

# How can we put social innovation to work for Alberta?

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*Accelerating Social Innovation in Alberta:  
Recommendation report*

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## A community-driven initiative to accelerate social innovation in Alberta

This report is the result of research and conversations that took place between November 2014 and February 2015. Supported by Trico Charitable Foundation and Suncor Energy Foundation, coordinated by Social Innovation Generation (SiG) from Toronto. The project was initially conceived as a community-driven approach to capacity building to prepare for the funding influx from the Government of Alberta's \$1B Social Innovation Endowment (SIE) announced in early 2014. When the SIE was cancelled in late 2014, project proponents made the decision to continue to engage the community and conduct research to determine how best to accelerate social innovation in Alberta.

### Context: What are practitioners saying about social innovation?

In Alberta's 2014 budget, an act was passed to establish a \$1B Social Innovation Endowment (SIE), which would spin off between \$40M and \$45M to support social innovation in the province. After the fund was established, the Province of Alberta began a series of dialogues with the community about how best to structure the endowment and any investments it would make to best address the Social Policy Framework Outcomes (*see Attachment: Social Policy Framework Outcomes*).

#### WHAT WE HEARD (Government of Alberta 2014 consultations on the Social Innovation Endowment)

##### What is currently contributing to social innovation in Alberta? What are we doing well?

Participants defined social innovation as disruptive, system-changing, and challenging to existing thinking.

Overall, participants felt that Alberta has great potential to lead in the field of social innovation. Many expressed that Alberta is an open and collaborative society, has a strong spirit of entrepreneurship and innovation, and has the confidence to embrace change. Participants thought of Alberta as a place with a strong volunteer and festival culture that receives great community support. Participants noted that Alberta's economic policies (low taxes), fiscal environment, and strong population growth already inspire creativity, attracting people and requiring the development of solutions that fit our unique context.

Participants also noted that the endowment's work should fit within not only a local context of social innovation, but also more broadly within both national and global networks and communities of practice. Participants discussed the need for the entity to be broad, flexible, and open so that it fits with and is adaptable to various environments and timeframes.

##### What do we need? Where could we do better, or more, to support social innovation in Alberta?

Some participants called for greater awareness and education around social innovation – what it is, the tools that are available, and a greater understanding of other jurisdictions' experience with social innovation to date.

There was general agreement that change is necessary – that the status quo is not sustainable and will not enable us to attain the goals and quality of life outlined in Alberta's social and cultural policy frameworks. In their conversations, participants strongly viewed the endowment as an opportunity to further change Alberta's directions on social policy as articulated by the policy shifts in Alberta's Social Policy Framework: more prevention, collaboration, transformation, and empowerment.

People also discussed trends in the nonprofit sector and civil society more broadly, and the need to move from a competitive, charity-based model to a collaborative, more sustainable model. Some people also talked about the need for businesses, nonprofit organizations, and governments to transform the way they work in order to have greater positive impact and to remain sustainable.

*Excerpted from "What We Heard: A Summary of Stakeholder Discussions"*  
([http://socialpolicyframework.alberta.ca/Document/SIE\\_What\\_We\\_Heard](http://socialpolicyframework.alberta.ca/Document/SIE_What_We_Heard))

## Summary Observation: Alberta is building from a foundation of strength, interest and enthusiasm but needs to close key ecosystem gaps to become a social innovation leader

Based on the conversations and research conducted by this project, and building on the work of the government of Alberta, we make the following observations about the current state of social innovation in Alberta, and associated implications for how to best “put social innovation to work” for Albertans:

1. Alberta is seeing increasing levels of activity and interest in social innovation, including social enterprise, social finance and collective impact. Activity and interest is coming from many sectors/subsectors (business, government, non-profit, academia) and all geographies of the province.
2. There are emerging nodes of excellence in thinking, training, experimentation, research, and sharing practices across the province. These nodes tend not to be linked, especially across geographies and outside subsectors.
3. Because of the wide the scope of activity that is considered Social Innovation and the relative youth of the field as a focus of inquiry and action, there are varying levels of understanding and facility with the concepts and tools in the province. At worst, Social Innovation is seen as a fad that is used to freshen old concepts.
4. Discussions with a wide range of practitioners, advocates, government staff (municipal and provincial), academics, funders and umbrella agencies from across the province show high levels of interest in widening and deepening the capacities of all stakeholders to better take advantage of the opportunities presented by social innovation for the province.

## Priorities: Develop the Field and Build Capacity for Impact

### 1. Define & Develop the Field

*Work together to amplify the momentum and awareness around social innovation as a way of working in Alberta.*

#### Action Required:

1. **Build the community:** Regularly convene practitioners from all sectors to increase the province-wide relationship capital of the people working on the front lines of social innovation.
2. **Show the potential:** Document and highlight success stories and promising efforts currently underway in the province.
3. **Increase discipline:** Add rigor, process, standardization and measurement to social innovation in Alberta.

### 2. Increase Capacity for Impact

*Work together to develop new resources and capabilities throughout the province to successfully generate social impact through social innovation.*

### Action Required:

1. **Build practitioner skill and knowledge** Provide formal opportunities for professional development and knowledge sharing for practitioners from all sectors.
2. **Change the policy context:** Craft and advocate for policy changes that enable or incent new forms of investment, collaboration and organization.
3. **Mobilize resources:** Build (and support the building of) business cases for investment in social innovation from government and private sources.

## Recommendation: Establish the Alberta Network for Social Innovation

In pockets throughout the province, there are (mostly informal) efforts to foster new relationships and to share information amongst the diverse communities interested in social innovation. There are also groups dedicated to developing specific toolsets such as social enterprise and social finance. However, this approach is too fragmented to serve the priorities identified earlier. As well, rural areas of Alberta are underserved by the lack of a unified and formalized provincial perspective.

### Network Structure:

#### Leadership:

Network leadership should be symbolic of the goal to bridge sectors and geographies. In addition to coverage from various regions of the province, if possible, a leadership *group* should be formed, comprised of members from all or most of the following areas:

1. Inside government (ideally Deputy Minister or ADM);
2. Corporate;
3. Social finance;
4. Social enterprise; and,
5. Non-profit.

#### Working Groups/Network Nodes:

At startup, the network could be built by creating working groups to begin addressing identified action steps, or by linking together existing initiatives that are accomplishing the same or similar actions. Proposed groups include:

1. **Communication/outreach:** Develop communication channels and relationships with diverse stakeholders; share success stories of Alberta-based social innovation.
2. **Education:** Establish formal and informal professional development and knowledge sharing opportunities throughout the province and online; link Alberta network members to existing opportunities throughout the world.

3. **Social finance:** Efforts are underway to provide a specific focus on networking, policy and education opportunities in social finance.
4. **Social enterprise:** Already operating in Calgary, this informal group (possibly augmented by EPIC YYC) seeks to build community and enhance knowledge around social enterprise.
5. **Policy development:** Undertake research (including benchmarking) to determine fruitful areas of policy change Alberta could consider to realize increasing benefits from social innovation (would be tightly connected to other working groups).
6. **Mapping:** Ongoing documentation of bright spots (linked to communication/outreach committee), opportunities and capacities. (This may need to be conducted by paid staff/contracts).
7. **Discipline development:** Group focused on discovery and adaptation of best practices, linked closely with national and international groups such as SIX, NESTA and SiG.

#### **Online Portal:**

Because of the current fragmentation of efforts and the need to provide pan-provincial perspectives, the network will require a portal similar to the one established by BC Partners for Social Impact. The portal can be set up inexpensively using basic templates to provide the following functionality:

1. Registering interest in participating in network activities/signing up for a mailing list;
2. Making connections and organizing gatherings;
3. Directing people to resources/information/events; and,
4. Sharing key messages and communication/advocacy plans.

#### **Start-up Process:**

##### **“Community Builder” Fellowships:**

As noted throughout this document, Alberta is not lacking activity or interest in social innovation. Rather, it is lacking coordination and a sense of community. Using funds already committed to this research project (augmented by other interested participants) up to 4 “Community Builder Fellowships” (located in each of Edmonton, Calgary, Northern Alberta, Southern Alberta) should be established. Fellowships would be 6 months in duration and charged with setting up the network and laying the foundation for a long term plan.

##### **Job Description:**

These fellowships would be charged with the following general job description:

1. Find nodes that are already in operation and invite them to connect to the network;

- a. Existing nodes could include formal and informal groups such as: Social Finance group, Calgary lunch group, Make Something Edmonton, Mount Royal University's Centre for Community Prosperity and Alberta Community and Coop Association;
2. Promote events/learning opportunities offered by network members;
3. Share ideas and resources from SiG, SIX, NESTA and other global thought leaders;
4. Write up (or get written up) success stories of social innovation in Alberta;
5. Share success stories online and at formal and informal events (including third-party events);
6. Organize and encourage activity amongst the working groups/nodes; and,
7. Convene/organize meetings of the leadership group, geographical groups, provincially.

***Ideal Candidates:***

Community Builders are envisioned to be:

1. Early career professionals (under 30);
2. Adept at organizing (and not afraid of administrative work);
3. Natural networkers (online and in person);
4. Digital native or highly adept;
5. Strategic; and,
6. Passionate about social innovation in all its forms.

**Long Term Network Plan:**

Because the process of establishing the network has a high degree of uncertainty, the initial 6 months of activity should be dedicated to exploration and learning, with formalized planning delayed to the 5<sup>th</sup> month (approximately November 2015). At this time, the leadership group should work with the Community Builders to:

1. Evaluate the level and quality of activity that has happened over the past months;
2. Establish a set of priorities and a 2-year strategic plan for the network;
3. Reconsider the staffing and resourcing approach;
4. Formulate a funding plan for the network's activities; and,
5. Approach funders to provide ongoing resources to the network.

## **Model: BC Partners for SI**

Our research process involved reaching out to BC Partners for Social Impact to learn about their experience in establishing a similar network.

BC Partners describes itself as “a diverse network that leads social innovation in BC. The partnership includes leaders in government, non-profit organizations, businesses, universities and community groups, all working collaboratively to improve social outcomes for British Columbians...

The BC Partners is a valuable network to join, offering connections and information regarding social innovation, social finance and social enterprise, aimed at, but is not exclusive to, BC innovators and entrepreneurs. If you are interested in learning more about the network or want to get involved, please contact us. You can also sign up to receive the Social Innovation Digest, a monthly newsletter that shares updates, news, event details and other important information regarding social innovation, social finance and social enterprise. It is aimed at, but is not exclusive to, BC innovators and entrepreneurs.” (<http://www.hubcapbc.ca/BC-Partners-for-Social-Impact/BC-Partners-for-Social-Impact.aspx>).

The BC network is co-chaired by 3 people: Al Etmanski (an experienced social innovator and sector leaders), Ken Gauthier (a social entrepreneur, consultant and leader of a social business), and Molly Harrington (an Assistant Deputy Minister in the BC government). There are a small number of working groups focused:

- Communications
- Impact Investments
- Engaging the business community
- Diversity
- Outreach across BC
- Social Enterprise month
- Systems labs

The network meets regularly in Vancouver and has made efforts to reach out to smaller communities throughout BC.

## Bright Spots for Social Innovation in Alberta

### 1. Sheldon Kennedy Child Advocacy Centre (<http://sheldonkennedycac.ca>) (Collective Impact/multi-agency integration with SKCAC as backbone organization)

- The Sheldon Kennedy Child Advocacy Centre brings together our entire community's resources to help children, youth and families who are impacted by abuse.
- Six partner agencies (Alberta Education, Alberta Justice, Calgary and Area Child and Family Service, Alberta Health, Calgary Police Service & RCMP).
- Working together in one place and under one roof creates an environment in which collaboration thrives and capacity grows. A standard-setting joint practice framework enables the Centre and our partners to provide multi-disciplinary and comprehensive services that wrap around children, youth and families. Integrated case plans are developed for each child, working toward the best possible outcomes.
- Our goal is to develop an integrated model that provides the very best services to children, youth and families impacted by abuse. Our aim is to become a Centre of Excellence specializing in leading practices, training, community awareness, education and research focused on child abuse, known across Canada and around the world for the work we do and impact we have.

### 2. Sangudo Opportunity Development Cooperative (<http://acca.coop/unleashing/odc/>)

- An Opportunity Development Co-operative (ODC) is formed by local leaders like yourselves. The ODC, which is registered with the provincial government as for-profit co-operative, identifies, or is approached by, local entrepreneurs with a business opportunity in need of investment. Members of the ODC review the business plan and often provide advice about it. They then agree on the best way to assist the business with debt financing (a loan) or equity financing (land, equipment or co-owners). In some cases, the ODC may decide not to invest.
- When the members of the ODC have found the opportunity they like, they collect local money by selling membership and investment shares to community members. The ODC then invests the money in the local business. Over time, the Co-op may have many share offerings, and collect local money to invest in a variety of businesses in the community. ODC members are usually the investment shareholders, too. That's because membership gives equal voting rights to each member, and eligibility to run for the Board of Directors of the Opportunity Development Co-operative.
- Besides supporting the business themselves, Co-op members help out in other ways, too. Co-op members add community credibility for the business and provide word-of-mouth advertising. In some cases, you provide mentorship, or sharing of business expertise with the entrepreneurs. You



also have professional networks to which you can introduce the entrepreneurs. As the business prospers and financing agreements are fulfilled with the Co-op, the value of the investment shares in the Co-op rise.

- *Sangudo Opportunities Development Cooperative (SODC) was a first-of-its-kind investment cooperative. It leverages RRSP-eligible financial capital from local residents to create or sustain essential businesses within the community.*
- *SODC's first investment was to purchase a small abattoir in Sangudo from a retiring owner. Young local entrepreneurs have been supported to lease and eventually own the business, resulting in a significant economic gain for the community.*

### **3. Calgary's 10 Year Plan to End Homelessness and the RESOLVE Campaign (Collective Impact with Calgary Homeless Foundation as backbone organization) (<http://www.resolvecampaign.com/about/>)**

- RESOLVE is about providing affordable and supported rental housing for 3,000 vulnerable and homeless Calgarians.
  - We believe every Calgarian deserves a place to call home. And we believe that the people in our city have the will, means and power to put real roofs over the heads of those who need them most. RESOLVE is a partnership of nine established, experienced and respected Calgary social service agencies that have come together along with government with a single one-time goal: Build affordable rental housing for 3,000 vulnerable and homeless Calgarians.
- Our goal is to raise \$120 million from the private sector to build the homes needed to help push Calgary's 10 Year Plan to End Homelessness over the finish line.
  - Government has made unprecedented investments toward building affordable rental homes for Calgary's homeless and vulnerable population. Now it's our turn –it's time for our community leaders and organizations to step forward with the same level of commitment and resolve.
- This level of [collaboration](#) is a first for Calgary – and a first for Canada.
  - RESOLVE's sole purpose is to create the housing infrastructure that will provide stability and security. Our Partner agencies can then focus on providing support to help homeless and at-risk Calgarians work toward rebuilding their lives.
- We're doing this because it makes good sense – both socially and economically.
  - The Housing First Model has been proven to be effective in addressing the root causes of homelessness while providing significant savings in other social costs. By reducing the use of healthcare, police, emergency services, the justice system and corrections, it costs the community \$34,000 less per homeless person a year to provide housing with supports.

#### 4. Canadian Oil Sands Math Minds

(<http://www.cdnoilsands.com/sustainability/COS-Community-Investment/Education/Math-Minds/>)

- Canadian Oil Sands Limited (COS) has launched a community investment initiative called Math Minds. The overall objectives of Math Minds are to strengthen numeracy among students in kindergarten to grade six, and to help establish Calgary as a centre of excellence in math education. By creating a teachers' network focused on math and sharing the most recent research on elementary math instruction and student learning, Math Minds strives to deepen teachers' own understanding of math and math instruction. For students, numeracy is essential for future success in careers such as science and engineering. These disciplines drive innovation and technology development, which are critical to the Canadian economy.
- The [Math Minds partners](#) are working collaboratively to drive real and lasting change in elementary numeracy by applying leading-edge educational principles that were developed based on extensive research over the last 20 years. We believe that any student can enjoy and excel at math, including those who have encountered challenges in the past; you don't need to be born "good at math". Our vision is that the confidence gained through students' success in math will empower them to make a positive difference for themselves and the world.
- Math Minds resources will also be available more broadly through free after-school programming by the [Calgary Public Library](#) and the [Boys and Girls Clubs of Calgary](#), taught by trained volunteers in a group setting.

#### 5. Suncor Energy Foundation – Social Prosperity Wood Buffalo

(<http://socialprosperity.ca>)

- The Social Prosperity Wood Buffalo project is a community-driven collaborative process designed to build and sustain innovation and social change within the Regional Municipality of Wood Buffalo. It emerged from Suncor Energy Foundation's vision to improve quality of life in Wood Buffalo by building capacity in the nonprofit sector and reflects a partnership between community stakeholders in Wood Buffalo, the Suncor Energy Foundation, and the University of Waterloo.
- Social Prosperity Wood Buffalo aims to build the capacity of community benefit organizations in Wood Buffalo to improve quality of life for all.

#### 6. Suncor Energy Foundation/Banff Centre – Social Innovation Residency Program (<http://www.banffcentre.ca/programs/program.aspx?id=1567>)

- Social innovation skills are needed now more than ever to tackle the urgent challenges of our times. Complex problems confront individuals and communities in many different sectors. Whether your concerns lie with culture, climate, industry, justice or policy, creating the change we need in the world depends on gaining knowledge and finding new approaches.

- Getting to Maybe; A Social Innovation Residency has been designed for the change maker with [an innovative project](#) that's ready for significant refinement and development. Through intense focus and collaboration, you will advance your project towards implementation over the span of four weeks. If you are a leader from the private, social benefit, government, or the philanthropy sector with a vision for change, you are invited to apply. We also specifically welcome applications from innovators within arts and culture and from Indigenous communities.

## **7. Mount Royal University Institute for Community Prosperity**

- The Institute connects learning, research and change leadership to build community and strengthen the common good. Among the SI activities we are working on:
  - A partner institution of RECODE, a project of the J.W. McConnell Family Foundation, which aims to challenge universities "to disrupt business as usual; to found and grow new social enterprises; to create partnerships across institutional and sectoral boundaries - in short, to 'RECODE' our culture's operating systems in order to achieve a more just, sustainable, and beautiful world."
  - We host a Changemaker-in-Residence (Jill Andres) focused on animating social innovation ideas and programming at MRU.
  - Community Prosperity Student Awards, which provides a cash award, training, mentoring and travel support for up to 10 senior students in any degree-track program at MRU, in any of the Institute's priority research areas: social innovation, leading community change, investing and community or the nonprofit sector and the social economy.
  - Ideas and Action Forum, a bi-monthly gathering open to all, and intended to be forum for community practitioners, students and faculty to exchange ideas and perspectives on topics related to the social economy and community prosperity.
  - Social Impact YYC, a Meetup for Calgarians interested in non-profits, social enterprises, social innovation, sustainability, impact investing and social finance. Organized in collaboration with The Banff Centre, givoco, and Epic YYC/Pivotville.
  - Leading or partnering on Canada-wide research activities, including a series of surveys on the scope and scale of social enterprises in all ten provinces and three territories, the role of philanthropic foundations in supporting or catalyzing social innovation, and a study looking at the range and focus of adult leadership learning programs in Canada in order to create an inventory of approaches to leadership learning for social change.
  - As we are interested in how collective approaches work to transform systems, or how people use learning to strengthen their role as change agents, we also provide strategic advice to a number of organizations and networks.

**8. Calgary Poverty Reduction Initiative (Collective Impact with Vibrant Communities Calgary as the backbone organization)**  
(<http://www.vibrantcalgary.com/vibrant-initiatives/enough-for-all-strategy/>)

- *Enough for All* is a community-driven poverty reduction strategy that aims to address the root causes of poverty.
- Projects under the Enough for All strategy fall under four goals:
  - [All Calgary communities are strong, supportive and inclusive.](#)
  - [Everyone in Calgary has the income and assets needed to thrive.](#)
  - [Everyone in Calgary can easily access the right supports, services and resources.](#)
  - [All Aboriginal people are equal participants in Calgary's prosperous future.](#)
- The Enough for All strategy has three key outcomes:
  - By 2023, 95% of all people living in Calgary are at or above Statistics Canada's Low-Income Cut-off (LICO) rates.
  - By 2023, 90% of all people living in Calgary are at or above 125% of LICO rates.
  - By 2018, Calgarians consider reducing poverty to be a high priority.
- In January 2015, under a four year agreement between The City of Calgary, United Way, VCC and Momentum, stewardship of the strategy implementation moved the Calgary Poverty Reduction Initiative (CPRI) Secretariat within The City of Calgary to Vibrant Communities Calgary.

**9. Living a Creative Life Arts Development Strategy (Collective Impact with CADA as backbone organization)** (<http://livingcreative.ca>)

- Overarching vision: Calgary is a place that empowers every resident to live a creative life, fuelling a vital, prosperous and connected city.
- Mission: To align and activate Calgarians in creating a vital, prosperous and connected city through the arts.
- LIVING A CREATIVE LIFE is an arts development strategy for Calgary, by Calgarians. The strategy was produced through a rigorous consultation process facilitated by Calgary Arts Development and is a result of our year as a Cultural Capital of Canada in 2012.
- The strategy framework was finalized in January 2014 and articulates Calgarians' shared goals for the arts in five focus areas (Creative Communities, Centre City Arts District, Arts Incubation, Artistic Exchange, and Youth & Education).
- Calgary Arts Development continues to seek [formal support](#) for the strategy from the many stakeholders who took part in building LIVING A CREATIVE LIFE. Organizations who choose to become signatories to the strategy pledge to contribute to one or more tactics outlined in LIVING A CREATIVE LIFE, and agree to consider the strategy's overall framework during their own strategic planning. Signatories will also participate in shared measurement activities

so that the progress of the strategy's goals can be tracked. As of January 2015, there are over 100 signatories to the plan.

**10. Alberta Social Enterprise Fund (<http://socialenterprisefund.ca>)**

- The Social Enterprise Fund was established to provide financial support in the form of loans to organizations in Edmonton that are launching or growing a social enterprise. We now lend across the province of Alberta, to clients with any corporate structure. One of our friends described SEF as being “like Dragons’ Den, but for good.” Basically, we can provide patient capital to make social enterprise a reality.
- SEF’s loan funds come from several contributors including the Edmonton Community Foundation, the City of Edmonton, the United Way, the Alberta Real Estate Foundation and a number of private donors.

**11. Project Citizenship (<http://projectcitizenship.com>) and CommuniTEA Infusion (<http://skillsociety.ca/projects/communithea-infusion/>) (Skills Society)**

- Project Citizenship is a pioneering initiative that aims at helping people with disabilities be seen and included in our communities as full contributing citizens. The way the project has been leading positive social change is through documenting inspiring stories in film, photographs and other art forms depicting people with disabilities making our communities better places. The stories themselves are powerful change agents that challenge negative stereotypes and we hope inspire people to take action to include people with disabilities in all aspects of community life. The 30 plus stories that have been documented so far have been shared internationally and we are excited that the project is about to be showcased as an important social innovation in a renowned innovation magazine.
- CommuniTEA is a mobile tea house that travels to neighbourhoods around our city — creating a “pop-up” town square where people come together, get to know each other and strengthen connections. In today’s fast-paced society, fewer people are connected to their communities in meaningful ways. CommuniTEA becomes a gathering place for people, creating opportunities for meaningful exchange. People with disabilities are the key leaders of this initiative taking the role of community builders in Edmonton neighbourhoods. What happens at the events is as unique as every neighbourhood, from tea with naturally flowing conversation and music to tea while engaging in dialogue about an important topic that matters to their community. The nature of this initiative is such that it requires the contributions of community members to make it work. The essence of a CommuniTEA Infusion event is to give, connect and contribute.

**12. Make Something Edmonton (<http://www.makesomethingedmonton.ca>)**

- Make Something Edmonton has a staff and a [volunteer board](#) devoted to encouraging you to build the city you want, project by project. We invite you to be a part of it, as a builder or as a supporter. We’re connecting you to each

other and to resources, so this remains the best city on the continent to take an idea to reality.

- In 2014, Make Something Edmonton became an initiative of Edmonton Economic Development (EEDC). EEDC respects the grassroots, citizen driven spirit of Make Something Edmonton, hence our volunteer board. EEDC is a City of Edmonton agency, and it, and the Make Something Edmonton initiative, is funded by the City of Edmonton. Like it was in our inaugural year in 2013, the development, delivery and outcomes of Make Something Edmonton are the responsibility of the co-chairs and other volunteers, and the executive director.

### **13. Trico Foundation – Enterprising Non Profits (<http://tricofoundation.ca/our-work/>)**

- Enterprising Non-Profits Alberta (enp-ab) began in 2011 and is a collaborative program that provides matching grants and technical assistance to non-profit organizations to support the development or growth of their social enterprises (i.e., revenue generating businesses). enp holds Social Enterprise workshops in the spring and fall for non-profit organizations wanting to learn more about social enterprise and how to gain access to enp grants from Trico Charitable Foundation for business planning projects.

### **14. Making Treaty 7 (<http://makingtreaty7.com>)**

- THE MAKING TREATY 7 CULTURAL SOCIETY explores the historical significance of the events at Blackfoot Crossing in 1877, while investigating the consequences and implications of Treaty 7, 137 years later.
- MAKING TREATY 7: a groundbreaking theatrical presentation featuring a diverse and talented ensemble of over 20 First Nations and non-Aboriginal performers, musicians, dancers and poets. The performance breathes life into the history and legacy of the founding event of modern southern Alberta.
- THE MAKING TREATY 7 CULTURAL FESTIVAL: explores the historical significance of the events at Blackfoot Crossing in 1877, while investigating the consequences and implications of Treaty 7, 137 years later. Making Treaty 7 invites people of all backgrounds and ages to consider an enlightened, sustainable future for everyone – together. Occurring annually in mid-September, the Making Treaty 7 Cultural Festival will be a fully realized festival event in time for Canada’s 150th birthday in 2017.
- DISCUSSING TREATY 7: a set of comprehensive Discussing Treaty 7 Study Guides will be developed to assist in discussions about the privileges and responsibilities of the making of Treaty 7. Aboriginal and non-Aboriginal partners will develop the curriculum, which will be used annually in interactive symposia to discuss the consequences of the Treaty 7 document. This project will lead to an increased understanding of historic and current human rights issues impacting the Aboriginal community.

## Attachment: Social Policy Framework Outcomes

### *Social policy outcomes for Albertans*

Albertans will be:

- **Safe**—Live free from fear of abuse and violence.
- **Healthy**—Achieve the highest attainable standards of health and well-being.
- **Secure and Resilient**—Support themselves and their households through safe work and career opportunities, with access to effective income supports when in financial need.
- **Lifelong Learners**—Develop the knowledge, skills, and commitment to learning necessary to realize their potential and participate in society.
- **Included**—Feel welcomed in the communities where they live, learn, and work.
- **Active and Engaged**—Explore opportunities to participate in recreational activities and cultural experiences, and to engage in Albertan society.

The second set of outcomes recognizes the important results we want to achieve within the system itself. These system and delivery outcomes recognize that the well-being of individuals and families requires a renewed system of social supports and services.

### *System and delivery outcomes*

The social-serving system will be:

- **Aligned**—Policy is aligned across program areas so that tools and supports work together to solve complex challenges.
- **Balanced**—Programs and services balance preventative actions and intervention, while supporting the whole person and recognizing both strengths and needs.
- **Accessible**—Albertans have access to and benefit from cohesive, flexible, timely, and informed services and supports.
- **Accountable and Sustainable**—Social programs and services are results-oriented, transparent, and sustainable.
- **Complementary**—Roles are complementary, balanced, and work together to achieve outcomes.

([http://socialpolicyframework.alberta.ca/Document/Albertas\\_Social\\_Policy\\_Framework](http://socialpolicyframework.alberta.ca/Document/Albertas_Social_Policy_Framework))

# Summary: December meeting of the informal advisory

## 1) Core Definitions for the 6 month project

*From SIG: Social Innovation assumes a world where ultimate good in society can be not only imagined, but also created. It is an initiative, product or process that profoundly changes beliefs, basic routines, resource and authority flows of any social system in the direction of greater resilience. Successful social innovations have durability, impact and scale.*

We wanted to emphasize:

- The project will focus on strengthening (& creating?) the ecosystem or “ecosystems” the generate and support SI
- Transformative change at the system level
  - Long-term & durable
  - Scale
  - Impact
- Seek shared value
- Challenge existing beliefs

Discussion about the fact that, in retrospect, “necessity is the mother of invention” characterizes many of the most profound social innovations.

- There was an untenable situation, a pressure point, and those with at least some vested interest organized themselves, and solved the issue.
- The solution was so compelling that it spread/diffused/scaled over time

Desire for this project to be in the “With/Of” variety, not “To/For”

## 2) Our highest aspirations for social innovation in Alberta?

- A new consensus around the society we want to co-create
- Diversified economy
  - Integrative
  - Move away from traditional roles
  - Cross silos, cross sectors, lower boundaries
- How can we better incent or reward social purpose businesses?
- Alberta can be a lab for the world: an exemplar on how to bring everyone in the system together. It’s all here (maybe even all of the challenging issues are here too?)
- Process of collaboration and innovation
  - Better understand the system (shared understanding)
  - Overlaps occur naturally between public, private & community
  - Enable the forces that lead to innovation
  - Promote a culture of prototyping/experimentation
  - Get at root functioning of our social systems
- Each individual has the opportunity to thrive
  - Increase the diversity of options & decisions about their own lives
  - Increased agency for all
- Don’t leave out how cities are designed
- Have resources available to support sound experiments



### 3) Where do we see inspiring examples in Alberta or elsewhere?

- 10 year Families First study in Edmonton
- Multi-agency & institutional collaboration around youth in Edmonton, now looking at scaling to other schools
- 10 year plans to end homelessness
- Poverty reduction in Alberta
- Social impact bond on recidivism
- Social Prosperity Wood Buffalo
  - Sector coming together, changing their behaviors, increasing identity & voice, making it a better sector in which to work
- NWT Water Strategy included First Nations as signing authorities, changing the tone of the policy and ownership of its goals
- Ryerson's changes in post secondary
- Calgary High School dropout rate initiative
  - From direct intervention to policy change
  - Very clear & concise goal (zero dropouts)
  - Deep understanding of implications of dropouts on society/economy
- Women's Institute: from issues related to pasteurized milk to becoming the roots of feminism. Global scale.
- Co-locating social services through a simple real-estate equity building model
- RDSP's
- 5 by 5 aboriginal workforce development in British Columbia
- The way the GoA was able to work across ministries to set up the SIE
- Math Minds – a space to bring shared aspirations and resources to bear on an issue

#### Inspiring Themes:

- Collaborating across boundaries
- Finding new ways to look at, approach, and use risk
  - Recruiting the market when appropriate
- Engaging government in new ways, recognizing that government has a very difficult time with certain kinds of risk
- Purposefully making small bets in places that, when they get traction, have the potential to be transformative
- When the groups involved have taken the time to share, build trust, get to know each other
- When the rules have been successfully suspended to give the time for a great new idea to get rooted, and then the rules change after

#### Ignorance we're aware of:

- The real, lived experiences of people experiencing the impact of the system breakdowns we hope can change
- How to influence/find the levers of public policy change
- The impact of changing public finance fortunes and how to mitigate
- How to achieve the cultural shifts that are necessary (and that have been shown to happen when looking retrospectively at inspiring social innovations)

#### 4) Disconnects in the Alberta social innovation

- Aboriginal communities
  - Our approaches
  - Lack of representation
  - Corporate resources are very tied into regulatory processes
- Skills to collaborate and work at a system level
  - Communication skills/approaches/resources
  - How to sit with and understand people who are different. Getting unlike minds.
  - Cultural norms
- Startups seen as the key source of innovation, neglecting the contributions of established initiatives/organizations
  - Funding favours new
- Inability to name the people who have championed successful innovations.
  - Who are the practitioners working on the frontier?
  - They are often hidden inside systems that incent them to keep their head down.
  - They don't call themselves "innovators"
  - They often don't have formal authority
  - Located in unusual places
- Calgary & Edmonton
  - Mutual disinterest
  - Lack of network connections
  - Calgary has head offices, can make those kinds of decisions
- We cannot or do not take the time to build trust
- We cannot or do not take the time to learn from failure
  - Is this a matter of simply not placing a value on the time it takes to do these things? Why?
  - About building camaraderie
- We ask innovators to "come and share with us" to "help us with our challenge" instead of going to where they are.
  - Where they are is often uncomfortable.
- We are currently not open to all pathways to scale innovation
  - Include private sector solutions, including social enterprise, purely private, etc.
- Personal risk taking by the innovator is required
  - Can be a lonely place
  - Are required to "Suspend" the rules
- Governance systems are designed to maintain stability, avoid unnecessary risk. How can these systems able to become a more dynamic part of the Social Innovation ecosystem?

## Meeting Summary – Accelerating Social Innovation in Alberta

Red Deer, AB, Feb 3, 2015

This gathering was called as part of a community-driven effort to amplify the growing momentum and desire for transformative, innovative and collaborative approaches to addressing the root causes of Alberta's most pressing social challenges.

The gathering is part of a larger project, with the aim to facilitate a shared province-wide strategic vision and action plan for how best to accelerate growth in the capacity for social innovation in Alberta.

Approximately 45 people attended the meeting from communities across Alberta (see attached for the agenda and final list of attendees).

### **Topic 1: Overview of Social Innovation by Tim Draimin of Social Innovation Generation**

- Tim Draimin made a short presentation intended to bring attendees to a base level of understanding on definitions of social innovation, the work of SiG, and the potential of this project.
- Four key points were emphasized for our purposes:
  - Relationships are the means and ends especially recognizing that “bridging social capital” that outperforms “bonding social capital.”
  - Maturing an ecosystem that supports innovation will require nurturing an innovation mindset.
  - Collaboration is the human face of systems change.
  - “Systems leadership” is required (partnership brokering, boundary spanning leadership, social curation, keystone individuals).

### **Topic 2: What was energizing about the now-cancelled Social Innovation Endowment (SIE)?**

There were 6 key themes discussed by groups in this session:

- 1) Made us realize that system change, across sectors, was possible. We began thinking about possibilities and began to develop an innovative mindset that would allow failure. Allowed us to think about risk differently and made innovation a core function, as opposed to an afterthought.
- 2) Represented a commitment to reduce barriers and red tape.
- 3) Brought new and diverse voices together that created or reworked relationships. Especially interesting is bringing in the private sector in new ways and created a new role for government.

- 4) Gave a new and deeper sense of the “map” of the sector, including a better sense of how and where funding enters (and where new funds may come from).
- 5) There was optimism because funding would be available to support change, research, early stage initiatives and collaboration. All of these are felt to be under-resourced at present.
- 6) Government representatives reported that the SIE facilitated resource + knowledge leverage across ministries, built shared accountability for outcomes, shed light on internal levers for innovation across government, and made important new connections to community.

**Topic 3: The BC experience – presentation by Trish Sterloff of the BC Ministry of Social Development and Social Innovation**

- Slides attached

**Topic 4: Developing Social Innovation in Alberta**

- Attendees discussed bright spots in social innovation in the province, how we might support and develop the ecosystem, and what they would be interested in working on. This information has been summarized in the recommendations contained in the report titled “How can we put Social Innovation to work in Alberta.”

# Accelerating Alberta's Social Innovation Ecosystem

**10am to 3pm**  
**February 3, 2015**  
**Scott Block**  
**103 - 4818 50th Ave**  
**Red Deer, AB**

This gathering seeks to amplify the growing momentum and desire for transformative, innovative and collaborative approaches to addressing the root causes of Alberta's most pressing social challenges.

This meeting is part of a series of initiatives under the umbrella of a short-term research project directed by Social Innovation Generation (SiG) and supported by Suncor Energy Foundation and Trico Charitable Foundation.

**The project's aim is to facilitate a shared province-wide strategic vision and action plan for how best to accelerate growth in the capacity for social innovation in Alberta.**

## **AGENDA:**

- 1) Introductions
- 2) About the Accelerating Alberta's Social Innovation Ecosystem project
  - a. Short presentation by Tim Draimin of Social Innovation Generation (Toronto)
- 3) Roundtable: lessons from the Social Innovation Endowment
- 4) LUNCH
- 5) The opportunity for social innovation in Alberta
  - a. Presentation and Q&A about the situation in British Columbia with guest **Trish Sterloff, Executive Director, Innovative Partnerships, British Columbia Ministry of Social Development and Social Innovation**
  - b. Roundtable discussion on social innovation in Alberta:
    - i. Current capacities
    - ii. Hotspots & opportunity areas
    - iii. Ecosystem supports
- 6) Action plan for the coming months
  - a. What is already happening around the province?
  - b. Planned symposia and workshops

## **More about the project...**

### ***Accelerating Alberta's Social Innovation Ecosystem***

#### **Stage 1: Current State**

In this stage, the project is focused on researching and analyzing Alberta's social innovation ecosystem capabilities: what are its assets, what are the challenges, what strategies would be capable of leveraging and significantly strengthening the social innovation ecosystem?

#### **Future Stages**

As we enhance our understanding of the ecosystem's capacities, the project will consider medium term goals for strengthening the provincial ecosystem, such as:

- Create opportunities for the formation of new relationships;
- Providing support for stimulating **new forms of collaboration and strong networks** among organizations, sectors and **changemakers outside of government**;
- Helping to **catalyze a growing constituency of leadership organizations** sharing a passion for enabling a strong social innovation ecosystem;
- Actively experimenting with new pathways for the community sector and the business sector to **shift culture**, enabling greater participation in new **multi-organization multi-sector collaborative approaches and ventures**;
- Assisting in enabling **greater alignment** between the social innovation capacity needs of the ecosystem and the educational and professional development offerings available through educational institutions, associations, etc.;
- Identify and **open up avenues to support** provincial initiatives that would fulfill long-term ecosystem building goals. Support could include making initiatives more visible, identifying resources to support them or to help connect with or catalyze **incubation platforms** that would fulfill long-term goals.

#### **Informal Project Advisory Committee**

Terry Rock, Project Manager

Tim Draimin, Executive Director, Social Innovation Generation (Toronto)

Colin Jackson, i150

Jocelyne Daw, J.S. Daw & Associates

James Stauch, Centre for Social Prosperity, Mount Royal University

Dan Overall, Trico Charitable Foundation

Cathy Glover, Suncor Energy Foundation

Lori Gammel, Suncor Energy Foundation

Lindsay Mitchell, Canada Bridges

Leann Wagner, Government of Alberta

Janice Iverson, United Way of Calgary & Area

Laureen Dubois, Canadian Oil Sands Ltd.

Dan Buchner, Banff Centre

Martin Garber-Conrad, Edmonton Community Foundation

| Name                      | Affiliation                                   | Location |
|---------------------------|---|----------|
| <b>Brian Calliou</b>      | Banff Centre, Indigineous Leadership          | Banff    |
| <b>Alex Bruton</b>        | The Innographer                               | Calgary  |
| <b>Lisa Caton</b>         | Momentum                                      | Calgary  |
| <b>Jerilynn Daniels</b>   | RBC   | Calgary  |
| <b>Jocelyne Daw</b>       | JS Daw & Assoc                                | Calgary  |
| <b>Rosalynn Dodd</b>      | Creating Eudaimonia                           | Calgary  |
| <b>Lori Gammell</b>       | Suncor Energy Foundation                      | Calgary  |
| <b>Cathy Glover</b>       | Suncor Energy Foundation                      | Calgary  |
| <b>Kevin Hayes</b>        | EPIC YYC                                      | Calgary  |
| <b>Janice Iverson</b>     | Calgary & Area United Way                     | Calgary  |
| <b>Colin M. Jackson</b>   | i150  | Calgary  |
| <b>Murray Laverty</b>     | The Calgary Foundation                        | Calgary  |
| <b>Seth Leon</b>          | Alberta Community and Cooperative Association | Calgary  |
| <b>Pat Letizia</b>        | Alberta Ecotrust                              | Calgary  |
| <b>Lindsay Mitchell</b>   | Bridges Social Development                    | Calgary  |
| <b>Mika Nurminen</b>      | EPIC YYC                                      | Calgary  |
| <b>Daniel Overall</b>     | Trico Foundation                              | Calgary  |
| <b>Houston Peschl</b>     | Creating Eudaimonia                           | Calgary  |
| <b>Randy Poon</b>         | Ambrose University                            | Calgary  |
| <b>Kristina Roberts</b>   | JS Daw & Assoc                                | Calgary  |
| <b>Gena Rotstein</b>      | Dexterity Ventures                            | Calgary  |
| <b>James Stauch</b>       | Mount Royal University                        | Calgary  |
| <b>Katherine Van Kooy</b> | Calgary Chamber of Voluntary Organizations    | Calgary  |

| Name                        | Affiliation   | Location       |
|-----------------------------|---|----------------|
| <b>Jann Beeston</b>         | Volunteer Alberta                                   | Edmonton       |
| <b>Jane Bisbee</b>          | Social Enterprise Fund                              | Edmonton       |
| <b>Susannah Cameron</b>     | ATB Financial                                       | Edmonton       |
| <b>Russ Dahms</b>           | Edmonton Chamber of Voluntary Organizations         | Edmonton       |
| <b>Jennifer Forsyth</b>     | Alberta Museums Association                         | Edmonton       |
| <b>Martin Garber-Conrad</b> | Edmonton Community Foundation                       | Edmonton       |
| <b>Brooks Hanewich</b>      | Chrysalis   | Edmonton       |
| <b>Jenny Kain</b>           | City of Edmonton                                    | Edmonton       |
| <b>Meaghan Patterson</b>    | Alberta Museums Association                         | Edmonton       |
| <b>Allan Undheim</b>        | Alberta Capital United Way                          | Edmonton       |
| <b>Leann Wagner</b>         | Government of Alberta, Human Services               | Edmonton       |
| <b>Ben Weinlick</b>         | ThinkJar Collective                                 | Edmonton       |
| <b>Manny Makia</b>          | Fuse Social   | Fort McMurray  |
| <b>Russell Thomas</b>       | United Way of Fort McMurray                         | Fort McMurray  |
| <b>Brenda Yamkowoy</b>      | United Way of Alberta NW                            | Grande Prairie |
| <b>Hector MacIntyre</b>     | University of Lethbridge                            | Lethbridge     |
| <b>David McMurray</b>       | Lethbridge College                                  | Lethbridge     |
| <b>Doug Anderson</b>        | Peavey Industries                                   | Red Deer       |
| <b>Shelley Dallas-Smith</b> | Alberta Health Services                             | Red Deer       |
| <b>Lori Jack</b>            | Central Alberta United Way                          | Red Deer       |
| <b>Tim Draimin</b>          | SIG   | Toronto        |
| <b>Lorne MacGregor</b>      | Lakeland College                                    | Vermilion      |
| <b>Trish Sterloff</b>       | Gov't of BC, Social Development & Social Innovation | Victoria       |
| <b>Carol Moerth</b>         | Government of Alberta, Culture & Tourism            | Edmonton       |



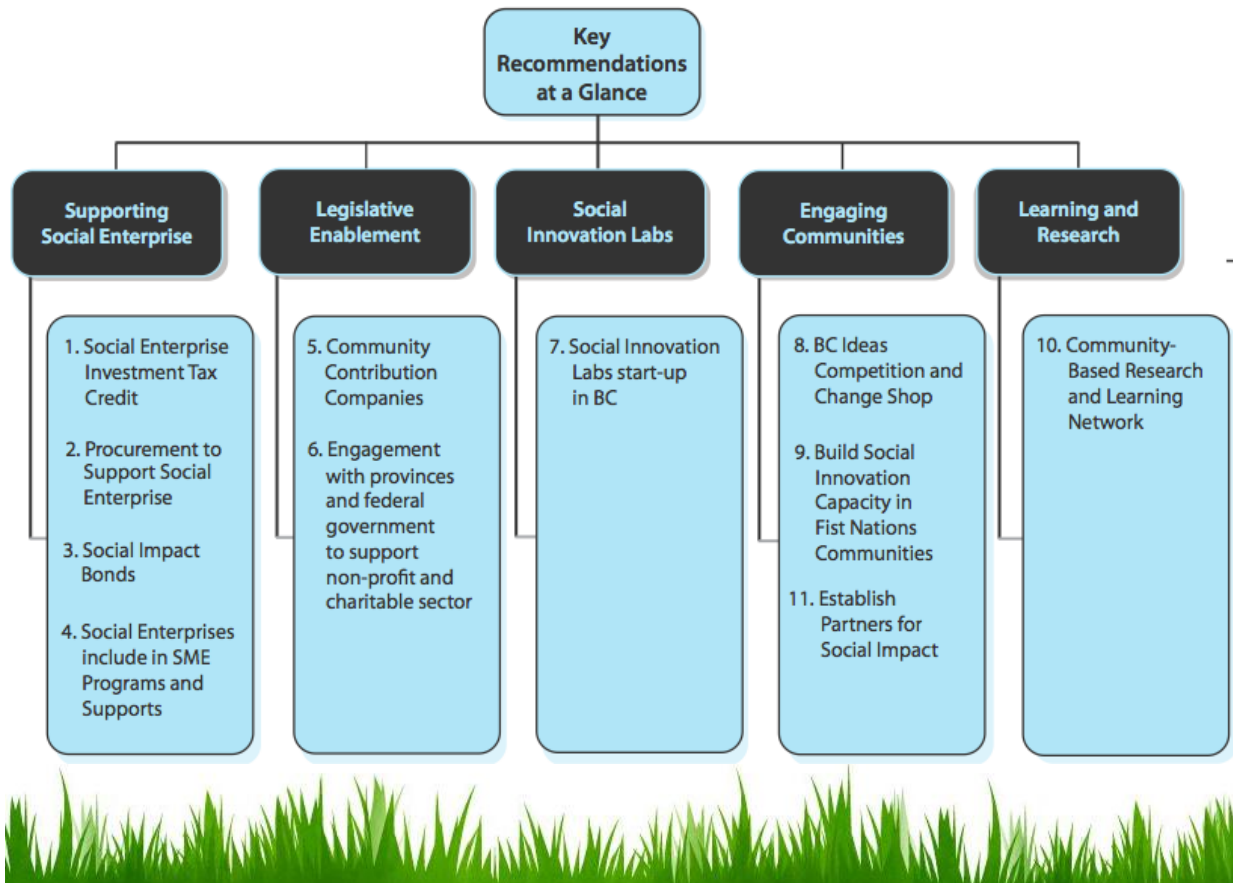
introducing  
**SOCIAL INNOVATION**



## Why Social Innovation in BC?







## Social Innovation Three Focus Areas



Maximize BC's capacity for social innovation, with a specific focus on social finance and social enterprise

# Focus Area 1: Social Enterprise



1. Give social enterprises full access to government's small and medium-sized business programs
2. Create social enterprise procurement guidelines within government
3. Support the growth of Community Contribution Companies in B.C.



# Goal 2: External Partner Engagement



1. Support the growth and sustainability of the BC Partners for Social Impact
2. Increase social innovation collaboration with First Nations communities
3. Showcase and inspire more community-based social innovations
4. Launch [Hubcap](#), B.C.'s new online social innovation community



**hubcap**  
BC'S SOCIAL INNOVATION HUB

Explore | What is Social Innovation? | About Hubcap | BC Partners for Social Impact

**FEATURED COLLECTION**  
**SOCIAL INNOVATION**

Welcome to Hubcap, BC's new social innovation hub – a place to share information and make connections with innovators, entrepreneurs, educators, funders and public policy makers.

[www.hubcapBC.ca](http://www.hubcapBC.ca)

**PARTNERS IN SOCIAL ENTERPRISE**  
Kim Buksa  
Program Manager at  
Enterprising Non-Profits

**COMMUNITY SPOTLIGHT**  
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BUILDING A CO-OPERATIVE ECONOMY



 TELUS



## Goal 2: Internal Partner Engagement



1. Engage in government-wide conversations about social innovation
2. Increase awareness of social innovation and the opportunities inside government to do things differently
3. Understand how social innovation can positively affect B.C. citizens



## Goal 3: Social Finance



1. Advance our involvement in **impact investment** - intentionally investing funds in businesses that tackle social/environmental challenges.
2. Create **social enterprise procurement guidelines** within government.
3. Explore the **Social Impact Bond** model



Questions?

