Innovations and Sustainability

Part 4

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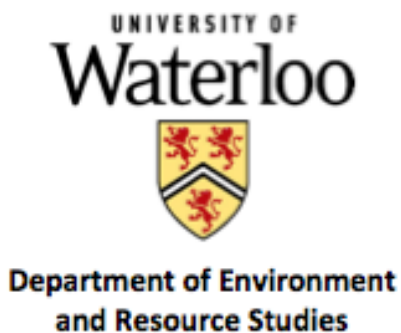**UNIVERSITY OF SASKATCHEWAN**

School of Environment and Sustainability

Innovations and Sustainability

4. Synoptic overview of strategies and programs for Social Innovation in Canada. Examples of recent and current initiatives. Some main issues that arise about Social Innovation and how to make it effective.

<u>Introductory comments</u>**.**

The first discussion paper in this set, *Innovations and Sustainability - 1* briefly noted some definitions of "social innovation" and described the kinds of social contexts and processes through which social innovations emerge. The concepts of "social entrepreneur" and "social enterprise" were introduced with a number of examples identified in the context of different "social economies". The brief discussion of these subjects drew mainly on the work of the European Commission and the Organization for Economic Cooperation and Development (OECD) along with some themes discussed in literature relating to experiences in Europe and elsewhere.

This Discussion Paper provides a synoptic overview of social innovation in Canada. It starts with the recent history of social innovation initiatives, especially over the past decade when the term "social innovation" came into widespread, but somewhat ambiguous use. It notes some major collaborative initiatives that have been sponsored by the federal and a few provincial governments, private foundations and charities, and for academic research funded by the SSHRC. Over-all, the picture remains somewhat unclear, mainly because of the diverse and growing range of initiatives taken by provincial and local non-governmental organizations and local social enterprises.

<u>The Development of Social Innovation in Canada.</u>

Antecedents to social innovation can be found in Canada going back to the mid-17th century when the Catholic churches in New France established and operated hospitals for their parishioners. Over the many years since then, other institutions including charities, volunteer groups, and family foundations supported a much wider range of public service institutions including schools, social services, museums, and fine arts

performances and viewing facilities. Governments began to contribute to, or directly administers these kinds of services including many in the educational, health services, and social welfare fields. By the middle of the 20th century this "social sector" was flourishing in general, but it still relied upon community groups to fill in gaps for excluded people in their own communities. By the 1970s, the ascendancy of neo-liberal economic doctrines and neo-conservative or similar reactionary political ideologies were accompanied by reductions in, or the virtual elimination of "welfare". By the early 21st century, there were severe class and other inequalities evident in all "market economies" and at all scales from local through national to the global.

It was in this context that issues of social policies came to be addressed. For example, Maxwell (2003), then President of the (now former) Canadian Policy Research Networks published a paper on the social foundations of innovation in social policy and the need for innovations in social policy. Torjman and Leviten-Reid (2003) explored linkages between the concept of community economic development (CED) and innovation. They provided examples from a number of countries, and also from Canada. Canadian examples included the Vibrant Communities program then starting up in the Waterloo Region (ON), the development of several CEDs in the Montreal area, a partners-for-jobs initiative at the Ottawa Centre for Research and Innovation, and clusters of small community enterprises in Cape Breton (NS) modeled after the Mondragon complex in the Basque country of northern Spain. They concluded the report with recommendations for strengthening this relationship between innovation and CEDs in areas such as policy frameworks, training for personnel, technical assistance, and funding mechanisms.

Goldenberg (2004a) prepared a report for the (former) Canadian Policy Research Networks about ways the non-profit sector and government might best support social innovation in Canada. "Non-profits" include volunteer organizations, community economic development organizations, co-operatives, and the social economy. Altogether, this sector had been "under severe stress" from having to rely only upon funding for short-term projects combined with onerous reporting requirements, inadequate access to start-up capital and long-term funding, along with government regulatory regimes that often hindered the non-profit sector. The current situation at that time was described in considerable detail. The common characteristics of the four main kinds of organizations in the non-profit sector as a whole were:

- "the pursuit of a social goal or purpose as their underlying mission;
- separateness from government;
- deep roots in the community they serve;
- the significant involvement of volunteers;
- the production and use of goods and services; and
- a significant contribution to the economy" (*ibid*. 19).

Questions related to these requirements were posed for further consideration.

Goldenberg (2004b) reported on a roundtable consultation with about 35 people from the non-profit sector across Canada, held in Ottawa in August 2004. The group helped to articulate a shared vision of social innovation, and give their sense of priorities to help realize it. The vision was:

> "Social Innovation…is finding concrete ways to deal with social and economic problems so as to make a real difference in the lives of people.
>
> Social innovations can be both incremental and on-going, and also transformational and dramatic.
>
> It takes place in response to individual and community needs, and can also be anticipatory in nature, identifying challenges and developing strategies to address them". (*ibid.* 3).

At the request of SSHRC, Goldenberg and others (2009) provided an up-date to the 2004 reports based on literature reviews and interviews with key informants. They noted that social innovation was being viewed as a somewhat wider concept and as processes that cut across the non-profit, for profit and public sectors. They were able to identify a number of particular examples of initiatives underway in Canada and elsewhere. One disruptive change occurred with the change of government at the federal level in 2006. In 2004, the previous government had created Social Development Canada and allocated $100 million over five years for financing the social economy, $17 million over two years for capacity building, and $15 million over five years for research administered by SSHRC. In 2006, Social Development Canada was dissolved, and its funding cancelled. SSHRC had already committed research funding to create the Canadian Social Economy Research Partnership (CSERP), and thus their request for an up-date on the situation. The key findings of the up-date were:

- "The role of the non-profit sector in social innovation remains critical;

- There is increasing acceptance of social innovation and a broadening of or understanding of the concept;
- New forms of collaboration, both within and across sectors, new ways of working, and new models are emerging in the social innovation field;
- Social innovation is alive and well in Canada, but Canada is lagging behind other countries on some fronts;
- Further research, study, and work with respect to social innovation will be important in order to increase our understanding of it, including how to encourage it".

Recommendations for Moving Forward.
- "An overall strategy to advance social innovation in Canada should be developed by leaders and experts from all sectors;
- Further research and study on social innovation needs to be encouraged by government and other parties, and data sources and research infrastructure need to be established;
- Research on the SROI (social return on investment) is being undertaken in the United Kingdom and Europe in order to understand the economic value of social benefits. To better balance the focus between economic and social innovation, Canada needs to invest in work to better understand the SROI of social innovation;
- In the short term, specific areas within social innovation that need to be examined include cross-sector strategies and relationships; social financing; funding models and mechanisms; governance issues; and accountability and evaluation in the social innovation field;
- A national event should be created to bring together leaders and experts from all sectors. Practitioners and researchers across the field of social innovation would be able to connect and to share effective practices, governance and collaborative processes, knowledge transfer, and capacity building;
- Knowledge transfer strategies and their adoption by social innovators need to be profiled and shared. This would help build capacity for social innovation" (*op cit.* 29-31).

Goldenberg (2010) also gave his personal reflections on the above experiences.

The Community Access Program for e-Development: Graham and Hanna (2011) reviewed the experience of a federal government funded community-based e-development program that was launched in 1995 as a 10-year "Connecting Canadians Agenda" to provide communities across Canada with computerized access to the internet along with demonstrations and individual or group instructions on how to use it. The rationale given by Industry Canada (the lead agency) was that this would "help make Canadians more productive and competitive in the knowledge-based economy, thus improving the standard of living and quality of life in Canada" (*ibid*: 142). The community access program (CAP) encountered a number of local difficulties in doing this 'top-down', in part because it impinged on the mandates of other federal and provincial administrative agencies and in part because as communities became connected they began to have their own ideas about what the CAP could do for them. Towards the end of the decade, many communities across Canada came together to form a CANCAP Association to lobby for continuance of the program but as a much more collaborative arrangement with governments. The Minister of Industry appointed a Telecommunications Policy Review Panel in 2005.   The Panel proposed 127 legislative, institutional, and social recommendations the following year, just before the government changed. The new government decided to leave the whole question up to the private telecommunications carriers.

It was in this context that SSHRC, under its then new "Initiative for the New Economy", funded the creation of *The Canadian Research Alliance for Community Innovation and Networking (CRACIN)* in 2003 for four years. It was to be a collaborative partnership among academic researchers in Canada, international researchers in Community Informatics, community networking practitioners and three federal departments. It reviewed and documented the development of community-oriented ICT capacity and services that were contributing to social learning and to community-based social and economic development in Canada (Clement and others 2004). They also initiated seven case studies (Vancouver Community Network for the lower mainland; The Alberta Library Super-Net; K-net Sioux Lookout, serving several First Nation communities in northwestern Ontario; St. Christopher House, Toronto; Sm@rt Sites, Ottawa; Communautique, Montreal, serving 80 sites in Quebec; and Annapolis Valley NS).

Not all of these various research activities including case studies could be completed as originally planned (e.g. the Sm@rt program was cancelled in August 2004) and logistical problems in some nodes led to adjustments along the way (CRACIN 2005). At a CRACIN workshop in 2006, panels of participants in research that had been carried out reported their findings under five major integrative research themes. The purpose of CRACIN's integrative research was to promote:

　　• "the systematic documentation of the broader trends and outcomes in community networking / informatics initiatives in Canada (along with the challenges and obstacles encountered);

　　• the development of synthetic research findings out of the project's diverse case study sites;

　　• the development of policy-relevant conclusions and recommendations regarding the sustainability of community networking/informatics projects, for dissemination among the advocacy, practitioner and policymaking communities in the field" (CRACIN 2006).

The themes were (in alphabetical order): civic participation; community innovation and emerging technologies (open source software & community WiFi); community learning; gender and youth; rural / remote broadband; and sustainability & policy.

In addition, participants in CRACIN produced working papers from time-to-time on subjects of interest to them. Recent examples include: Fiser and others (2009) on a successful initiative that started as a broadband service for a six member community Tribal Council in northwestern Ontario (the Keewaytimook Okimakanack Research Institute (KORI) in the mid-1990s. With help from CRACIN, it now serves 60 First Nations across northern Ontario and Quebec. The key to this success was that the First Nations own and control the system so they can keep adapting the technology to local challenges and priorities. Gurstein (2006) recognized that a multi-national corporation such as Walmart can be interpreted as an electronic infrastructure for managing the flows of goods from low cost producers overseas to high cost consumer countries where Walmart thrives by extracting "arbitrage" profits from the price differences. For a case study situation analyzed by Peddle (2007), the contradictions within the program's top-down federal structure and local community interests were so great that they resulted in failure of a major initiative in the Annapolis Valley in Nova Scotia.

The Canadian Social Economy Research Partnership (ccrpés-cserp): This partnership was funded by SSHRC in 2005 for five years. The partnership was to strengthen knowledge, policy and action for a "vibrant social economy" in Canada. Six regional community university research partnerships were established across Canada with a national HUB co-led by the University of Victoria and the Canadian Community Economic Development Network. The networks were able to involve over 300 community and university-based researchers from 19 different academic or professional disciplines, and they included faculty, students and practitioners. Each of the Nodes in the network was embedded in the social-economic contexts of different regions and the interests of researchers and practitioners reflected this. Some Nodes were closely linked to practitioner organizations (e.g. the BC-Alberta Social Economy Research Network (BALTA) with the Canadian Centre for Community Renewal, based in Port Alberni, BC, and the Quebec Node that itself was formed by a successful community-university project (CURA) that is linked with a well-developed set of institutions for the social economy sector in Quebec. Other nodes included universities that have co-operative research and teaching programs (e.g. University of Saskatchewan), community economic development programs (e.g. University of Cape Breton), or sustainable community development programs (e.g. Simon Fraser University). They did not try to adopt a common working definition of the "social economy" (Smith and McKitrich 2010).

A large volume of background reports were prepared including literature reviews on various topics, assessments of the state of the art for social innovation in various government agencies across the country, and descriptions of particular initiatives that engaged various non-profit sectors in different regions of Canada. A number of these were theses prepared by PhD, Master, or senior undergraduate students recruited for CSERP. This huge volume of writings is not reviewed here. Note is made of the study by Elson and others (2009) that compared policies for supporting social enterprises in Ontario and Quebec. As a number of people have commented upon over the years, Quebec stands very much apart from the (other) provinces largely because of its distinctive history, language and culture that in turns engenders a common bond of solidarity. Antecedents go back to the New France era, and by the late 19th century Quebec had already developed an array of agriculture-based co-operatives, savings and credit unions and subsequently developed collaboration among the State, labour

unions and small business sectors. In the mid-1990s, women's organizations campaigned actively against widespread poverty, and in favour of the social economy in addition to local economic development based on the co-operative movements. In Quebec now, the co-operative and mutual benefit societies work together under the Conseil de la coopération du Québec, while the social economy enterprises and independent community organizations are under the Chantier de l'economie sociale, where they often become quite involved in advocacy work. There are also some 23 federations and 12 regional networks under a Steering Committee that helps coordination among all these groups. Given the *dirigiste* tradition of the Quebec government, the State is quite closely involved with these sectors through different funding bodies and as a major contractor for their services (see also Favreau 2006).

Overall however, during this period of time there was growing recognition of the complex interdependencies among social, economic, and environmental conditions with a resulting need for some 'big tent' processes to bring together the many different stakeholder groups, who as a diverse coalition, need to create effective social movements to help influence and co-create policy with governments and private sector supporters. Some provinces and territories also began introducing support for components of a social economy in the form of beginnings for poverty reduction programs, funding aspects of community economic development, and situating the social economy in the context of sustainable development. While all of this was welcomed, in some ways it only showed how much still had to be done to co-construct the social economy as a distinctive and effective socio-economic force in Canada (Downing and Amyot 2010).

Social Innovation Generation – The Four "SiGs": The SiGs were launched in 2007 by the J.W. McConnell Family Foundation that provided $10 million for core funding over five years. The Foundation itself was established in Montreal in 1937, and its founder was a very hands-on philanthropist. He had provided long-term support for the Montreal Neurological Institute, McGill University, the Montreal Young Men's Christian Association (YMCA) and youth clubs in his day. The Foundation continues in that tradition. It does not accept grant requests from others. Instead, it decides on its own what to support, what it wants to see accomplished with its support, and in order to help achieve this, it will stay with the organizations it funds for up to 8-10 years if it sees progress being

made. Generally, it works directly with private, public, community and academic sectors on issues of large-scale social challenges. This "engagement philanthropy" is now becoming recognized as a social innovation in itself (Brodhead 2005; 2010; Huddart 2010; Antadze and Westley 2010).

The recent background events for this began in 1999, when DuPont Canada was seeking advice about strengthening its corporate citizenship activities in ways that might enhance social innovations. DuPont Canada was founded in 1877 and is now a major diversified science-based multi-national corporation also known for its corporate charitable donations and interest in promoting health & safety, environmental stewardship, ethical behaviour in the private sector, and respect for communities. The person they consulted is a well-known social marketing specialist with a similar range of interests who suggested boldly, that DuPont should consider making the cause of social innovation itself their focus. This advice was accepted, and the social marketing specialist was retained to help duPont do this.

DuPont created a Social Innovation Enterprise organization to advance knowledge about social innovation and ways it could be implemented in practical and effective ways. In 2002, in partnership with McGill University's Desautel Faculty of Management, the "McGill-DuPont Social Innovation Think Tank" was established. Sessions sponsored by the Think Tank were devoted to exploring how to integrate existing theoretical concepts of social innovation and turn them into practical concepts and tools. It also drew upon the Faculty of Management that had, since 1999, designed and conducted executive courses on the themes of social innovation for "national voluntary sector leaders" to high acclaim. The Think Tank itself became a somewhat hybrid group of relationships among DuPont, McGill, the Ontario Science Centre in Toronto, and Opportunities 2000 in the Waterloo Region (ON). Opportunities 2000 was the origin and forerunner of what became the McConnell Foundation-funded "Vibrant Communities" program across Canada that addressed issues of deeply entrenched urban poverty in 13 cities (currently, 2012, under a major program review for McConnell). This early decade or so of initiatives is well-documented by Westley and others, including Eric Young (2007) who was the social marketing specialists retained by DuPont.

The Four SiGs: While being well aware of various definitional debates about the meaning of "social innovation", the McConnell Family Foundation notes only that:

> "Most simply, social innovation is about new ideas that work to address pressing unmet needs. Poverty, homelessness, violence are all examples of social problems that still need dedicated solution-seeking space. Social innovation addresses these challenges by applying new learning and strategies to solve these problems. For social innovation to be successful and have durability, the innovation should have a measurable impact on the broader social, political, and economic context that created the problem in the first place" (Cahill 2010:259).

The four SiGs also sought to function informally as a consortium to nurture a culture of continuous social innovation in Canada. They work with different networks of organizations that are dealing with different phases of social change, such as capacity building, academic programs, and connecting within and across the public, private, and non-profit sectors. These are also embedded in different geographical and economic contexts. The goal is always to achieve outcomes that have the potential for impact and durability at some broad systems-wide scale. As of 2012, McConnell was working with other organizations such as Imagine Canada, the Counselling Foundation of Canada, and Framework, an on-line service to connect people with causes and causes with people under the title "NextGen Governance for NextGen Engagement". They were creating "Innoweave modules" for a web platform with materials from in-person workshops, experts and consultants, along with access to the knowledge and skills amassed by the SiGs in the previous five years, all available at no charge for people interested in social innovations (Huddart 2012).

SiG@MaRS is helping to launch and support social entrepreneurs and social enterprises as an integral component of diverse science and technology based innovations fostered in the MaRS Discovery District in downtown Toronto. "MaRS" was originally an acronym for Medical and Related Sciences when it was first established in 2005. It is located in the old (former) Toronto General Hospital that is near to a number of teaching and research hospitals, close to the St. George campus of the University of Toronto and to the provincial legislature as well as a number of government administrative offices, and within easy reach of the Bay Street financial district. MaRS came about as a response to a question some people had raised, namely how could the commercial potential of Toronto's $1 billion annual expenditures on science and technology research be realized. With initial funding support from about 17 key businesses it then grew quickly.

In 2007, a Phase 2 expansion began with an additional 20 story ultra-modern facility built to the LEED Gold Certificate standards right beside the old hospital building. Together both buildings have space and facilities for diverse organizations across the innovation spectrum, including research laboratories, "incubator" facilities along with venture capital personnel to assist new spin-off or start-up companies, office space for small and medium size businesses along with some occupied by large companies, community-networking organizations, and professional service firms. "MaRS" is now just a name (although it can sound futuristic). From the original 17 organizations, MaRS now has about 70 tenants who employ about 2,300 people in the complex. Besides its original medical, life sciences & pharmaceuticals groups, it now has organizations working with advanced materials & engineering, clean technology, ICT including the entertainment sector, and social innovation. Networking relationships with the tenants extend far and wide.

SiG@McConnell and MaRS co-hosted a Public Policy Forum conference on accelerating social innovation at the MaRS centre in November 2009. About 100 people from across Canada who are involved in different sectors relating to social innovation were invited to participate. The Conference was to promote learning and networking among different sectors, highlight successful examples of social innovation, consider recommendations for supporting social innovation and explore directions for ongoing dialogue on social innovation in Canada. The main recommendations emphasized throughout the conference were:

- Establish a new type of collaborative governance by creating communication channels and developing 'bridging leaders' to connect different sectors;
- Promote a more holistic view of innovation that respects the interdependencies between economic and social development;
- Encourage leadership and envision Canada as a creative, contributing, and caring country to take a more strategic approach to social change;
- Overcome legal restrictions for hybrid organizations and liquidity issues among current funding schemes through regulatory reform and alternative financial options;
- Gain a better understanding of accountability to ensure that we are focusing on the right things and developing the necessary capacity to measure progress;

- Build capacity for information sharing in the nonprofit sector given the lack of coordination in exchanging and aggregating information;
- Use regional successes as inspiration for change instead of models for exact replication given that circumstances differ from one context to another;
- Mobilize the public by taking advantage of networks and technology, encouraging intergenerational dialogue, and empowering citizens to make the right choices" (Public Policy Forum 2009: 11).

In 2010, SiG@McConnell together with MaRS established a Canadian Task Force on Social Finance, a group of ten people with extensive business and administrative experience. With funding from eight organizations, they retained a legal firm to do detailed analyses of the potentials and constraints on creating a vibrant social finance economy that could accommodate a spectrum of eight overlapping organizational types ranging from traditional charities to regular businesses. The three key challenges were seen to be capital mobilization, creating an enabling tax and regulatory environment, and organizing an investment pipeline of quality investment opportunities. With a number of examples of organizations in Canada that have been able to move in the desired directions despite restrictions, the task force came up with seven major technical recommendations for what should be done (Canadian Task Force 2010). In a follow-up report (Canadian Task Force 2011), the Taskforce noted that there are numerous examples of leadership and action in Canada that exemplify the recommendations it had made, and while some can be quantified, others could best be noted by compelling stories and examples. For each of the main recommendations made in 2010, this follow-up report summarized recent information under the headings: By the numbers (order of magnitude of investments or expenditures; Update (examples of what's being done by Canadian organizations); Call to action (some next steps the main actors could take); and Profiles (brief summaries of organizations that serve as leaders).

On behalf of SiG@MaRS, Manwaring and Valentine (2011) prepared guidelines for the various structural options for creating a social enterprise from the perspective of a social entrepreneur under the existing regulatory structures in Canada. Draiman and others (2010) sketched out what would be required to introduce the concept of "social impact bonds" in Canada. The only working examples, one each in the UK and the US, are

funding social programs to reduce the recidivism rates of young males currently in prisons.

SiG@MaRS has also been reviewing the need and opportunities for "The School for Social Entrepreneurs in Ontario (SSE-O)" modeled on one developed in London, UK, and since replicated in ten other locations in Britain and at least one each in Ireland and Australia. It has concluded that Canada should be next. SSE-O would be a social franchise that is flexible and adaptable but has a set of quality standards and an evaluation framework built-in. The SSE supports individuals who are "driven to make change". These are often young people who have had direct experience with what they want to change, hence have the vision, energy and personal drive to make things different. The Public Policy Forum (in Canada) has partnered with *"TakingITGlobal"* (an on-line community of youth interested in global issues and undertaking positive change) to form *Change Inc.* In 2011, Change Inc. delivered five in-person workshops on social entrepreneurship to college and university students aged 16-25 in five Ontario cities (Hamilton, Ottawa, Sault Ste. Marie, Thunder Bay and Waterloo) with encouraging results. Change Inc. then created an e-mentoring program to link aspiring entrepreneurs to young established entrepreneurs and an on-line resource guide that illustrates social enterprise basics. This was completed within a year, and in August 2012, SSE-O announced its inaugural nine-month Fellowship Program for 20 qualified people from any 'walk of life', to be selected by interviews.

Sig@MaRS has also been investigating prospects for 'social impacts investments'. This initiative was started in 2010 as a special project with the Toronto Stock Exchange (TMX Group), the Ontario Ministry of Research and Innovation, and with founding support from the Ontario Association of Food Banks. The special project has been scoping the prospects of "impact investing", preparing case studies of social ventures and impact investing deals that may have already happened in Canada, while also consulting with a number of people about how to proceed. In mid-2012, the project opened a website "Social Venture Exchange (SVX) "driving good investments for a better world" (http://thesvx.org) explaining what it is (and what it is not) and identifying some 'screened investment opportunities'. The long-term goal is to create a fully regulated market.
The SiG theoretical perspectives on innovations:

SiG perspectives on "social innovation" differ from other similar sounding definitions in three important ways. First, SiG has adopted the concept of complex social-ecological systems as the most realistic set of perspectives for the on-going challenges to be met with social (and other) innovation. This is a rejection of some "market models" of innovation that use the economic demand and supply metaphor to match innovations with institutions. This difference in turn is related to some UW faculty, especially the principal Chair holder for SiG@Waterloo, being involved with faculty and students from other countries who are associated with the international "Resilience Alliance" (e.g. see Walker and Salt (2006) and with the Stockholm Resilience Centre that is positioned to take a leadership role in the post-Rio+20 programs over the next decade or so (e.g. Folke and others (2011); Westley and others (2011). Parker and Hackett (2012) provide detailed participant-observer analyses of the development of the "Resilience Alliance" over the period 2003-2010, in the format of social studies of science.

Second, complex social-ecological systems exhibit a four phase cycle phenomenon that operates across a range of spatial and time scales. This is sometimes viewed as a "forward loop" when new ideas (called an "r phase") that can include an innovation gradually become structured and enlarged in their scope, and institutionalized to reach a condition of maturity (called a "K phase"). This in turn makes it quite vulnerable to disturbances from outside or within the system, also known as "self-organized criticality". At some point disturbances will initiate the "back-loop", a collapse phase that can either be sudden or somewhat drawn out over time (called the "Ω phase"). This phase serves to release many components of the old system that can then be replaced or self-organized into a system that is rejuvenated into something like its former self or transformed into something completely different (called the "α phase").

Third, the management system for a social-ecological system can itself go through these phases, unless it can escape organizational traps. The forward-loop starts with the α phase of exploring new possibilities with meager resources and few connections. People who are creative and learn-by-doing are at home in this situation. It seems clear what should be done and a number of small experiments and false starts will occur. Yet the "poverty traps" they face can delay progress in developing good ideas at this stage. The early growth ("r phase") marks the end of turbulence as new ideas are pursued with the dynamics of a start-up organization with action-oriented small teams and collegial

decision-making. People who are action-oriented and team-builders come into their own. But at some point, difficult choices have to be made. A "charisma trap" can then appear when a strong creative personality strives to dominate all decisions and advance their own personal career in the process. The "K phase" is where, once innovative ideas have become institutionalized through management structures that are complicated divisions of labour and responsibilities into specialized sub-units within the organization, "Rigidity traps" become revealed by senior executives who are completely unresponsive to new information and ideas, and "ideas people" have either left on their own or been fired. There are also "parasitic traps" whereby highly paid executives dismiss all change because they personally benefit from the *status quo.* This then awaits an inevitable "Ω phase" of turbulent change that draws people who thrive on crisis ("never let a good crisis go to waste"). But starting from very little there is a "chronic disaster trap" that can arise when many hasty responses don't work.

These phenomena are described in more detail by Westley (2008a;b); Antadze and Westley (2010); Moore and Westley (2011); and Westley and Antadze (2010). They are the conceptual differences that make the SiG@Waterloo approach to social innovation issues a distinctive one.

As of 2010, *SiG@Waterloo* has been based in a new academic unit they call the "Waterloo Institute for Social Innovation and Resilience (WISIR)" jointed sponsored by the Faculty of Environment and the Faculty of Arts, and located in a new School of Environment, Enterprise and Development (SEED). There are two senior faculty persons, one of whom is the McConnell Chair responsible for academic programs (Frances Westley), and the other is Director of Partnerships and Programs for community service learning, citizenship and leadership training, and associated outreach programs (Cheryl Rose). Four other faculty persons have joint appointments with SiG and some other academic unit. WISIR has appointed 23 Associated Faculty Members (currently 15 from UW and the others from different universities) and another 20 Associate Professional Practitioners that it can call upon for mentoring students in various courses that include units devoted to social innovation. WISIR also has three FTE support staff.

Funding from McConnell is also used to provide research fellowships for PhD students chosen from different administrative Faculties in the university who include social innovation as an integral part of their post-graduate studies. A number of these are also active in the community outreach programs. Increasingly, this academic network is also linked to a wider one associated with the "Waterloo Institute for Complexity and Innovation (WICI)" that promotes complexity thinking in a number of ways and in different contexts. WISIR also operates a series of Webinars from time-to-time that are a mix of in-person and on-line public talks by "international thought leaders" and dialogues on practical strategies for social innovation in Canada. This is to be elaborated further by the new "innoweave" modules.

In 2011-2012, WISIR launched the first Graduate Diploma in Social Innovation for mid-career people in government, the private sector and non-profit organizations. This course was modeled quite directly on the experience gained by a series of Executive Training courses that the McGill Faculty of Management offered with McConnell Foundation support about a decade ago. These were designed and administered by Frances Westley, now Chair of SiG@Waterloo. The course is offered in the format of four in-person modules scheduled for four full days over weekends from September through May, supplemented by four state-of-the-art online modules to enhance the participants' learning. Each of the four day modules include background talks with some readings, group discussion, and some quiet reflective time, and are held in a resort and conference centre in the countryside away from other distractions. Beside speakers, there are about five "panelists" drawn from the WISIR associate practitioners who spend the four days informally mentoring participants.

The theme for the first course was social innovation applicable to problems associated with aging, newcomers to Canada, and mental health. The 34 course participants were chosen because of their involvement in at least one of these three fields. The challenge was to think about similar or related issues across these fields in a larger cross-scale systems context. The subject matter of the four full-day sessions were: Social Innovation in Complex Systems, Design Thinking for System Change, Team Dynamics and Conflict Management, and Scaling Social Innovation for Greater Impact. The fifth and final reporting out session is devoted to small groups of participants from the different kinds of organizations and different fields who worked together during the course to identify a

specific problem domain that cuts across these "silos" and how as a group they would address social innovation initiatives to address the issues they identified. The domains identified for the 2012-13 Graduate Diploma Course are in a broad environmental context, i.e. food systems, green technologies and environmental education.

SiG@PLAN, Vancouver: PLAN, the "Planned Lifetime Advocacy Network" was created in 1999 as a charitable organization to support families in the Vancouver area who had children with physical and/or mental disabilities and needed special care in ways that helped them learn and do as best they could. This network of families also organized special events that their children could enjoy and participate in to varying degrees. There was always an underlying, recurring concern about what would happen when the parents became much older and their children became adults who still needed special care. The more entrepreneurial among the parents, including Al Etmanski and his wife, created PLAN and realized that there was a large "disability sector" that could not be served well by existing welfare agencies and programs.

Ten years later they could report frustrating slow progress in creating a changed system, especially when welfare programs were being scaled back and becoming increasingly dependent upon charities (e.g. PLAN 2003). They did however, have one significant innovation to their credit. This was a long process of getting governments and the financial industry to support the creation of "Registered Disability Savings Plans" in BC. These would help finance the work of similar organizations in the future who in turn, would include the needy adults in their care networks. People in other provinces who were facing the same situation began to create similar PLANs. As of 2012, lifetime advocacy networks had been set up in nine other Canadian communities (Okanogan, Edmonton, Calgary, Lethbridge, Regina, Thunder Bay, Waterloo, Toronto, Ottawa) and somewhat similar arrangements had been set up in several places in the USA and Australia. This story has been told by Westley and others (2007), Dilts and Westley (2009), and by the leaders of it at many conferences.

However, while the leaders of this innovation appreciated the recognition and awards they were receiving, there was still a concern that this innovation had to be scaled up much more firmly. SiG@McConnell agreed and is providing support to do this. The need was seen to create and strengthen "caring communities" that would provide support for

other categories of marginalized people. PLAN Vancouver was then re-named the "PLAN Institute for Caring Citizenship" that would help reduce the isolation of all people at the margins of society. The role of the Institute was seen to be:

> "to disseminate the values, practices and underlying theory behind PLAN to national and international audiences. Plan Institute provides training, consultation, and research related to leadership development, social network facilitation, social enterprise, caring citizenship and social innovation to a wide variety of groups and organization in the citizen and public sectors." (Plan Institute website, accessed April 2012).

In 2009, The PLAN Institute incorporated the Tyze Personal Networks, Ltd, in Vancouver, as a social purpose business dedicated to providing secure and personalized pathways for people to care, connect, and contribute. (As an advertising by-line states: "Stronger social 'ties' = better health & 'Tyze'"). For an annual subscription fee, Tyze offers a set of on-line tools that help people link informal networks of family, friends and neighbours, with formal networks for assistance from practitioners in health, welfare and other fields, This business social enterprise was officially launched in January 2011, by SiG, PLAN, Ashoka Canada and the Causeway Foundation. (See also Commack and Byrne 2010).

Other Examples of Strategies, Issues Encountered, and Trends Underway to Strengthen Social Innovation in Canada.

Social innovations commonly originate at the community scale as responses to local problems and opportunities. As such, they are quite locally embedded in different kinds of social-ecological systems each having different histories and governance regimes for their particular situation. While there are recurring similarities among the issues being addressed across Canada, a complete Canada-wide survey of these is not attempted here. Instead, some major initiatives underway in British Columbia and Ontario are noted as examples from provinces that also include large urban regions.

British Columbia:

In addition to *SiG@PLAN* noted above, the *BC Social Innovation Council* (BCSIC) released a report in March 2012 with eight major recommendations. The main recommendations were to complete the work of creating "Community Contribution Companies" under the provincial Business Incorporation Act (the legislation had been introduced earlier in the month), augment this with Social Enterprise Tax Credits, include social enterprises under government-sponsored business development programs for

small and medium enterprises (SME), and authorize Social Impact Bonds. Other recommendations were to coordinate with other provinces for negotiating taxation and other changes in federal government policies for charities, work together on creating social innovation labs and on-line web-based community platforms to foster broader support for social innovations, especially for First Nations, and continue the work of the Council under a *"Partners for Social Impact"* (BCSIC 2012).

Some background documents to inform the work of this Council were prepared by the *Institute for Social Innovation and Sustainability (ISIS)* a research center created in 2008 for the Sauder School of Business, University of British Columbia. The core research themes of ISIS are building the low carbon economy, social economy, and economic development with First Nations. Shaw (2009) prepared a detailed review of the current regulatory framework and future directions for social enterprises in BC, and Tansey (2011) who is a member of the Council, provided a broad overview of the current situation for social innovation in BC. These reviews also noted earlier work by the *Fraser Valley Centre for Social Enterprise* (Gould 2006). While their terminology varied somewhat, the common ground was that the "Community Interest Company" created in the UK in 2006 should be the model for BC.

The BC Centre for Social Enterprise (BCCSE) was founded in 2008 by Community Futures South Fraser, and the Mennonite Central Committee's Employment and Community Development group. This emerged from the former Fraser Valley Centre for Social Enterprise. In 2010, BCCSE moved to become part of a non-profit Resilient Communities Canada, based in Abbotsford BC. With support from the Canada Revenue Agency (CRA), BCCSE delivers workshops and other instruction to small and rural volunteer charities and social enterprises on legal issues associated with non-profit organizations, charities, and social enterprises (Corriveau 2010). It also co-sponsors research on legal options for social enterprises in Canada (e.g. Markey and others 2011).

The Centre for Civic Governance at the Columbia Institute is a national organization headquartered in Vancouver that supports community leadership to meet various social and environmental challenges. The Institute itself is sponsored by the labour union sector to nurture leadership for sustainable communities, and exemplified by

establishing Working Enterprises that offer living wages to their staff. The Centre compiled a report on local economic development and also described 12 case examples from all over BC to provide local elected officials the information they need to build more resilient and self-sufficient local economies (Isakov and others 2009).

The BC-Alberta Social Economy Research Alliance (BALTA) based in the Canadian Centre for Economic Renewal (Port Alberni, BC) was a collaborative of research people from nine Alberta and British Columbia universities and colleges. Among other things, it prepared a literature review to examine the connections between sustainable rural development and the social economy, especially in western Canada (Vallillee 2007). In their final report (for SSHRC) they described how social economy organizations are moving from simple co-location to clustering as inter-active dynamic centres of social change and innovation. Fourteen exemplary cases were described as examples (Soots and others 2009).

The Canadian Centre or Community Renewal prepared a resource package for the "Development Wheel Project (2005-2008)" that introduced the concept of social enterprise, identifies a number of examples (mainly from BC), outlined a number of steps through which a social enterprise may be brought into existence, and provided "The Development Wheel Checklists" as a detailed planning guide along with other sources of information including consultants in BC (CCCR 2008; Colussi n.d.).

There are a number of academic programs that directly relate to social enterprises, and social entrepreneurship. At least eight BC universities offer Masters of Business Administration (MBA) degrees and/or senior diplomas. They are (in alphabetical order): Royal Roads U., Simon Fraser U., U. Thomson Rivers, U. British Columbia, U. Northern British Columbia, U. Victoria, and Vancouver Island U. Some also have undergraduate, graduate and executive diploma options in their programs, and some have joint themes that combined business courses with applied subjects such as technology or law. Research programs generate material for case studies and opportunities for students to experience the direct involvement with communities. Other options include the Royal Roads U. business entrepreneurship program based on their on-going research themes that draw together innovative learning, thriving organizations, sustainable communities & livelihoods, and the environment; Simon Fraser U. Centre for Sustainable Community

Development with a focus on social enterprises and social economies; and the University of Victoria's School of Public Administration that also offers a Masters degree in Indigenous Governance.

Other Social Innovations to note include:

Ecotrust: Ecotrust (USA) was founded in Portland, Oregon in 1995 by people from Conservation International (USA) to promote conservation of the west coast temperate zone rain forests by working with local communities within them to foster "ideas, goods, and services of a conservation economy". Ecotrust (USA) is located in a "Natural Capital Centre" created in a renovated old warehouse in Portland (originally built in 1895) and now rented to 20 tenants including nonprofit organizations, social enterprises, government agencies and businesses. It soon became apparent to Ecotrust that the only remaining relatively undisturbed old growth temperate rain forests in North America (and in fact the northern hemisphere) are all in the west coast of British Columbia. The others along the Pacific Northwest have been badly disturbed or largely destroyed by coastal developments.

Ecotrust Canada was then incorporated in Vancouver soon afterwards. In what appeared to be its first annual report as a distinct entity from its founder, the stated mission and vision of Ecotrust Canada were:

> "to support the emergence of a conservation economy…that sustains itself on 'principled income' earned from activities that restore rather than deplete natural capital…(and) the economy results in social and ecological improvement rather than degradation. Our strategy is to act as a catalyst and broker to create the institutions needed to envision, inform, and finance the conservation economy; support the civic entrepreneurs that can give it expression; and conserve and restore landscapes and waterways needed to provide its benchmarks of health. We offer tools and resources to people and organizations who promote positive change at the intersection of ecosystem conservation, economic opportunity, and community vitality" (1999 Annual Report, Ecotrust Canada).

As of 2012, Ecotrust Canada had projects underway in about 15 coastal communities in BC, mainly of First Nations people, including two long-term and embedded programs in Clayoquot Sound and the Skeena River region. It has also established an Ecotrust Canada Capital Corporation, inspired by Portland's Natural Capital Centre, and is in the process of acquiring an old 1931 industrial building that was partly renovated for the 2010 Winter Olympics, to serve as the Centre. It is located in the Southeast False Creek

area of Vancouver, an area being developed as a mixed use modern sustainable community.

Ecotrust Canada has also created an expert knowledge systems and planning staff who have developed or adapted GIS and other web-based tools to customize them for use by First Nations peoples to create and maintain their own information and data base systems. This work has also been expanded first to include other First Nations in BC, and then to include people in other countries as an extended "Aboriginal Mapping Network". Currently, this capability has been organized into a web-based global forum for indigenous know-how. Ecotrust Canada also co-published a state of the art book on this subject (Tobias 2009).

Because the traditional resource base of First Nations is based on fisheries and forests, these are the focus of attention. The perceived need is to repatriate fishing opportunities to First Nations and small coastal fisheries (finfish and shellfish) for cultural survival, marine stewardship, jobs, and closer links between consumers and local producers. Ecotrust also participates in a much larger project that is starting to track "this fish" electronically through long supply chains in the commercial fisheries. Ecotrust is introducing Forest Stewardship Certification for First Nations forest companies. It also has a "standing tree to standing home" program, that emphasizes value-added use of forests, the culturally appropriate design of houses that are also energy efficient, and the introduction of small sawmills in First Nations communities so they can construct or repair their own buildings (starting first in Ahousaht, in Clayoquot Sound). Ecotrust is also promoting a transition into a low carbon economy through their Climate Smart Business and a First Nations Regeneration Fund. Studies have been completed on climate change impact scenarios for Clayoquot Sound, and for modeling carbon sequestration values on Vancouver Island.

Tides Canada Foundation (TCF): Tides was created in 2000 in Vancouver "to provide uncommon solutions to solve complex environmental and social problems". It received contributions from a number of family foundations to support its work. In 2008, an affiliated Tides Canada Initiatives Society examined possibilities for a new legal structure for Canadian charities (Stevens and Mason 2010) that led to a shared governance and administrative 'platform' that brings together a number of different funding agencies with

a range of charitable programs and then relates the interest of donors to the particular kinds of charitable and/or non-profit programs they would like to support. TCF receives the funds from donors and takes care of the administrative arrangements, contracts, and staff work thereby saving donors from a need to do this themselves, and recipients from having to seek out and solicit small grants from various possible sources. Once a donor identifies particular charities to support, their money is sent to the charities by TCF, and charitable tax receipts are sent to the donor. As of their first decade in 2010, TCF had granted more than $100 million in funding they received from "donor-advised funds" and other partnerships with governments and major foundations "to lead and support solutions that integrate healthy economies and communities with strong conservation and social outcomes". It was administering some $37 million annually, and channeling funds to 40 of "Canada's leading social change institutions" as well as a number of smaller ones. TCF also set up a Toronto office in 2005. (Information and quotes from TCF 2010).

The Tides Renewal Centre is located in a newly renovated Flack Block located in the original downtown centre of Vancouver, and built in 1898 with wealth from the Klondike Gold Rush. The renewal centre came about through collaboration between TCF and the *Renewal Partners*. Renewal, created in 1994, brought together six independent organizations with a 50-year strategy to develop collaborative initiatives to foster social change by bringing business skills into organizing environmental and social ventures. The centre opened in 2009, and provides space and other shared facilities for social entrepreneurs. TCF and the *Hollyhock Leadership Institute* maintain offices there. They had collaborated on the Great Bear Rainforest negotiated agreements, their largest project to date.

Vancity: This credit union was founded in 1946 and has now become the largest credit union in Canada. It has about 479,500 members, 2,400 employees, and $16 billion in assets. As a member-owned, community-based, full service financial institution, its 62 branches serve Metro Vancouver, the Fraser Valley, Squamish, and Victoria. It has long been a "triple bottom line" institution (financially, environmentally, and social sustainability) and provides loans to individuals and companies on "flexible" terms especially if they also support local community interests. More recently Vancity has sought out "high impact community investment loans" for affordable housing; social

purpose real estate; local, natural and organic food production; environment; energy efficiency; and social ventures. Investments also go to non-profit organizations, co-operatives, social enterprises, and micro-lending programs. Vancity is investing in its own 'green practices' at its branch facilities, it encourages staff to become active volunteers in their communities, and it provides training to learn more about co-operative models. It is also a signatory to the UN Principles for Responsible Investment, and a member of the "Global Alliance for Banking on Values".

Ontario:

In addition to the on-going work of SiG@MaRS and SiG@Waterloo, in 2010, the Premier of Ontario announced *The Partnership Program* as a consultation process to develop new ways to strengthen the government's relationships with the non-profit sector, noting that there were about 46,000 not-for-profit organizations in Ontario. The consultations were organized by the Ministry of Citizenship and Immigration. *The Ontario Nonprofit Network* (ONN) had been organized by the *Centre for Social Innovation* (CSI) in Toronto as a network of networks that sought to build links among them all to help increase their collective capacity to work together on policy issues and to participate in policy discussions such as the one just announced. *The Ontario Social Economy Roundtable (OSER)* is also a network of independent organizations interested in the social economy (SE) sector with the aim of increasing financial resources, improving the regulatory environment to facilitate work in the SE, and enhancing awareness, understanding and connections in the sector. OSER coordinated a series of briefing papers for the Partnership Project with the ONN, CSI, *the Ontario Co-operatives Association, the Centre Canadien pour le Renouveau Communitaire*, and the *Toronto Enterprise Fund*. (OSER is also one of eight regional bodies of the Canadian CED Network). The briefing papers recommended that Community Bonds be clarified and scaled up (legal and administrative procedures to do this were spelled out in detail), that nonprofits be allowed to access the $2.8 billion Infrastructure Ontario fund, and a social enterprise/CED tax credit scheme be created.

The ONN also partnered with The Ontario Trillium Foundation, a major funder of collaboration among nonprofits ($136 million between 2005-2010) to document the current "state of collaboration" in the nonprofit sector in Ontario (Graham and others

2010). The Partnership Project report was published after about a year of widespread consultations by the Ministry of Citizenship and Immigration (Hoskins and Burstyn 2011).

The main recommendations were (paraphrased somewhat):

- Promote respect and recognition for the sector, including having a Minister responsible for, and accountable to the sector;
- Foster coordination and collaboration through a coordinating body for the sector (reporting to the Minister) and establish an advisory board drawn from participants in the sector;
- Build sector capacity by more collaboration in policy, legislative and regulatory oversight, developing new approaches to funding, and re-invigorate the tradition of volunteerism;
- Modernize, standardize and streamline by adopting technology to break down silos, establish an online one-stop-shop portal for providing information, and create a province-wide database to streamline access to information important to the sector;
- Invest in social innovation by working with the federal government and financial institutions to address regulatory and legal barriers to innovation and make a range of social financial tools available to the nonprofit sector.

In response, the Minister of Citizenship and Immigration accepted the recommendations as a vision for continued partnership, created a Partnership Office in his Ministry to work on implementing the recommendations, and develop the website for providing information related to the Partnership Project report and about some 20 organizations in Ontario that promote social innovation in various ways.

There are fourteen universities in Ontario that offer MBA degrees. They are (in alphabetical order): Brock U, Faculty of Business, St. Catharines; Carleton U, Eric Sprott School of Business, Ottawa; Lakehead U, Faculty of Business Administration, Thunder Bay; Laurentian U, MBA Program, Sudbury; McMaster U, Michael G. DeGroote School of Business, Hamilton; Queen's U, Queen's School of Business, Kingston; Ryerson U. Ted Rogers School of Management, Toronto; U of Guelph, College of Management: Macdonald Institute, Guelph; U. of Ottawa, Telfer School of Management, Ottawa; U. of Toronto, Joseph L. Rotman School of Management, Toronto; U of Western Ontario,

Richard Ivey School of Business, London; U of Windsor, Odette School of Business, Windsor; Wilfrid Laurier U. School of Business and Economics, Waterloo; York U, Schulich School of Business, Toronto. They vary greatly in the range of degrees, diplomas, combinations with related specialized or applied fields, and in the range of options some have for inter-university collaboration. Given the intense competition among business schools, the current range of offerings could change regularly.

Other Social Innovations to note include:

Ashoka: The story of Ashoka reports that he was a person who lived in India from about 269-232 b.c. (before the common era). For much of his earlier life he was said to have been a ruthless, but skilled warrior constantly engaged in never-ending internecine struggles and dynastic wars to the point that by his middle age he had emerged as a merciless emperor over much of the Indian sub-continent. At some point during all the massive strife and wholesale slaughter in his empire he apparently converted to a version of Buddhism as a follower of Dharma (a set of natural laws) that eventually brought peace, enlightenment, and generosity towards people and all living things.

In 1981, Bill Drayton, a social entrepreneur with much experience, founded "Ashoka Innovation for the Public" in Washington, DC. His vision was that an "Everyone A Changemaker™" world can be brought about as a global, entrepreneurial, competitive citizen sector. With his adoption of an image of a mature oak tree as a symbol of strengthen and persistence, Ashoka's strategy has been to invest in social entrepreneurs with innovative solutions that are sustainable and replicable almost anywhere. These entrepreneurs are called Ashoka Fellows and criteria for becoming one are apparently very stringent. The Fellows receive a three-year living stipend that allows them to work full-time on their ventures and arrange collaboration opportunities with other Fellows. They also received professional help from an Ashoka Support Network of about 300 business leaders and philanthropists who support the work of Fellows, and from an Ashoka university program that supports teaching, research, and action for social entrepreneurship. In return, Fellows are expected to mentor other people, including candidate Fellows. As of 2012, Ashoka has programs in 72 countries, about 200 staff in over 25 regional offices in all the main regions of the world, and it has elected almost 3,000 Fellows.

Since 2002, Ashoka Canada, based in Toronto, has elected 44 Fellows in Canada. The priorities of the Executive-Director are to build capacity of the organization in cooperation with the Ashoka Fellows in Canada, continue to support the "Roots of Empathy" program for pupils in grade schools that teaches youngsters to develop more respectful and caring relationships and reduce levels of aggression and bullying when interacting with each other (a program that began in 1996 and is now in schools in all provinces; its founder is now an Ashoka Fellow), and launch a new "Changemakers" initiative "Inspiring Approaches to First Nations, Métis and Inuit Learning". (See Muskat and Sylvester 2012).

Centre for Social Innovation (CSI): In 2004, several people who were very interested in possibilities of creating shared working space instead of each small group working alone in often sub-standard facilities came together when they heard about possibilities in a building owned by Urbanspace Property Space that was being remodeled for leasing (the former Robertson Building at 215 Spadina, in Toronto, relatively close to the MaRS Discovery District). Three foundations put up core operating grants to help out with start-up and core operating grants for members of the group who had been discussing shared space. One of the latter volunteered to get the project off the ground, with the result that the CSI opened in June 2004 with 14 tenants. More space became available in 2006 and CSI took that over. In March, 2007, CSI was home to over 180 groups using the space full-time or occasionally for their various work with arts, education, environment and social justice. CSI found itself welcoming many visitors, co-sponsoring workshops and sharing ideas, strategies and experience.

In looking back over this experience, CSI realized that it had gone from "co-location" of a multi-tenant nonprofit sector, through a "co-working" with tenants and many part-time members, to become an "incubator" for social change projects. CSI had also made connections with the Tides Foundation in Vancouver, and become an affiliate of The Hub Network overseas (along with Hub-Halifax). This story has been told in interesting detail by CSI (c2011). Its use of the word "emergence" to describe what had been happening all along indicated their adoption of complexity thinking. This is evidenced also in their adoption of the "constellation model" for governance (Surman n.d.). This model had been developed by other social enterprise organizations. It was also adopted by the Ontario Nonprofit Network. In the view of CSI, "the model's transferability,

scalability and adaptability gives it resilience and relevance (Website, accessed May 2010; see also Surman and Surman 2008a; b). Constellations are self-organizing action teams that operate within a larger vision of partnerships devoted to achieving different broad social benefits. Internet communication services facilitate this mode of operating.

Recently, a second building became available at Bloor & Bathurst in downtown Toronto. With the advice obtained from lawyers and business people, CSI took the innovative step of raising $6.5 million to acquire the building through the issuance of a "community bond" at $1,000 each (minimal amount) for five years at 4%. This is viewed as a "blended benefit" to enhance CSI's capacity as well as creating a Do-it-Yourself culture to create community assets.

Imagine Canada: This is a documentation and information service launched in 1988 by The Canadian Centre for Philanthropy. With 161,000 nonprofit charities in Canada, there was a recognized need for ways to strengthen and support this sector. Imagine Canada itself is a registered charitable organization with offices in Toronto, Calgary and Ottawa. Its role is to serve as a collective voice, forum & meeting place to help create an enabling environment for the sector. It maintains the *Canadian Directory to Foundations & Corporations*, offers a *"Charity Focus"* with information about 85,000 registered charities, and it maintains a *Caring Company Program* that identifies 100+ good corporate citizens that drive social innovation by investing money, ideas and time in communities across Canada. It also maintains a nonprofits library on-line, that contains relevant research and practical information, about 80% of which is free to download. It has recently started a standards program that offers accreditation based on criteria for board governance, financial accountability & transparency, ethical fund-raising, staff management, and volunteer involvement. Annual Canadian Business & Community Partnership Awards are given out, in a program sponsored by Cenovus Energy Ltd.

Maytree Foundation: This family foundation was established in Toronto in 1982. It initially funded community-based adult literacy programs and within the next decade expanded this into funding multi-lingual literacy learning for the immigrant communities, and progressed into dealing with refugee issues. While maintaining this basic commitment all along, in 1992 it created the *Caledon Institute of Social Policy* with Ken Battle, recruited Mary Gordon in 1996 to start the predecessor program to *Roots of*

Empathy, and in 2001 it launched the *Tamarack Institute for Community Engagement* with Paul Born. In 2007, with the McConnell Family Foundation, it launched the *Assisting Local Leaders with Immigrant Employment Strategies (ALLIES)* across Canada, a set of mentoring programs. In 2008, it launched *DiverseCity* with a three-year grant to Ryerson University to study diversity in leadership in the Greater Toronto Area. In summary, "Maytree – For Leaders, For Change" (its current slogan) works with many partners to promote equity, diversity, and prosperity while also combating poverty.

Social innovations are a fast-developing set of initiatives across Canada and as complex systems they do show resilience and adaptation to changing circumstances. With institutional changes that facilitate the growth of 'social enterprises', their vitality may well re-invigorate local and regional sustainable social economic development across many sectors in Canada.

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