

Navigating Canada's Contemporary Social Innovation Landscape

A Systematic
Exploration through
Mapping and Systems
Thinking



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Abstract

Using a systems mapping process that focuses on the Social Finance Fund's Investment Readiness Program (IRP), the Waterloo Institute for Social Innovation and Resilience (WISIR) team sought to understand Canada's social finance and innovation ecosystem. This process helped us identify important organizations and individuals within the IRP, outlining their roles, connections, goals, achievements, and possible challenges. The results will aid organizations in navigating the IRP and provide a clearer view of the social innovation landscape in Canada.

Our goal is to help further develop the IRP and Canada's social economy. By using practical and needs-driven mapping methods, we discovered opportunities to bring new players into the ecosystem and build supportive relationships. Our investigation provides insights that are crucial for improving the social finance and innovation sectors in Canada, making it a more cooperative and effective space. Ultimately, this research is oriented towards offering clarity in a complex adaptive system for those involved now and in the future.

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Acronyms

IRP: Investment Readiness Program

SF/SI: Social Finance / Social Innovation

SPO: Social Purpose Organization

JEDI+A: Justice, Equity, Diversity, Inclusion, Accessibility

RSP: Readiness Support Partner

WISIR: Waterloo Institute for Social Innovation & Resilience

ESDC: Employment and Social Development Canada

CCEDNet: Canadian Community Economic Development (CED) Network

A Note on Stakeholder Roles and Terminology

Before delving deeper, it is essential to clarify some terminological nuances. Adopting a co-learning and continuous co-learning approach, this discussion presents terms in the format of an ongoing dialogue, akin to “dichotomies.” The goal here is not to impose definitive definitions on the reader but to explore and highlight the nuances. It is acknowledged that these terms might still be evolving within the ecosystem. The design of our mini maps takes these nuances into consideration.

“Wholesalers” versus “Social Finance Fund managers.” These are important terms that have evolved over time. Initially, government documents labelled these entities as “wholesalers.” However, our stakeholder map ledger now recognizes a shift towards the term “fund managers.” This transition acknowledges their specialized role in managing the Social Finance Fund. Given that these positions were specifically created for the Social Finance Fund, referring to them as “Social Finance Fund managers” may offer clearer insight for readers, aligning more directly with their current functions and responsibilities.

“Intermediaries” versus “Investment Readiness Funders.” These terms serve distinct roles within the ecosystem, extending beyond the confines of the IRP. “Investment Readiness Funders” encompasses a broader range of entities providing financial support to enhance the investment readiness of Social Purpose Organizations (SPOs), not limited solely to the IRP context. When specifically addressing support within the IRP framework, we refer to these entities as “IRP Readiness Support Partners” to accurately depict their focused role in facilitating SPOs’ preparedness for investment through the IRP. This clarification ensures a precise understanding of each group’s distinct functions and contributions within the ecosystem.

“Investors” versus “Social Finance Intermediaries.” The distinction between these two terms is crucial for understanding the dynamics of social finance. “Investors,” encompassing government bodies, corporate entities, or individuals, allocate funds to intermediaries with the expectation of financial returns. It is important to recognize that “Social Finance Intermediaries,” which manage and distribute Social Finance Fund resources, often engage with a diverse array of investors beyond the fund itself. While the intricate details of these investor relationships might not always be directly relevant to SPOs, understanding the varied investor profiles could illuminate how intermediaries deploy capital within the sector. This insight could be instrumental in helping SPOs select the financial avenues that align with their objectives and values.

“Research and Advocacy Organizations” versus “Ecosystem Builders (encompassing researchers, conveners, service providers, and awareness raisers).” These two terms reflect a broad spectrum of entities contributing to the social finance landscape. While initially uncertain of the placement for service providers focusing on investment readiness, we now appreciate that these entities collectively form a robust group within the ecosystem. These organizations often wear multiple hats—delivering training programs, gathering sector data, and facilitating connections. Their multifaceted roles are especially pertinent in the context of our “Deeper Level Stakeholder Map/ IRP Focused Map,” underscoring their integral contributions to enhancing the ecosystem’s capacity and connectivity.

Lastly, ***social finance*** represents a form of repayable investment specifically designed to generate intentional positive impacts across social, environmental, or cultural domains. This definition encapsulates the essence of social finance by emphasizing the broader and deeper effects that go beyond mere outcomes and benefits. It underscores the commitment to fostering substantial and meaningful change, highlighting the importance of addressing a wide spectrum of considerations from the outset.

Executive Summary

The Investment Readiness Program 2.0 (IRP 2.0) operates within the ever-evolving Canadian Social Innovation/Social Finance (SI/SF) ecosystem to build the system's capacity to understand itself and promote self-organization. This report is not a post-mortem of a program but the beginning of a living system observing itself, supporting the reflections of participants as they navigate through its complexity. Initially grounded in the IRP 2.0, this mapping extends into the broader SI/SF landscape, emphasizing sense-making, navigation, future-casting, and co-design to foster relationships and communication among collaborators.

SPOs are central to this work, with our team learning from their navigation through the financial and collaborative networks that facilitate investment readiness. By scrutinizing the intricacies of the IRP 2.0 and the Canadian SI/SF ecosystem, our project aspires to guide these organizations in understanding and finding their place within this complex system. We are driven by key questions about the nature of the Canadian SI/SF ecosystem and how organizations maneuver through it. Our observations suggest that given the scale, ambiguity, and fluidity of the Canadian SI/SF ecosystem, static collective impact models may not provide effective tools to navigate this complex environment.

Our approach to this report acknowledges that the IRP is transitional. We hope that insights developed here will inform future ecosystem design considerations. This is also reflected in the way the methodology for this work and our findings are shared. For example, SPOs that exit early or do not receive IRP 2.0 funding might serve as leading indicators of how this system may develop post-IRP 2.0. By mapping the broader Canadian SI/SF ecosystem, we aim to visualize and prepare for the long-term scenario, recognizing that the current program landscape is set to evolve. This approach includes creating detailed maps of the system in its present state while considering the eventual transition from existing programming toward a more permanent set of institutional structures and programs.

Our methodology integrates a human-centered, relational, decolonial, and utilization-focused approach to system mapping, aiming to connect all aspects of the IRP process while ensuring the resulting maps are practical for stakeholders. We consider not only organizations and projects within IRP 2.0 but also examine various entities within the ecosystem, such as those exiting the IRP, those unsuccessful in obtaining funding, entities unaware of the IRP, and the placement of organizations within the investment readiness continuum.

We devised a method called “Mini-Mapping”, creating several small, interconnected maps to understand the complex world of Canadian social finance and social innovation. This field is large, often unclear, and constantly changing. Instead of creating one large, complicated map that’s hard to use, we opt for smaller, adaptable maps. This approach aligns well with complex adaptive systems that can be likened to jazz music, where flexibility and creativity are key, rather than following a strict plan.

In simpler terms, we combine different tools to help us map out how to improve self-governance in the social innovation and social finance ecosystems. In line with our relational and decolonial lenses to mapping, we also looked at the current context while collectively dreaming about how to move towards a better future. This includes studying patterns to see what’s driving the system and identifying crucial areas where we can make a difference, like improving communication and feedback within the system.

It’s important to note that not everything in this study is centered around monetary aspects; indeed, the primary focus of this report is on enhancing self-governance and fostering effective collaborations within the ecosystem.

What multiple mini mapping facilitates:

- *Integration of High-Level Conceptual Maps:* We tie our mini-maps to specific systems-level models, frameworks, and concepts. This allows us to consider not just the system’s static elements but also its dynamic aspects, such as relationalities and flows of information and capital.
- *Multiple Entry Points for Understanding:* By using multiple mini maps, we offer a variety of perspectives and entry points. This diversity enables stakeholders to understand how the SI/SF system currently operates and how it could evolve in the future.

This methodology enhances our ability to present a multifaceted view of the ecosystem, making our insights more accessible and actionable for all stakeholders involved.

Secondary Data Sources:

- National Association of Friendship Centres (**NAFC**): Supports Indigenous SPOs across Canada.
- Chantier de l’économie sociale: Supports SPOs in Quebec.
- Community Foundations of Canada (**CFC**): Supports SPOs across Canada with the broadest criteria.
- Foundation for Black Communities (**FFBC**): Works directly with B3 organizations (Black-focused, Black-led, and Black-serving), supported by CFC as they develop the foundation.

- Canadian Women's Foundation (**CWF**): Supports SPOs led by women and non-binary people across Canada.

Analysis Methods:

Literature review and gray literature analysis, including:

- Informative presentations of IRP findings by **Daro (formerly Ajah)** and **ESDC** (Employment and Social Development Canada).
- Publicly available data on Readiness Support Partners' IRP-funded projects and their other activities/collaborations.

Administrative Data Utilization:

The project scoped the types of data generated within the IRP ecosystem, utilizing information provided by Readiness Support Partners (RSPs) to our data partner, Daro (formerly Ajah). The goal was to create System Mini-Maps that integrate administrative database data. These mini maps are intended to serve as practical tools for social purpose organizations, ecosystem support actors, social financiers, policymakers, and researchers.

Daro (formerly Ajah)'s Data Collection Model:

The IRP 2.0's administrative data was curated by Daro (formerly Ajah) through the RSPs. It supported us in creating multiple mini-maps, each designed with specific utility needs based on the desired outcomes. Our initial focus is on the five RSPs, examining the information flow to their respective sub-ecosystems. Key data points for these maps include the status of applicant organizations (approved and declined), whether they are returning applicants to the IRP, the amount requested, the amount funded, and the specific activities for which funding is sought.

Participatory component of this study:

Participatory approaches are frameworks or processes designed to actively involve stakeholders, typically community members or affected parties, in decision-making and governance. Originating from concepts like "community based participatory action research" (Cousins & Earl, 1994; Reason & Bradbury, 2001), these frameworks enable individuals to directly influence decisions, such as how to allocate funds in the case of participatory budgeting, which in turn affects their lives and communities.

The importance of participatory approaches lies in their ability to democratize processes, enhance transparency, and ensure that the outcomes are more aligned with the community's needs and preferences. By incorporating the voices and insights of those impacted by decisions, participatory approaches to systems change foster a sense of ownership and accountability, leading to more sustainable and equitable outcomes.

This project incorporated a significant participatory component through “IRP Convenings” facilitated by the Canadian Community Economic Development (CED) Network, along with the “IRP Cartography Club” organized by Daro (formerly Ajah). These collaborative platforms were dedicated to mapping the activities of diverse stakeholders in the ecosystem. The “IRP Cartography Club” delved into the objectives, enthusiasm, and methodologies of participants engaged in mapping. Such collaborative efforts are instrumental in pinpointing and concentrating on the true leverage points within the ecosystem.

Our mapping process generates a series of “mini maps,” each designed to fulfill distinct objectives through various perspectives:

- **IRP-Funded Projects of RSPs:** Illustrates the range of SPOs each RSP supports, highlighting the coverage and reach within the ecosystem.
- **Connections in-between:** Reveals potential collaborations and synergies between RSPs, offering insights into how these entities might work together effectively.
- **Connections to the Outside World:** Explores potential external linkages of RSPs beyond the IRP, providing a broader perspective of the ecosystem’s interconnectedness.
- **Stakeholder Mapping:** Depicts the flow of knowledge, advice, money, and goods/services, giving a comprehensive view of the ecosystem’s interaction dynamics.
- **Stock & Flow Mapping:** Visualizes the potential inflows and outflows of resources, highlighting the vulnerabilities and sustainability of organizations within the ecosystem.
- **Counter Mapping:** a result of the collective imagination exercise undertaken in the third IRP 2.0 All-Partners’ Convening to imagine more than just “what is” and dream of “what could be”.

Through this detailed and multifaceted approach, we aim to provide a nuanced and actionable understanding of the Canadian SI/SF ecosystem, aiding organizations in navigating this complex landscape effectively.

1/ Introduction

Background on Social Finance in Canada

Social finance entails investing money with the goal of creating positive effects in society, the environment, or culture. This approach is about making a real difference, aiming for meaningful changes that matter over the long term.

In Canada, the way social finance is used has grown more complex and thoughtful over time. Starting with Imagine Canada's early surveys, many charity leaders didn't know much about social finance. Over the years, more detailed studies have shown that organizations are now using social finance for various reasons: to find new ways to get money, have more control over their funds, and overcome the limits of traditional finance. For example, organizations are working to match their spending with their main goals, increase their positive impact on society or the environment, depend less on one-time grants, and build steady income streams.

As these practices have become more common, it is becoming clear that social finance in Canada is evolving and maturing. Organizations are now using finance in smart ways to create real change, like providing interest-free loans to prevent homelessness or setting up mobile markets to bring fresh food to areas without grocery stores.

These activities show that organizations are getting better at using social finance in a meaningful way. This shift is helping to create a more detailed and effective approach, where finance is used as a tool for good in society and the environment.

What is the Investment Readiness Program?

The IRP in Canada is a key part of the government's strategy to help social-purpose organizations (SPOs) like charities, nonprofits, social enterprises, and businesses with social goals. Since its launch in 2019, the IRP has provided \$100 million in non-repayable funds to support social purpose organizations both directly, through grants, as well as indirectly by funding wider ecosystem development (which includes the cost of delivering the IRP 1.0 and 2.0 programs as the program envelope for all). This funding helped them build skills and capacity to better access social finance, improving their investment readiness, financial stability, and resilience.

Investment readiness refers to the state of being prepared to attract and accept investment. For SPOs, it means having the necessary skills, knowledge, and resources to effectively access and manage financial support.

Resilience in this context refers to the ability of SPOs to withstand and adapt to financial challenges, maintaining their stability and continuing their social missions even in difficult times.

Alongside the IRP, the Social Finance Fund (SFF) and the Social Innovation Advisory Council (SIAC) are other pillars of Canada's social finance strategy. The SFF aims to boost the social finance market by investing \$755 million over ten years, while the SIAC, formed in February 2023, advises on policies and initiatives to promote social innovation.

Despite various initiatives aimed at assisting nonprofits and other social-purpose organizations, the Canadian social finance landscape has been described as fragmented and lacking cohesive efforts and specialized support tailored to these organizations (Yahia & Barr, 2023). The Social Innovation and Social Finance (SI/SF) strategy seeks to address these challenges by promoting justice, equity, diversity, inclusion, and accessibility, thereby enhancing support for underserved communities and aligning with the UN Sustainable Development Goals (UN SDGs).

Based on the above, the following recommendations could be proposed:

- Strengthen integrated efforts and develop specialized financial instruments tailored to SPOs.
- Enhance justice, equity, diversity, inclusion and accessibility to provide more support for underserved communities.
- Align initiatives with the UN SDGs to ensure cohesive measurement of the broader impact of SPOs in social innovation.

Some SDGs Potentially Pertaining to SI/SF

No Poverty (SDG 1): Efforts to support SPOs can contribute to poverty reduction by providing essential services and economic opportunities to underserved communities.

Quality Education (SDG 4): SPOs often play a role in educational initiatives, offering training and capacity building to enhance skills and employability.

Decent Work and Economic Growth (SDG 8): Supporting SPOs and social enterprises can stimulate local economies and create jobs, especially in vulnerable communities.

Reduced Inequalities (SDG 10): The SI/SF Strategy's focus on equity ensures that support reaches the most marginalized groups, aiming to reduce social and economic disparities.

Sustainable Cities and Communities (SDG 11): SPOs contribute to sustainable urban development by providing services that improve community resilience and quality of life.

Climate Action (SDG 13): Some SPOs are directly involved in environmental initiatives, contributing to climate change mitigation and adaptation efforts.

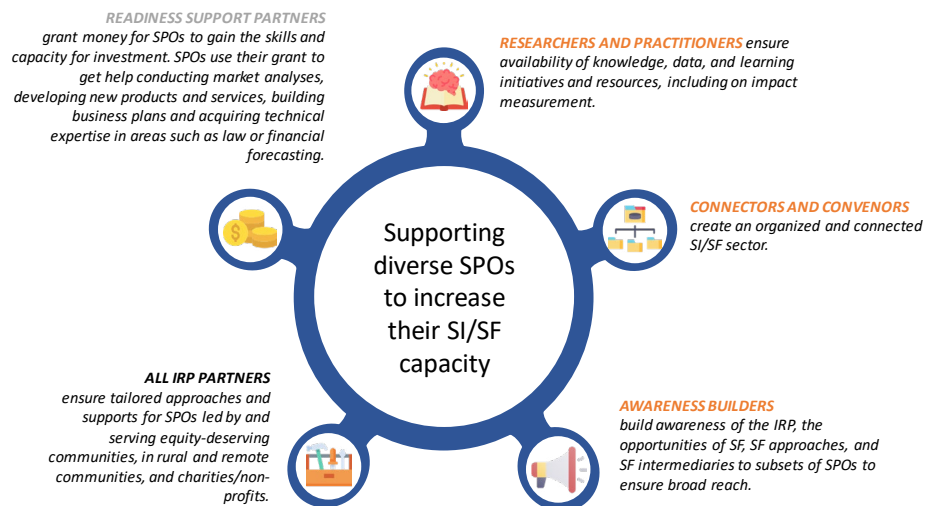
Partnerships for the Goals (SDG 17): Collaboration between governments, SPOs, and the private sector is essential for achieving the SDGs, with the SI/SF Strategy facilitating such partnerships.

Figure 1 What is the IRP?

The renewed IRP (2021-2023/24) is a **\$50M grants and contributions program**.

Building on the success of the IRP pilot, 27 partners are delivering the program under two streams as **Readiness Support Partners (\$36M)**, who grant funds directly to SPOs, and as **Ecosystem Builders (\$10M)**, who build and strengthen the ecosystem.

Since the IRP pilot, Readiness Support Partners have provided approximately **\$64M to over 1100 SPOs** so that they are able to build their investment readiness.



Source: ESDC

Systems Mapping

Systems maps are visual representations of systems that enable a deeper understanding of how different elements within a system are related and influence one another. There are many different types of systems maps that can be used to communicate a variety of aspects and qualities of systems. For example, stakeholder maps attempt to show how the various stakeholders in a system are connected. Causal loop diagrams attempt to show causal linkages and feedback mechanisms through networks of variables. Stock and flow diagrams represent the accumulation (stock) and flow (rate of change) of quantities within a system. While these map types (and many others) all look different, they hold in common a focus on relationships and connections between elements. Depending on the type of map, these relationships can represent flows, causality, association, social connection, etc.

Systems mapping draws on principles from systems thinking, a holistic approach to understanding the behavior of complex systems. Through systems mapping, we can capture both the structural and dynamic aspects of a system, representing not only the components and their relationships but also the feedback loops and dynamics that shape system behavior. This enables stakeholders to develop more nuanced mental models of the systems they are studying or seeking to influence, with the hope of facilitating more effective decision-making and problem-solving. It is important to remember that maps are abstractions; they cannot capture everything about a given system. They are also not neutral and are shaped by the perspectives of their creators.

Motivation: Self-Governance in the Canadian SI/SF Ecosystem

One of the key objectives of this research is to facilitate effective self-governance within Canada's SI/SF ecosystem, utilizing strategic mini maps to navigate its complexities and uncover leverage points for improvement. These tools are crucial in delineating the system's intricacies, providing clarity on effective management and pathways for evolution.

Understanding the flow of information and relationships within a system, particularly one as dynamic as the Canadian SI/SF landscape, poses significant challenges. The focus is on dissecting the operation of this ecosystem, with special attention to the dynamics of the IRP and its role within the broader environment. The aim is to decode the system's operations to enhance navigability, elucidate interconnections among its components, facilitate communication, and identify collaborative opportunities for envisioning alternative futures. Through comprehensive and in-depth examination, the project strives to uncover nuanced mechanisms and potentials for partnerships within this ecosystem.

Integral to the approach are *Elinor Ostrom's principles*¹ for managing communal resources, which guide the development of adaptable and sustainable governance structures. These principles are highlighted as follows:

- 1. Clearly Defined Boundaries:** Rights and access to resources are clearly defined.
- 2. Congruence with Local Conditions:** Rules are tailored to local needs and conditions.
- 3. Collective-Choice Arrangements:** All stakeholders affected by the rules participate in modifying them. This principle underscores the importance of inclusivity in decision-making processes, ensuring that everyone affected by decisions regarding shared resources can participate. It promotes the idea that all stakeholders, especially those from marginalized communities, should have active roles in shaping the rules and goals that govern their resources. In this context, organizations such as the National Association of Friendship Centres (NAFC) and the Foundation for Black Communities (FFBC) are critical. With an increased focus on Justice, Equity, Diversity, and Inclusion (JEDI) within the IRP, the involvement of these organizations is particularly relevant. NAFC, with its deep connections to Indigenous communities, and FFBC, focused on advancing Black communities, play pivotal roles in ensuring that the ecosystem's goals align with the diverse needs and aspirations of these groups. Their active involvement is crucial for setting new benchmarks that reflect a wider range of perspectives, thereby enhancing the ecosystem's inclusivity and effectiveness.
- 4. Monitoring:** Monitors are accountable to the users they serve.
- 5. Graduated Sanctions:** Sanctions vary depending on the severity of the offense.
- 6. Conflict-Resolution Mechanisms:** Access to low-cost, local methods for dispute resolution is provided.

¹ Elinor Ostrom was a political economist whose work focused extensively on the governance and management of common-pool resources. In 2009, she became the first woman to receive the Nobel Prize in Economic Sciences for her analysis of economic governance, especially the commons. Ostrom's framework is particularly noteworthy for challenging the conventional wisdom that common property is poorly managed and should be either regulated by central authorities or privatized. She identified eight principles for the successful management of shared resources. These principles are designed to promote long-term, sustainable management of communal resources through collective action and have been widely applied in various contexts, including environmental management, community governance, and social innovation. Her work emphasizes the importance of local governance systems, participatory decision-making, and the adaptability of institutions to changing circumstances.

7. **Minimal Recognition of Rights to Organize:** The right of individuals to organize is acknowledged without external interference.
8. **Nested Systems:** Governance activities are organized in multiple layers, reflecting both local and broader contexts.

It's important to note that not every aspect of this study revolves around monetary considerations. Indeed, the primary focus of this report is not financial but rather aimed at enhancing governance and fostering inclusivity within the ecosystem. By integrating these principles with the mini map methodology, stakeholders are empowered to collaboratively shape and effectively manage the ecosystem. This not only aligns with rigor but is also pragmatically designed to foster a governance system that is participatory, adaptable, and attuned to the specific dynamics of the social finance and social innovation fields. The research sets a foundational stage for a comprehensive exploration of self-governance, offering practical frameworks and insights to support the long-term goals and sustainability of the ecosystem.

Bridging the Present and Future: Analyzing the Investment Readiness Program Ecosystem

The **Three Horizons Framework** helps analyze change over time. It looks at the present (Horizon 1), the transition phase (Horizon 2), and the long-term future (Horizon 3). This framework helps in planning for current needs while considering future transformations.

We use the Three Horizons Framework to understand the current state and ongoing changes in the IRP ecosystem. This framework assists in recognizing the existing conditions, ongoing transitions, and potential future scenarios, without presuming specific outcomes for the IRP itself.

Through this lens, we examined the evolution of the social finance sector, looking at developments since before 2017 and considering how it may continue to evolve. The IRP serves as a significant element in this evolution, facilitating the move towards new practices and possibilities.

The Three Horizons Framework guides us to consider both the immediate and long-term aspects of the ecosystem's transformation. It underscores the need to assess the relevance and impact of changes across different timeframes.

We also collaborated with key ecosystem stakeholders, such as [New Power Labs](#) (NPL), and [Employment & Social Development Canada](#) (ESDC). By integrating their insights and resources, including mappings, visuals, and analyses of the social finance ecosystem, we aim to deepen our understanding

and improve navigation within Canada's social economy. This collaborative approach enriches our study and supports the broader goal of advancing Canada's social finance and innovation sectors.

Literature Review and Contribution

Our exploration delves into the complex and unpredictable nature of systems, where behaviors and patterns emerge from the dynamic interactions among their components. These interactions often lead to new and unexpected outcomes, shaping the system's evolution and impact.

In the realm of service design and social entrepreneurship, scholars like Muljono (2023) and Narayan and Agrawal (2020) have examined how entities within these systems interact and influence each other. Their research sheds light on the intricate dynamics at play, providing a foundation for understanding how different components within a system can affect change and adaptation.

Building on this foundation, our study introduces a novel approach we have termed "mini-mapping," which represents our unique interpretation of critical counter-mapping. This methodology is inspired by the work of scholars such as Kim (2015), who redefined participatory mini-mapping to expose the underlying power structures and narratives within communities. Peluso (1995) further emphasized the empowering potential of counter-mapping in enabling communities to assert their perspectives and challenge conventional boundaries. Our mini-mapping strategy aims to uncover the nuanced power dynamics and opportunities for advocacy within the IRP, offering a nuanced lens through which to view and influence the system's evolution.

Additionally, our work aligns with sustainability and systemic change research, such as the studies by Costa and Mateu (2015), who explored transformative practices in cooperative housing using Meadows' leverage points framework. This framework aids in identifying key areas for impactful change, akin to our mini-mapping approach which seeks to pinpoint and leverage strategic opportunities within the IRP ecosystem.

Our contribution to the literature is twofold: First, we offer a fresh perspective on understanding complex systems by adapting the counter-mapping methodology through a series of mini-mappings. Second, we connect our findings with broader discussions on systemic change and sustainability. This approach provides a comprehensive and actionable framework that facilitates navigation and influence over the intricate dynamics of the systems under study.

2/ Methodology & Data

Establishing and Conducting Systems Inquiries: Building Systemic Insights

In our examination of Canada's SI/SF ecosystem through the IRP lens, we adopt a methodology that emphasizes relational and user-focused perspectives, while also gesturing towards decoloniality (Andreotti, 2021). This approach acknowledges the importance of understanding the dynamic relationships and collaborations that form the essence of the ecosystem. Just as a physical map of Rome's ancient ruins only gains full meaning when seen in the context of modern Rome, our study seeks to understand the past, present, and uncertain future of the IRP within the broader Canadian SI/SF ecosystem.

Given the uncertain future of the IRP, our analysis extends beyond its immediate scope. We emphasize the enduring need to prepare SPOs for investment readiness, irrespective of the specific future pathways of these functions within the ecosystem. This strategic perspective helps us anticipate and prepare for the long-term evolution of the sector, ensuring that our system mapping remains relevant and proactive.

The methodology section delineates a dual focus: mapping the current state of the IRP and its ecosystem while also anticipating its evolution. The distinction lies in moving beyond documenting "dead actions" to fostering a "living, breathing" understanding of how the ecosystem continues to grow and adapt. This approach aligns with the broader social finance and social economy ecosystem, ensuring our mapping efforts are not only reflective but also predictive and strategic in nature.

Central to our methodology is the integration of use cases and the application of various lenses and "mini maps," which enhance the granularity and applicability of our analysis. Inspired by Michael Quinn Patton²'s principles of evaluation, including user-focused evaluation, our study emphasizes renditions based on actual use. This underpinning philosophy ensures that our system mapping is directly informed by the needs, actions, and feedback of those within the ecosystem, making it inherently relational and user centered.

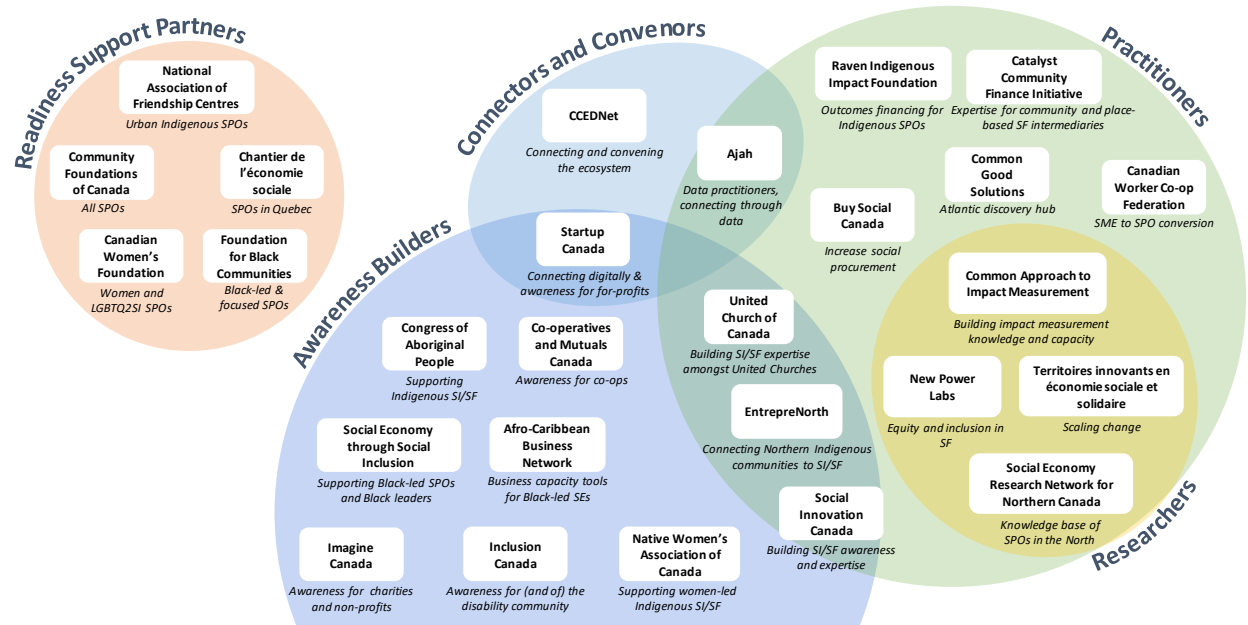
² Michael Quinn Patton is a renowned expert in the field of program evaluation. He has authored several influential books on qualitative research and evaluation methods, including "Utilization-Focused Evaluation," where he advocates for evaluations designed to be used by stakeholders to improve programs and outcomes. Patton's work emphasizes the importance of making evaluations practical and relevant to the needs of those involved in the program or intervention being evaluated.

Focusing on the role of the IRP as part of a Three-Horizons transition, we aim to holistically and practically connect all components of the IRP process within the larger Canadian SI/SF ecosystem. This broadens our study’s relevance and ensures that our mappings serve as practical tools for navigating and influencing the future of Canada’s social economy.

Participatory System Thinking: A collaborative approach that involves stakeholders in the process of understanding and mapping the complex relationships and dynamics of a system. It emphasizes collective understanding and the co-creation of knowledge to identify system behaviors, patterns, and opportunities for change.

Mapping Methods: Techniques used to visually represent and analyze the relationships, processes, and structures within a system. These methods facilitate the understanding of systemic interactions and guide strategic decision-making by illustrating how various components interconnect and impact each other.

Figure 2 Organizations of the IRP 2.0 ecosystem as of 2023/2024



Source: Adapted from ESDC

The Mini maps

Our mini-maps methodology is designed to provide several benefits, particularly in the context of large-scale ecosystems such as Canada's SI/SF ecosystem. This approach:

- 1. Allows for Flexibility and Adaptability:** Mini-maps are particularly useful in ecosystems characterized by high ambiguity and fluidity. They enable us to quickly adapt our analyses and strategies as the ecosystem evolves.
- 2. Suits Large and Diverse Stakeholder Groups:** The Canadian SF/SI ecosystem involves a wide variety of stakeholders. Mini-maps allow us to cater to the specific needs and perspectives of different groups without losing the coherence of our overall analysis.
- 3. Enhances Understanding of Complex Dynamics:** By focusing on specific areas or themes within the larger ecosystem, mini-maps help us delve deeper into the complexities and provide a more nuanced understanding than a single large map could offer.

This methodology aligns with our broader strategic approach of being both reflective and predictive, ensuring that our insights remain relevant and actionable in the face of an uncertain future.

Furthermore, our research employs a participatory system thinking and mapping methodology, involving a broad range of participants in various formats to cultivate comprehensive systemic insights. Here is how we engaged with the participants of the IRP through different meetings:

- **Three IRP Meetings**, hosted by the Canadian Community Economic Development Network (CCEDNet), serve as interactive platforms for key IRP stakeholders. These gatherings include a diverse group of participants such as RSPs, Connectors, Conveners, Awareness Builders, Practitioners, and Researchers. The discussions at these meetings focus on sharing insights about ongoing projects, tackling challenges, updating on progress, and exploring future goals.
- **JEDI Stewardship Co-creation Sessions**, facilitated by the WISIR in partnership with CCEDNet, are designed to integrate justice, equity, diversity, and inclusion principles within the IRP framework. These sessions involve Awareness Builders and Practitioners in a collaborative environment, concentrating on current and future challenges while shaping visions and objectives.

- **IRP Cartography Club**, organized by Daro (formerly Ajah), serves as a collaborative platform for mapping professionals and enthusiasts within the IRP network. Its primary purpose is to foster a community where individuals can share and explore innovative mapping techniques and insights. This initiative is crucial for enhancing the collective mapping efforts, as it allows participants to learn from one another, improve their methodologies, and apply these advancements to better understand and visualize the complex landscape of social finance and innovation. By facilitating the exchange of knowledge and best practices, the Cartography Club aims to strengthen the capacity of the IRP network to effectively map and analyze the ecosystem, thereby supporting informed decision-making and strategic planning within the social finance sector.
- **Probing/Sensing and Reality-Testing Check-in Sessions**, conducted by WISIR with ESDC, act as ongoing dialogues with ESDC. These meetings facilitate the exchange of feedback, ensure alignment with broader policy objectives, and foster collaborative learning, aligning the IRP with wider ecosystem and policy needs.

In addition to the above interactive sessions, our study undertook systems mapping through the analysis of third-party reports, including written documents and meeting notes. This dual approach enables a comprehensive understanding of the IRP and the Canadian SI/SF ecosystem, blending direct stakeholder engagement with an examination of existing literature and analyses.

Our initial focus centers on identifying patterns of behavior within the ecosystem, using mini maps to describe these patterns. This process aims to uncover the diverse perspectives of stakeholders, encompassing a wide range of views on the SI/SF and IRP ecosystem. Through participatory design, the aim is to co-learn with actors, agents, and stakeholders, including those whose views might otherwise be overlooked. Engaging with a varied group enriches our understanding and fosters the relationships necessary for systemic change over the long term.

The objectives of our participant groups are multifaceted, aiming to explore potential questions such as:

- The effectiveness of current practices within the IRP and Canadian SI/SF ecosystem, and the strategies organizations and individuals employ to succeed or survive.
- The ecosystem's appearance from the perspective of senior decision-makers, such as those within ESDC, including their perceived factors, components, and attitudes towards the ecosystem.
- The views of other stakeholders, including beneficiaries, on the ecosystem, highlighting what matters to each group and their conceptualization of the ecosystem.

- External influences on the ecosystem and its unintended or distant effects, aiming to understand the broader impact and causality within the system.
- The ecosystem's apparent purpose, comparing the observed outcomes with the desired objectives of its participants.

By convening and thinking systemically, we employ use-based system maps to encapsulate the ecosystem's complexities. Recognizing the value of mapping as a tool for learning and co-learning, we leverage the expertise of leaders in social change, such as CCEDNet. These convenings act as "collective sensing mechanisms," drawing on Otto Scharmer's analogy³, enabling participants to perceive the larger system they are a part of and identify gaps impacting various sectors. This approach not only facilitates a comprehensive understanding of the ecosystem but also primes the ground for innovative solutions and strategic interventions.

Data: Organizing Information

Navigating the extensive data from this study posed a significant challenge, necessitating a strategic approach to organization and analysis. Key to our IRP-focused mappings was the secondary public data from the websites of five RSPs, enriched by our in-person interactions and email communications regarding IRP projects. Our analysis and examination of public data were thorough, encompassing tables, Excel sheets, lists, and documents from the following five RSPs:

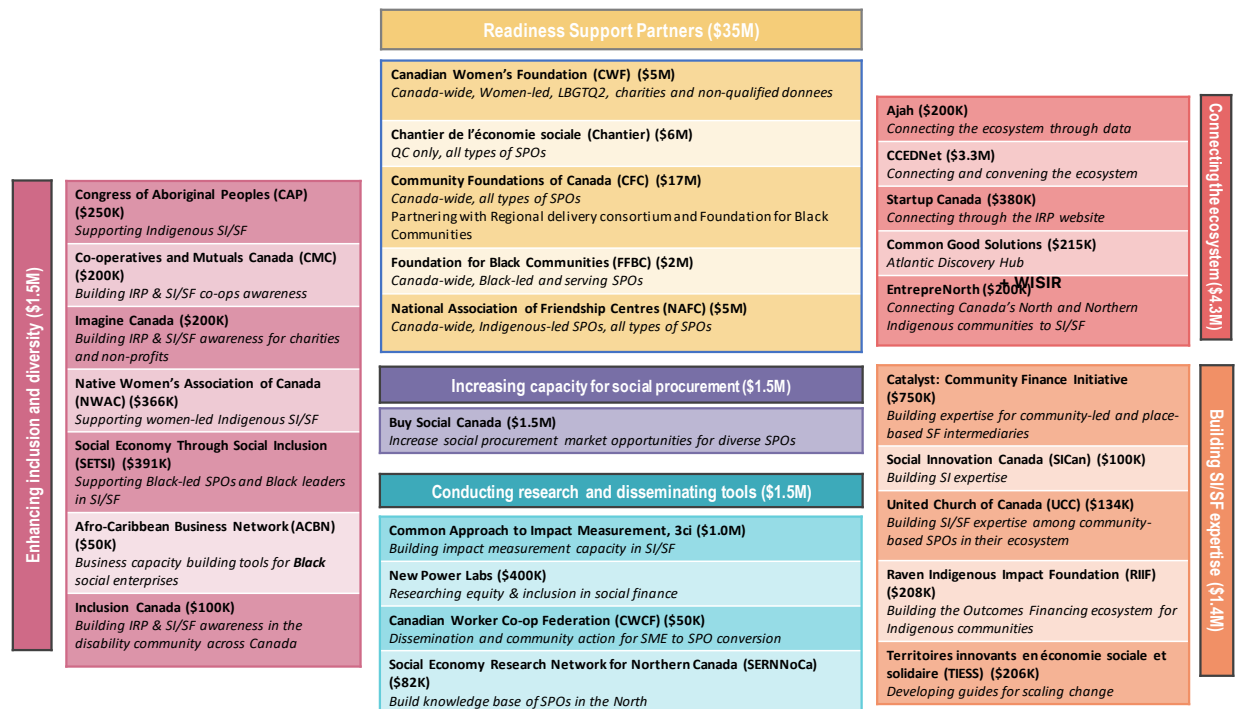
Secondary Data Sources:

- National Association of Friendship Centres (**NAFC**): Provides support to Indigenous SPOs throughout Canada.
- **Chantier** de l'économie Sociale: Assists SPOs in Quebec.
- Community Foundations of Canada (**CFC**): Offers support to SPOs across Canada, applying the broadest criteria.
- Foundation for Black Communities (**FFBC**): Focuses on B3 organizations (Black-focused, Black-led, and Black-serving), with support from CFC in developing the foundation.
- Canadian Women's Foundation (**CWF**): Supports SPOs led by women and non-binary individuals across Canada.

³ Otto Scharmer introduced the Theory U methodology, which proposes that the quality of the results produced by any system depends on the consciousness from which people in the system operate. His work emphasizes the importance of paying attention to the inner place from which we operate, and it serves as a guide for leaders in business, government, and civil society to explore the deeper sources of systemic change.

Expanding the Analytical Frame and Leveraging Partnership with Daro (formerly Ajah)

Figure 3 IRP Partners



Source: ESDC

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Our approach to mapping, both human-centered and utilization-focused, went beyond the immediate boundaries of the IRP. It encompassed a wider range of organizations and their respective mapping practices and initiatives within the Canadian ecosystem, showcasing a comprehensive integration of diverse perspectives and methodologies.

- Organizations existing or outside the IRP,
- Applicants unsuccessful in securing IRP funding,
- Organizations not familiar with the IRP,
- Stakeholders across the investment readiness landscape are segmented by their readiness level: high (Stage 4), medium (Stages 2-3), and low (Stage 1). Stage 1 is described as "Getting Started," Stage 2 as "Under Way," Stage 3 as "Establishing," and Stage 4 as "Investment Ready."

Stages of Investment Readiness

Stage 1 - Getting Started: This foundational stage targets stakeholders at the onset of their investment readiness journey. At this level, entities have an initial idea or concept but may lack a comprehensive business plan, precise financial projections, or a notable market presence. The emphasis is on defining the business model, conducting initial market research, and identifying potential funding opportunities. This critical stage sets the groundwork for all subsequent development.

Stage 2 - Under Way: In this stage, stakeholders have progressed beyond initial concept development and are actively refining their business operations. This involves enhancing the business model with feedback, implementing initial strategies, and potentially piloting products or services. Financial management systems are formalized, and early performance metrics are set up. The objective is to validate the business concept and establish a performance history that will attract further investments.

Stage 3 - Establishing: Stakeholders at this stage have successfully demonstrated the viability of their business model and are now focusing on expansion and sustainability. This stage often includes broadening market reach, streamlining operations, and securing larger funding rounds. Robust financial systems are in place, with a strong emphasis on cultivating a solid customer base and enhancing revenue streams. Participants are consolidating their market presence and gearing up for significant growth.

Stage 4 - Investment Ready: Stakeholders are fully equipped to receive and efficiently manage investments. They boast a proven track record, an established customer base, and a robust financial status. Businesses at this stage are well-positioned to show potential investors their capability for scaling operations and consistently generating profitable returns.

SPOs

SPOs are entities that operate with the primary goal of creating social, environmental, cultural, or economic impact, rather than prioritizing profit. These organizations include non-profits, charities, social enterprises, cooperatives, and other businesses that integrate social missions into their business model. SPOs aim to address societal challenges and contribute to the well-being of communities, often reinvesting their profits back into their social missions to enhance their impact. They operate across various sectors and industries, providing goods or services that directly benefit society or the environment.

The above inclusive vision and approach to mapping ensured that our analysis maintained a focus on SPOs, capturing a comprehensive view of the ecosystem's dynamics, challenges, and opportunities.

IRP administrative data has been curated by Daro (formerly Ajah), a pivotal ecosystem connector and data curator. Our partnership with Daro significantly informed our analysis, albeit nuancedly due to data access timing. Therefore, the Daro curated dataset became a lens through which we examined the broader ecosystem, enriching our understanding and interpretation.

The Organization/Applicant Administrative Data from Daro (formerly Ajah), encompassing:

- Application status (approved or declined),
- History of IRP applications (identifying returning applicants),
- Requested and awarded funding amounts,
- The intended use of funds,
- Alignment with Sustainable Development Goals (SDGs), at both the organizational level and specifically for the funded project.

While not directly integrated from the outset, this data helped us shape our final analyses and conclusions. It allowed us to consider patterns of support, identify areas of need, and understand the diverse objectives pursued by organizations within the ecosystem. The derived insights Daro (formerly Ajah) provided a valuable perspective, enhancing our ability to discern the operational landscape and its implications for the future of social finance in Canada.

Daro also played a pivotal role in organizing the *IRP Cartography Club*, a collaborative effort featuring diverse organizations, including WISIR. To concisely highlight the wide range of mapping projects undertaken by the participants, we've prepared an overview that captures the core objectives and contributions of each involved organization. This effort is part of our

broader methodological approach, emphasizing participatory system mapping and the creation of various mini maps. Together, these maps aim to shed light on different aspects of the social innovation and finance ecosystem, demonstrating the collective commitment to enhancing understanding and navigability within this space.

Mapping Projects of the Participants of the IRP Cartography Club

IRP Cartography Club, hosted by Daro (formerly Ajah), is designed to congregate mapping experts and enthusiasts from the IRP community. Its existence is pivotal for promoting the exchange of innovative mapping techniques and insights, thereby elevating the collective mapping initiatives within the network. The club provides a vital space for members to engage in dialogue, share knowledge, and collaboratively refine their mapping skills. This collaboration aims to enhance the understanding and representation of the social finance and innovation ecosystem, supporting the IRP's objectives. Ultimately, the Cartography Club aids in advancing the analytical capabilities of the network, ensuring that mapping efforts are more effective, insightful, and aligned with the evolving needs of the social finance sector.

Therefore, as part of our participatory system mapping approach, we spotlight an array of mini maps developed by various organizations involved in or interested in mapping. These maps serve as vital tools for SPOs and other stakeholders to navigate the complex landscape of social finance and innovation. Below is an overview of these mapping endeavors, offering insights into the collective effort to enhance understanding and accessibility within the ecosystem:

- **WISIR:** Focuses on mapping the social finance and innovation ecosystem using IRP documents, data, and resources. Efforts include sense-making of the IRP ecosystem and creating multiple mini maps for SPOs, highlighting both funded IRP projects and non-funded applicants.
- **10C:** Implements the Harvest Impact project, which maps intermediaries providing social financing to SPOs. This project also explores the interests and potential areas of focus for new intermediaries, leveraging analytics of spatial data to visualize relationships and networks.
- **Cooperatives & Mutuels Canada:** Maps over 7,500 cooperatives in Canada, tagging them with JEDI attributes. This initiative seeks to identify commonalities, connection opportunities, and sources of social financing, especially for coops serving underrepresented communities.
- **New Power Labs:** Concentrates on mapping capital flows, including grants and impact investments, with a focus on the diversity of receiving organizations. By employing Sankey diagrams and geographic analyses, the project aims to highlight disparities and encourage a more equitable distribution of resources.

- **Community Foundations Canada:** Utilizes Carto to map regional partners and funding outcomes, with an ambition to diversify the types of SPOs applying for and receiving funding.
- **Buy Social Canada:** Maps the network of certified social enterprises across Canada and the landscape of business and financial supports available to them, aiming to identify gaps and opportunities in social procurement.
- **Afro-Caribbean Business Network:** Focuses on mapping social enterprises of African and Caribbean heritage, tracking support provided at different stages of their development, and analyzing approval and rejection rates.
- **EntrepreNORTH:** Maps northern indigenous communities, including entrepreneurs, businesses, and SPOs, to understand unique challenges and opportunities. The project aims to establish a northern impact fund and design tailored financial support programs, respecting the data's origins and the communities' systems of ownership.

These mapping projects, each with its unique focus and methodology, collectively contribute to a deeper understanding of the social finance ecosystem, highlighting gaps, opportunities, and areas for further exploration. Through these initiatives, we aim to foster a more connected, inclusive, and supportive environment for social innovation and finance.

During the proceedings of the IRP Cartography Club, participants identified and deliberated on several challenges and considerations. Key issues highlighted included the optimization of map utility, achieving a balance between inclusivity and ease of navigation, the responsible management of sensitive data, and the delineation of significant investment flows, relationships, and networks. These discussions underscored the critical need for meticulous data collection and visualization practices, as well as adherence to ethical standards in mapping endeavors that pertain to socially relevant ecosystems. Through integrating these considerations into our methodology and analysis, and by capitalizing on the insights derived from the mapping projects, our goal is to empower SPOs and other stakeholders. We aim to facilitate their ability to make well-informed decisions, encourage collaboration, and amplify the positive impact of social finance and innovation efforts.

3/ Mapping and analysis

Mapping the Complexities of Social Innovation: A Multi-Faceted Systems Approach

Complex systems and the spaces between their parts have unique qualities and ways they behave that cannot be easily predicted or broken down into simpler pieces. These unique qualities come from the complex ways the parts of the system interact and relate to each other. Often, new patterns or behaviors emerge from these interactions that weren't obvious before. This research uses a new approach based on the concept that systems are made up of smaller systems, which are themselves parts of even bigger systems. We explore the complex web of how information flows and the smaller systems that make up the world of social finance and innovation. Recognizing the important role information plays in connecting and guiding these systems, our research uses detailed mini maps to break down and understand these complex interactions.

Recognizing the important role information plays in connecting and guiding these systems, our research uses detailed mini maps to break down and understand these complex interactions. Information-based relationships and the latent functions or purposes of systems, often elusive and implicit, necessitate a nuanced exploration. By observing system behaviors over time, we can start to unveil these underlying purposes—a task that in our case underscored the importance of our multi-faceted mini mapping strategy. This method not only assists in understanding the relational and navigational dynamics within the ecosystem but also avoids the pitfalls of excessively large and unwieldy maps (a.k.a., "Horrendograms") that may hinder rather than enhance comprehension of the system.

Our approach shifts away from the traditional use of large, complex maps that try to capture everything at once. While these big maps can give a good general view and point out where limitations might exist within the ecosystem, their size and complexity can sometimes make them less helpful. Instead, we use a variety of mapping tools that help us see the system from different perspectives and meet the needs of different people involved. These tools are especially useful when used together because they help us pinpoint where problems are stuck and guide us in making specific changes.

Utilizing Mini Maps for Catalytic Conversations and Strategic Inquiry

Our aim for these purpose-built mini maps was to have them act as navigational aids for any SPO entering or navigating within the ecosystem. *These maps are designed to fulfill both navigational and relational roles, aiding SPOs in understanding their position relative to others and strategizing*

their movement within the ecosystem. Moreover, our objective extends to confronting and examining the current state of the IRP ecosystem. We strived not only to grasp the broader Canadian social finance and social innovation landscape but, more critically, *to bolster support for SPOs within this ecosystem.*

By integrating diverse methodologies from the literature, our need-focused mini maps are intended to spark catalytic conversations. These discussions aim to highlight the impact of the IRP and advocate for further funding—a necessity that always demands robust backing. Through our mapping analysis, we also seek to enhance the sensing capabilities of all partners and SPOs. While we believe the journey of mapping is more significant than the resulting maps, it is essential to ensure that partners possess the necessary time, skills, and resources to perceive the ecosystem accurately and, in turn, collectively move toward collectively imagined ideal ecosystem(s).

Facilitating Transformative Dialogue through Strategic Framing Questions

While we may not have all the answers, we offer framing questions to accompany our mini maps, fostering catalytic conversations.

These system maps, combined with a deep dive into possible underlying mental models, are designed to guide stakeholders towards engaging in transformative dialogues. Our objective is to move beyond conventional debates centered on resource scarcity and external pressures for change, aiming instead to foster discussions that:

- Deepen awareness of the ecosystem’s complexities,
- Cultivate acceptance of diverse roles and perspectives, and
- Encourage the development of innovative alternatives.

This approach aims to broaden stakeholders’ understanding of the ecosystem, encouraging them to reconsider their actions and potential contributions towards enhancing collective well-being.

Mini Mapping: A Journey

Setting the Stage: The Three Horizons Framework

The Canadian SI/SF ecosystem is navigating challenges, notably with the potential conclusion of the IRP. To address this, a proactive and adaptable strategy is crucial, one that incorporates insights from considering goals that could be drifting and the Three Horizons Framework. This approach is enriched by decolonial and participatory mapping methods that emphasize community involvement. Together, these tools offer a structured way to manage the complexities of the ecosystem, ensuring that strategy development remains dynamic and inclusive.

In the Canadian SI/SF ecosystem, using these two conceptual tools with a decolonial lens that looks to imagine and map not just “what is”, but also “what could be”, helps stakeholders understand current challenges and envision a sustainable future. It promotes a balanced view that acknowledges the immediate need to fill gaps left by the IRP while also developing innovative strategies that adapt to changing goals.

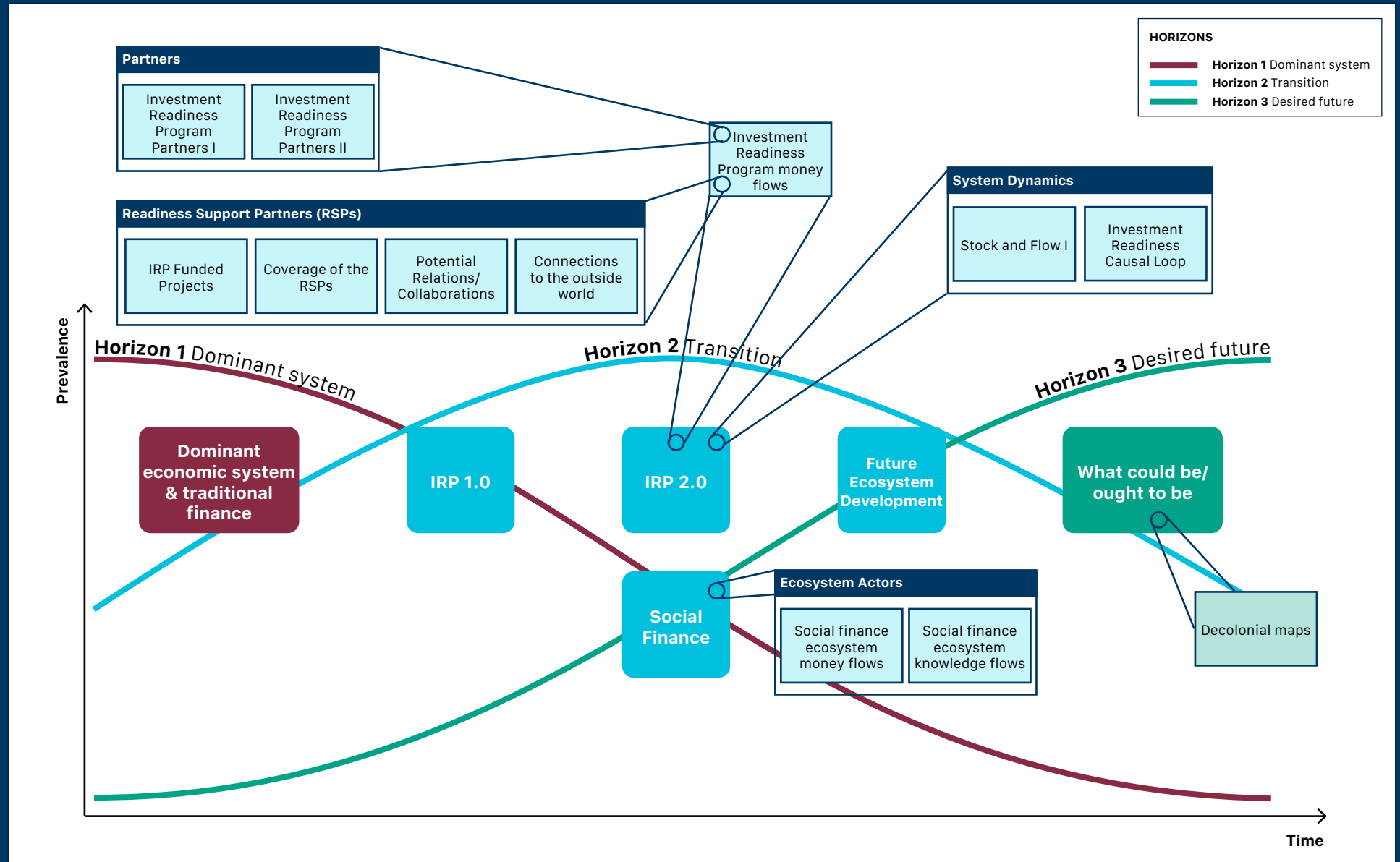
The report uses this integrative approach in its mini maps to offer a detailed view of the SF ecosystem’s present issues and future directions. Employing the Three Horizons Framework allows for a systematic examination of transition dynamics and new opportunities, guiding stakeholders in adapting and transforming. The end of programs like the IRP is viewed not merely as a closure but as an opportunity to rethink and reshape the ecosystem’s future, ensuring its ongoing relevance and resilience amid evolving challenges.

Each box on the map below represents a mini map that aligns with a specific horizon, such as IRP Horizon 1, 2, or 3. The third horizon is particularly significant as it guides us towards the “future” or the “long-term” perspective, where we begin to map out “what could be”.

System Transition | Three Horizons

The Canadian SI/SF is proactively addressing its evolving challenges, including the potential end of the IRP, by embracing decolonial and participatory mapping methods that prioritize community involvement. This inclusive approach helps envision a future that is not only sustainable but also reflective of diverse community needs and

perspectives. By mapping out current realities alongside potential futures, stakeholders can identify and address gaps while preparing for strategic transitions. The use of mini maps guides this process, offering a clear visualization of both present issues and future opportunities, and fostering a resilient ecosystem ready for long-term success.



Guiding Questions for each IRP Horizon: Ecosystem Focus and Purpose

- How do the intentions of the ecosystem align with its focus for each horizon?
- Where is the focus currently directed?
- Which entities or issues have been overlooked or neglected within horizons? Why?
- Have we allocated our focus appropriately to the areas of greatest importance considering each horizon and considering future planning for what could be?

(Note: "Intention" refers to the desired outcomes or goals we aim to achieve, while "focus" denotes the allocation of resources, such as time and effort.)

The Three Horizons Framework map visually represents this study's methodological approach to examining the IRP within the Canadian SI/SF ecosystem.

The map is divided into three main horizons, each representing different stages of the IRP and the broader ecosystem:

- **Horizon 1 (H1) - Business as Usual:** This is the current state, where the existing structures and practices are dominant. Here, the focus is on IRP-funded projects and the status quo of how things operate. This horizon is marked by incremental improvements within the existing system, labeled as 'Business as Usual.'
- **Horizon 2 (H2) - The Transitional Space:** This horizon captures the emergence of innovation and the transition phase, where the old and new coexist. In the context of the map, it shows the shift from IRP 1.0 to IRP 2.0, indicating a development or change in how the program operates and how social finance is approached.
- **Horizon 3 (H3) - The Visionary "What Could Be/Ought to Be" Future:** The third horizon integrates our decolonial approach into the long-term future, where new practices and systems "could be" fully integrated and established, in an ideal world. In this part of the map, a potential IRP 3.0 is the inflection point, which could represent a move towards an evolved state of the ecosystem with a sustainable and resilient future in mind, inclusive of all the voices.

The map also illustrates various elements that influence the system:

- **Readiness Support Partners:** Different types of partners are shown, including those within and outside the domain of the IRP.
- **IRP Partners and Beneficiaries:** There are distinctions between partners from ESDC (Employment and Social Development Canada) and others, as well as the beneficiaries of the programs.
- **SPO Stakeholders:** The Social Purpose Organizations that are part of the ecosystem.
- **System Dynamics:** Indicating the interaction between different elements of the system.

The map serves as a tool to facilitate strategic conversations and inquiries into how the ecosystem is navigating current challenges, such as the phasing out of the IRP 2.0 project, and what strategies can be employed for future resilience and sustainability. It is a visual representation that allows stakeholders to locate themselves within the system, understand their trajectory, and plan accordingly.

The map's design also indicates the flow of time and the notion that while moving from one horizon to the next, it's important to understand what should be preserved, what innovations are happening, and what the future goals of the system are. This aligns with our study's emphasis on a multi-faceted, dynamic approach that is sensitive to the complexities of the social innovation ecosystem and is designed to be responsive and iterative.

Mini-Maps focused on RSPs

At the outset of engagement with the IRP ecosystem, the complexity and dynamism presented a significant challenge. The broad scope and activity level of the ecosystem necessitated a clear starting point for effective navigation and comprehensive understanding. The focus was placed on the five RSPs to delineate their roles and interactions within the IRP ecosystem and the larger Canadian Social Finance (SF) landscape. This strategic focus was aimed at deciphering the system's complexities and identifying opportunities for potential collaborations through these RSPs.

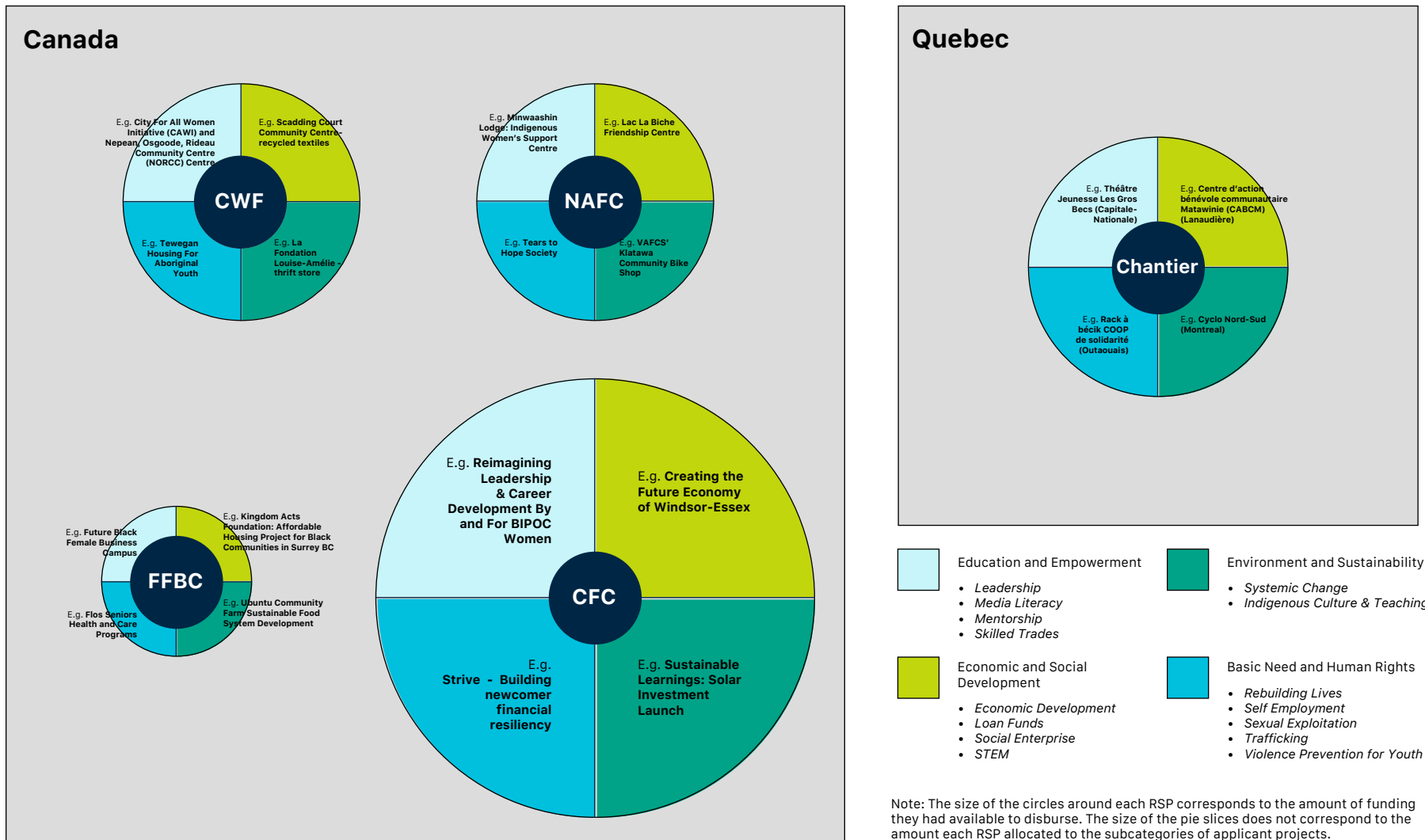
Mapping the IRP-Funded Projects: A Closer Look at the Initiatives Supported by RSP Funding

Readiness Support Partners | IRP Funded Projects

Intended audience: This map is a resource for current and potential Social Purpose Organization (SPO) applicants and partners, providing insight into the landscape of projects associated with the the program.

Intended purpose: The map is crafted to showcase the array of projects financed by different RSPs, including the scale of investment each project receives. It is a tool for visualizing the impact of the program through the lens of funded initiatives.

Source of map data: The map is compiled from internal IRP documentation and information available on the websites of RSPs.



Guiding Questions for the above maps: Ecosystem Focus and Purpose

- How do the intentions of the ecosystem align with its focus?
- Where is the focus currently directed?
- Which entities or issues have been overlooked or neglected? Why? Have we allocated our focus appropriately to the areas of greatest importance?

(Note: "Intention" refers to the desired outcomes or goals we aim to achieve, while "focus" denotes the allocation of resources, such as time and effort.)

Our first mini-map, the "IRP-Funded Projects of RSPs Map," is designed to showcase the coverage and variety of Social Purpose Organizations (SPOs) supported by each Readiness Support Partner (RSP). The utility of this map lies in its ability to visually represent the scope and diversity of projects, highlighting the areas where collaboration and resource sharing could be optimized among RSPs. Details of this map include:

- **Intended Audience:** This map is a resource for current and potential SPO applicants and partners, providing insight into the landscape of projects associated with the IRP.
- **Intended Purpose:** The map is crafted to showcase the array of projects financed by different RSPs, including the scale of investment each project receives. It is a tool for visualizing the impact of the IRP through the lens of funded initiatives.
- **Source of Map Data:** The map is compiled from internal IRP documentation and information available on the websites of RSPs. This ensures a comprehensive and accurate representation of the funded projects landscape.

Through its visual representation, this map not only facilitates a deeper comprehension of the types of projects embraced by the IRP but also fosters a foundation for prospective collaboration and partnership among stakeholders within the ecosystem.

The "Connections In-Between" Maps:

This map, titled "Connections In-Between," aims to shed light on the potential for collaboration among RSPs. It plays a vital role in mapping out both existing and possible cooperative relationships, enhancing the understanding of the current network while uncovering avenues for new alliances. By highlighting these potential connections, the map promotes collaboration and seeks to bridge the gaps between RSPs, making the pathways to partnership more visible and accessible.

The map comprises two versions:

Version #1: Mini Map for Coverage of the RSPs, which includes:

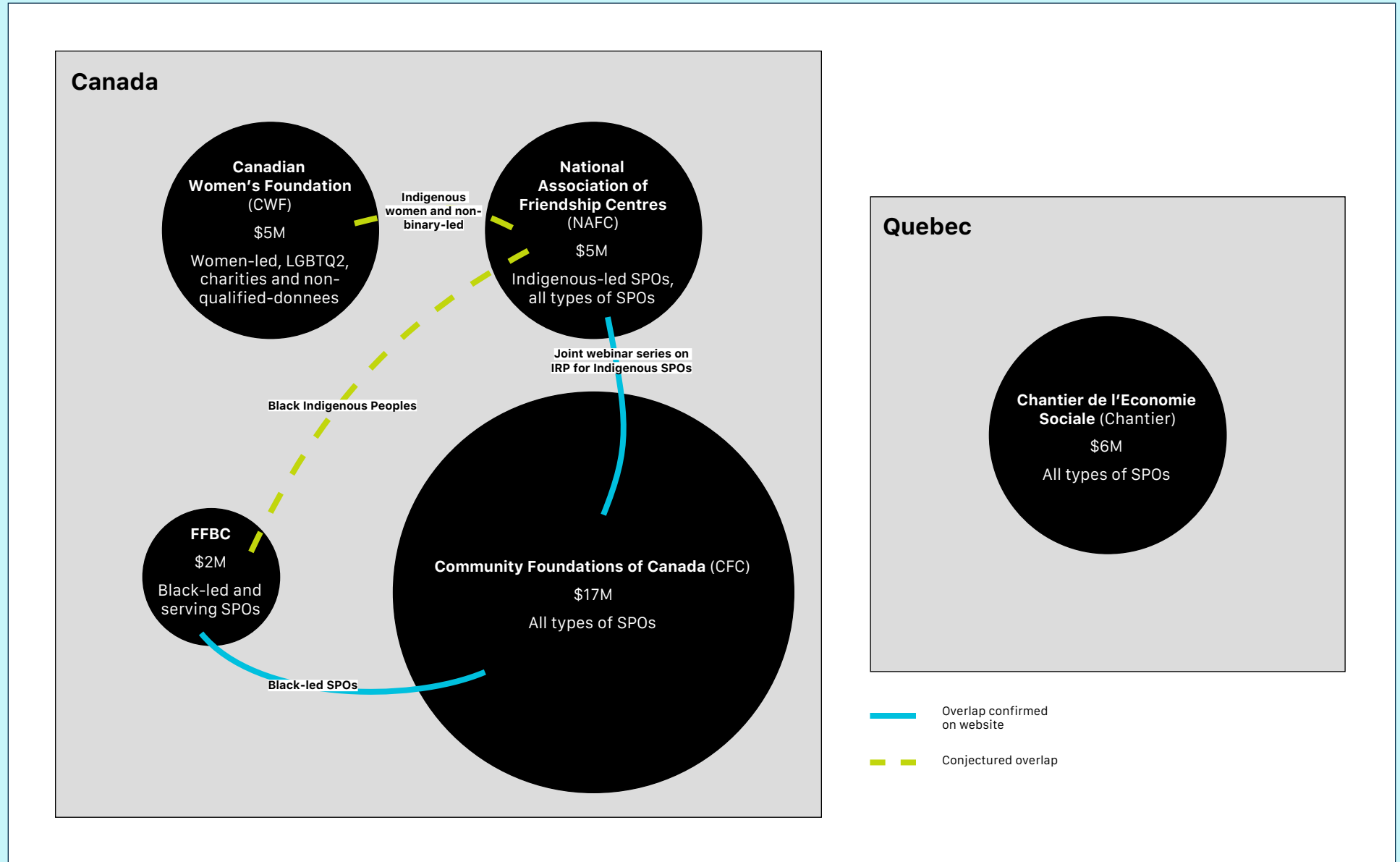
- Intended audience: Current and prospective SPOs, potential IRP partners and/or SPOs, and participants in the broader social finance fund who seek insight into the operational layers of the ecosystem.
- Intended purpose: To guide applicants to the suitable RSP for their SPO; to provide potential IRP partners with an overview of the different RSPs.
- Source of map data: Internal IRP documents, IRP convening materials, and public RSP websites.

Readiness Support Partners | Coverage of the RSPs

Intended audience: Current and prospective Social Purpose Organizations (SPOs), potential program partners and/or SPOs, and participants in the broader social finance fund who seek insight into the operational layers of the ecosystem.

Intended purpose: To guide applicants to the suitable Readiness Support Partner (RSP) for their SPO; to provide potential IRP partners with an overview of the different RSPs.

Source of map data: Internal IRP documents, IRP convening materials, and public RSP websites.



Guiding Questions for the above maps: Ecosystem Focus and Purpose

- How do the intentions of the ecosystem align with its focus?
- Where is the focus currently directed?
- Which entities or issues have been overlooked or neglected? Why? Have we allocated our focus appropriately to the areas of greatest importance?

(Note: "Intention" refers to the desired outcomes or goals we aim to achieve, while "focus" denotes the allocation of resources, such as time and effort.)

Version #2: Mini Map for Potential relations/collaborations & possible leverages between RSPs, which features:

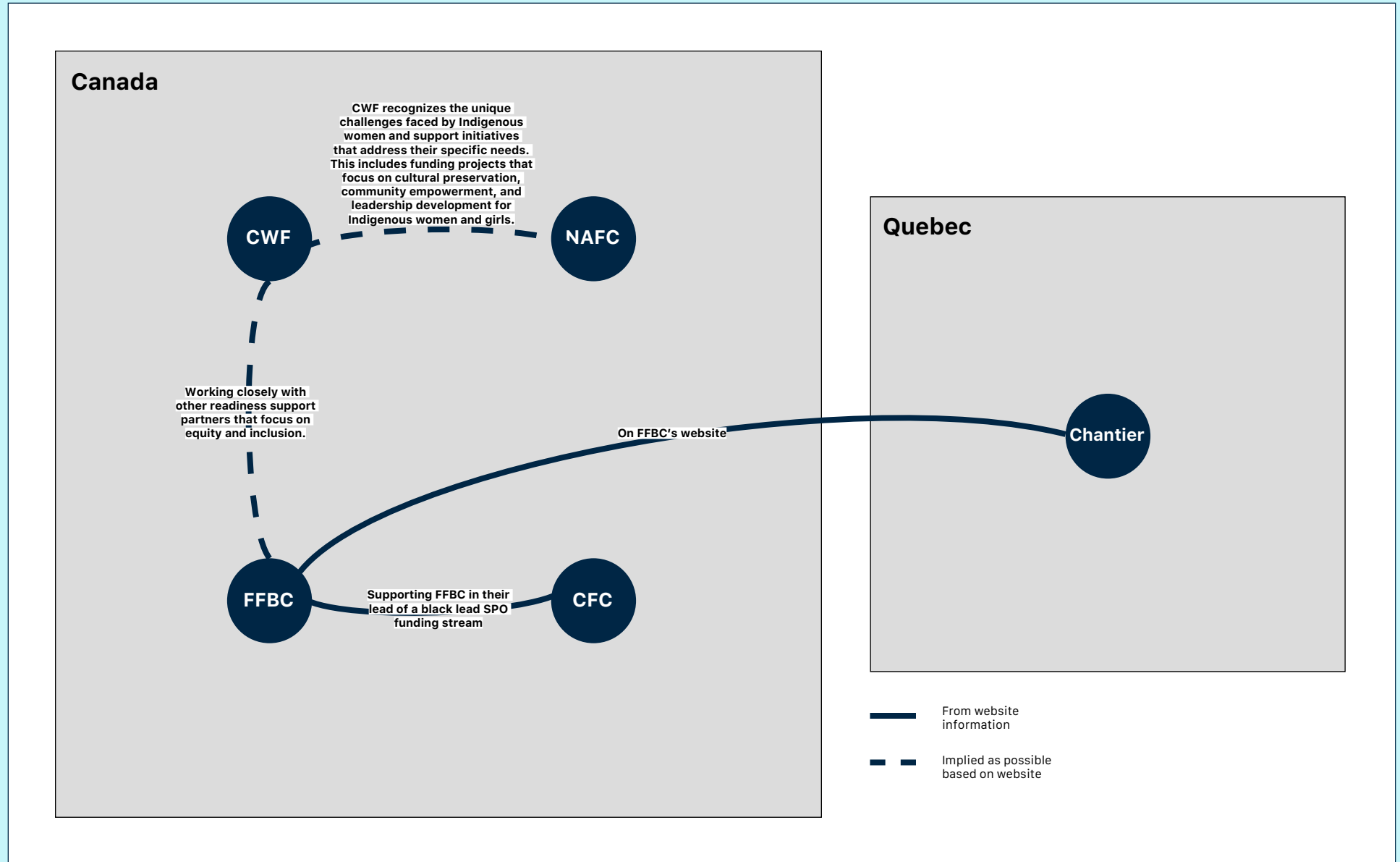
- Intended audience: current and potential SPOs and broader social finance fund participants who are interested in understanding some of the possibility for further relationship development or are looking for points of leverage.
- Intended purpose: to help SPOs have a sense of what type of potential leverage points and angles could be considered for and/or with these partners, from a human-centered perspective.
- Source of map data: Internal IRP documents, IRP convening materials, and public RSP websites.

Readiness Support Partners | Potential Relations/Collaborations

Intended audience: current and potential SPOs and broader social finance fund participants who are interested in understanding some of the possibility for further relationship development, or are looking for points of leverage

Intended purpose: to help SPOs have a sense of what type of potential leverage points could be considered for and/or with these partners, from a human-centered perspective.

Source of map data: Internal IRP documents, IRP convening materials, and public RSP websites.



Guiding Questions for the above maps: Ecosystem Focus and Purpose

- How do the intentions of the ecosystem align with its focus?
- Where is the focus currently directed?
- Which entities or issues have been overlooked or neglected? Why? Have we allocated our focus appropriately to the areas of greatest importance?

(Note: “Intention” refers to the desired outcomes or goals we aim to achieve, while “focus” denotes the allocation of resources, such as time and effort.)

The above dual-faceted approach with two versions not only facilitates a deeper understanding of the RSP landscape but also fosters a conducive environment for innovation and collaboration within the ecosystem.

The “Connections to the Outside World” Map:

The “Connections to the Outside World” Map, as part of our series, expands the view to show how RSPs might interact with outside organizations and their role within the larger SI/SF ecosystem. This map provides a clear picture of the RSPs’ potential for broader engagement and influence, pinpointing opportunities for forming new partnerships and collaborations beyond the immediate environment into the wider SI/SF landscape.

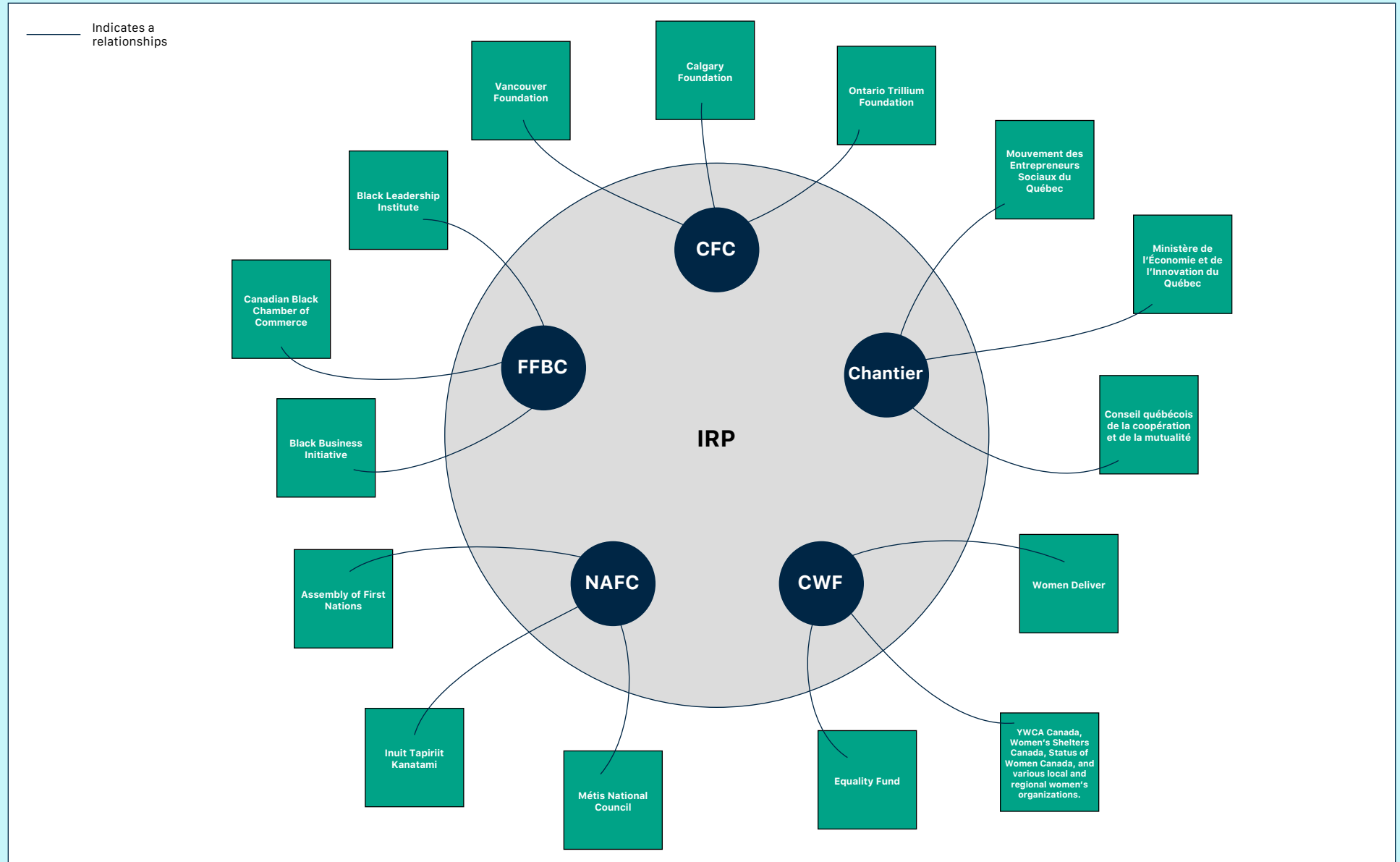
Readiness Support Partners | Connections to the outside world

Intended audience: The primary audience encompasses stakeholders and SPOs currently or potentially to be engaged with the Readiness Support Partners (RSPs) and those interested in the Canadian social finance landscape, focusing on external connections relevant to SPOs.

Intended purpose: The map is designed to provide insights into the Canadian social

finance ecosystem, highlighting the connections and potential interactions of RSPs with entities outside of their immediate network. For SPOs, it serves as a tool for understanding broader engagement opportunities and the impact these relationships can have within the social finance sector.

Source of map data: Data for this map comes from public RSP websites, ensuring the information is accessible and pertinent to the ecosystem.



Guiding Questions for the above maps: Ecosystem Focus and Purpose

- How do the intentions of the ecosystem align with its focus?
- Where is the focus currently directed?
- Which entities or issues have been overlooked or neglected? Why? Have we allocated our focus appropriately to the areas of greatest importance?

(Note: “Intention” refers to the desired outcomes or goals we aim to achieve, while “focus” denotes the allocation of resources, such as time and effort.)

Inspired by the potential for partnerships, these mini-maps are essential for both depicting the current landscape and planning future collaborative efforts. They serve as tools for exploring the development of cooperative ventures, fostering mutually beneficial relationships. By mapping out both existing and potential connections, these mini-maps enable organizations in the SI/SF sectors to identify and leverage partnership opportunities. This strategy promotes strategic collaboration within the broader Canadian SI/SF ecosystem, ultimately enhancing the collective ability to achieve shared goals.

- **Intended Audience:** SPOs are the primary focus, especially those engaged or considering engagement with RSPs within the Canadian social finance landscape. The map targets SPOs seeking to expand their external connections and understand their role and opportunities in the broader ecosystem.
- **Intended Purpose:** The purpose of the map is to provide SPOs with a clear understanding of the Canadian social finance ecosystem, emphasizing the potential and existing connections between RSPs and external entities. It aims to aid SPOs in identifying and leveraging broader engagement opportunities, highlighting how these relationships can influence their position and success within the overall social finance sector.
- **Source of Map Data:** The map’s data is sourced from public RSP websites, which provides relevant information about the ecosystem’s dynamics and the roles of different entities, ensuring that SPOs have access to information that is crucial for their strategic planning and decision-making.

Through this expansive view, the “Connections to the Outside World” Map not only enriches our understanding of the IRP’s role within a larger framework but also encourages a forward-thinking approach to cultivating impactful external partnerships.

Stakeholder Mapping

Refining Our Understanding Through Stakeholder Mapping: A SPO-Focused Perspective

To facilitate meaningful discussions among participants in the ecosystem, we designed multiple interconnected Stakeholder Maps.

1. *High Level Stakeholder Map*: Our foundational map offers a comprehensive view, charting the movement of financial resources, expertise, and goods & services across the ecosystem. It is segmented into two distinct types for clarity and focus:
 - a. *Knowledge/Information Flow Focused*: This variant emphasizes the dissemination and exchange of knowledge and information among stakeholders. It aims to illustrate how insights, expertise, and data circulate, fostering innovation and informed decision-making.
 - b. *Money Flow Focused*: This version is dedicated to tracking the distribution and allocation of financial resources. It seeks to elucidate the pathways through which funding and investments navigate the ecosystem, supporting various initiatives and entities.
2. *Deeper Level Stakeholder Map/IRP Stakeholder Map*: This foundational layer sets the stage for a more zoomed in analysis, leading to the creation of a second map that divides SPOs into two categories: those that have received IRP funding (beneficiaries) and those that have not. These analyses were also sparked by insights from the IRP administrative data that has been curated by Daro (formerly Ajah) regarding IRP applicants versus beneficiaries which enriched our understanding of these dynamics, offering a clearer picture of the ecosystem's informational flows.

In the process of developing these maps, we confronted the reality that not all questions could be answered, given the vast and dynamic nature of Canada's social finance ecosystem. Nonetheless, by examining the challenges and dependencies encountered by non-beneficiary SPOs, we were able to pose critical questions. Although we did not have all the answers, this approach helped us frame the issues more clearly, shedding light on the underlying dynamics and potential areas for further exploration and support. One critical insight emerged from our analysis of the burden shared by different groups of SPOs, especially in terms of access to knowledge and advice. A pressing question arose: Which organizations are primarily responsible for the dissemination of knowledge and advice to SPOs that did not receive IRP funding? In addition, this nuanced approach also enabled us to scrutinize the roles and influence of wholesalers and intermediaries more closely, evaluating their contributions and positions within the social finance landscape.

The Stakeholder Maps:

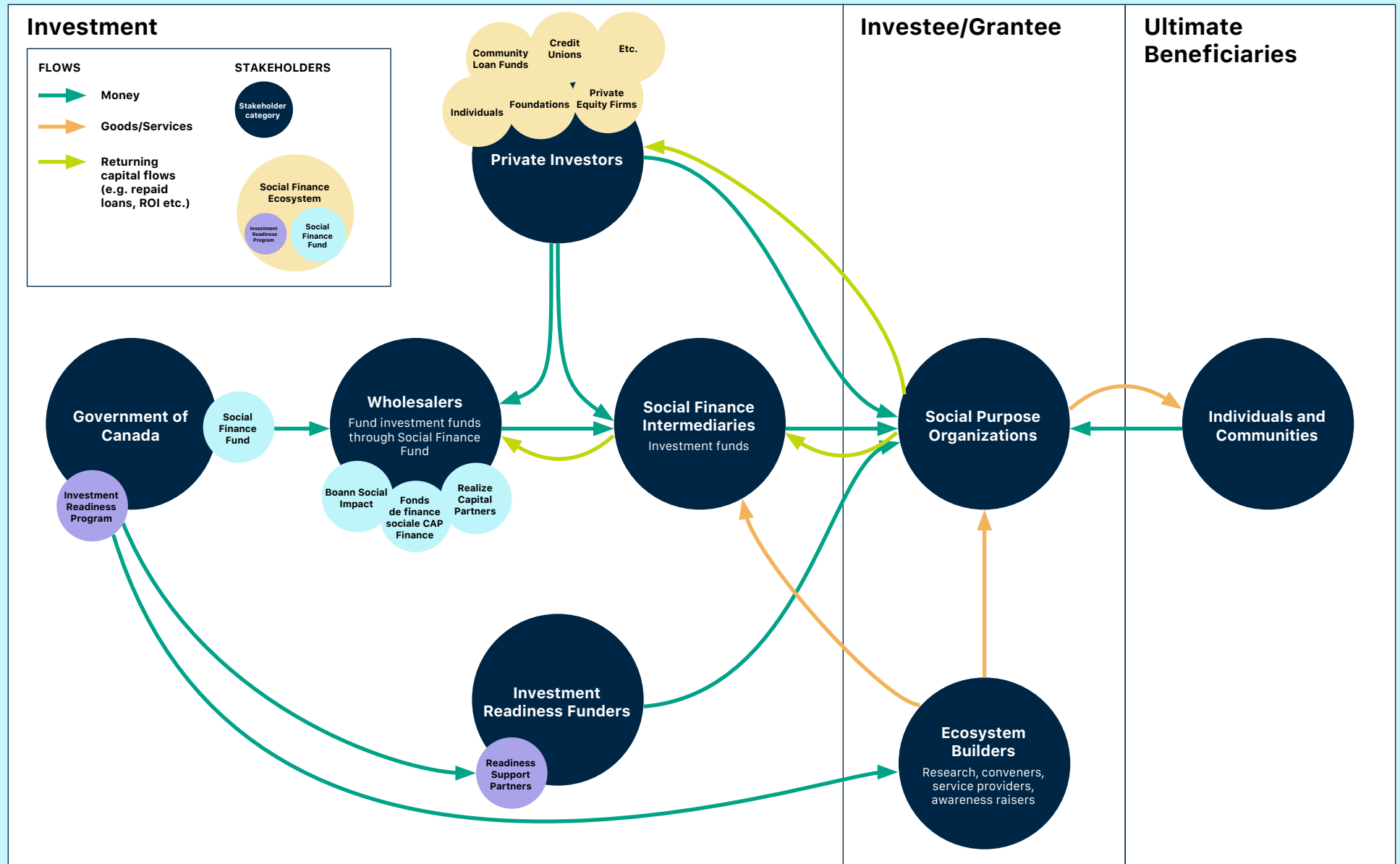
- **Intended Audience:** The primary audience for this map includes stakeholders in the social finance sector and SPOs. This group consists of entities that are actively involved or interested in the social finance ecosystem, ranging from grassroots community initiatives to larger organizations seeking to navigate the financial landscape for social impact.
- **Purpose:** The map aims to provide an extensive overview of the various actors in the social finance ecosystem and their potential or existing relationships. It is crafted to assist SPOs in navigating this ecosystem, facilitating their search for suitable and attainable funding opportunities. By elucidating the structure and dynamics of the social finance ecosystem, the map highlights pathways for SPOs to secure funding and support, tailored to their goals and needs.
- **Source of map data:** The data for this map originates from the Canadian Community Economic Development (CCED) Network's correspondence, feedback, convenings, and meetings, combined with public policy documents found on Government of Canada websites about the IRP and the Social Finance Fund. This approach integrates detailed, ground-level insights from the CED Network's interactions and discussions with the broader policy context, offering a well-rounded view of the social finance ecosystem.

Actors | Social finance ecosystem money flows

Intended audience: The primary audience for this map includes stakeholders in the social finance sector and Social Purpose Organizations (SPOs).

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Guiding Questions for Catalytic Conversations on Stakeholder Mapping:

- What do we mean by “Intermediaries”?
- Do they really leverage their expertise to provide SPOs with the tools and knowledge necessary to navigate the complexities of the SI/SF landscape?
- How does one differentiate between “Intermediaries” and “Investment Readiness Funders”?
- Which stakeholders could a Social Purpose Organization (SPO) consider engaging with as it explores or commits to repayable finance options?

Guiding Questions for the above maps: Habits, Tendencies, and Relationships

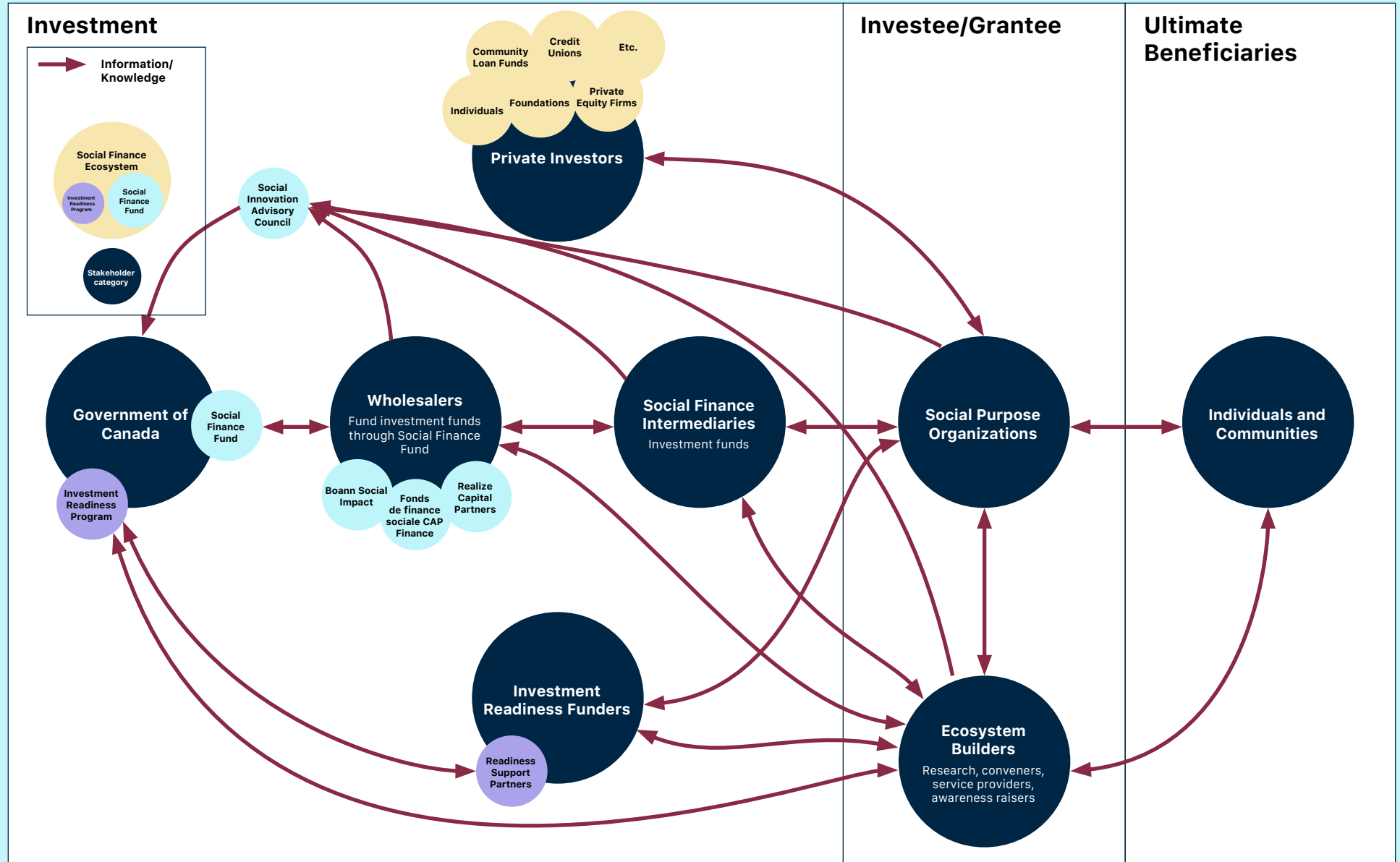
- What practices or tendencies define this ecosystem? Identify positive practices as well as those that hinder progress. Is there a way to transform negative practices into positive ones?
- Have we established a strong foundation (enriched the environment) for the development of fruitful relationships? Are our strategies and actions aligned to ensure success?

Actors | Social finance ecosystem information flows

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Mapping the Ecosystem’s Support Structure

From the perspective of SPOs, it was enlightening to map out various ecosystem players, including RSPs, ecosystem connectors & convenors, awareness builders, practitioners, and researchers. This exercise raised pertinent questions about the specific roles these entities play in delivering essential knowledge and expertise to SPOs, aiming to reduce their burden and dependency on external supports. Additionally, the consistent but somewhat invisible presence of wholesalers in the stakeholder map—marked by their absence at convenings and gatherings—highlighted a gap in our understanding of the ecosystem. This discrepancy pointed to the importance of incorporating both demand-side and supply-side perspectives to gain a comprehensive view of the ecosystem’s functioning.

Through the development of these Stakeholder Maps, informed by thinking potential ways of shifting capacity among partners and SPOs, we endeavored to uncover and address the complex interdependencies within the social finance ecosystem. Our goal was to facilitate deeper insights and discussions that could lead to more effective and sustainable support structures for SPOs, thereby enhancing the ecosystem’s overall resilience and capacity for innovation.

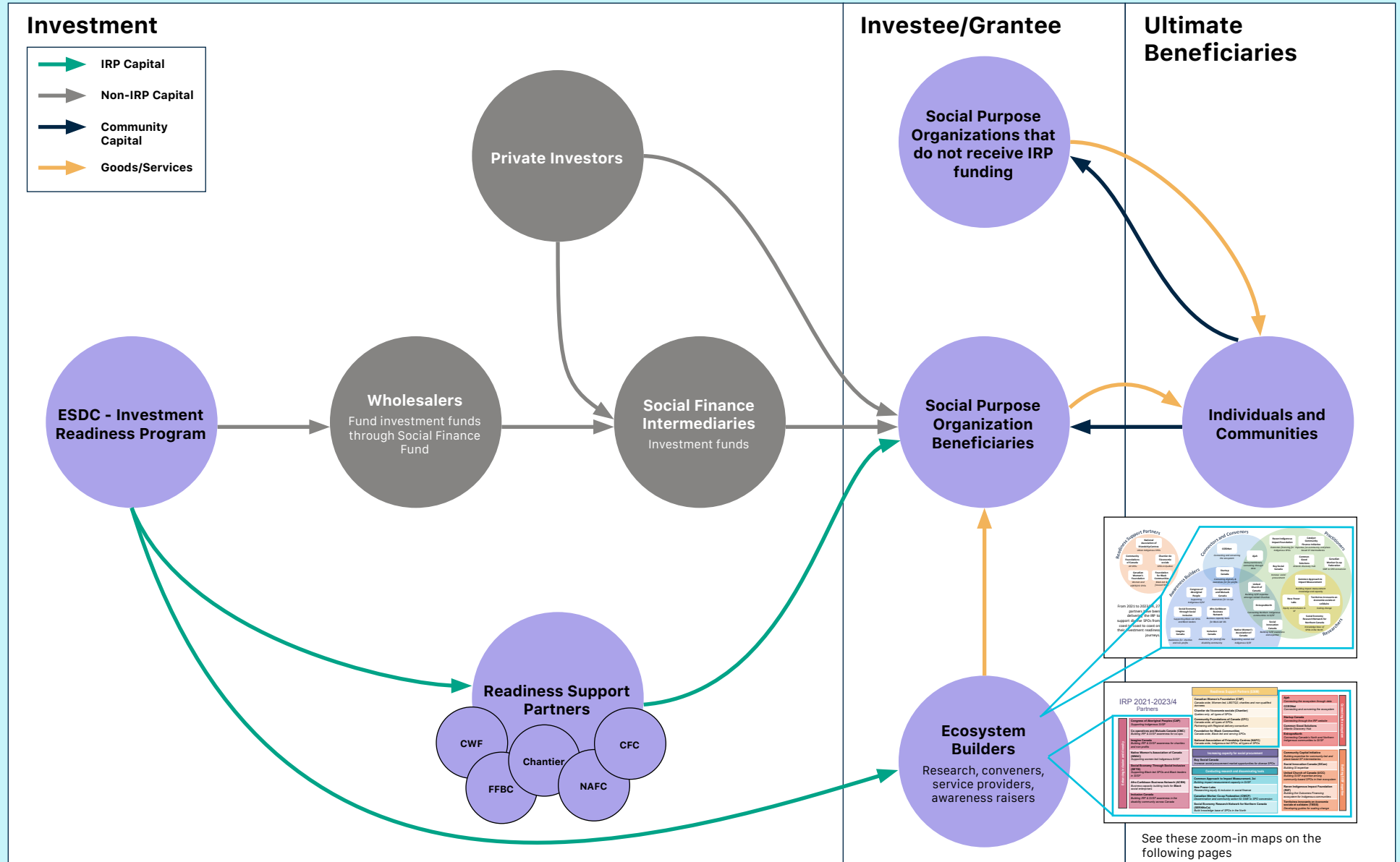
Interconnection Dynamics: Government, Wholesalers, Intermediaries, and SPOs

Actors | Investment Readiness Program money flows

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The journey of support and funding within Canada’s SI/SF ecosystem begins with the Government, which acts as a primary source of funding and policymaking for social initiatives. The government channels funds and resources to Wholesalers, entities that aggregate funding and support to distribute it more effectively across the ecosystem. Wholesalers, in turn, interact directly with Intermediaries by providing them with financial resources, guidance, and strategic support. These Intermediaries are organizations that specialize in identifying and supporting Social Purpose Organizations (SPOs) with potential for significant social impact. They serve as a critical link by offering tailored resources, mentorship, and access to networks necessary for SPOs to scale their operations and achieve their social missions.

In this cascading support structure, each actor plays a pivotal role in enhancing the ecosystem’s overall effectiveness and sustainability:

- **The Federal Government** initiates the flow by prioritizing and funding areas of social innovation and finance, setting the stage for systemic change.
- **Wholesalers** act as critical nodes that aggregate and redistribute

resources, ensuring that investments reach the parts of the ecosystem where they can have the most impact.

- **Intermediaries** leverage their expertise to provide SPOs with the tools and knowledge necessary to navigate the complexities of the SI/SF landscape.
 - **Investment Readiness Funders:** perhaps, “*specialized intermediaries*” focused on “preparing” SPOs for receiving and utilizing funds effectively. RSPs offer tailored support, ensuring that SPOs are equipped with the necessary tools, knowledge, and resources to implement their projects successfully. This support ideally would include capacity building, financial planning advice, and strategic guidance to navigate the complex landscape of social finance.
- **SPOs**, at the end of this chain, apply these resources towards solving pressing social challenges, fueled by the structured support and funding they receive.

This interconnected flow of information and monetary resources is designed to bolster the capacity of SPOs to create sustainable, impactful solutions. By understanding the roles and interactions between these stakeholders, SPOs can more effectively navigate the ecosystem, leveraging available resources to maximize their social impact.

In the broader context of Canada’s SI/SF ecosystem, “*intermediaries*” potentially serve as pivotal connectors between funders (such as the government or private investors) and SPOs, utilizing their expertise to offer vital services like funding access, capacity enhancement, and strategic advice. These entities could be instrumental in simplifying the SI/SF landscape’s complexities, ensuring SPOs receive the necessary connections, resources, and support.

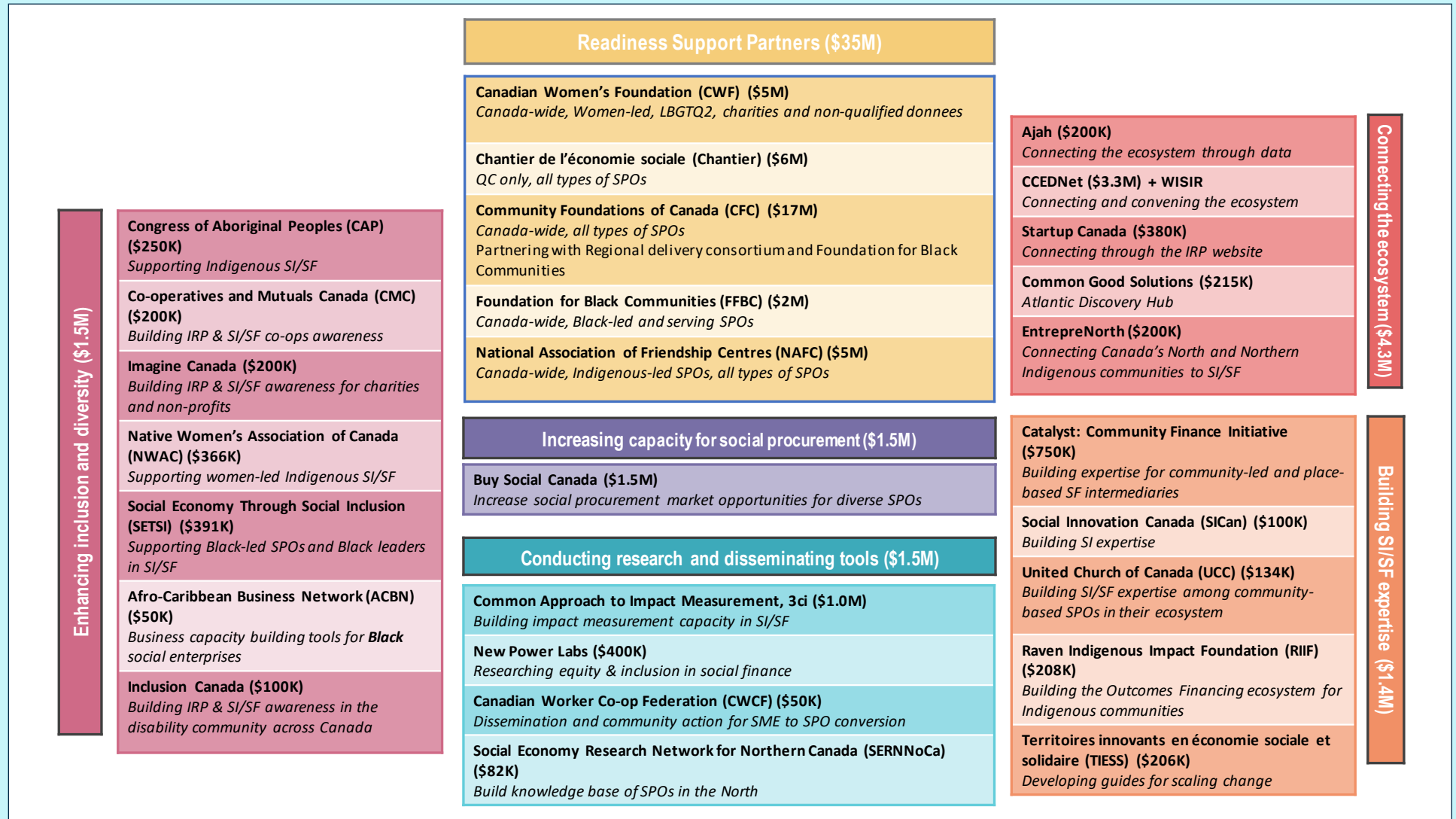
Informed by the IRP, *IRP RSPs* are identified as a specific category within intermediaries, focusing exclusively on preparing SPOs for investment readiness. They deliver customized support aimed at enhancing organizational capacity, improving financial literacy, and developing strategic frameworks. This ensures that SPOs are well-prepared to attract and efficiently manage investments, thus playing a vital role in the ecosystem by bridging the gap between potential investors and SPOs needing support.

The difference seems to lie in the specificity of services: while all RSPs are intermediaries focusing on investment readiness, not all intermediaries serve as Readiness Support Partners, as some may offer broader services not solely focused on financial readiness.

Bridging Insights: ESDC Visuals and Graphs on Enhancing Investment Readiness

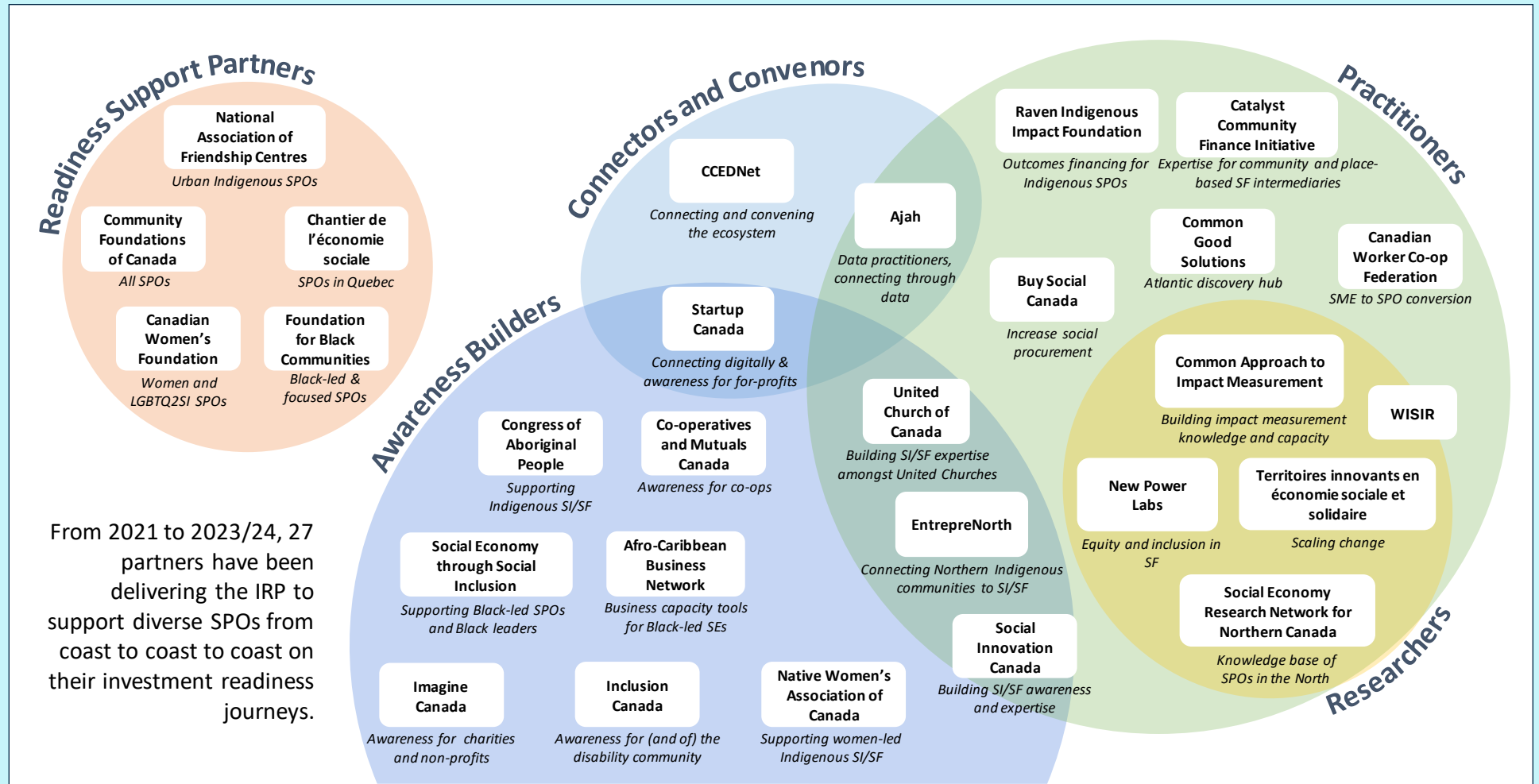
Considering our Stakeholder Maps, especially the IRP Stakeholder Map, alongside ESDC's visuals and maps invites us to engage in a complementary thought process, enriching our understanding of the ecosystem. This approach fosters a mindset where we look for ways our insights and those of ESDC can inform each other, highlighting areas of synergy and potential collaboration. By viewing these maps not as separate entities but as parts of a greater whole, we can identify shared goals, recognize opportunities for mutual support, and enhance our strategic planning. This integrative thinking enhances our capacity to support SPOs effectively, leveraging the strengths of both sets of maps to create a more cohesive and comprehensive picture of the ecosystem.

Actors | Investment Readiness Program Partners I



Adapted from ESDC diagram

Actors | Investment Readiness Program Partners II



Adapted from ESDC diagram

Harnessing the Bathtub Analogy for Ecosystem Analysis

Bathtub Analogy is a concept used to illustrate how different factors within a system change over time, akin to how water levels in a bathtub rise and fall with the flow of water in and out. It helps in understanding the dynamics of systems by comparing them to the simple act of filling and draining a bathtub. This analogy demonstrates the balance between inputs (flows into the system) and outputs (flows out of the system), providing a straightforward way to visualize the accumulation and depletion of resources or elements within any given system.

In our study of the social finance ecosystem, we used the Bathtub Analogy to guide the development of the Stock and Flow Mini Map. This tool visually represents the movement and accumulation of resources, ideas, and influence within the ecosystem over time, helping to understand its development and inform strategic planning.

A critical discussion point in our study has been the distinction between the realistic and unrealistic elements of the Bathtub Analogy. This discussion served to underscore the rationale behind adopting a strategy of multiple mini mappings instead of relying on a singular, comprehensive map. The argument centers on the advantages of flexibility and adaptability afforded by the utilization of numerous mini maps.

This consideration stems from the implicit assumptions made by Senge and Meadows regarding the infallibility of taps within the analogy—assuming they operate flawlessly according to plan. However, we argue that in reality, especially within the domain of social finance, taps may not function as seamlessly as theorized. The discrepancy between theoretical operation and practical functionality of taps emphasizes the necessity for a mini-mapping and mini-sensing approach that is both improvisational and adaptable.

The Stock & Flow Mini Mapping:

Our insights emerged from observations made during the IRP convenings and JEDI Stewardship group discussions, as highlighted in the previous section. We recognized that the issue of funding access appeared to progress through distinct stages. These stages, particularly evident in the data collected from readiness support partners, included “getting started,” “underway,” “establishing,” and finally reaching the stage of “investment ready.” This progression prompted us to delve deeper into what being “investment ready” truly means for various actors within the ecosystem. We noted a prevalent concern among organizations about reaching this state, especially due to financial limitations and the looming end of provisional funding sources.

In attempting to visualize the broader system, we faced the challenge of incorporating various financing types, including repayable financing (like the SFF) and non-repayable financing (such as the IRP). Given our focus on the IRP, we chose to center our Stock & Flow mini map on non-repayable financing. This decision allowed us to explore how changes in the levels of “stocks” within the ecosystem’s “bathtub” could be influenced by altering the rates at which these stocks flow in and out.

The maps’ development was structured as a two-stage process, incorporating insights from regular meetings with ESDC. These discussions, centered on the nuances of repayable versus non-repayable financing and their effects on investment readiness, played a critical role. Also, the IRP administrative data that has been curated by Daro (formerly Ajah) was a key asset in this process.

Map description for the Systems Dynamics map (below)

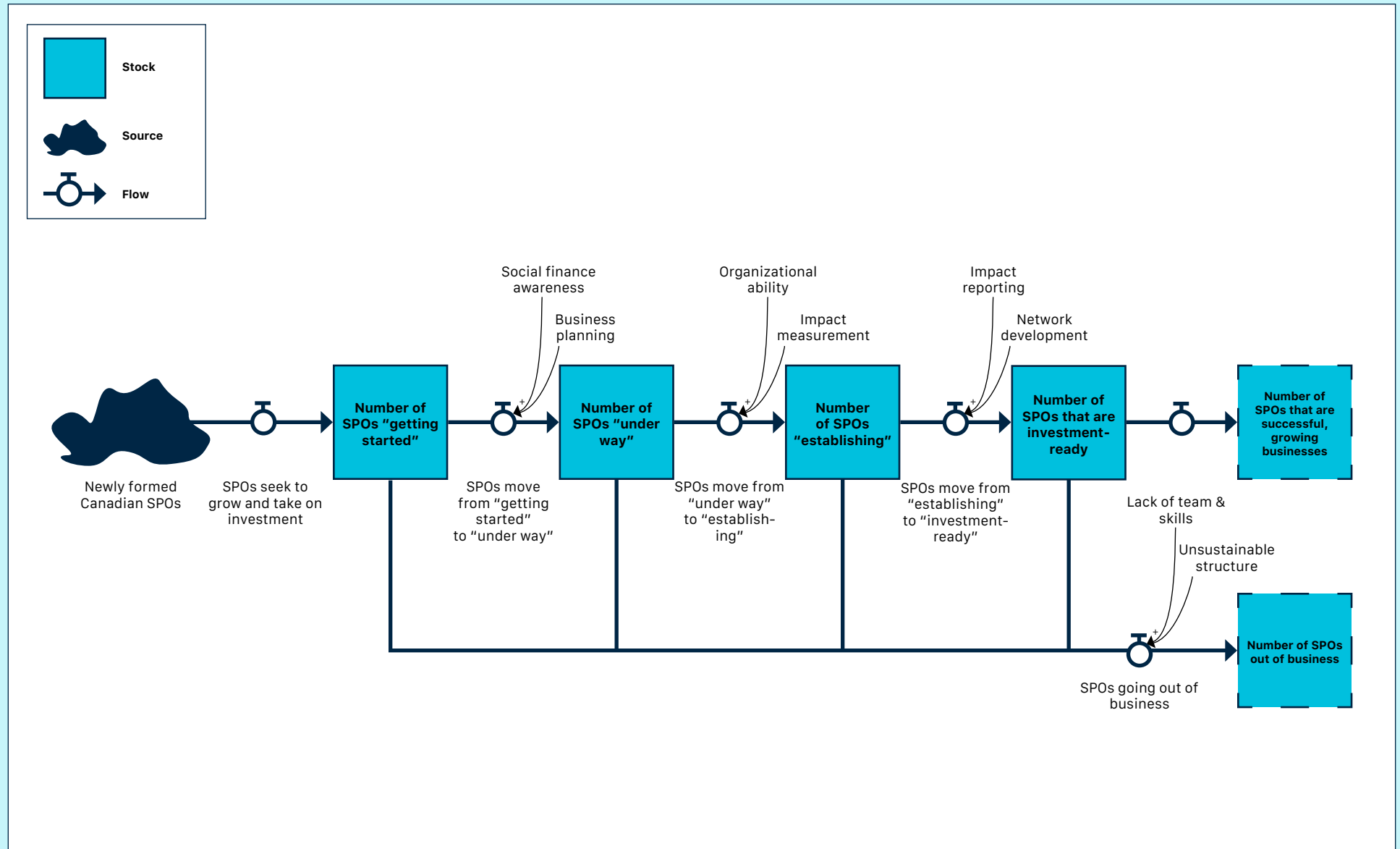
Our analysis, informed by IRP convenings and JEDI discussions, identified stages in funding access from “getting started” to “investment ready.” Concerns about achieving investment readiness due to financial constraints shaped our focus on non-repayable financing, using the IRP as a case study. Our Stock & Flow mini map, developed with insights from regular ESDC meetings and curated data by Daro (formerly Ajah), explored the dynamics within the funding ecosystem, emphasizing the impact of different financing types on investment readiness.

System Dynamics | Stock and Flow

Intended audience: Stakeholders in the social finance sector and Social Purpose Organizations (SPOs) seeking non-repayable funds.

Intended purpose: To analyze the impact of changes in the "stocks" within the ecosystem's "bathtub," focusing on how adjusting the inflow and outflow rates can affect these levels. This analysis aims to provide a clear understanding of the process and challenges SPOs face when accessing non-repayable capital.

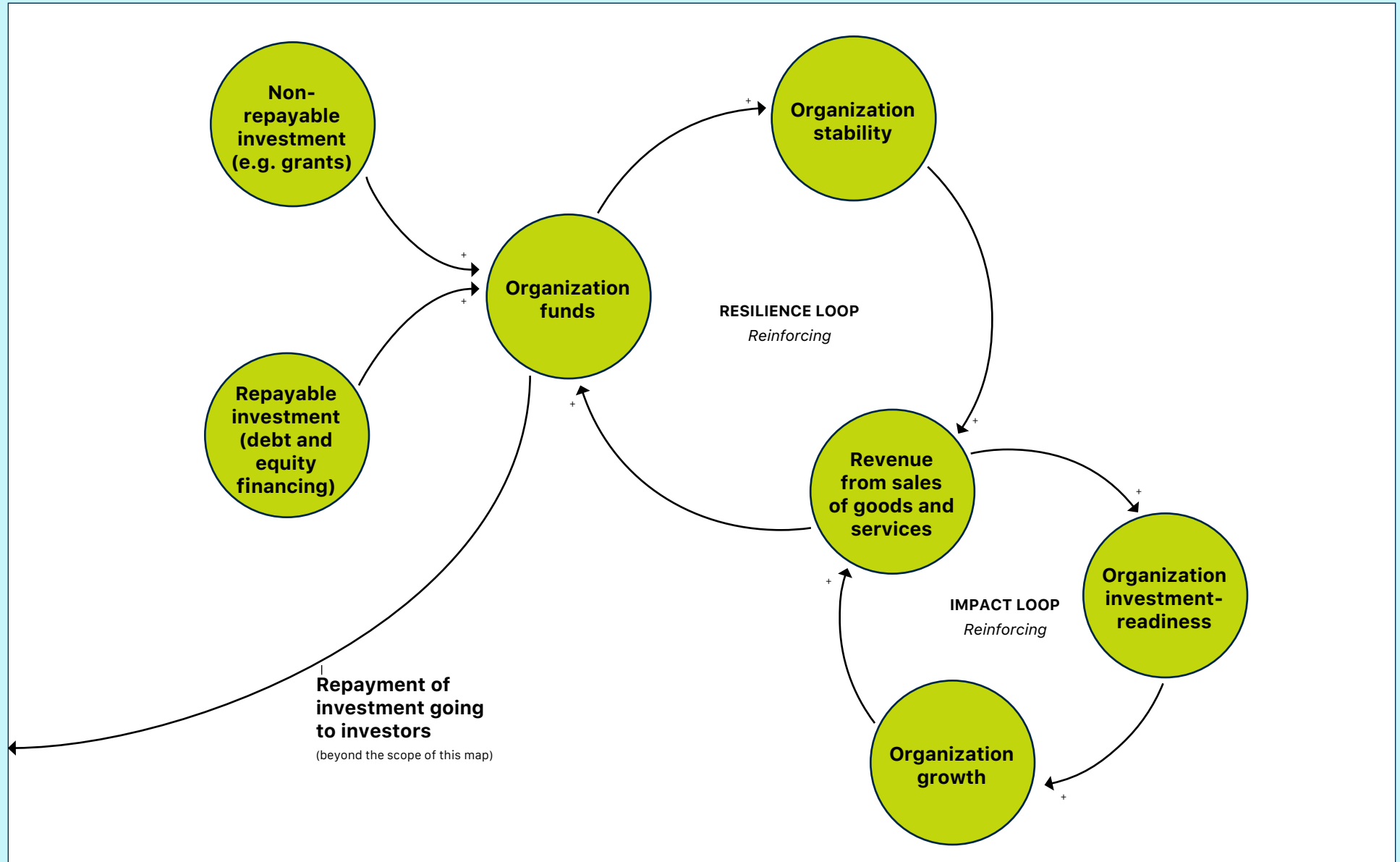
Source of map data: The data for the map originates from an in-depth understanding of the system, bolstered by insights gathered during check-in meetings with Employment and Social Development Canada (ESDC).



System Dynamics | Investment Readiness Causal Loop

As part of mini mapping, three pathways for SPOs were considered: staying in a stage, transitioning, or risking closure due to insufficient investment readiness. This visualization promotes discussions on influencing flow rates and ecosystem impacts, encouraging strategic interventions for sustainability. We also examine Resilience and Impact Loops to further understand ecosystem dynamics. Analysis of IRP data highlights

skill and network gaps, informing our Stock and Flow map development. This tool aids in understanding ecosystem needs and the roles of partners in fostering SPO growth and independence.



Guiding Questions for the above maps: Habits, Tendencies, and Relationships

- What practices or tendencies define this ecosystem? Identify positive practices as well as those that hinder progress. Is there a way to transform negative practices into positive ones?
- Have we established a strong foundation (enriched the environment) for the development of fruitful relationships? Are our strategies and actions aligned to ensure success?

Our mini map posits that SPOs have three potential pathways: residing in one of the stage "stocks," being in an intermediate "stock" between stages, or facing the risk of going out of business if they are not investment ready and the flow rate is insufficient. This visualization aids in fostering discussions about the factors that accelerate or decelerate these flow rates and the implications of these changes for SPOs within the ecosystem.

The Stock and Flow Mini Map thus serves as an instrumental tool in facilitating dialogues about the ecosystem's dynamics. It helps stakeholders understand how varying rates of growth or decline in smaller "stocks" can impact the larger ecosystem. This map encourages a holistic view of the ecosystem, prompting stakeholders to consider strategic interventions that could positively affect the flow rates and, consequently, the overall health and sustainability of the ecosystem.

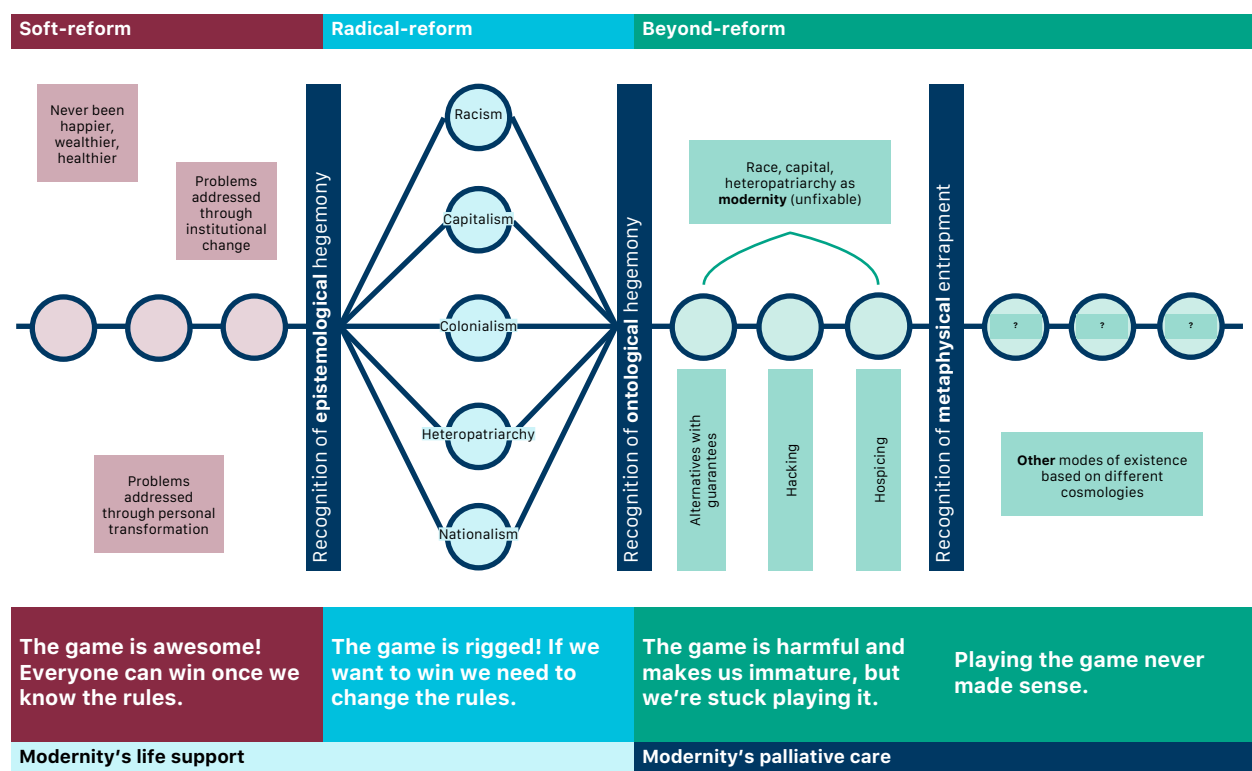
The analysis of the IRP administrative data that has been curated by Daro (formerly Ajah) provided valuable insights into the ecosystem's needs and the gaps that remain unmet, serving as a basis for formulating critical framing questions. The data revealed that a significant portion of applications (50.9%) and grants (53.5%) were allocated for initiatives related to Business Plan development, Technical Expertise, and Team and Skills Development. Conversely, while 9% of applications targeted Network Development, only 7% of grants were awarded in this area. Interpreting applications as a reflection of need suggests a prevalent skills and capacity gap within the ecosystem.

The development of the Stock and Flow map involved considering the crucial roles that ecosystem partners could play in fulfilling the unmet need for network development. It also explored strategies to maintain the ecosystem's vibrancy and promote the ongoing growth of networks beyond the IRP. This analysis incorporated reflections on factors that could influence the positive and negative trajectories of SPOs in achieving investment readiness. It specifically focused on how these dynamics might affect the SPOs' ability to transition from a cyclical dependence on social financing to a state of structured readiness, defined by both the capacity and the mindset for independence.

Mapping what could be, envisioning decolonial futures

Taking inspiration from Andreotti et al.'s (2021) social map of modernity and reform (Figure 4), our approach to mapping what could be, gestures towards the "beyond reform" space. This exercise included being explicit in our understanding of the colonial underpinnings of social finance and seeing it in its best forms as models to social change that exist in the "radical reform" space. Any gestures to the "beyond reform" space meant incorporating wisdom (Pannikar, 1999) framings from other cosmologies. To apply these other ways of being to our mapping, we centered embodiment and collective imagination (Robinson, 2022) as tools for dreaming of a world that did not need social finance anymore.

Figure 4 Social Map of Modernity/Coloniality in relation to Reform (Andreotti, 2021)



In line with these *other ways of being*, a move towards the "beyond reform" space entailed adopting a pluriversal design (Escobar, 2018) approach and imagining many different futures stemming from other cosmologies rooted in multiple values, world views and lived experiences.

In practice, the pluriversal design approach manifested as participatory approaches to mapping as a baseline practice in our work. In the "*what could be*" mapping work, it meant creating the space for the IRP 2.0 partner organizations to practice collective imagination. This took the form of a collective mapping session in the third all-partners' convening. Participants were immersed in a guided meditation experience and invited to dream

of what a world that did not need social finance *could* look like. They were provided with craft materials and art supplies, and invited to share back their dream states as drawings, poetry, words and any other formats that they were inclined to. The collage of images below reflects the collective artifacts that formed the IRP 2.0 *what could be* map(s).

Figure 5 Collation of what could be imaginings that do not need social finance



Collating information from the collective map, the WISIR team created the following *what could be* map of a world beyond social finance. The key themes included centering land as the source of all life, emphasis on learning and connection to ancestral wisdoms, justice, hope, deep relationality, equity, community, belonging, well-being, regeneration and freedom.

Decolonial Mapping | Shared ingredients in alternate futures

Intended audience: This map is meant for everyone interested in and impacted by social finance.

Source of map data: The data for this map was gathered as part of the third IRP 2.0 All-Partners Convening in Ottawa in the Fall of 2023.

Intended purpose: With this map, we invite a continuation of our collective imagination to dream of better futures together. Our hope is it stirs something in the intended audience and serves as a decolonial impetus for our work in the SI/SF ecosystem.



Guiding questions for the map above:

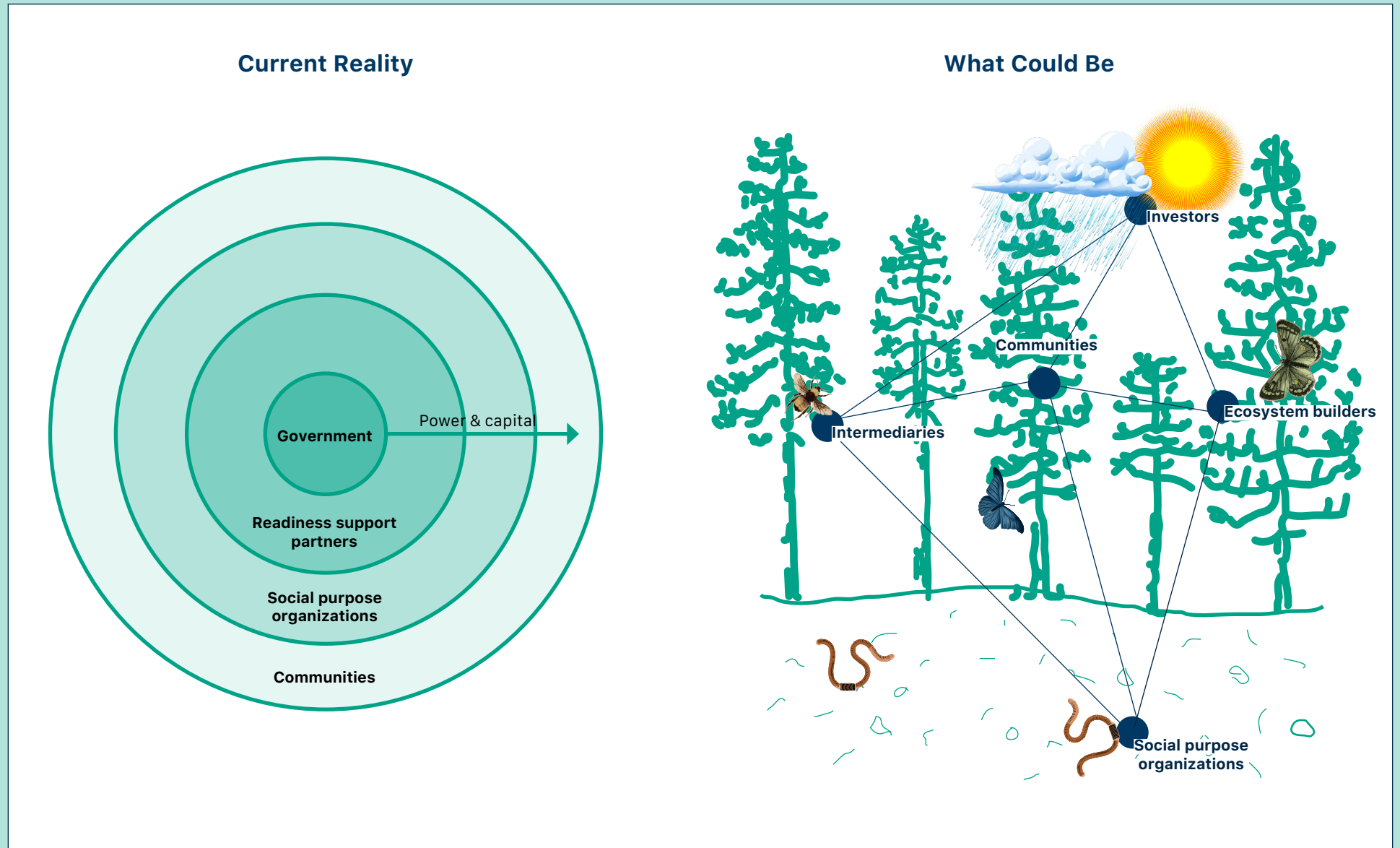
- What would you have drawn/mapped/written if you were imagining a world that no longer needed social finance?
- Which of the values and practices on this map most align with what you have imagined?
- What needs to shift way today to make way for these co-imagined futures?

These ideas of shared futures indicated a potential for a “pedagogy of flipping” (Ahmed & Nemtin, 2022), which when applied to existing structures in the social finance ecosystem demand a decentering of sources of investment and a refocus on taking wider, inter-connected, systems lens. What could be map 2 below imagines a restructuring of our lens to social finance that takes a whole systems approach (Koester et, al., 2006) and see the community as variety within communities as the seeds, plants and tree species in the forest.

Decolonial Mapping | Reimagining Capital Flows

Intended audience: This map is meant for everyone interested in and impacted by social finance.

Intended purpose: With this map, we share an example of a “pedagogy of flipping” (Ahmed & Nemtin, 2022) in mapping capital flows. It invites the viewer to shift our lens and practice from funder/investor-centric models to community-centric ones.



Guiding questions for the map above:

- Borrowing from our friends at New Power Lab, “what if capital flowed like snow falls?”
- How does moving from an investor-centric to community-centric model of social finance sit with you? What do you think are its strengths?
- How does the model change when our focal point changes?
- What can a whole systems approach to social finance look like in real life?

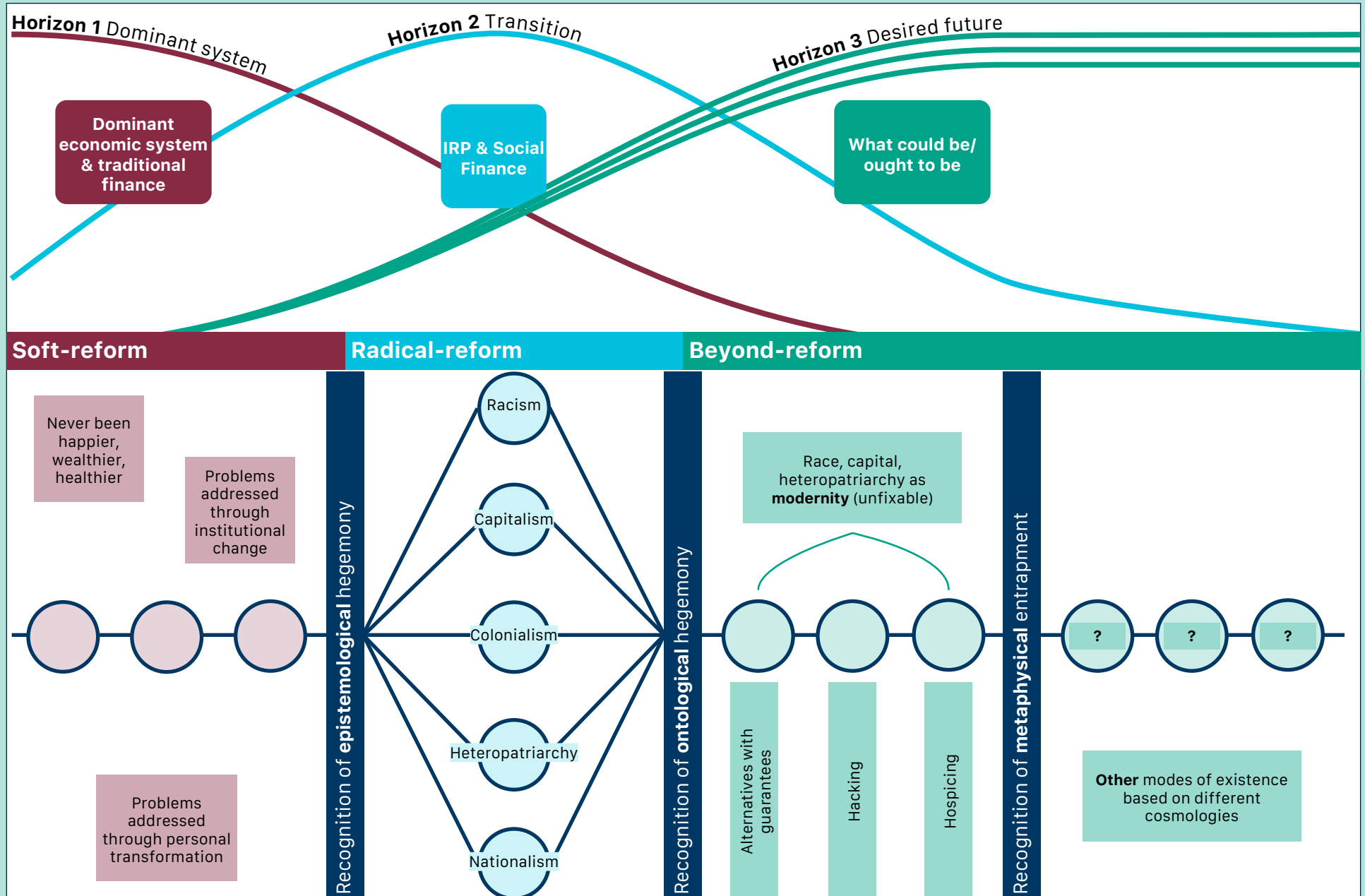
This alternate map views the SPOs as worms, critters and other organisms that support nutrient flows to the seeds and plant life (communities). In this whole systems lens, the pollinators (bees, hummingbirds and others) reflect the role of ecosystem builders and intermediaries that convey important information and support the flourishing of the forest through cross-fertilization. Investment takes many forms in this approach, as sunlight, which may be seen as non-repayable capital, and rain (and other sources of water through irrigation) seen as repayable capital that flows back across the ecosystem through the water cycle.

In mapping these alternate futures, the WISIR team noticed values, practices and models in our present ecosystem, particularly in BIPOC-led organizations such as the National Association of Friendship Centres (NAFC) and the Foundation for Black Communities (FFBC), that may lead the way to the “beyond reform” space. Any future iterations of programs like the IRP 2.0 would benefit from a focus on these values, practices and models and exploring ways to create the space for mainstreaming them. Our final what could be map (map 3) juxtaposes Andreotti et, al.’s map with our wider three horizons map, noting a move towards the third horizon, our what could be, pluriversal futures as aligned with the “beyond reform” space.

Decolonial Mapping | All roads lead to collective imaginings of shared futures

Intended purpose: With this map, we juxtapose the 3 horizons framework with Andreotti et, al's (2021) social map of modernity and reform. We emphasize our approach of mapping "could be or ought to be" as falling in the "beyond reform" space, given the gestures towards other cosmologies and ways of knowing, doing and being, collectively.

Source of data: 3 Horizons Framework (Bill Sharpe); Social Map of Modernity and Reform (GTDF arts and research collective).



Guiding questions for map above:

- How might we create the space for pluriversal desired futures?
- What is the role of other cosmologies in making pluriversal, collectively imaged futures, possible?
- What does your cosmology, your ancestors' way of knowing, doing and being in the world, offer the "what could be space" when we think about social finance?

4/ Governance

The Big Picture: Significance and Potential Leverage Points

One of our key objectives in this research was to employ mini maps as tools to assist in facilitating long-term self-governance within the ecosystem. We strategically identify potential leverage points within the complex, dynamic, and often elusive landscapes of the IRP and the broader Canadian SI/SF ecosystem. Given the fluidity and intricacy of this setting, we have adopted an innovative methodology that includes the creation of mini maps. These tools are designed to be dynamic and adaptive, helping us navigate the system's complexities and pinpoint opportunities for meaningful change. This approach has been crucial in not only understanding the current state of the ecosystem but also in anticipating future challenges and opportunities, thus enhancing our ability to effect systemic transformation.

Ostrom's eight principles for commons governance:

- 1. Clearly defined boundaries:** The boundaries of the resource and the rights of those who can use it must be clearly defined.
- 2. Congruence with local conditions:** Rules governing the use of common resources must be adapted to local needs and conditions.
- 3. Collective-choice arrangements:** Individuals affected by these rules must be able to participate in modifying them.
- 4. Monitoring:** Monitors, who are accountable to the users or are the users themselves, must regularly check the resource's condition and the users' conduct.
- 5. Graduated sanctions:** Users who violate community rules will face graduated sanctions, depending on the seriousness and context of the offense.
- 6. Conflict-resolution mechanisms:** Users and their officials must have rapid access to low-cost, local arenas to resolve conflicts among users or between users and officials.
- 7. Minimal recognition of rights to organize:** The rights of users to devise their own institutions must not be challenged by external governmental authorities.
- 8. Nested systems:** For resources that are part of larger systems, governance activities must be organized in multiple layers, with small local institutions nested in larger, encompassing organizations.

Furthermore, the adoption of these mapping strategies aligns with Elinor Ostrom's principles of Commons Governance, emphasizing the importance of long-term, sustainable governance structures within the social finance and innovation realms.⁴ By doing so, we aim to establish a solid foundation for future analyses, grounded in the synergy between systems thinking and governance principles. This endeavor is not merely academic; it is a pragmatic effort to pinpoint leverage points that could drive substantial, positive transformations within the Canadian SF ecosystem, underscoring our commitment to fostering long-term, inclusive, and effective governance mechanisms in the realm of social innovation.

Donella Meadows was a systems thinker and environmental scientist who developed a framework called "Leverage Points: Places to Intervene in a System" to help identify the most effective points for intervention in complex systems. The framework consists of 9 leverage points, which are ranked in order of effectiveness, with higher leverage points having a greater potential for producing meaningful change in a system.

Considering the findings of this research relevant to the Canadian SI/SF ecosystem, it is recommended to prioritize the following leverage points, highlighted in bold for emphasis.

Leverage points adapted from Meadows' "Places to Intervene in a System," listed in order of increasing effectiveness:

- 1. The mindset or paradigm** out of which the system — its goals, power structure, rules, its culture — arises.
- 2. The goals of the system.**
3. The distribution of power over the rules of the system.
4. The rules of the system (incentives, punishments, constraints).
- 5. Information flows.**
6. Material flows and nodes of material intersection.
7. Driving positive feedback loops.
8. Regulating negative feedback loops.
9. Constants, parameters, numbers (subsidies, taxes, standards).

⁴ Elinor Ostrom, a Nobel laureate in Economic Sciences, identified key principles for effective governance of common-pool resources, challenging the conventional wisdom that common property is poorly managed and should be either regulated by central authorities or privatized. Her research demonstrated that communities could self-organize to manage resources sustainably without external interventions.

The mapping and analysis of the IRP ecosystem have involved navigating the complexities of Canada's SI/SF landscapes. This process, based on constructing and interpreting mini maps, serves to examine the systemic structures shaping these landscapes. Central to this effort is the objective, inspired by Donella Meadows, of identifying potential leverage points within the Canadian SI/SF ecosystem to facilitate significant systemic transformation.

Meadows emphasizes the power of leverage points as places within a complex system where a small shift in one thing can produce big changes in everything. Our analysis, through the lens of Meadows' hierarchy of leverage points, reveals the profound potential for impact at various levels, particularly focusing on the most potent leverage points: *the mindset(s) or paradigm(s) out of which the system arises, the goals of the system, and the structure of information flows.*

- **Mindset(s) of the System:** The foundation of our systemic approach to social innovation hinges on understanding and, where necessary, shifting the mindset or paradigm that underpins the Canadian SI/SF ecosystem. Through our mini maps, we have uncovered patterns and relationships that point to the need for a paradigm shift towards more collaborative, inclusive, and flexible models of social finance and innovation. This shift is critical as it underlies every other element within the system, from its goals to its rules and its operations.
- **Goals of the System:** Another key leverage point identified through our analysis is the goals that guide the system. By examining the IRP ecosystem, we have begun to question whether the current goals adequately reflect the complex realities and needs of SPOs and their communities. Reevaluating and realigning these goals could steer the ecosystem towards more sustainable and impactful outcomes, ensuring that it serves as a catalyst for true social innovation.
- **Information Flows:** Our study also highlights the importance of information flows within the ecosystem, recognizing that access to, and the quality of, information significantly influences decision-making and innovation. By creating mini maps that elucidate these flows, we aim to pinpoint blockages and opportunities for enhancing transparency, communication, and collaboration among stakeholders. Improving how information is shared and utilized across the ecosystem can empower actors to make more informed, strategic decisions that align with the shifted paradigm and revised goals.

Our exploration of the IRP and broader Canadian SF and SI ecosystem, through the creation and analysis of mini maps, serves as a foundational step towards identifying and leveraging these critical points of intervention. By aligning our efforts with Meadows' insights on leverage points, we not only deepen our

understanding of the ecosystem's current state but also illuminate pathways towards its transformation. This approach offers a beacon for navigating the complexities of social innovation, guiding us towards a future where the Canadian SF and SI ecosystem is more resilient, inclusive, and impactful.

Connecting Insights from Mini Maps to Meadows' Leverage Points

The mini maps developed through our analysis serve as illustrative tools, guiding us to understand the complex interplay within the IRP ecosystem and its broader implications for the Canadian SI/SF landscapes. These maps, when viewed through the lens of Donella Meadows' leverage points, offer profound insights into how systemic change can be initiated and sustained.

Mindset or Paradigm Shift: Insights from the "Prospects for Partnership" and "Connections to the Outside World" Maps

Potential prospects for partnership, as explored through our mini maps, underscore the necessity of fostering robust partnerships and collaborative endeavors within the ecosystem. Motivation to seek potential prospects for partnership with the "Connections to the Outside World" map, highlights the pivotal role of mindset in shaping the ecosystem's capacity for innovation and collective action. These maps reveal that shifting the systemic paradigm towards a more interconnected and cooperative model can significantly enhance the ecosystem's resilience and effectiveness. By facilitating a deeper understanding of potential partnerships and external linkages, these tools directly support Meadows' highest leverage point: altering the underlying paradigms from which the system arises.

Considering our Stakeholder mapping and sensing, the IRP's role seems to be about shifting the system's mindset towards recognizing the importance of social finance and the underlying values that promote sustainable and equitable financial practices. The interaction between the IRP and its partners likely influences the collective mindset, fostering a shared vision that values both financial returns and positive social impact. A key takeaway might be the identification of champions or influencers within the stakeholder map who can play a pivotal role in shifting mindsets, such as thought leaders in social finance who can alter the narrative around investment priorities.

Goals of the System: The Role of the Stock and Flow Mini Map

The "Stock and Flow Mini Map," informed by the Bathtub Analogy, provides critical insights into the dynamics of nonrepayable funding access and the progression of organizations towards investment readiness. This map aids in understanding the goals that drive the system, particularly supporting SPOs through various stages of development. By visualizing the flow of resources and identifying stages where SPOs may face challenges, this map prompts a reevaluation of the system's goals to ensure they align with the needs and realities of SPOs. This alignment with Meadows' second-ranked leverage point

underscores the importance of redefining the system's objectives to foster a more supportive and inclusive ecosystem.

Considering our Stakeholder mapping and sensing, the IRP's engagement with its partners reflects a strategic approach to aligning the ecosystem's goals with the overarching mission of promoting social financing. This could involve setting common goals that both IRP and its partners can work towards, like increasing investments in specific social sectors or reaching underserved communities. The mapping may have highlighted how the goals of the IRP and its partners interconnect or diverge, providing insight into where there may be room for realignment or where challenges may arise from conflicting objectives. A particular insight is the significance of fostering a collective commitment to, and the widespread dissemination of, mutually agreed-upon, socially oriented outcome metrics. This strategy is essential not only for effectively tracking progress toward unified social objectives but also, and perhaps more crucially, for ensuring an inclusive approach. Such inclusivity guarantees that all stakeholders are not only in concurrence but are also equitably engaged in the measurement of progress, thus driving a cohesive effort towards social betterment.

Information Flows: Enhanced by "Connections In-Between" Mapping as well as Stakeholder Mapping, exploring the dynamics of information circulation: where does it flow, is there any flow, and what are the underlying reasons?

The "Connections In-Between" maps play a crucial role in elucidating the flow of information within the ecosystem. By mapping out the relationships and potential collaborations among RSPs, these mini maps spotlight the critical leverage point of information flows identified by Meadows. Enhancing the transparency and accessibility of information can empower stakeholders to make informed decisions, foster collaboration, and identify opportunities for innovation within the ecosystem. This approach directly addresses the need to improve how information is shared and utilized, thereby enhancing the ecosystem's overall functionality and impact.

Our Stakeholder Mapping approaches may have illuminated how information is currently exchanged among IRP, its partners, and other stakeholders. The flow of information can include data on investment performance, social impact conversations & metrics, good versus best practices, and lessons learned. Understanding the existing information flows can reveal whether all partners have equal access to information and whether there are any barriers to open communication that could be hindering the system's efficiency. A specific action point might be to improve or establish new channels for information exchange, such as regular stakeholder meetings, joint reports, or collaborative online accessible platforms, that can help synchronize efforts and enable data-driven decision-making.

The Really Big Picture: Leveraging for Self-Governance

Drawing from our comprehensive analysis of the Canadian SI/SF ecosystem and its alignment with Elinor Ostrom's Principles of Commons Governance, we can discern key insights into the governance and future direction of this complex system, particularly through the lens of Meadows' Leverage Point regarding "The Goals of the System."

"Collective-Choice Arrangements" is one of Elinor Ostrom's core principles for the governance of shared resources, emphasizing the role of inclusive decision-making processes. This principle asserts that individuals and organizations directly affected by the rules governing a common resource should actively participate in shaping and modifying these rules. In practice, this means creating mechanisms for collective decision-making that allow all stakeholders to influence the operational norms and policies of the resource or system they are part of. The aim is to ensure that the governance structure is democratic, adaptable, and reflective of the community's needs and values, thus fostering sustainability and cooperation.

Ostrom's principles emphasize collective management and sustainable use of shared resources. In the context of the Canadian SI/SF ecosystem, especially when considering the future as depicted in the third horizon, the principle of "Collective-Choice Arrangements" appears most pertinent. This principle posits that the individuals and organizations affected by the operational rules should have the ability to participate in modifying those rules. As the IRP evolves, ensuring that stakeholders have a say in shaping the goals of the system could be a crucial leverage point. As the system transitions towards the third horizon—envisioned as a future where new practices are established—the goals should be collaboratively redefined to reflect the collective aspirations and address the emergent needs of the ecosystem.

Empowering Inclusive Decision-Making: NAFC and FFBC's Role in Advancing JEDI Principles

As Elinor Ostrom's principles are explored, the significance of "Collective-Choice Arrangements" becomes evident. This principle underscores the importance of inclusivity in decision-making processes, ensuring that everyone affected by decisions regarding shared resources can participate in those decisions. It promotes the idea that all stakeholders, especially those from marginalized communities, should have active roles in shaping the rules and goals that govern their resources. In this context, organizations such as the National Association of Friendship Centres (NAFC) and the Foundation for Black Communities (FFBC) are critical. With an increased focus on JEDI and equitable approaches within the IRP, the involvement of these organizations

is particularly relevant. NAFC, with its deep connections to Indigenous communities, and FFBC, focused on advancing Black communities, play pivotal roles in ensuring that the ecosystem's goals align with the diverse needs and aspirations of these groups. Their active involvement is crucial for setting new benchmarks that reflect a wider range of perspectives, thereby enhancing the ecosystem's inclusivity and effectiveness.

SPOTLIGHT: NAFC & FFBC in the IRP

NAFC's Implementation of JEDI Principles: Within the IRP, NAFC has been instrumental in advocating for and implementing policies that ensure Indigenous voices are not only heard but are central in decision-making processes. They have pioneered initiatives that directly engage Indigenous community leaders in the design and evaluation of funding mechanisms, ensuring these are congruent with traditional knowledge systems and cultural practices.

FFBC's Role in Shaping Collective Choice: The Foundation for Black Communities has taken a proactive role in the IRP to redefine how decisions are made, ensuring that they reflect the real needs of Black communities. FFBC has facilitated workshops and forums that bring together policymakers, community leaders, and financiers to collaboratively design inclusive and equitable funding strategies. These forums serve as a model for how Collective-Choice Arrangements can be structured to ensure JEDI principles are at the forefront of program designs and outcomes.

By detailing the specific activities of NAFC and FFBC within the framework of the IRP, these case studies illustrate how the principle of Collective-Choice Arrangements is operationalized to enhance the ecosystem's responsiveness to the diverse needs of its stakeholders. This focus on JEDI ensures that the governance structures not only support inclusivity but also empower these communities to significantly influence the future direction of the ecosystem.

Redefining Participation: How NAFC and FFBC Could Shape Social Finance

Moreover, representing a network of centers that serve Indigenous people living in urban areas, NAFC could engage in setting new benchmarks for Indigenous participation in social finance, ensuring that the goals of the system align with the specific needs and aspirations of Indigenous communities. Similarly, the FFBC can advocate for the goals to encapsulate the advancement of Black communities within the SI/SF ecosystem. By involving organizations like NAFC and FFBC in the decision-making processes, the system could leverage Meadow's insights on goals as powerful leverage points, shifting from a universal template of objectives to a more customized, inclusive set of aspirations that cater to the nuances of diverse communities.

CASE: FFBC's Ubuntu funding model

The Ubuntu funding model used by the Foundation for Black Communities (FFBC) is deeply grounded in the African philosophy of Ubuntu, which embodies the essence of mutual existence: "I am because we are." This model promotes community empowerment by prioritizing collective support and shared responsibility within the Black community, focusing particularly on financial and social resources.

This funding approach champions principles of community, sharing, and mutual care, making it a distinctive model in social finance. By emphasizing these values, the Ubuntu model encourages practices that foster mutual support, respect, and connectedness among community members, setting a powerful example for others in the ecosystem.

Furthermore, the Ubuntu funding model offers educational benefits for the broader ecosystem by serving as a practical example of how funding can align with cultural values and community goals, demonstrating the effectiveness of community-driven funding strategies. This approach not only supports the immediate needs of the Black community but also contributes to long-term sustainability and empowerment.

Principles of the Ubuntu Funding Model:

- **Community Empowerment:** Ensures that decision-making is not only participatory but also deeply integrated with the community's input and needs, promoting empowerment through active involvement.
- **Equity and Justice:** Focuses on equitable distribution of resources, prioritizing communities that have historically been marginalized or underserved.
- **Transparency:** Maintains clear communication and openness in operations, fostering trust and accountability within the community.
- **Sustainability:** Encourages projects and initiatives that have long-term impacts, supporting sustainability both financially and environmentally.

Therefore, the Ubuntu funding model could serve as an instructive example in this context, delineating practices that adhere to or diverge from Ubuntu principles. This case highlights the educational benefits for the broader ecosystem, showcasing how funding models can align with cultural values

and community well-being, ultimately influencing broader social finance strategies.

Organizations, such as NAFC and FFBC and many others, can be seen as key players in the co-creation of new goals for the ecosystem. As the IRP progresses towards its third horizon—where new structures and systems become normative—their involvement ensures that all voices are heard. A specific illustration of this concept could be seen through the Ubuntu funding model employed by the FFBC, and the educational benefits it potentially offers to the broader ecosystem.

In the context of the Canadian SI/SF ecosystem, the Ubuntu model is particularly relevant as it exemplifies the principle of “Collective-Choice Arrangements” highlighted by Elinor Ostrom. This principle advocates that the individuals and organizations affected by operational rules in a system should have the ability to participate in modifying those rules. The Ubuntu model promotes this by ensuring that funding decisions and governance involve the community members who are most impacted by these decisions, thereby fostering a more inclusive and equitable approach to resource management.

The relevance of the Ubuntu model in this scenario is multifold:

- **Inclusivity and Equity:** It ensures that the unique needs and aspirations of Black communities are recognized and addressed, aligning with the broader goals of social innovation and social finance to cater to diverse community needs.
- **Empowerment and Participation:** By involving community members in decision-making processes, the model empowers them and ensures their voices are heard, which is crucial for the sustainability and relevance of the initiatives undertaken.
- **Adaptability and Responsiveness:** As the IRP and similar initiatives evolve, having a model that supports adaptation to the changing needs and aspirations of the community can help in shaping systems that are resilient and responsive.

By integrating models like Ubuntu, organizations such as FFBC and NAFC can actively contribute to redefining the goals and methods of the SI/SF ecosystem, making it more inclusive and aligned with the principles of collective management and sustainable use of shared resources. This approach not only addresses immediate needs but also sets a foundation for long-term community development and resilience, crucial for the third horizon of new practices and norms in the ecosystem.

Recommendations: Navigating the Third Horizon in Canadian Social Finance

As the Canadian SI/SF ecosystem moves towards a future envisioned in the third horizon, small shifts in the system's goals can lead to significant changes. One such goal, frequently discussed during our IRP Convenings with CCEDNet, is "making all finance social finance." This ambition reflects a broader vision to develop a self-sustaining culture of social finance and innovation beyond the IRP's expiration.

Governance-focused Recommendations:

- **Refine System Goals:** Emphasize defining long-term aims that adapt to the evolving needs of the ecosystem, such as fully integrating social finance into mainstream financial systems.
- **Adopt Graduated Sanctions:** Follow Elinor Ostrom's principle to emphasize accountability over punishment. Establish a system where corrective actions are proportionate to behaviors and are aimed at reinforcing community norms and long-term goals.
- **Cultivate a Culture of Accountability:** Ensure that the ecosystem's governance structures support long-term sustainability and resilience while being aligned with the diverse values and needs of all community groups, including Black and Indigenous communities.
- **Involve Stakeholders in Goal Setting:** Engage all relevant parties in the goal-setting process to enhance the ecosystem's responsiveness and adaptability to changes.
- **Implement Nested Decision-Making:** Create interconnected decision-making bodies that reflect the diverse interests within the ecosystem, ensuring that decisions are made at appropriate levels to manage shared resources effectively.

Operational Guidance:

- **Enforce Community Norms:** Organizations like the National Association of Friendship Centres (NAFC) and the Foundation for Black Communities (FFBC) could oversee adherence to new norms, ensuring that rules are followed and deviations are handled in ways that promote mutual accountability.
- **Support Localized Decision-Making:** Utilize the “Nested Systems” principle to allow decisions to be made closer to the community level, which reflects the lived experiences of the communities represented.
- **Foster Inclusive Governance:** Ensure that the involvement of groups like NAFC and FFBC in setting and achieving the reimagined goals of the third horizon helps to create a case study for effective collective governance.

By focusing on these strategic areas, the Canadian SI/SF ecosystem can transition towards a sustainable, self-governed future that resonates with the shared values and goals of its stakeholders. This approach not only supports the unique ambitions of Indigenous and Black communities but also promotes an equitable social innovation ecosystem overall. This collective governance framework, anticipated in the third horizon, will likely set new standards for inclusive and responsive system management.

5/ Conclusion

This report initiates an exploratory phase in examining the Canadian SI/SF ecosystem and lays the groundwork for continued research and exploration. It aims to enhance the system's self-awareness and improve the organizational and navigational capabilities of SPOs. This effort extends beyond the IRP to address the broader SI/SF landscape.

The goals of this initiative were multifaceted:

- **Equip SPOs and the ecosystem-building audience with the tools and insights needed to effectively navigate the complex financial and collaborative networks necessary for investment readiness.** This project recognizes that while financial resources are crucial, they are not the sole focus. The aim was also to foster a rich environment of collaboration and self-governance.
- **Promote self-governance within the ecosystem, empowering SPOs and partners to take an active role in shaping their operational environment.**
- **Improve the navigational and relational capacities of SPOs to enhance their interactions within the ecosystem and with external stakeholders.**
- **Resource the sensing capabilities of SPOs and partners, ensuring they are well-prepared to identify and respond to emerging opportunities and challenges within the ecosystem.**

By emphasizing these objectives, the initiative seeks not only to prepare SPOs for financial investments but also to empower them to contribute to a sustainable and responsive SI/SF ecosystem. The investigation has revealed key aspects of the Canadian SI/SF ecosystem, highlighting its extensive scope, inherent complexities, and dynamic nature. The findings indicate that traditional static models for collective impact are insufficient for navigating this complex environment, suggesting a need for more adaptable and flexible strategies for ecosystem engagement.

The adopted methodology, featuring human-centric and utilization-focused system mapping, produced valuable maps for stakeholders engaged in the IRP process. The "Multiple Mini Mapping" technique, characterized by its adaptability and comprehensive coverage, effectively encapsulates the ecosystem's multifaceted nature.

The analysis has critically examined the current state of the IRP and the Canadian SI/SF ecosystem, establishing a foundation for future strategic developments. It emphasizes the importance of transitioning to sustainable institutional structures and support systems for the ecosystem's longevity.

A participatory approach, demonstrated through the IRP Convenings and the IRP Cartography Club, has promoted collaborative and inclusive mapping, identifying critical leverage points within the ecosystem. This process resulted in a series of "mini maps" that provide insights into collaboration opportunities, external connections, and resource dynamics.

In summary, the research has significantly contributed to clarifying the complexities of the Canadian SI/SF ecosystem, aiding SPOs and other stakeholders in effectively navigating and prospering within this environment. Continuous engagement and adaptive mapping are essential for nurturing a conducive setting for social innovation.

The report underscores the use of mini maps as instruments for fostering long-term self-governance within the ecosystem, particularly focusing on the IRP and Canadian SI/SF areas. The strategic exploration aims to pinpoint critical leverage points for impactful interventions, in line with Elinor Ostrom's Commons Governance principles, thereby promoting sustainable and inclusive governance.

The analysis seeks to identify and exploit significant leverage points for systemic transformation within the Canadian SF and SI ecosystem, following Donella Meadows' concepts. This entails reevaluating the system's foundational paradigms, goals, and information flow to enhance resilience, inclusivity, and impact.

The report envisions a collaborative redefinition of system goals to address evolving needs, with entities like the NAFC and FFBC playing key roles in ensuring adaptive and inclusive governance.

Recommendations for future mappings emphasize continuous updates, stakeholder inclusivity, alignment with systems thinking and governance principles, adaptability, technology use, and educational capacity building to maintain relevance and effectiveness in steering the Canadian SI/SF ecosystem towards a sustainable, self-governed future.

Recommendations for Future Maps

- **Continuous Evolution and Reassessment:** Future mini-maps should be regularly updated to reflect the evolving landscape of the Canadian SI/SF ecosystem. This involves reassessing the system's goals, stakeholders, and the interplay of various elements within the ecosystem.
- **Stakeholder Engagement and Inclusivity:** Engage a diverse range of stakeholders in the mapping process to ensure that different perspectives and needs are considered. This will help in creating more comprehensive and inclusive maps.
- **Integration of Systems Thinking and Governance Principles:** Continue to align the creation and analysis of mini-maps with systems thinking and governance principles, particularly those highlighted by Meadows and Ostrom. This approach will aid in identifying and leveraging effective intervention points within the system.
- **Adaptability and Responsiveness:** Design mini-maps to be adaptable, allowing for quick responses to changes within the ecosystem. This flexibility will be crucial for navigating the uncertainties and dynamics of the SI/SF landscape.
- **Use of Technology and Collaborative Tools:** Leverage technology and collaborative mapping tools to facilitate the co-creation and continuous updating of maps. This can enhance the accessibility and interactive nature of the maps, allowing for broader participation and real-time updates.
- **Education and Capacity Building:** Use mini-maps as educational tools to build capacity among stakeholders, helping them to understand the complexities of the system and their role in it. This can foster a shared vision and collective action toward achieving the ecosystem's goals.

By adhering to these recommendations, we can ensure that future mini-maps and system maps remain relevant, insightful, and instrumental in guiding the Canadian SI/SF ecosystem towards a sustainable and self-governed future.

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Appendices

Appendix A: Methodology & Data

We employed three primary channels to structure our inquiry, each designed to enhance our understanding and interpretation of the complex information landscape:

1. **Identifying Curiosities:** During participatory systems group convenings and conversations, we focused on capturing moments of curiosity and confusion among participants. This involved attentively listening to concerns and surprises, which often served as indicators of underlying systemic dynamics or points of leverage.

2. **Differentiating Between Raw Data and Interpretations:** Our research methodology hinged on clearly separating measurable, objective data from the subjective interpretations provided by participants and ourselves as researchers. This distinction was vital in preserving the integrity between empirical evidence and the subsequent analysis or narratives derived from this evidence.

Integral to the above two channels were the IRP Convenings and the IRP JEDI Stewardship Co-creation Sessions, both of which played distinct roles. The IRP Convenings, co-organized by the CCEDNet, facilitated meaningful discussions among stakeholders, providing a platform for the exchange of ideas and insights. Separately, the IRP JEDI Stewardship Co-creation Sessions focused on collaborative efforts to incorporate principles of justice, equity, diversity, inclusion, and accessibility into our project framework. Both events were instrumental in ensuring a comprehensive understanding and interpretation of the data collected, as well as identifying curiosities and contradictions.

3. **Recognizing Systemic Archetypes:** As part of the third channel, we actively sought out recognizable storylines or archetypes within the data, drawing on systems thinking tools such as the Bathtub Analogy and methodologies like the Three Horizons Framework. Identifying these archetypes facilitated a more structured analysis, providing a foundation upon which complex, and sometimes conflicting, information could be understood and explored.

Acknowledging the inherent limitations of our data collection, we adopted a realistic stance towards the completeness of information. Recognizing that decision-making often proceeds in the face of incomplete information, we embraced our roles as co-learners, attuned to the existence of knowledge gaps. These gaps were not seen as deficiencies but as opportunities for further inquiry and research, prompting critical questions about unknowns and guiding our exploration of the ecosystem.

Appendix B: Mapping & Analysis

Who is Donella Meadows?

Donella H. Meadows was a pioneering American environmental scientist, teacher, and writer best known for her work on systems thinking and sustainability. She co-authored "The Limits to Growth," a groundbreaking book published in 1972 that used computer models to analyze the long-term consequences of exponential economic and population growth within a finite planet (Meadows et al. (1972)). Meadows' work in systems theory emphasized the interconnectedness of ecological, economic, and social systems and the importance of holistic approaches to complex problems. Her insights into how systems operate and interact have had a significant influence on thinking about sustainability, environmental policy, and the dynamics of complex systems (Meadows (2008)).

Our methodology intentionally moves away from the traditional reliance on extensive system maps. While such maps offer a comprehensive view that can expose limitations and assumptions within the ecosystem, their complexity can often obscure the clarity they are meant to provide. Instead, we use a balanced approach with different system mapping tools, such as Meadows' leverage points, the Three Horizons framework, and Systems Archetypes. These tools are selected to cater to the diverse needs of stakeholders within the system and are particularly effective when used together. They help us identify "stuck points"—areas within the ecosystem where change is difficult, often due to entrenched habits or policies—and enable targeted interventions.

Few of the system archetypes we kept in mind during mini mapping:

- **Limits to Growth:** When growth is halted due to a limiting factor that becomes increasingly dominant.
- **Shifting the Burden:** Where a short-term solution prevents a system from developing more sustainable long-term solutions.
- **Tragedy of the Commons:** Overuse of a shared resource by individuals, depleting or spoiling that resource through collective action.

The leverage points and feedback loops identified through Systems Archetypes offer critical insights into systemic dysfunctions, directing our focus to areas primed for impactful change. Our decolonial, adaptive approach

mirrors the improvisational essence of jazz, allowing us to pivot between methodologies as needed. This fluidity is crucial, especially in participatory contexts where engagement with diverse stakeholders enriches the mapping process.

Echoing Peter Checkland's emphasis on "soft" systems methodology, our study prioritizes co-learning with participants, fostering a collaborative environment conducive to breakthroughs. This participatory dimension not only enriches our system mapping but also enhances the usefulness of systems facilitation, leveraging the collective wisdom of stakeholders from varied backgrounds.¹

Ultimately, our methodology is designed to be iterative and responsive, capable of integrating insights from mini maps into larger system maps or shifting focus to leverage points, archetype mapping, or the Three Horizons as the situation demands. By maintaining this openness and adaptability, we endeavor for our exploration of Canada's social innovation landscape to remain both comprehensive and deeply insightful, poised to contribute significantly to the field of nonprofit and social economy research.

Integrating Diverse Approaches and Tools for a Preliminary Systems Analysis of the IRP and Canadian SI/SF Ecosystem: Unraveling the Impact on Our Analytical Process

This section presents the methodologies and conceptual frameworks key to understanding the SF ecosystem, with a focus on systems archetypes, the Bathtub Analogy, the Three Horizons framework, and leverage points. These tools have been vital in deepening our grasp of the complex dynamics and in identifying key challenges within the ecosystem.

Our objective is to illustrate how these methodologies can be foundational for crafting nuanced and inclusive narratives that accurately reflect the experiences of individuals and organizations within the ecosystem. We aim for an approach that provides a depth of insight, which is both comprehensive and clear enough to be actionable, incorporating diverse perspectives.

We discuss strategies to maintain this balance, underscoring how different contexts link various entities within the ecosystem. The discussion ranges from basic to advanced insights to enhance our understanding of its dynamics. At the heart of our methodology are mini maps based on use cases, viewed through alternative lenses. These mini maps are essential tools for

¹ Peter Checkland is a British management scientist known for developing soft systems methodology (SSM), a way of dealing with problem situations in which there is a high social, political, and human activity component. His approach is based on the understanding that real-world problems are often complex and cannot be fully understood through traditional hard systems approaches. Checkland's work in systems thinking has been influential in the fields of management, organizational studies, and operational research.

navigating the SF ecosystem's complexities, elucidating its pathways and interconnections.

In summary, this section explicates the methods and logic of our analytical approach, underlining the significance of these systemic tools in uncovering the nuances of the SF ecosystem, with a special emphasis on the central role of alternative lenses and user-based mini-maps in our methodology.

Exploring the Catalysts: How Certain Archetypes and Tools Initiated Our Mapping Analytics

This section delves into the intricate dynamics between multiple fundamental ideas: the "Drifting Goals" archetype, the Three Horizons Framework, and the "Prospects for Partnership" archetype, which is also referred to as the "Accidental Adversaries" archetype (Braun, 2002). Additionally, it examines the "Shifting the Burden (Capacity)" Archetype and the Bathtub Analogy (Senge (2006), highlighting how these concepts interact and influence one another (Braun, 2002; Sharpe, 2015).

This exploration is instrumental in guiding the development of our specialized user-based system mini-maps. These frameworks collectively form the cornerstone of our systems analysis, with the objective of unraveling the intricate dynamics present within the IRP and Canadian SI/SF ecosystem. This multifaceted approach allows us to gain deeper insights and understanding of the underlying forces and potential transformations within this complex system.

Who is Elinor Ostrom?

Elinor Ostrom was an American political economist whose work on the governance of common-pool resources earned her the Nobel Prize in Economic Sciences in 2009. She is best known for her book "Governing the Commons," where she outlined the "Principles of Commons Governance." Ostrom's research challenged the conventional wisdom that common property is poorly managed and should be either regulated by central authorities or privatized. Instead, she demonstrated through various case studies that common resources can be effectively managed by groups using cooperative arrangements. Her principles of commons governance include clearly defined boundaries, proportional equivalence between benefits and costs, collective-choice arrangements, monitoring, graduated sanctions, conflict-resolution mechanisms, minimal recognition of rights to organize, and nested enterprises for larger common-pool resources.

The three horizons within the IRP framework are pivotal for examining Donella Meadows' leverage point pertaining to 'The Goals of the System.' These goals are likely to shift from one IRP horizon to the next, reflecting the evolving nature of the system's objectives. This evolution is crucial for the overarching framework of Canadian Social Finance and Social Innovation, particularly in terms of self-governance and the governance of commons. Adhering to Elinor Ostrom's "Principles of Commons Governance," the third horizon is especially significant, as it marks a transition point where the collective goals and governance practices can be reassessed and realigned. This reassessment may ensure that the system's goals are attuned to the emergent needs and shared aspirations of the ecosystem as it progresses into the future.

Mini Mapping: A Journey with a Touch of Theoretical Literature

Integrating the Drifting Goals Archetype with the Three Horizons Framework in the Canadian Social Finance Ecosystem

The Drifting Goals archetype, described by William Braun, depicts how organizations may lower their aims in response to challenges or unmet goals. This concept becomes pertinent with the potential end of programs like the IRP, which may necessitate a reevaluation and adjustment of strategic objectives to remain relevant and ambitious within the evolving ecosystem.²

Bill Sharpe's Three Horizons Framework offers a strategic view of the present and future of social innovation. It outlines three stages: the current state (Horizon 1), a transitional phase with emerging practices (Horizon 2), and a long-term future with established new systems (Horizon 3).³

² William Braun is known for his work on system dynamics and particularly for articulating the "Drifting Goals" archetype, which illustrates how organizations can gradually lower their goals in response to operational challenges.

³ Bill Sharpe is an author and futurist known for developing the Three Horizons Framework, which is used to strategize for future developments by analyzing current trends, transitional phases, and long-term visions.

The Genesis of Mini-Maps Inspired by the Prospects for Partnership Archetype focusing on RSPs

Definition of Prospects for Partnership

Prospects for Partnership refers to the potential and opportunities for establishing and enhancing collaborations and alliances among different entities or organizations. In the context of systems thinking and organizational dynamics, it involves assessing the capacity for barriers to forming productive and mutually beneficial partnerships, with a focus on how these relationships can be developed, strengthened, and leveraged to achieve common goals.

The Prospects for Partnership concept guided the analysis of data and insights. This framework highlighted a common theme: while organizations were eager to enhance collaboration, they encountered various obstacles. The archetype was employed to investigate how to strengthen partnerships within the ecosystem and understand the mutual benefits these improved relationships could offer.

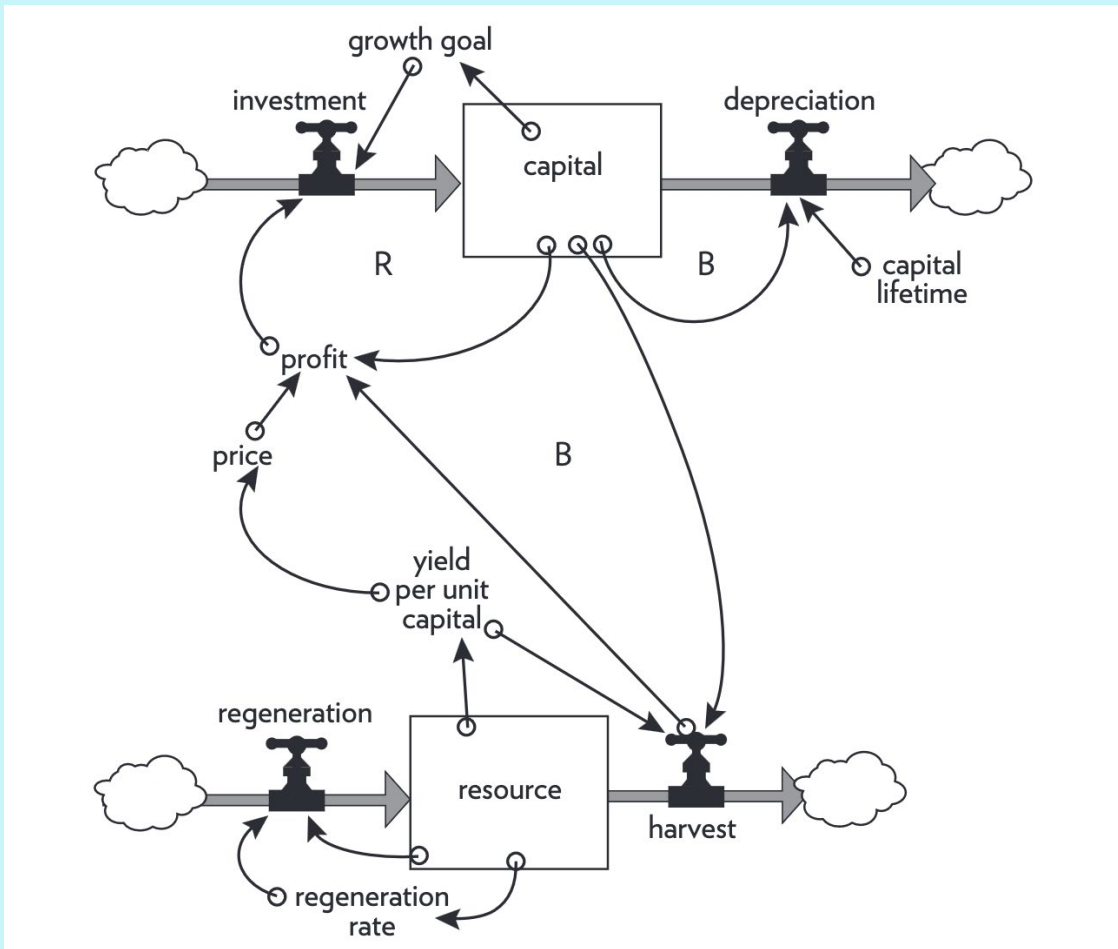
This led to the development of three specific mini maps, each designed to shed light on potential partnerships and collaborative efforts.

Insightful Stakeholder Mapping through Shifting the Capacity Archetype

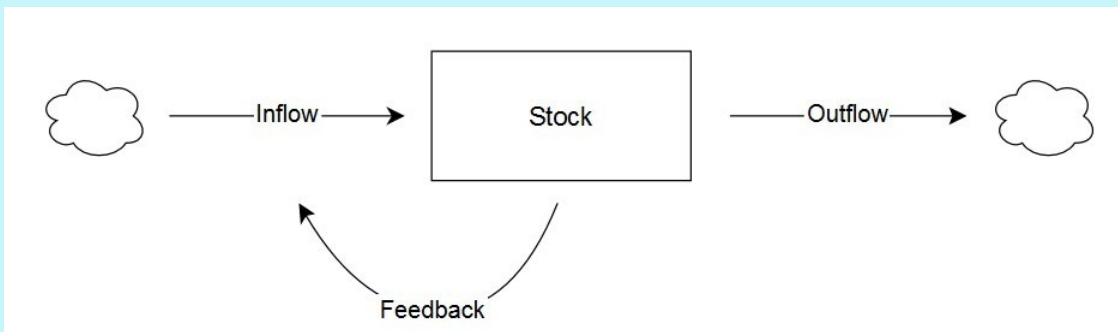
Our exploration of stakeholder dynamics within the social finance ecosystem was deeply enriched by the "Shifting the Burden/Capacity" archetype. This framework highlights the risk of unintentionally fostering dependencies through solutions that appear beneficial in the short term but may ultimately hinder the long-term sustainability and autonomy of SPOs and the broader ecosystem. By employing this archetype, we were steered towards more nuanced discussions about the implications of certain approaches that, while seemingly advantageous initially, could lead to a reliance that restricts the growth and independence of both SPOs and the ecosystem at large. It is pertinent to mention that our use of the term "burden" in this context is not meant negatively. Instead, we refer to the "capacity" or the scope of responsibilities that SPOs manage in achieving their social goals.

Furthermore, recognizing that specifying individual stakeholders could quickly render a stakeholder map outdated, our approach prioritizes helping SPOs comprehend the various categories of stakeholders they may encounter while exploring and engaging with social finance.

Examples of Stock-and-Flow Diagrams



Source: *Thinking in Systems: A Primer* by Donella H. Meadows



Source: <https://learnsystemsthinking.weebly.com/diagrams.html>

Bathtub Analogy helps us understand how different elements within a system change over time (Senge (2006)). Peter Senge, an expert in organizational learning, first introduced this concept, which was expanded upon by William Braun and Donella Meadows, who are known for their work in understanding complex systems and their behaviors.⁴ This analogy highlights the importance of seeing the interconnectedness of various components in a system to foster effective learning and change within organizations.

The mini mapping process initially started with the map outlined in the early design stage:

⁴ "The Fifth Discipline" introduces concepts like the Bathtub Analogy in systems thinking. William Braun is a systems thinker and practitioner with contributions to the systems dynamics field. Braun is known for his work in applying systems thinking and dynamics to organizational and societal issues, elaborating on concepts like the Bathtub Analogy to explain complex system behaviors.

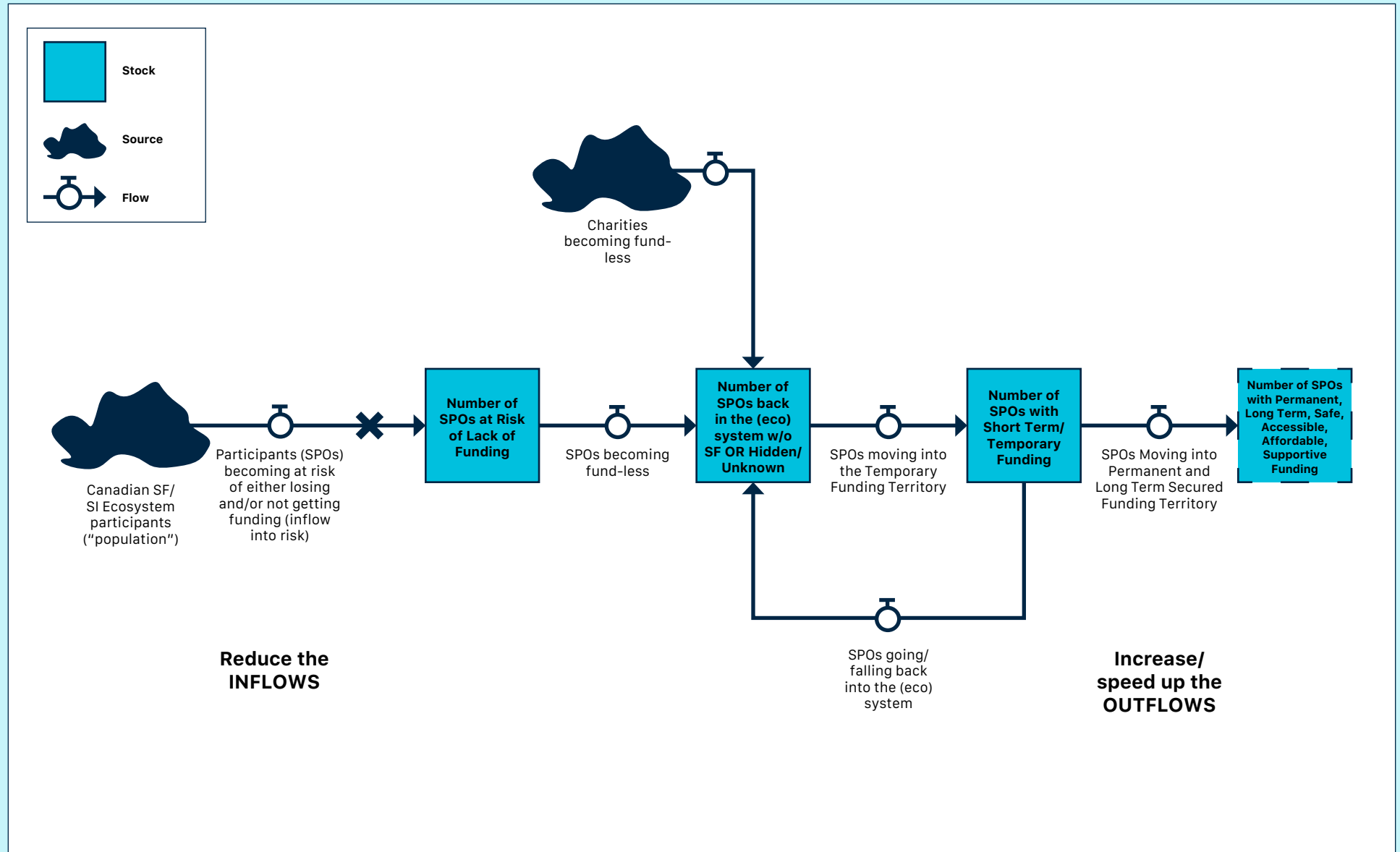
System Dynamics | Stock and Flow first iteration

Intended audience: Stakeholders in social finance and Social Purpose Organizations (SPOs) interested in non-repayable funding.

Intended purpose: To examine how changes in the “stocks” within the ecosystem’s “bathtub” can be influenced by adjusting the inflow and outflow rates. Essentially, this aims to narrate the journey of SPOs in securing non-repayable capital, shedding light on

the dynamics of funding access within the social finance ecosystem.

Source of map data: The data for this map is drawn from regular check-in meetings with Employment and Social Development Canada (ESDC), incorporating their insights. Additionally, it includes information from discussions and co-learning sessions at CCEDNet IRP convenings, and a literature review on the Canadian social finance and social innovation (SF/SI) sectors.



Subsequently, discussions and insightful guidance from ESDC led to significant revisions. ESDC clarified that social finance-related funding, whether non-repayable or repayable, is not typically a primary source of funding for SPOs. Such funding is not normally a contributor to the progress of SPOs toward long-term, stable funding. Instead, SI/SF funding is intended as a short-term boost to growth, focusing primarily on impact and secondarily on financial returns. More stable funding for SPOs should come from project funding or revenue generated from the sale of goods and services. SI/SF can enhance the capacity of SPOs to secure stable funding from these sources but should not be considered a viable long-term funding source on its own. This insight suggested that the initial diagram could be misleading or required a more detailed explanation of why SI/SF was depicted as the sole source of funds leading to SPO stability. As a result, the mini mapping designs have been updated to the more refined mini maps included in the report.