

WHAT is SOCIAL INNOVATION?

*How do we make the social innovation field more than the sum of its parts?
What are our systems change goals for the next 10 years?*

Social Innovation is...

“...any initiative that challenges and, over time, contributes to changing the defining routines, resource and authority flows or beliefs of the broader social system. Successful social innovations reduce vulnerability and enhance resilience. They have durability, impact and scale.” Frances Westley, University of Waterloo

“...the development and delivery of new ideas and solutions (products, services, models, markets, processes) at different socio-structural levels that intentionally seek to change power relations and improve human capabilities, as well as the processes via which these solutions are carried out.” - CrESSI (Creating Economic Space for Social Innovation)

“New ideas that resolve existing social, cultural, economic and environmental challenges for the benefit of people and planet.” - Centre for Social Innovation

“...new ideas (products, services and models) that simultaneously meet social needs and create new social relationships or collaborations. In other words, they are innovations that are both good for society and enhance society’s capacity to act.” - Open Book of Social Innovation

“...A social innovation is a novel solution to a social problem that is more effective, efficient, sustainable, or just than current solutions. The value created accrues primarily to society rather than to private individuals.” - Stanford Graduate School of Business

“...innovations that are social in their ends and their means.” - Geoff Mulgan

RESOURCES IN SOCIAL INNOVATION

THE SOCIAL INNOVATION DYNAMIC, FRANCES WESTLEY, 2008

While social innovation has recognizable stages and phases, achieving durability and scale is a dynamic process that requires both emergence of opportunity and deliberate agency, and a connection between the two. The capacity of any society to create a steady flow of social innovations, particularly those which re-engage vulnerable populations, is an important contributor to overall social and ecological resilience.

See: <https://sig.app.box.com/v/socialinnovationdynamic>

GETTING TO MOONSHOT: INSPIRING R&D PRACTICES IN CANADA'S SOCIAL IMPACT SECTOR

A collection of case studies demonstrating what research and development (R&D) for social impact means in practice. Getting to Moonshot showcases 14 Canadian not-for-profit, charitable and social enterprise organizations engaged in R&D activities that better deliver products and services that change lives.

See: <http://www.sigeneration.ca/getting-moonshot/>

THE FINANCE INNOVATION LAB: A STRATEGY FOR SYSTEMS CHANGE

A Strategy for Systems Change sets out the foundations of the Lab's work: their story, theory of change, principles and strategic model. It is not a manual, rather a guide and inspiration to support people creating systems change that can be adapted to their own contexts and circumstances

See: <http://financeinnovationlab.org/insights/strategy-systems-change/>

SOCIAL INNOVATION LAB GUIDE, FRANCES WESTLEY AND SAM LABAN, 2015

This Guide to a Social Innovation Lab is offered as a resource to peers, colleagues, practitioners, leaders from all sectors, and concerned citizens. One hope for this work is that these ideas will result in a greater sense of urgency for those who work on what often seem like impossible aspirations for a different, better world.

<http://www.sigeneration.ca/home/labs/>

DIY TOOLKIT: DEVELOPMENT, IMPACT AND YOU

The DIY Toolkit is a comprehensive set of resources and guides on how to invent, adopt or adapt ideas that can deliver better results.

It's quick to use, simple to apply, and designed to help busy people working in development. An initiative of Nesta, the Toolkit was made possible by the Rockefeller Foundation.

See: <http://diytoolkit.org/>

DESIGNING FOR PUBLIC SERVICES

A collection of practical tools and methods for using design in public services. Created by Nesta and IDEO as part of Design for Europe, it offers ways to do things differently by introducing the process of design thinking, and provides guidance on how to introduce this new approach into day-to-day work in the public sector.

See: <http://www.nesta.org.uk/publications/designing-public-services-practical-guide>

THE SIX FUNDERS' NODE: A NEW KIND OF NETWORK FOR SOCIAL INNOVATION

Funders share experience, wisdom, tools, resources and methods to advance social innovation and achieve greater impact. Through a series of small, carefully curated meetings, with content developed from the big questions keeping funders awake at night, a collaborative support group for foundations is developing.

See: <http://www.socialinnovationexchange.org/categories/read/the-six-funders-node-a-new-kind-of-network-for-social-innovation>

PATTERNS, PRINCIPLES & PRACTICES IN SOCIAL INNOVATION, STEPHEN HUDDART, 2010

Beginning with pattern identification, Stephen Huddart then proposes 12 principles that shape thinking and guide strategy around social innovation.

See: <http://www.mcconnellfoundation.ca/kh/resources/report/patterns-principles-and-practices-in-social-innovation>

IMPACT: SIX PATTERNS TO SPREAD YOUR SOCIAL INNOVATION, 2015

Do you want to change the world but feel frustrated by the limited impact you and others have had? Drawing on a deep well of experience and practice, Al Etmanski offers up a useful and practical resource aimed at helping those who are wrestling some of society's toughest challenges. See: <http://www.impact6.ca>

MAPPING MOMENTUM: A SNAPSHOT OF THE EMERGING FIELD OF SYSTEMS CHANGE

A community of practitioners is trying to shift incumbent systems no longer fit for purpose and build new ones that work for our current reality. In Mapping Momentum, the authors have created two maps designed to shine a light on the work of this group of pioneers. They offer these with the hypothesis that the field will be better able to organize itself if it can see itself more clearly.

See: <http://www.sigeneration.ca/mapping-momentum/>

SI-DRIVE

"Social Innovation – Driving Force of Social Change", in short SI-DRIVE, is a research project aimed at extending knowledge about social innovation. SI-DRIVE involves 15 partners from 12 EU Member States and 10 from other parts of the world.

See: <https://www.si-drive.eu/>

THE OPEN BOOK OF SOCIAL INNOVATION

The Open Book of Social Innovation – part of a series on methods and issues in social innovation – is about the many ways in which people are creating new and more effective answers to the biggest challenges of our times.

It describes the methods and tools for innovation being used across the world and across the different sectors – the public and private sectors, civil society and the household – and in the overlapping fields of the social economy, social entrepreneurship and social enterprise.

See: <http://youngfoundation.org/publications/the-open-book-of-social-innovation/>

SOCIAL INNOVATION SNAPSHOT

WITH & WITHIN GOVERNMENT

FEDERAL HUBS

Central Innovation Hub (Privy Council Office)

Connects federal innovators and directly supporting the development and trial of innovative solutions to policy, program and service delivery challenges using new tools and approaches.

IN.spire Innovation Hub (Natural Resources Canada)

Specializes in introducing new ways of working, collaborating to create user-driven pilots, developing “first of its kind” initiatives and embracing “open by default”.

FEDERAL LABS

ISED Design Lab (Innovation, Science and Economic Development Canada)

Uses design thinking to drive capacity building and improve government, Canadian citizen and business experience with the Government of Canada.

Change Lab (Employment and Social Development Canada)

Uses a new policy, program, and service delivery development process that integrates end-user perspectives from the outset and explores problems and develop solutions.

FEDERAL PARTNERSHIPS

Play Exchange

A challenge prize method seeks out innovative ideas to promote healthier, active living across Canada, leading to a \$1 million investment to put Trotibus Walking School Bus into action across the country.

Grand Challenges Canada

Focuses on bringing successful innovation to scale, catalyzing sustainability and impact in global health, leading to support for over 700 projects in more than 80 low and middle income countries

Indigenous Innovation Demonstration Fund

Provides grants to develop or expand Indigenous social innovation projects and/or Indigenous social enterprises with the goal of unlocking much needed capital for early-stage, high potential innovations.

Seniors SI

Helps communities across Canada generate, implement, and scale innovative community level approaches to reduce the social isolation of seniors through a collective impact approaches.

Social Innovation and Social Finance Steering Group

Mobilizes a cross-sectoral advisory to co-develop a Social Innovation and Social Finance Strategy with Government.

PROVINCIAL LABS

Alberta CoLab (Alberta Department of Energy)

Brings together an innovation space, a permanent standing design-team and an approach, combining systemic design and strategic foresight, to redesign the way the Government of Alberta ‘does policy.’

PROVINCIAL PROGRAMS

Community Economic Development Investment Fund (Nova Scotia Securities Commission)

Allows local community investors to pool capital, formed through the sale of shares (or units), to operate or invest in local business, blending local capital and grassroots business development.

Community Enterprise Development (CED) Tax Credit (Manitoba)

Encourages Manitoban resident investors or eligible corporations to invest in specific community enterprises or in community development investment pools in their communities.

PROVINCIAL PARTNERSHIPS

NWT On The Land Collaborative

Aims to increase and leverage resources from diverse partners to better support communities and organizations delivering on the land programming and to celebrate their experiences.

YOUTH CI (Ontario)

Helps communities learn about, develop, and implement successful collective impact initiatives to improve outcomes for youth across Ontario.

PROVINCIAL MINISTRIES

The Ministry of Social Development and Social Innovation (British Columbia)

Focuses on providing British Columbians in need with a system of supports to help them achieve their social and economic independence and secure a better tomorrow as envisioned in BC’s Strategic Plan.

MUNICIPAL LABS

Civic Innovation YYC (City of Calgary)

Creates new ways for citizens and businesses to share, collaborate and test ideas for improving civic services.

CityStudio Vancouver and CityStudio Victoria

Brings together City staff, students, and community to co-create experimental projects to make the city more sustainable, liveable and joyful.

MUNICIPAL AGENCY

The Atmosphere Fund (in partnership with the City of Toronto)

Invests in urban solutions to reduce greenhouse gas emissions and air pollution using rigorous lab-like methodologies while also impact investing to leverage their endowment to greater impact.

MUNICIPAL PARTNERSHIPS

The Winnipeg Promise

Finding the best way to remove barriers currently preventing low income families and children from accessing the Canada Learning Bond

Amplifier Montréal

Amplifier Montréal’s objective is to unite stakeholders from all areas by embracing each individual’s drive to contribute to our city’s transformation.

GEOFF MULGAN’S 10 POSSIBLE PRIORITIES FOR THE NEXT 10 YEARS

1. Tackle big challenges at the right level of granularity: collaborations between foundations, municipal government and others have the potential to achieve significant and lasting impact, but require new vehicles and methods, and a willingness to learn from past experiences.

2. Grow funding at serious scale: a significant proportion of R&D spend, both public and private, needs to be directed to innovations that are social in both their ends and their means.

3. Link action to evidence of impact: every aspect of social innovation needs to be attuned to evidence and a willingness to find out what achieves most impact.

4. Connect into movements, activism and democracy: social innovation in many countries will need to become more political. Being active in democracy, is vital for social innovations to thrive.

5. Make the most of digital: Take civic tech and digital social innovation to the next stage, with the right kinds of finance, incubation and links into procurement. Make the most of maturing technologies – eg: the role of blockchain or applying machine learning to social challenges.

6. Shape the next generation Internet: The biggest challenge will be to design the next generation Internet on principles closer to those of social innovation; indeed to the founding spirit of the Internet and World Wide Web.

7. Broader and deeper social innovation skills: the spirit of social innovation is to spread leadership throughout society at every level. That requires action to achieve strength in depth, capacity, creation and management.

8. Better adoption: it’s often assumed that social innovation is all about radical new ideas, and out of the box thinking. But most innovation in most fields is much more about adoption and incremental adaptation.

9. Mature policy debate: we’re just beginning to see serious national policies around social innovation. To help these evolve we’ll need better comparative analysis of multiple national strategies, and ideally competition.

10. Continuously reaching out: the risk of any field such as social innovation is that it becomes inward looking...the most useful innovation comes from diversity.

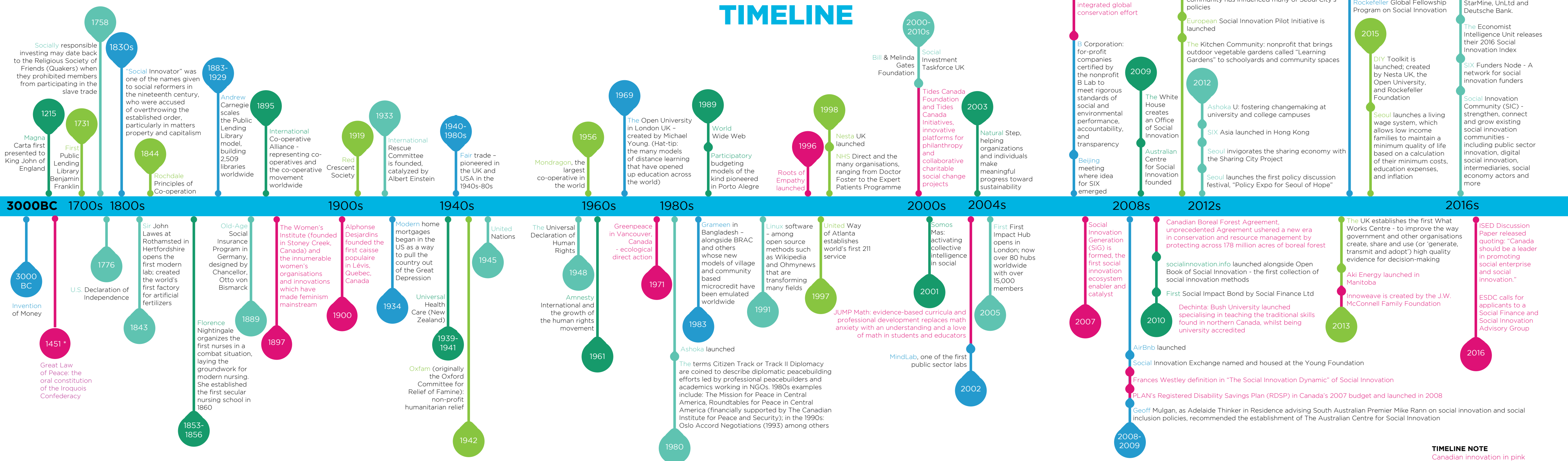
Achieving these ten priorities requires rapid global awareness, fast learning, and a willingness to cut through hype.

BC-19TH CENTURY

20TH CENTURY

21ST CENTURY

AN ^(unfinished) GLOBAL SOCIAL INNOVATION TIMELINE



MONDRAGON

- A cooperative of 147 companies employing 80,000 workers, it's the 10th largest business group in Spain
- 46% in the Basque country, 40% in other parts of Spain, 17% globally
- Founded in 1956 by Catholic priest, Jose Maria Arizmendiarieta
- Based on the principle that companies are best run when workers are owners and decision-makers
- The highest paid employees can never make 6.5 times more than the lowest paid employee

Mondragon's model creates an environment of solidarity

- The model is not perfect. The connection between member workers and non-member workers has weakened over time.
- Otherwise, Mondragon is an excellent case of matching efficiency with solidarity and democracy.

More: <http://www.mondragon-corporation.com/eng/>

ROOTS OF EMPATHY

- An absence of empathy underlies war, neglect, racism, abuse and marginalization of all kinds.
- In 1996, Roots of Empathy Founder, Mary Gordon, discovered that we can unlock and grow our empathic capacity very effectively with a baby providing experiential learning for children in classrooms.
- First introduced in Toronto, Canada, this evidence-based program now reaches elementary schoolchildren from Kindergarten to Grade 8 in 10 countries.
- The baby is the "Teacher" and a lever, which the Instructor uses to help children identify and reflect on their own feelings and the

feelings of others.

- Key research findings show that Roots of Empathy children perceive a more positive classroom environment by the end of the program. They also exhibit:
- An increase in pro-social behavior (e.g. sharing, helping and including)
 - A decrease in aggression.
 - An increase in social and emotional understanding
 - An increase in knowledge of parenting
 - An increase in empathy

More: www.rootsofemphaty.org

FAMILY BY FAMILY

- The Australian Centre for Social Innovation (TACSI) was approached by the South Australian Government to help reduce the number of families needing crisis services and kids entering the child protection system.
- TACSI worked with more than 100 families over 12 months to co-design (<http://tacsi.org.au/our-approach/>) Family by Family
- Instead of predetermining the program, they asked: what would be a good result for people?
- By creating with families rather than creating for families, everyone worked together to develop something that works

- Essentially, whole families that have been through tough times and have come out the other side, team up with families that are in tough times and need support to make change
- The program challenges notions of authority and role of expert in the system
- For every \$1 spent on Family by Family by the South Australian Government, they save \$11
- Scaling out across Australia and globally, the model is being replicated, including with peer to peer support for careers
- More: www.tacsi.org.au

TIMELINE NOTE
Canadian innovation in pink