurialism, entrepreneurial spirit ▶ Linking social and economic ▶ Multi-sectoral (non-profit, for-profit) ▶ An ecosystem! ▶ No monopoly on innovation ▶ Taking a risk
	<ul style="list-style-type: none"> ▶ Making needed impact: human and environmental impact, collective impact, systemic approach ▶ Making it happen ▶ Making connections ▶ Capturing talent ▶ Social-economic links ▶ Understanding economic impact ▶ Economically viable ▶ Tolerance for failure and new ideas ▶ Working together ▶ Removing barriers and boundaries ▶ Relationships – connecting (ongoing), self-sustaining, mentoring ▶ Changing mindsets – changing the “no” mentality ▶ Challenge role – disruption, rapid prototyping, learning



Participants also discussed some of the barriers that exist to social innovation in Alberta, outlined below.

What barriers exist to social innovation in Alberta?	
LETHBRIDGE WORKSHOP	<ul style="list-style-type: none"> ▶ Refining the concept to clearly communicate the idea ▶ Understanding local contexts to successfully scale ▶ Finding champions along the way ▶ Money! Where is it? ▶ How to recover and regroup from failures – little and big ▶ Lack of safety nets to try new things ▶ Knowing when to give up
	<ul style="list-style-type: none"> ▶ Timing ▶ Lack of funding for experimentation, risk ▶ Acceptance of failure is not mainstream ▶ How to find your first champion ▶ How to baptize new champions ▶ Framing ▶ Being one’s own champion – lack of confidence, mentorship

What makes Lethbridge Unique?

As the first mapping workshop to take place outside Calgary and Edmonton, one of the aims of the workshop was to see what, if any, differences exist in smaller centres.

Participants spoke about a high degree of collaboration that already exists in Lethbridge and the surrounding area. A “hub and spoke model” was discussed, where urban Lethbridge acts as the major centre for smaller, rural communities in the surrounding area. Post-secondary institutions, in particular, were cited as working strongly and well together, with people noting that organizations tend to support each other.

People spoke about a strong sense of regional identity. This is related to people’s sense that the population is less transient, with families tending to establish roots and stay in the region for generations. Participants also noted that the region has some unique communities – faith-based communities, the Blood Tribe, and Mennonite communities.



Focused Conversations: Stages of Social Innovation

As a group, Lethbridge workshop participants brainstormed around the different phases of social innovation, based on their experiences. They were asked to group their thoughts into phases that could be used for rich picturing. The four phases they developed are outlined below.

Lightbulb

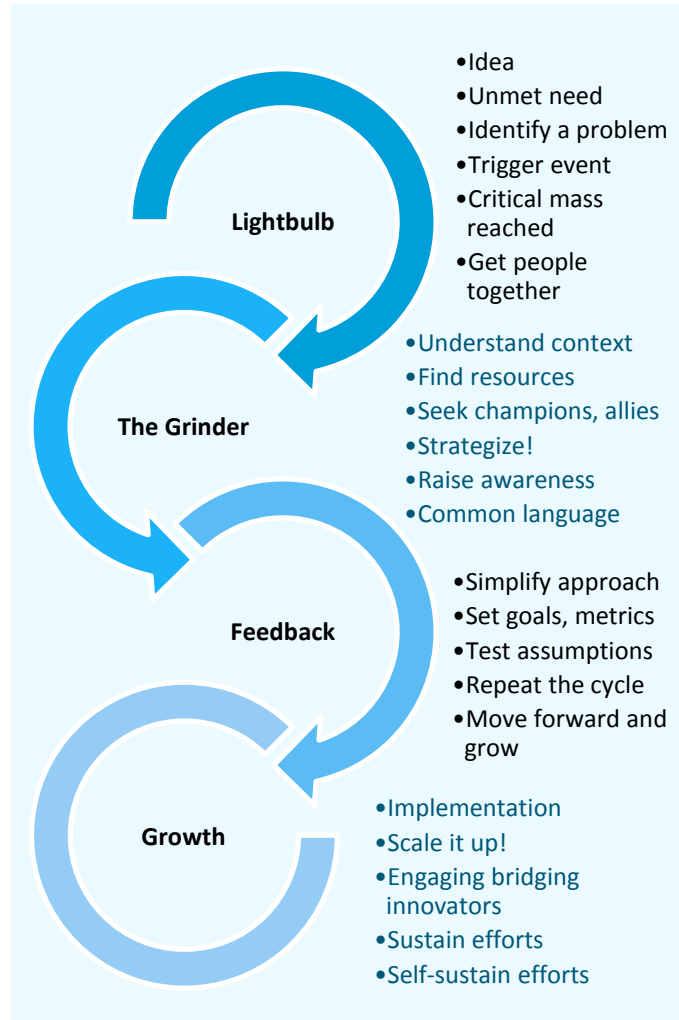
The first phase of social innovation the group brainstormed they termed the lightbulb phase. In the lightbulb phase, awareness of a gap, unmet need, identified problem, or opportunity kicks the social innovator into gear. This process may be started by a trigger event – something catalytic or immediate – or it could be the result of a gradual awareness-raising that some kind of change is required. Participants cautioned that the lightbulb metaphor could be interpreted to mean that innovation happens fairly quickly, with a flick of a switch. They noted that while the impetus may be quick (or not), the process of innovation and the actions required to embed it are long-term.

The perceived problem or need is where the social innovator works from – it is the centre. Also at the centre are the people that the innovation is meant to benefit, to whom the social innovator must continually return in order to stay on track.

In attempting to work out from the centre, the innovator may or may not hit a brick wall as they try to understand the context, match their idea to the need, and attempt to communicate their idea to others – and themselves!

Participants felt that communication is key to the lightbulb phase: the social innovator needs to be clear in his or her own mind about their idea and develop a way to clearly communicate that to others. This is essential to bringing on (“baptizing”) champions and gaining buy-in for the new idea. Miscommunication can itself be a source of innovation, as it may be through speaking with others that the social innovator is better able to refine their concept.

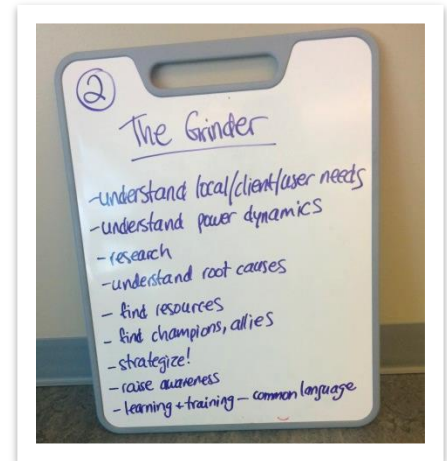
The lightbulb phase can be an exciting and confusing time for social innovators as they work through both the problem and their idea. It is a time when they look to connect to others – for support, encouragement, or advice. It is a time for dipping their toes into learning about the lay of the land to get a sense about whether their idea has any merit, and is worth pursuing into the next stage: the Grinder.



The Grinder

Moving from the idea phase into the execution phase, the Grinder is about taking an idea to the next level – getting it ready to trial and implement. This requires the social innovator to have a greater understanding of the context where they hope to affect change. This includes understanding local/client/user needs, power dynamics, and root causes of the issue.

A major discussion point in the Grinder phase was about the point of entry into the system of resources and supports – even if there is one. It can be challenging for the social innovator to find the first door into the system – or at least the correct door, or the door that will open, or the door with the right resource they are looking for behind it.



In the Grinder phase, the social innovator goes in search of the supports they need to bring their idea to life: financial resources are important, but so are other supports, like champions who believe in your idea and who will provide encouragement along the way, and people that can help connect the social innovator to information, advice, and established networks. Transportation was discussed as a big barrier in the region – even if you know where to go, it can be hard to access dispersed resources over a long distance. One of the needs identified in this discussion was the need to better connect the Lethbridge ‘hub’ to the regional ‘spokes’ – to turn the spokes into bridges or ladders.

It can be challenging to create doors in a way that is non-hierarchical and maintains the organic possibility of collaboration. Creating a common language is vital to raising awareness, clearly communicating the innovation, and gaining buy-in. They noted that the relatively new Regional Innovation Network of Southern Alberta (RINSA) has the potential to meet these needs in Lethbridge and the surrounding area. Not all participants were aware of RINSA, but those that were noted that it currently does not have a social innovation focus commensurate with its emphases of technological and scientific forms of innovation. There is an opportunity, as RINSA is still in its infancy, to embed a corresponding social innovation orientation and bridge what people talked of as an economic and social disconnect.

Feedback

After making it through the Grinder, the third phase of social innovation – Feedback – is about learning from one’s first attempt and building on that new knowledge to be ready for the next phase, Growth. During the Feedback phase, social innovators question and test their assumptions, identify goals and metrics to see if they are on the right track, and ask for input.

In their rich picture, participants depicted the new idea/innovation as the star. The challenge in this phase is how to connect the new idea (developed by the ‘big brains’) to those needed to implement it on the frontline: workers, volunteers, communicators.



It can be challenging in this phase to keep these different groups engaged in the cyclical process of trial, error, and evaluation. This is particularly so when feedback may sometimes be negative (thumbs down) – while constructive criticism can be very helpful, it can also be frustrating and make people want to give up.

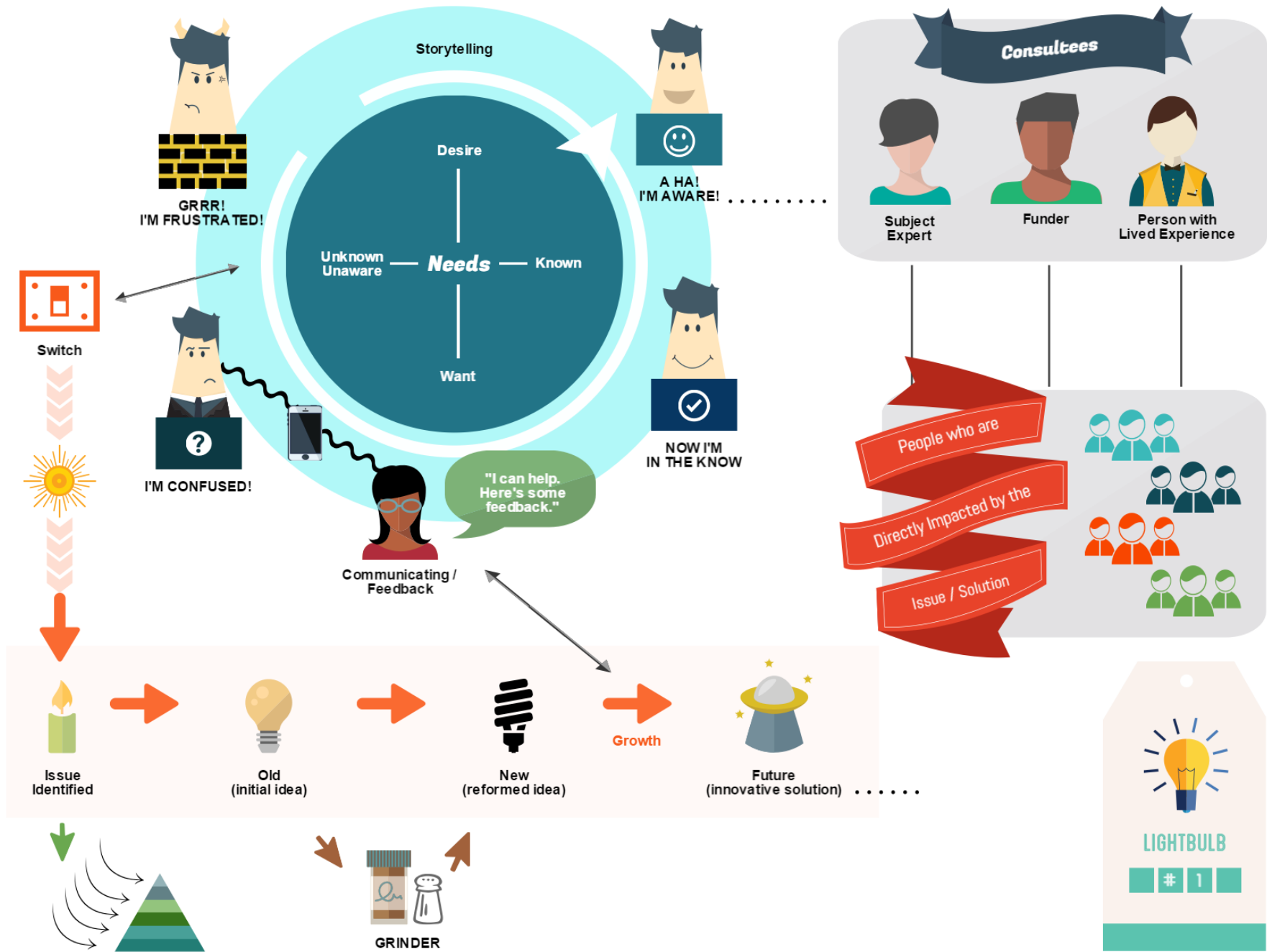
Other barriers included red tape, depicted by the red lines, and a ‘crab bucket’ mentality: when several crabs are placed into a bucket and one attempts to crawl out, the other crabs grab it and pull it back down into the bucket. A lid is not required, as the crabs self-police any rebels. Participants gained both an excellent metaphor for the mindset that can challenge social innovators and a biology lesson in this workshop!

Workshop participants talked about this cycle as being one that may be continually repeated within the same phase: test, question, measure, learn, tinker, repeat until you know you have something that works. The overall goal is to bring a level of stability and certainty to the innovation such that people are comfortable moving forward and growing.

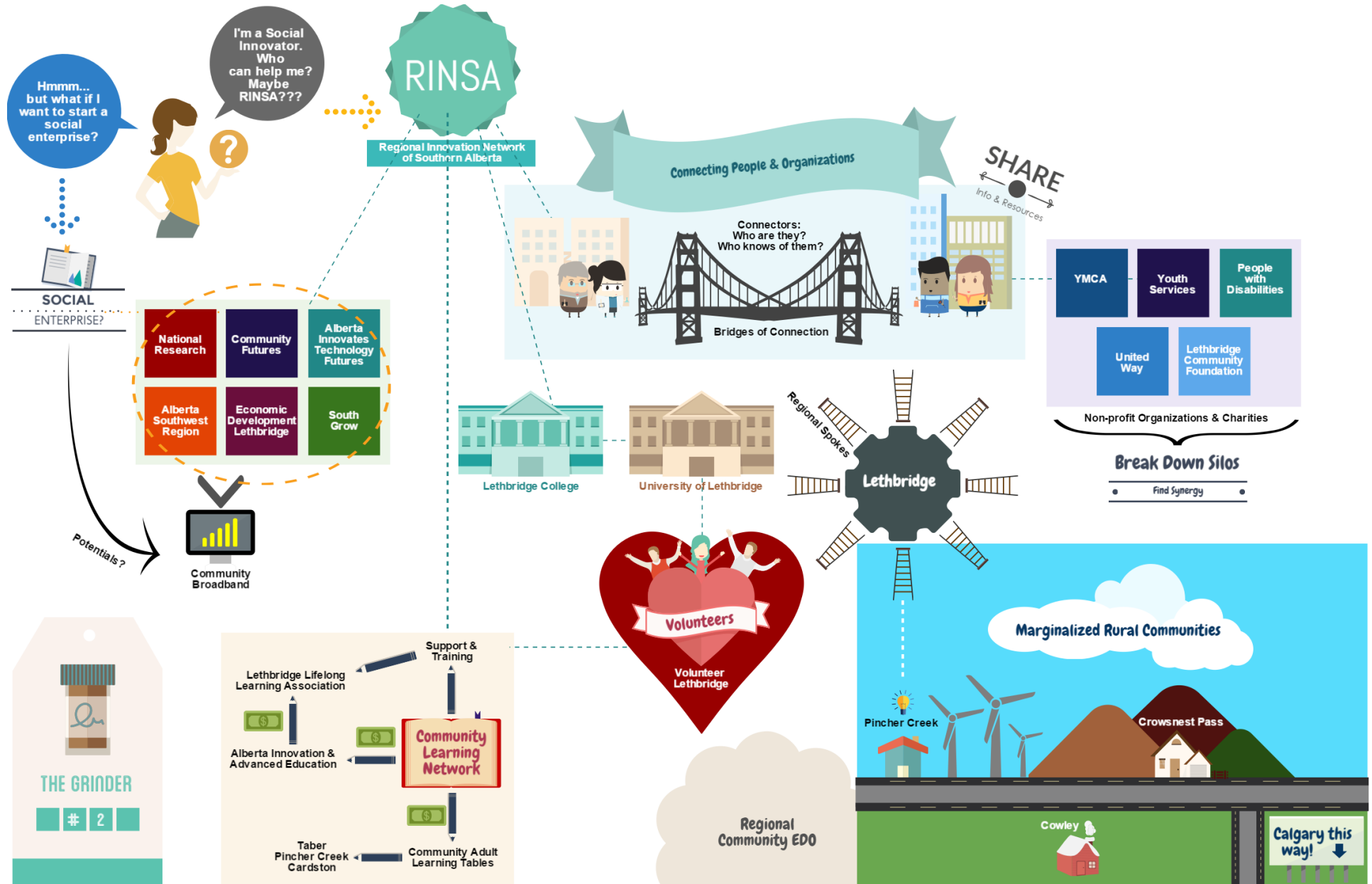
Growth

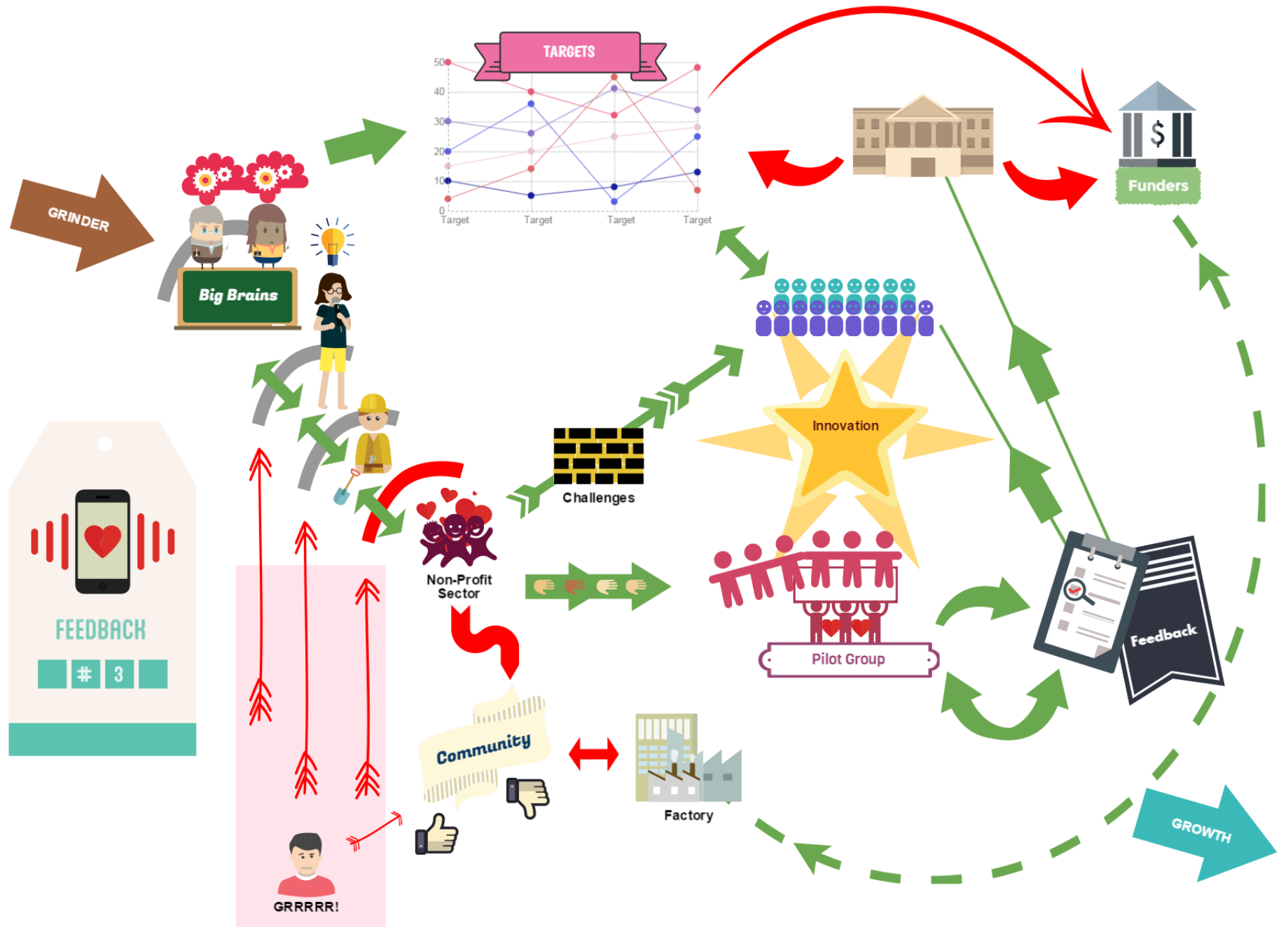
The Growth phase is about scaling and sustaining change efforts to increase social impact. The goal in this phase is to create something self-sustaining with the potential for ongoing adoption and implementation.

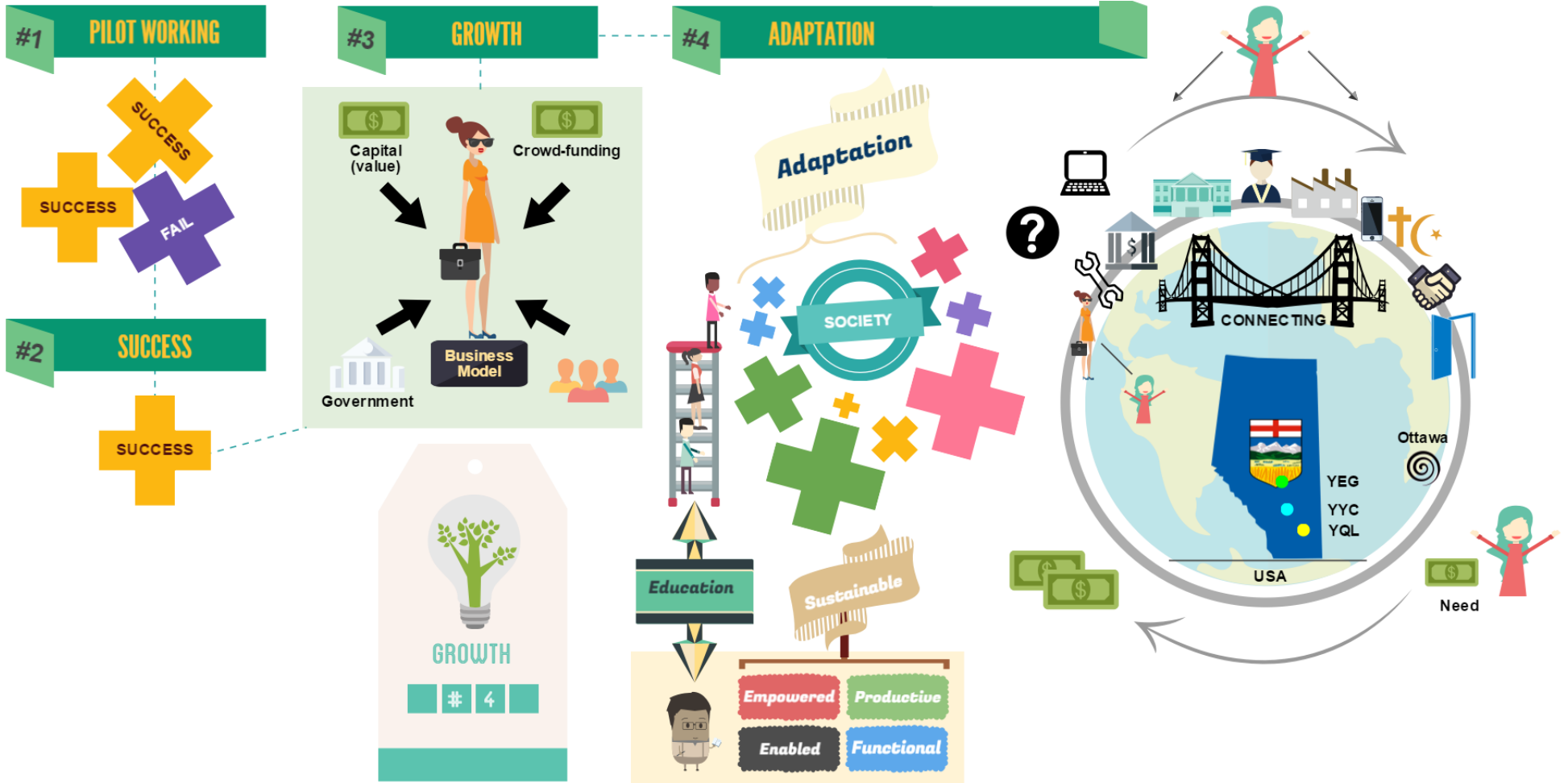
It is important in this phase to seek bridging innovators who can help social innovators navigate and connect into established systems, enabling them to further spread and embed their change efforts. Facilitator Alex offered the term “spider web hands” to refer to these individuals’ ability to reach out and make sticky connections.



LETHBRIDGE GROUP #2: The Grinder







Now what?

Before closing, workshop participants were asked to brainstorm their next steps: what could they do differently tomorrow? In the near future?

	What can I do differently tomorrow?	In the near future?
LETHBRIDGE WORKSHOP	<ul style="list-style-type: none"> ▶ Look for chances to collaborate and share <ul style="list-style-type: none"> ○ Reach out to organizers of the Banff Centre’s Social Innovation Residency ○ Reach out to an unusual suspect ▶ Keep the workshop group going – make it self-sustaining and reinforcing <ul style="list-style-type: none"> ○ Share contact details ▶ Say yes to something new ▶ Identify a need/gap and potential ways to address it ▶ Be a support for someone, encourage their innovation ▶ Spread the word in my networks – talk to one more person about the workshop ▶ Add social enterprise to the Connectica, a self-service tool for SMEs and service providers to connect with other provincial innovators ▶ Rethink the scope of what it means to be an entrepreneur 	<ul style="list-style-type: none"> ▶ Deepen mapping at other scales ▶ LC TRIP Building Co-Creation space for tackling problems – enabler ▶ Develop social entrepreneurial spirit through education and training ▶ Embed social innovation into Alberta’s existing Research and Innovation system ▶ Work on ways to foster partnerships, particularly with economic development organizations

Discussing how to make these things happen, workshop participants identified a number of leverage points in their region that could be used to spur action.

- ▶ Existing **philanthropy**, foundations
- ▶ Politicians and community **leaders**
- ▶ Regularly scheduled convenings – pitch practice sessions, feedback sessions
- ▶ **Agricultural** and food sector
- ▶ Supports for **entrepreneurs** – make inclusive for social entrepreneurs, too
- ▶ Add social innovation stream to the **Regional Innovation Network for Southern Alberta (RINSA)**
 - Create awareness to get buy-in
 - Buid into RINSA’s creation, structure – still time in this new entity
- ▶ Link into the **Old Man Watershed Council’s** social mapping exercise
 - Reach out to include social innovators, too
 - Make connections more transparent

Participants also highlighted some areas where the GoA could support social innovation:

- ▶ **Facilitate partnerships**
 - Create a forum for people to meet
 - Create a mentor network
- ▶ **Alberta Innovates Technology Futures** has staff that mentor, advise, and connect technological entrepreneurs – create the same staffing positions for social entrepreneurs or expand the scope of existing staff portfolios
- ▶ **Learn** from others – no need to re-invent the wheel
- ▶ **Funding and resources**
 - Implement **funding models** that are stable, sustainable, and long-term
 - **Redefine success** in a way that supports risk and learning
 - Build-in funding for **measurement and evaluation**
 - Fund **community development**, not just economic development
 - Funding for **training change agents**, changing mindsets
- ▶ Help **muddle** the economic/social binary



Grande Prairie

The mapping workshop began with an overview of work to date, some background on the mapping project, and the “yarn toss” icebreaker.

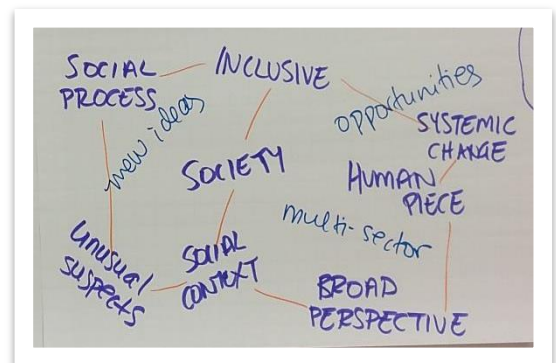
Defining Social Innovation

The first area for discussion was around the term “social innovation”. Participants were asked what social innovation means to them.

What does social innovation mean to you?	
LETHBRIDGE WORKSHOP	<ul style="list-style-type: none"> ▶ Connections ▶ Resources: finding new ones and how to best use them ▶ Start doing something different! ▶ Positive change ▶ New lenses ▶ Changing paradigms ▶ My issue → our issue ▶ Bring in unusual suspects ▶ Sense of commitment, not just talking: act! ▶ Open to letting go (of what has been done before)
	<ul style="list-style-type: none"> ▶ Acknowledge and understand changing context ▶ Inventory present day ▶ People care! ▶ Set deadlines / timeline for change (developmental, evolutionary) ▶ Understand whole systems: interconnections ▶ Top down → bottom up, communities set priorities ▶ Find commonalities and use them to move forward ▶ Leave personal agenda, ego out of it – be there for the common good

The group also talked about how social innovation is different from other forms of innovation (technological, scientific, business, etc.). Key elements participants raised here include:

- ▶ The **multi-sectoral** nature of social innovation. Social innovation tends to be more inclusive, incorporate broader perspectives, and invite unusual suspects
- ▶ It is for the good of **society**. Participants focused on the human aspect of social innovation
- ▶ Social innovation is about **systemic change**



How much time do we spend on system-level change efforts?

Building on the discussion of system-level change, participants talked about the challenges involved with attempting to create system-level change. There was consensus that participants spent a minority of their time on system-level change efforts, due to various reasons:

- ▶ Lack of time and resources:
 - Most energy is spent on crises or immediate needs
 - It takes time to bring in new ideas and to transfer knowledge
- ▶ Funding models are structured to resource immediate needs, rather than long-term processes
- ▶ It can be challenging to have big picture discussions – incremental change is most people’s comfort zone



What makes Grande Prairie Unique?

Participants engaged in an animated discussion about what makes Grande Prairie – and their northern Alberta region – unique. Running through the discussion were themes about understanding and connection. Specifically, about how people outside the region (namely funders and decision-makers) do not fully understand northern Alberta's challenges and context.

People felt that this manifested itself in several ways. Firstly, in terms of an understanding and appreciation of the geography of northern Alberta: how far north it is from the major urban centres of Edmonton and Calgary, and its vastness. People have to travel large distances to access and provide services, and transportation is a major challenge.

Participants spoke about the issue of distance generally, and also in terms of their interactions with outsiders. There was a general frustration that decisions (government, corporations, etc.) were made outside the region in a way, people felt, often did not reflect local context or local challenges. Workshop participants expressed appreciation that the mapping workshop was brought to them, rather than the other way around. They encouraged more people to come up north – to drive, if possible, in order to appreciate the distance – to experience their communities. People talked about the vastness of the region while noting that smaller, localized initiatives tend to be more important.

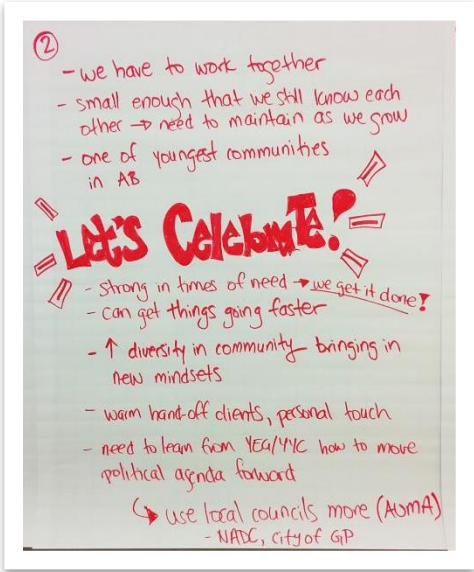
Because of the vast geography, organizations in Grande Prairie often serve the larger region. Participants talked about how this makes staffing and providing services more expensive. Because of the diversity within the region, staff wages are based on living area and may vary within the same organization. With fewer people, a large geography, and a wide array of social challenges, people talked about how social service staff and organizations have to be generalists – unlike similar organizations that work in larger centres that can specialize. Participants noted that all of these factors make staff retention challenging.

Northwest Alberta is also unique in terms of its population. The region has a significant shadow population that moves in and out for work in the oil and gas sector. Some rural areas also have large transitory populations, which participants noted require different community resources. This can make fostering a sense of community challenging, as who makes up the community is always shifting. Participants spoke at this time about the role of the private sector – namely, the corporations that are often headquartered outside the region and are responsible for bringing in people to work. Their role was generally felt to be lacking in terms of helping to support action to tackle the social challenges brought about or exacerbated by boom and bust economic cycles.

Working in a regional setting, participants spoke about a multi-hub nature of service delivery – many caseworkers managing the same person without coordination. People spoke about this in the context of a need for more integration and communication within the network of service providers.

Participants spoke about the need to learn from their Edmonton and Calgary counterparts about how to advocate with decision-makers and move the political agenda forward. They discussed the need to make better use of their local councils and governing bodies to make those connections.

Despite these challenges, workshop participants spoke about the great things that make their community unique – things to celebrate. As one of the youngest communities in Alberta, there is great potential for positive change. While Grande Prairie is growing, it is small enough that people can come together quickly and get things done in times of need. This closeness also enables social service providers to foster more personal relationships with clients.



Focused Conversations: Stages of Social Innovation

As a group, Grande Prairie workshop participants brainstormed around the different phases of social innovation, based on their experiences. They were asked to group their thoughts into phases that could be used for rich picturing. The three phases they developed are outlined below.

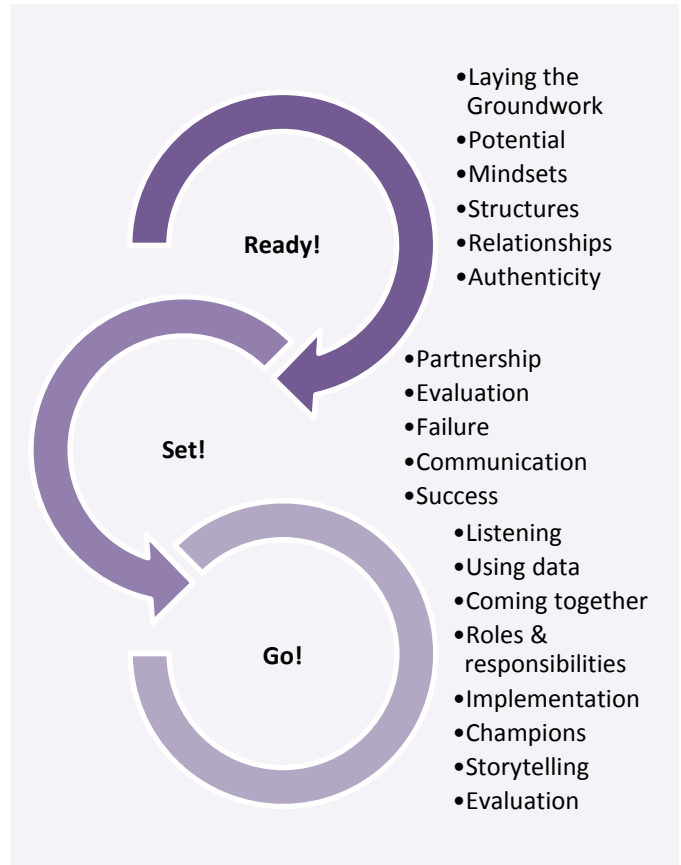
Ready!

Participants in the Ready phase approached this first phase of social innovation as putting in place what is needed in order for the potential for social innovation to exist: moving from a less than ideal current state to one where more is possible.

At the beginning of the Ready phase, people observe isolated events, seeing things in silos. Things look neater and more compact than they really are. The Ready stage is very messy, and nobody speaks the same language or has common understanding. Through discussion, people can break the silos that prevent social innovation and real change, and get at root causes. Potential funders are involved and included at the table from the very beginning of problem framing.

For social innovation to take place, the group felt that it is essential to get everyone together around the table to have deep discussions. This will help connect the silos by creating pathways. Bringing everyone together to get into the messiness of the issue will also drive the group towards solutions that address the messiness, rather than surface level 'fixes'. The medicine wheel represents planning and action around a shared vision – where people walk together to create a holistic approach to tackling complex challenges. Participants emphasized the importance of listening and authenticity.

When describing their rich picture, participants in the Ready phase created a list of shifts:



From:	To:	Associations
Silos →	Collaboration	
Easy →	Messy	
Short-term, Quick-Fix →	Long-term, Systemic Change	<ul style="list-style-type: none"> ▶ Respectful ▶ Human-Centred
Do to Us →	Walk With	▶ Everyone at the Table
Decisions →	Informed Decisions	▶ Research/Analysis, Knowing
Listening →	Hearing	▶ Authentic Advocacy

Set!

At the beginning of the Set phase, individuals stand at a traffic circle. The road signs are not clear, and they go around and around the circle for a while before figuring out where to exit. There are barriers along some roads, but the social innovators find their way to community assets and partners that can support them in their efforts, and work together.

Participants discussed the importance of letting go along the way – letting go things that are not working, ideas that no longer seem to fit, and partnerships that are not fulfilling. This creates space for the new. Through learning and research, the social innovator can identify a way forward.

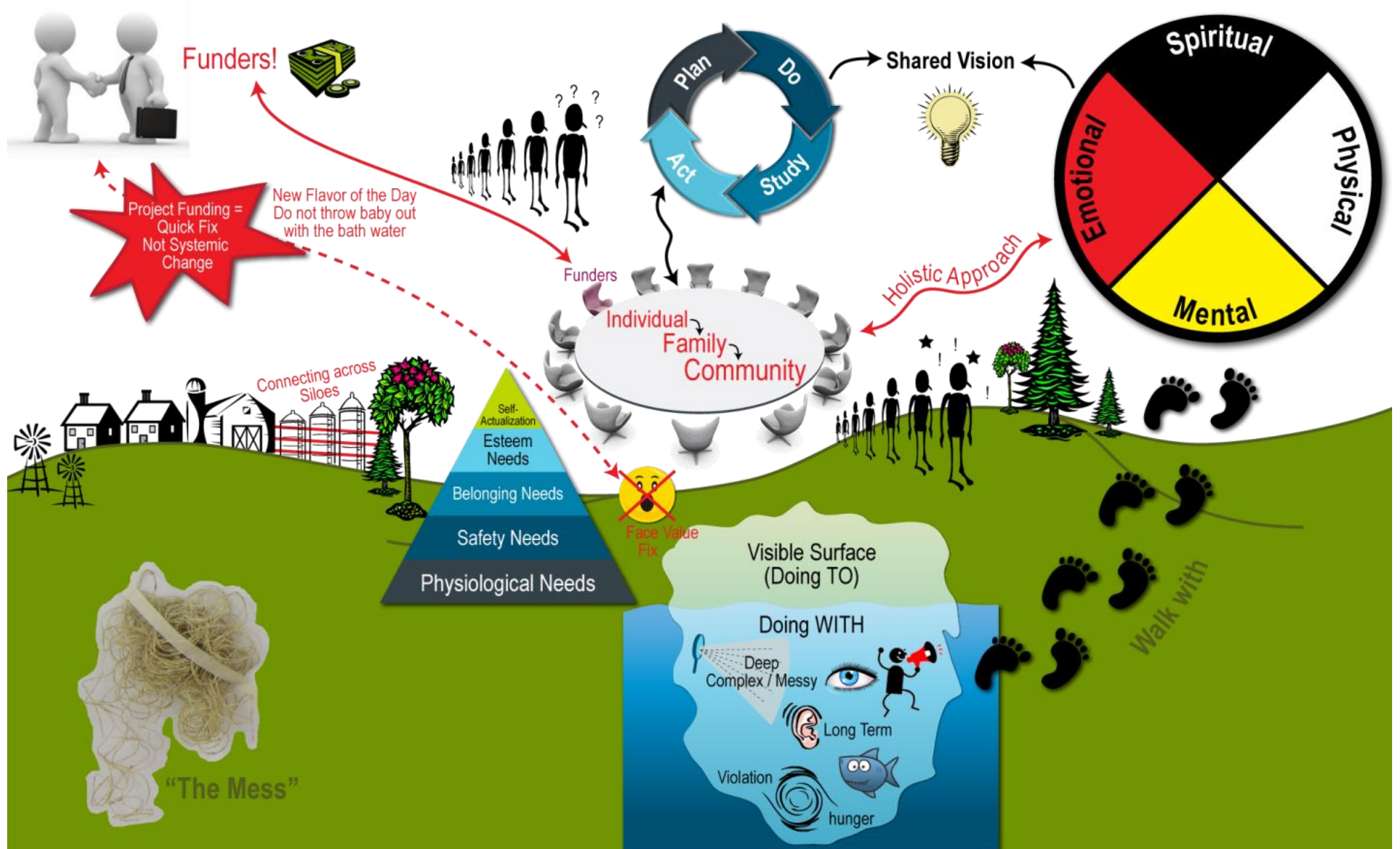
With the Ready phase, the Set phase shares themes of messiness and collaboration. Through partnership with community members, all may collectively determine their assets and needs. Funders are included from the beginning. Together, people can evaluate mistakes, downfalls, and successes to create a clear road that leads to a common resolution. This communication network is sustained to help better educate and promote their cause and set themselves up for success.

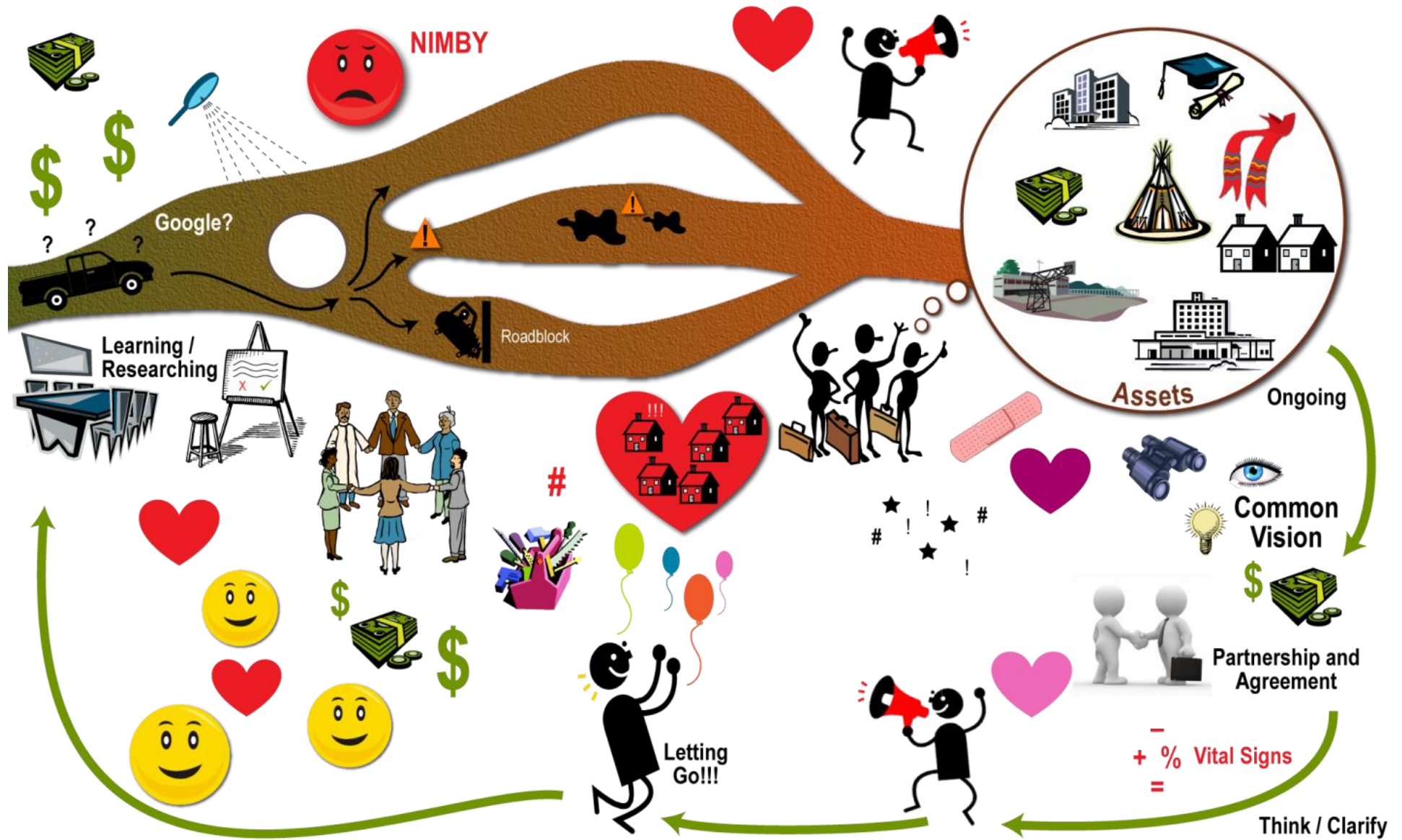
Go!

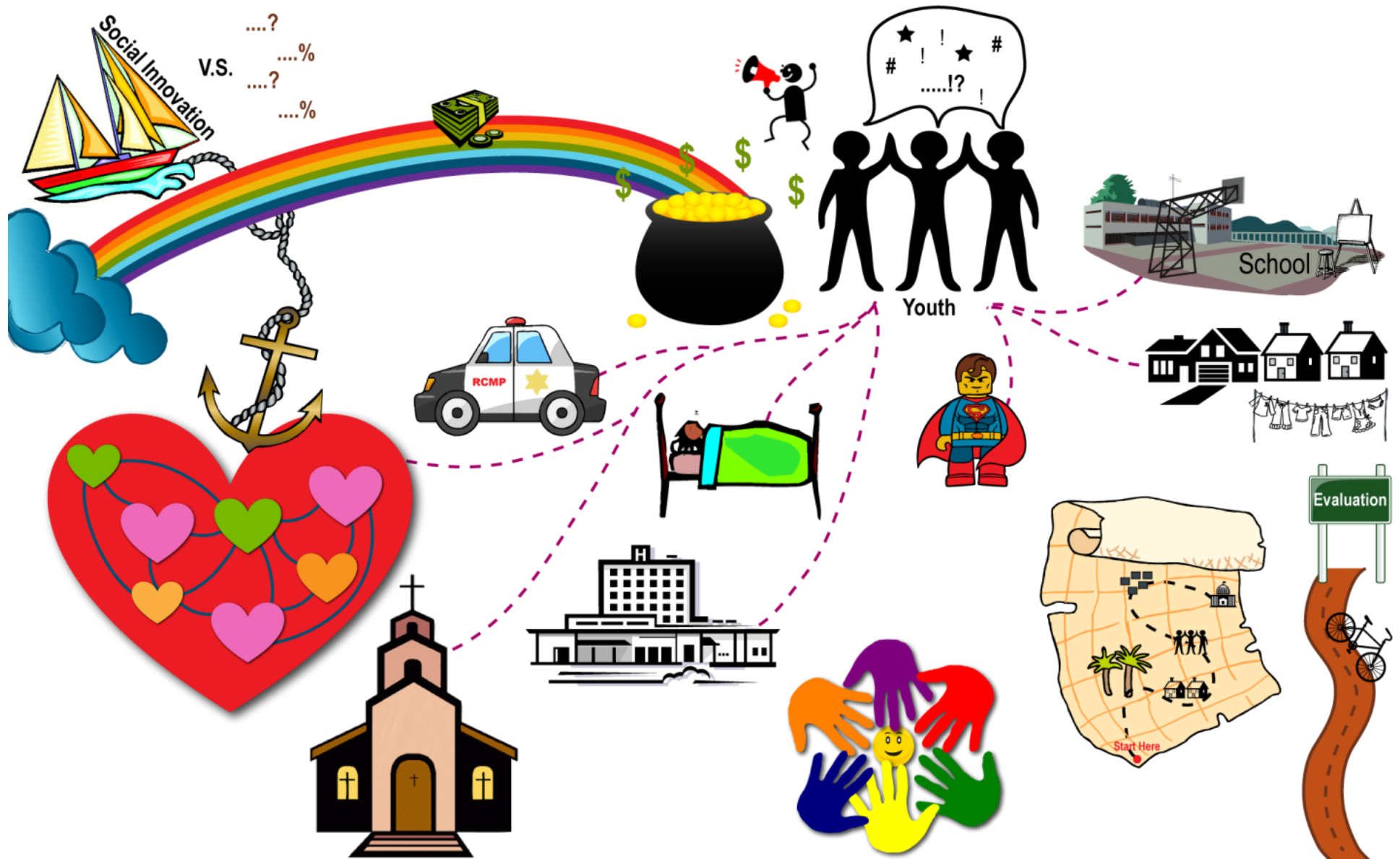
In the Go phase, there is a driving force that mobilizes a community of those who care. Passionate people form a network of hearts that drive the Go phase. This network is anchored by a champion – who may be somewhat removed from the directly affected, passionate core – but who is able to advocate in a more rational way. Together, the network follows the rainbow to the pot of gold needed to scale the social innovation. Along the way, the data signs (% , etc.) are a reminder that action needs to be evidence-based.

Participants in the Go phase created their rich picture around a specific challenge: bullying. This helped the group to make their rich picturing more tangible. The rich picture identifies relevant stakeholders (RCMP, health services, etc.) and how they are connected. The hands and smiley face represent the whole community coming together to make a difference. External champions help tell the story across platforms. Participants noted the connections between the Go phase and the other two phases, and how it was difficult to think about one phase in isolation from the others. For example, participants talked about how understanding the messiness of the Set phase is crucial to being successful in the Go phase.









ZIP Analysis

Each group was asked to perform a ZIP analysis to identify areas in their rich pictures that would benefit from:

- ▶ **Zooming in**
- ▶ **Innovations/Intervention (areas for)**
- ▶ **Potentials/Problems (areas of)**

		ZIP Analysis		
		Ready!	Set!	Go!
GRANDE PRAIRIE WORKSHOP	Zooming in	<ul style="list-style-type: none"> ▶ Who needs to be at the table? How do we get those people? ▶ What are the complex messy issues? ▶ What is the guiding path? 	<ul style="list-style-type: none"> ▶ Research / assessment / development ▶ Decision / action / movement ▶ Great when funds are in place ▶ Innovating 	<ul style="list-style-type: none"> ▶ Stay on main focus ▶ Educating agencies ▶ Engage community and keep them informed ▶ Reconnect with clients ▶ Evaluation and determine next steps
	Innovations/ Intervention (areas for)	<ul style="list-style-type: none"> ▶ Collaboration happens at the table ▶ Connecting the siloes to the community ▶ Include medicine wheel concepts into meaningful change 	<ul style="list-style-type: none"> ▶ Where we look is where innovation happens – where to focus? ▶ Promotion ▶ New partnerships 	<ul style="list-style-type: none"> ▶ Anchor agencies (who, how do they get involved) ▶ Dollars (sustaining), type of funding ▶ Mandate vs. capacity ▶ Melding knowledge of the past and present with new experiences and mindsets
	Potentials/ Problems (areas of)	<ul style="list-style-type: none"> ▶ Siloes ▶ Right people at the table – connecting with purpose ▶ Identifying meaningful change ▶ Understanding the landscape ▶ How to best create systemic change 	<ul style="list-style-type: none"> ▶ Finding a way going forward ▶ Being Inclusive ▶ Lack of Funds ▶ Having assets in the right place 	<ul style="list-style-type: none"> ▶ Targeting the client, get them involved ▶ We need funding and support ▶ Working with community for the community ▶ Planning for change and adaptation

Understanding the Network

Discussing how to make these things happen, workshop participants identified a number of opportunities to better understand the social innovation ecosystem in the Grande Prairie region.

- ▶ Make collaboration the new normal
 - Reach out to little and big fish
 - Tap into existing networks and umbrella groups (intercity forum)
 - Invite folks to come to Grande Prairie more often
 - Bring in folks to learn from (e.g., Al Etmanski)
 - Don't wait for government
 - New partnership models for professionals and para-professionals
 - Access to information
 - Cross sectors
- ▶ How might we best reach people? The north = people and interpersonal relationships
 - Create time to travel around and meet people
 - How to bridge disconnects with aboriginal communities? Divide creating challenges for region. Need resources and hope
 - Support professionals in early stages of career; help build trust
- ▶ Recognize that rural and remote are very different – Grande Prairie is very different from places like Fort McMurray
 - Reflect the diversity of the North
 - Establish rural and northern champions for social innovation – a person(s) from the area
 - Hold a Social Innovation conference in northern Alberta (not Edmonton)
- ▶ Recognize the work already being done in Social Innovation in this particular community
 - Start talking more about what is occurring (tell our own stories), educate the community
 - Create asset maps, an inventory of what we have
- ▶ Raise our own awareness of what is out there to better serve
 - Social Mapping is allowing new direction for actions – identified that the areas that needed services were missing, and were clustered downtown. Included transportation services overlayed with where assets are needed and where assets are located
 - How do we know what's here?
 - How can we discover...before we have a problem / need / crisis?
 - What's in Grande Prairie and the county?
 - How far is our reach?
- ▶ Apply ideas of antifragility to our social serving system²

Now what?

Before closing, workshop participants were asked to brainstorm their next steps: what could they do tomorrow? In the next year? What would they like to see happen?

² Anti-fragility is a concept conceived by Nassim Nicholas Taleb in his book *Antifragile: Things that Gain from Disorder*. Taleb writes: "Some things benefit from shocks; they thrive and grow when exposed to volatility, randomness, disorder, and stressors and love adventure, risk, and uncertainty. Yet, in spite of the ubiquity of the phenomenon, there is no word for the exact opposite of fragile. Let us call it antifragile. Antifragility is beyond resilience or robustness. The resilient resists shocks and stays the same; the antifragile gets better".

Many of these recommendations focused on sharing, better connecting (locally and outside the region), and building local capacity and awareness around social innovation.

	What can I do tomorrow?	In the next year, what do we want to see?
LETHBRIDGE WORKSHOP	<ul style="list-style-type: none"> ▶ Share contact information of all workshop participants ▶ Phone a friend! Make use of current networks to share resources and encouragement ▶ Check out websites about social innovation to gain understanding (Social Innovation Generation, Government of Alberta social policy website) <ul style="list-style-type: none"> ○ http://sigknowledgehub.com/ ○ http://socialpolicyframework.alberta.ca/SI ▶ Use social media to share your workshop experience ▶ Join the Accessibility Advisory Committee (Contact Mieke) ▶ Put together a network list (Donelda) ▶ Recognize that we, as social service organizations, are a silo ourselves 	<ul style="list-style-type: none"> ▶ Ensure we keep doing what is working ▶ Develop a communications strategy around this work ▶ We have maintained one, common network list that we all use ▶ There is no duplication of surveys, information gathering requests – there is coordination ▶ We have a mechanism for information sharing (Grande Prairie 211?) ▶ We support each other’s public awareness raising events ▶ We hold Mapping Workshop: Part II (explore this idea further with Roya & Alex) <ul style="list-style-type: none"> ○ Next Steps? ○ Prototyping Action ○ Education/Social Innovation concepts? ▶ We identify and use a physical space for social innovation, coming together ▶ We identify needed capabilities around social innovation and ways to build them (may explore with Roya & Alex) <ul style="list-style-type: none"> ○ Social Innovation Bootcamp? Retreat? ○ Might this be issue-specific? ○ Conversation topic: how might we build a sense of community? ▶ We have social innovation champions! ▶ We request additions to the City of Grande Prairie Open Database ▶ We create a ‘Jane’s Walk’ for our agencies

Workshop participants also identified some community resources they could use to help inform their next steps:

- ▶ Brainstormed opportunities from Open Door Cafés
- ▶ Vital Signs project work for inspiration
- ▶ Social Mapping (youth services, newcomers, other populations) to see service gaps

In discussing the need to connect and maintain a network, participants discussed the need to avoid over-networking and the importance of using existing networks and meeting places for social innovation, where appropriate, rather than creating an additional layer.

Participants' Take-Aways

Participants were asked what they would take away with them from the workshop. They were also asked about their impressions of the rich picturing process, and whether they found it useful.

About Social Innovation

- ▶ The **process** is really important in 'doing' social innovation
 - It is really hard to separate the process without losing focus on what we're trying to accomplish
- ▶ Maybe this will lead to **something concrete**
- ▶ Conversation changes based on **who** is in the room
- ▶ Idea **sharing**, the importance of breaking down **siloes**

About the Workshop Process

- ▶ Rich pictures allow us to really **communicate** what we're trying to identify
- ▶ Rich pictures got us out of our **comfort zone**
- ▶ Process **point of view**: appreciated the idea of the rich picture method
- ▶ ZIP analysis was a greater dive into **analyzing** the problem and what needs to be **focused** on

About our Work and our Community

- ▶ List of examples of social innovation in Grande Prairie is extensive. We didn't realize **how well we're doing**
- ▶ We're all doing **great work** and we should be reminded of this
- ▶ **Uniqueness** of northern Alberta – identified the problem unique to this area
- ▶ Recognized that we work in **siloes** also
- ▶ Celebrating the **positives** of what Grande Prairie actually is creating and innovating, it put things into **perspective**

About How I Feel

- ▶ More **hopeful** of possible solutions that this workshop will lead to something greater
- ▶ **Self-awareness** of being within own siloes (the social care silo), reminder of getting your butt out there and into the community
- ▶ **Happy** to learn different innovations
- ▶ Process of this workshop – the next steps so how we can go forward, want to be **hopeful**

About Next Steps

- ▶ I want to see **stuff done!**
- ▶ Now what – instead of reinventing the wheel, taking the information we already have and **going forward**
- ▶ List of networks are integral and very helpful, want to see **stuff done**



Appendix 1: Mapping Survey Instrument

Introductory Blurb

Thank you for participating in the first stage of mapping Alberta's social innovation ecosystem!

This survey is the first step in a larger project to map Alberta's social innovation ecosystem. By knowing who is out there and what connections already exist, we will be able to begin the process of understanding how people are working together, where there are opportunities to explore, and to make a plan for how to build social innovation in Alberta.

This survey is completely voluntary. It consists of three questions that will take you five to fifteen minutes to complete, depending on your answers.

The survey will remain open until [INSERT DATE].

[CLICK HERE TO START THE SURVEY.](#)

Questions?

We are happy to answer your questions! Get in touch with us at social.innovation@gov.ab.ca by responding to this email.

I'd rather do this on the phone...

If you would prefer to complete this survey by phone, please email us at social.innovation@gov.ab.ca (respond to this email). We will work with you to arrange a time at your convenience to call and walk you through the survey.

Survey Tool

Page One

1. Do you consider yourself to be part of Alberta's social innovation ecosystem?
 - a. Yes
 - b. No

Page Two

2. In your opinion, who are the most important individuals in Alberta’s social innovation ecosystem? Please complete the table below with as many individuals as you like. You are welcome to include individuals from your organization.

(Please note that the Government of Alberta’s Social Innovation Project Team will use the information you provide below to ask these individuals to complete this same survey. This is the only way this information will be used.)

Full Name	Organizational Affiliation	Title/Role in Organization	Phone Number (###)###-####	Email Address

Page Three

3. Moving forward, how would you like to be involved in this work?
- a. **I would like to be engaged** → we may invite you to participate in a workshop related to social innovation or ecosystem mapping, space permitting.
 - b. **I would like to be kept informed** → from time to time, we may send you an email update on social innovation in Alberta.
 - c. **I am not interested in this work** → we won’t contact you again, but if you change your mind you can always sign up on [SOCIALize](#), Alberta’s newest social innovation directory!

Page Four

Thank you for your participation!

Results from this survey and the ecosystem mapping initiative will be posted on the Social Innovation WebSpace as they become available. If you indicated that you’d like to be kept engaged or informed, we’ll let you know via email when updates are posted.

[CLICK HERE TO COMPLETE THE SURVEY AND CLOSE THIS WINDOW](#)

Appendix 2: Mapping Workshop Agenda (template)

Time	Agenda Item
8:30 am	▶ Arrivals
9:00 am	▶ Welcome & Introductions <ul style="list-style-type: none"> ○ The facilitator welcomed everyone to the workshop ○ Everyone was asked to introduce themselves using a yarn toss icebreaker: <ul style="list-style-type: none"> ○ Each participant stated their name and affiliation(s), their interest in social innovation or why they feel they are part of Alberta's social innovation ecosystem ○ Holding onto one end of the yarn, the person threw the ball of yarn to someone else in the room to whom they had some connection or, if they did not know anyone in the room, to someone whom they had met that morning ○ The exercise ended when everyone in the room was connected, visually depicted by crisscrossing lines of yarn around the room
9:30 am	▶ Getting Started: <ul style="list-style-type: none"> ○ Participants were provided with an update on the Government of Alberta's work to date around social innovation ○ Participants were asked what social innovation means to them <ul style="list-style-type: none"> ○ A working definition was presented to get the conversation started
	▶ What we Know so far: Survey Results & Visualizations <ul style="list-style-type: none"> ○ Survey results were presented in an infographic, along with different static visualizations of the networked survey data
10:15 am	▶ Focused Conversations <ul style="list-style-type: none"> ○ Participants were asked to talk about the different phases of social innovation ○ The goal was to come up with three phases of social innovation, which could then be used to create rich pictures
11:00 am	▶ Mapping Exercise <ul style="list-style-type: none"> ○ Participants were asked to self-organize into one of three groups, based on the phases of innovation they brainstormed ○ Each group was asked to create a rich picture of what Alberta's social innovation ecosystem looks and feels like in that phase
12:15 pm	<i>Lunch</i>
1:00 pm	▶ Cross-briefing: <ul style="list-style-type: none"> ○ Breakout groups shared their rich pictures with the whole group
2:15 pm	▶ Expanding/Iterating the Network <ul style="list-style-type: none"> ○ Participants discussed some the opportunities and barriers to social innovation in Alberta, and identified some of the great examples of social innovation in Alberta ○ They were also asked to discuss how to build this work moving forward, to expand the network
	▶ Commitments & Closing <ul style="list-style-type: none"> ○ Participants talked about what they were going to take away from the workshops, and outlined what they committed to doing based on their workshop experience
3:00 pm	▶ The End

Appendix 3: Workshop Participants

*Workshop Host

Calgary – November 17, 2014

*Facilitation Team: Alex Ryan, Eleanor Joel, Roya Damabi

1. Cheryl De Paoli, Alberta Real Estate Foundation
2. Dan Overall, Trico Charitable Foundation
3. David Sandoz, Alberta Human Services
4. Donovan Tymchyshyn, Vecova Centre
5. Gina Funicelli, University of Lethbridge
6. Janice Iverson, United Way of Calgary and Area
7. Jill Andres, Creating Value Inc.
8. Jocelyne Daw, Jocelyn Daw & Associates
9. Karen Whiteman, Social Venture Partners
10. Leann Wagner, Alberta Human Services
11. Lisa Caton, Momentum
12. Mary Ann Moser, Beakerhead
13. Mike Grogan, Calgary Chamber of Voluntary Organizations
14. Rod Garrasino, Social Venture Partners
15. Rosalynn Dodd, City of Calgary
16. Tammy Maloney, SEA Change
17. Terry Rock, Rock Strategy & Leadership

Edmonton – November 21, 2014

*Facilitation Team: Alex Ryan, Eleanor Joel, Roya Damabi

1. Ben Weinlick, ThinkJar Collective
2. Brenda Yamkowsky, United Way Alberta Northwest
3. Brooks Hanewich, Chrysalis
4. Cindy de Bruijn, Gateway Association
5. Deborah Barrett, Anthony at Your Service
6. Holly Sorgen, Community Futures of Grande Prairie
7. Ian O'Donnell, Edmonton Downtown Community League
8. Jane Bisbee, Social Enterprise Fund
9. Karina Hurtado, United Way Alberta Capital Region
10. Lee Kruszewski, Alberta Research & Innovation Authority
11. Lora Pillipow, Alberta Human Services
12. Lorne MacGregor, Lakeland College
13. Paul Cabaj, Alberta Community and Cooperative Association
14. Robyn Blackadar, Alberta Centre for Child, Family, and Community Research
15. Russ Dahms, Edmonton Chamber of Voluntary Organizations
16. Tad Hargrave, The Local Good

Lethbridge – May 4, 2015

Facilitation Team: Alex Ryan, Roya Damabi

1. Anna Garleff, Oldman Watershed Council
2. Bev Thornton, Alberta SouthWest
3. Bill Halley, Alberta Innovates-Technology Futures
4. Cal Koskovich, National Research Council of Canada
5. Corinne Simek, Mennonite Central Committee/ Horizon School Division
6. Dave McMurray, Lethbridge College
7. Gail Mackenzie, 5th on 5th Youth Services
8. *Gina Funicelli, Lethbridge College
9. Hector Macintyre, University of Lethbridge
10. Jill Livingstone, Taber and District Adult Learning Council
11. John Taylor, Livingstone Range School Division
12. Kyle Greene, Kyle Greene Consulting (Vulcan Solar Park Project)
13. Lacey Gretchen, Lethbridge College
14. Leah Wack, Lethbridge College
15. Marcia Blackwater, FNMI Student Advisor, Lethbridge College
16. Morgan Guo, University of Lethbridge
17. Paige Sauter, Rehab Society
18. Pete Lovering, Alberta SouthGrow
19. Renae Barlow, Economic Development Lethbridge

Facilitation Team: Alex Ryan, Eleanor Joel, Roya Damabi

1. Amy Mohr, Big Brothers Big Sisters
2. Cheryl King, GPRC Centre for Research & Innovation
3. Donelda Lang, City of Grande Prairie
4. Gordon Waldie, St. Paul's United Church
5. Helen Ficocelli, Cool Aid Society
6. Jacquie Aitken Kish, PACE Centre
7. Krista Hurta, John Howard Society
8. Lindsey McNeil, Community Foundation of Northwestern Alberta
9. Mieke De Groot, Spinal Cord Injury Alberta
10. Norma Peterson, Odyssey House
11. *Rachael Ingram, United Way Alberta Northwest
12. Sherry Bilson, GP Youth Emergency Shelter Society
13. Susan Belcourt, HIV North
14. Tammy Ouellette, Centerpoint Facilitation Inc.
15. Tanya Wald, GP Youth Emergency Shelter Society
16. Tracey Vavrek, Community Foundation of Northwestern Alberta
17. Tracy Golnick, YMCA of Northern Alberta
18. Wendy Saban, City of Grande Prairie