



101 College St

**MaRS**



**SIG@MaRS**

ANSER CONFERENCE – May 2012

# Landing on MaRS

MaRS



MaRS is a non-profit organization dedicated to maximizing the **economic** and **social** impact of Canadian innovation

# What Do We Do at MaRS?

MaRS

convergence  
innovation

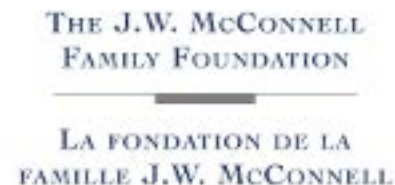
MaRS



# Social Innovation Generation



- ❑ Social Innovation Generation (SiG)
- ❑ National initiative of four nodes across the country
  - Tim Draimin, National Executive Director
    - Tim Brodhead, McConnell Foundation - founder
    - Frances Westley, University of Waterloo
    - Al Etmanski, PLAN
    - Allyson Hewitt, MaRS
- ❑ The primary aim of SiG is to encourage effective methods of addressing persistent social problems on a national scale



# The EcoSystem



**Enterprising Non Profits**

**Social Enterprise**

**Social Innovation**

**Social Purpose Business**

**Impact Investing**

**Social Economy**

**Social Entrepreneurship**

**Social Finance**

**Social Ventures**

**Social Impact**

# Social Innovation Ecosystem Lens

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## Business Advisory - Acceleration



## Non-Profit -> Social Enterprise

## Supporting Networks



## Supporting Organizations

Philanthropic and Community  
Foundations

# Shared Spaces



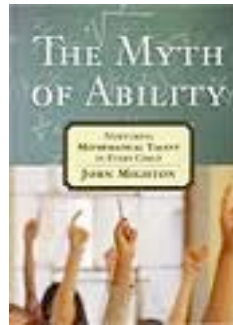
# Supporting Social Innovators



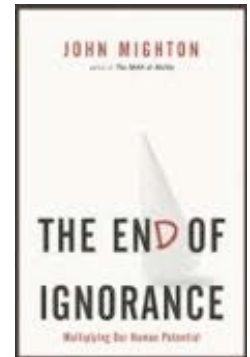
Do  
good-  
er

With a range of advisory services we help social ventures – “do good better”.

This is SiG@MaRS



jump math™  
MULTIPLYING POTENTIAL.



BILL & MELINDA  
GATES *foundation*



Do good better.  
This is SiG@MaRS.

[marsdd.com/sig](http://marsdd.com/sig)





# Social Innovation



- ❑ Social innovation defined as: *an initiative, product or process that profoundly changes beliefs, basic routines, resource and authority flows of any social system in the direction of greater resilience. Successful social innovations have durability, impact and scale.*
- ❑ Simply put: Social innovation is the design and application of better ways of meeting social needs. It is the use of an innovative approach for dealing with complex societal problems.
- ❑ Source: <http://sigeneration.ca/primer.html>



**Social Innovation Toolbox**



# Social Innovation

It's Canadian Nature

## RDSP

world's first savings plan for people with disabilities

## Greenpeace

first global environmental organization

## Nez Rouge

volunteer safe ride home service

## JUMP Math

non-hierarchical confidence based learning

## Multi-national UN Force

peace keeping

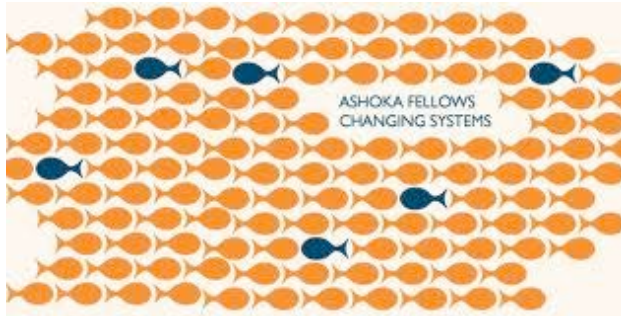
## Women's Institute

first global women's advocacy network

## Medicare

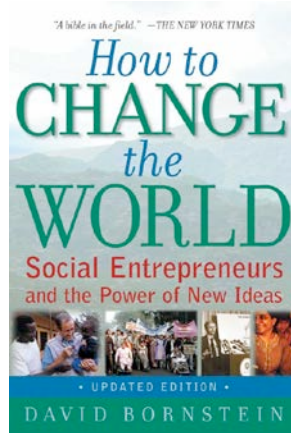
universal healthcare

# Social Entrepreneurs



“Social entrepreneurs are not content just to give a fish or teach how to fish. They will not rest until they have revolutionized the fishing industry.”

- **Bill Drayton, Founder of Ashoka**



"Social entrepreneurs identify resources where people only see problems. They view the villagers as the solution, not the passive beneficiary. They begin with the assumption of competence and unleash resources in the communities they're serving."

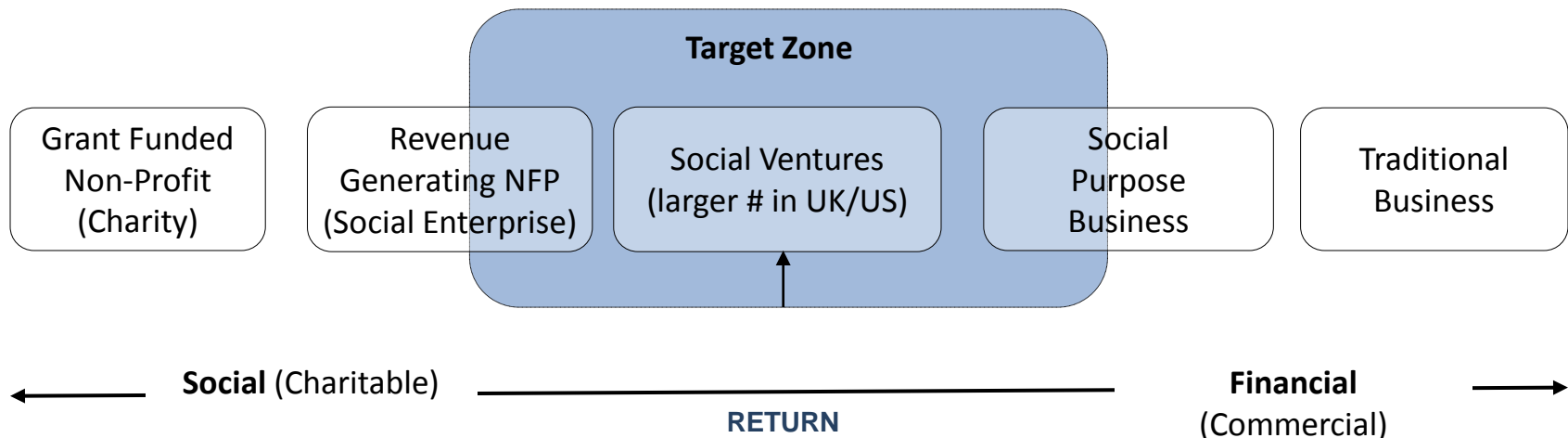
**(David Bornstein. (2004). How to change the world. Oxford University Press)**

# What is a Social Venture?



- ❑ Innovative enterprises which combine a strong social purpose with sound business principles
- ❑ Contrast to traditional businesses which are primarily driven by the need to maximize profit or charities only driven to serve a social need
- ❑ May include both for-profit and non-profit entities

## Return Continuum



# What is a Social Enterprise?



## Strengthening the Third Pillar of the Canadian Union: An Intergovernmental Agenda for Canada's Charities and Non-Profits

By: Elizabeth Mulholland, Matthew Mendelsohn, Negin Shamshiri

- Earned Income
- Gov't Funding
- Private Philanthropy



*“Charities and non-profits rely on three core sources of revenue: government funding, philanthropy, and earned income. Of these, only earned income offers any prospect for growth over the long-term.”*

# Social Ventures in Action



**Pathways**  
to Education

**2X** HIGH SCHOOL GRADUATION RATES HAVE DOUBLED

**1:24** \$ RETURN ON INVESTMENT

**300%** INCREASE IN UNIVERSITY OR COLLEGE ATTENDANCE

A portrait of a young woman with long red hair and glasses, smiling.

framework

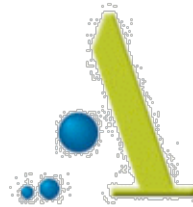


# Social Enterprise in Action

MaRS



ReStore



ARTSCAPE



EVERGREEN  
BRICK WORKS

NATURE - CULTURE - COMMUNITY



eva's initiatives  
PROENIX PRINTSHOP



St. Stephen's  
COMMUNITY  
HOUSE

Creating Opportunities  
Strengthening Communities



Centre for Addiction and Mental Health  
Centre de toxicomanie et de santé mentale



FAMILY SERVICE TORONTO  
For People. For Change.



# Social Purpose Business

MaRS



**TURN  
aROUND  
COURIERS**



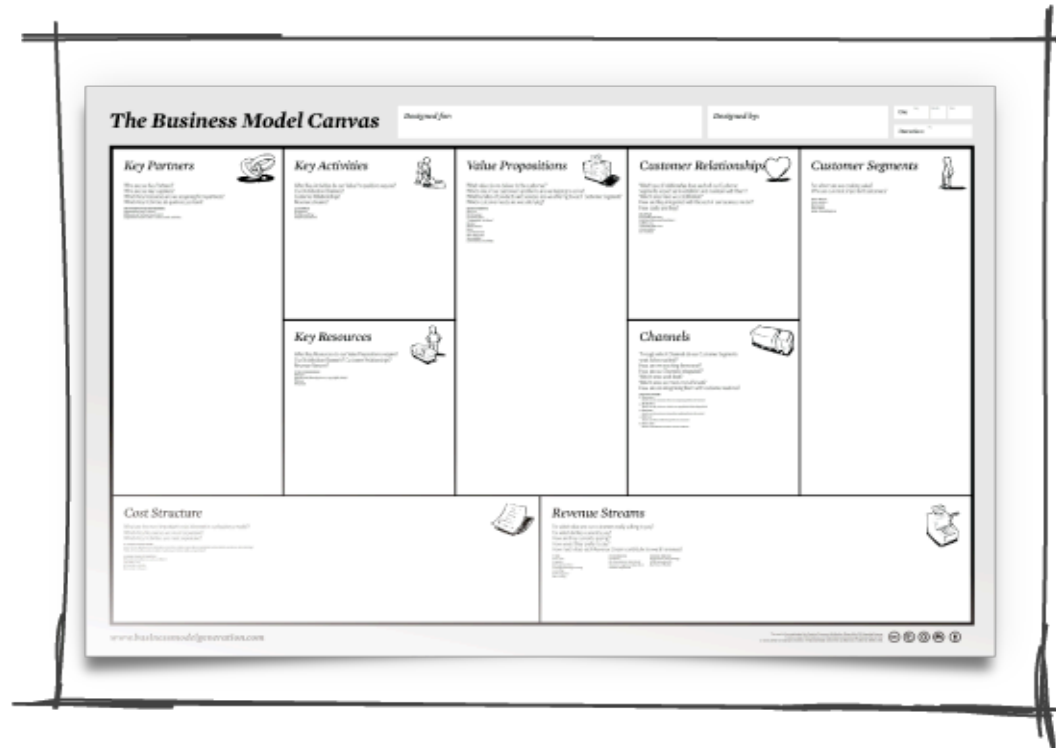
**me to we  
STYLE**



# Leveraging Resources



- Information and referral
- Market intelligence
- Access to mentors; networks; talent; and capital
- Help with governance
- Innovation in program design + delivery
- Access to pro bono professional services
- Workshops



**TIDES**canada  
uncommon solutions for the common good

**HILL & KNOWLTON**

# Innovating Education

MaRS

- ❑ Entrepreneurship 101
- ❑ Entrepreneurs Toolkit
- ❑ School for Social Entrepreneurs
- ❑ Global Leaders Series
- ❑ Workshops for Entrepreneurs



entrepreneurship

101

Lived It Lecture

**Geoff Cape**

Wednesday, November 24<sup>th</sup>, 5:30 - 6:30 p.m., **MaRS Auditorium**

Geoff Cape is one of Canada's best known social entrepreneurs. He's the founder of Evergreen, a charitable organization that encourages Canadians to take a hands-on approach to improving the health of their cities. Evergreen focuses on integrating nature into urban design through sustainable greening projects in schoolyards, parks, communities and at Evergreen Brickworks, a unique environmental community centre in Toronto. Since its inception in 1990, Evergreen has grown to over 115 employees and several locations across Canada. Come hear Geoff speak about his experiences in the world of social entrepreneurship.

Register at [www.marsdd.com/ent101](http://www.marsdd.com/ent101)

MaRS

# Innovative Events



## ❑ Flagship Events:

- Social Entrepreneurship Summit
- Social Finance Forum
- Net Change Week



**ART, SCIENCE  
& THE BRAIN**  
NEW MODELS OF LEARNING  
FOR THE 21<sup>ST</sup> CENTURY

**Net Change**  
JUNE 6 -10, 2011

# MaRS Global Leaders Series



THE  
ROCKEFELLER  
FOUNDATION

INSPIRING ACTION FOR  
**SOCIAL  
IMPACT**

Powered by  
**KPMG**  
cutting through complexity™



**LEADING  
PUBLIC SECTOR  
INNOVATION**

Co-creating for a better society

**CHRISTIAN BASON**

**MIND  
LAB**



school for  
social  
entrepreneurs



**sasix**  
SOCIAL INVESTMENT EXCHANGE

**Market Today**

Project	Value	Rating	Investment	Start	Status	Current Available
101 - New York-based technology and software development	\$ 100,000	4.0	Equity	2008	Open	\$ 100,000
102 - Seattle-based technology and software development	\$ 250,000	4.0	Equity	2008	Open	\$ 250,000
103 - The Board of Directors of the University of Toronto	\$ 500,000	4.0	Equity	2008	Open	\$ 500,000
104 - Montreal-based technology and software development	\$ 100,000	4.0	Equity	2008	Open	\$ 100,000

**What is SASIX?**  
SASIX is a leading provider of social investment opportunities for entrepreneurs and investors. It is a platform for social investment opportunities with a social focus.

**Find a project**

search

**By sector**

- Technology
- Healthcare
- Education
- Environment
- Energy
- Manufacturing
- Real Estate
- Transportation
- Other

**By province**

- Alberta
- British Columbia
- Ontario
- Quebec
- Atlantic



# Global Connections



ONE



## SOCIAL CAPITAL MARKETS

AT THE INTERSECTION OF MONEY AND MEANING



TWO



**SOCAP 11**  
SEPTEMBER 6 7 8 & 9 2011 | FT. MASON CENTER, SAN FRANCISCO  
**SocialFinance.ca**  
+ INVEST FOR IMPACT

THREE

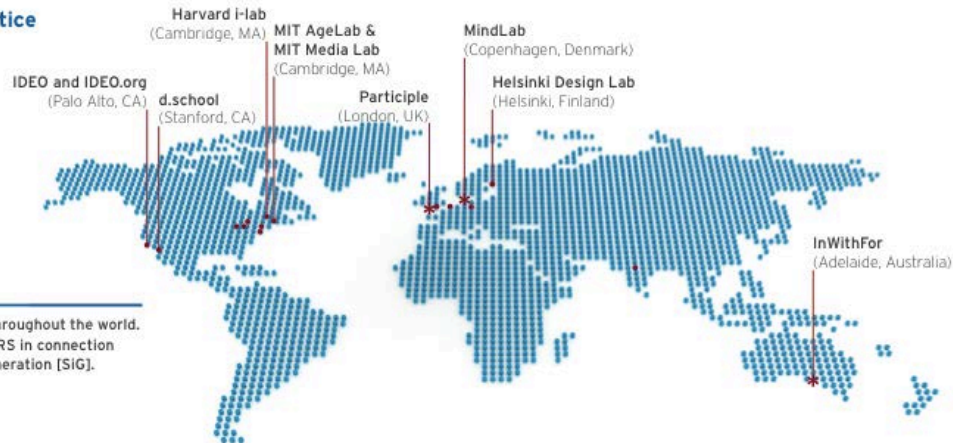
Around the World,  
Around the Table

The right conversation at the right moment can make all the difference. SIX TelePresences bring global stakeholders around the table to make real change in real-time.



# JOINING AN INTERNATIONAL MOVEMENT OF EMERGING LABS

## Lab Models in Practice



- Other active lab models throughout the world.
- \* Labs that have visited MaRS in connection with Social Innovation Generation [SIG].

- **Bold Futures** - Berlin, Germany  
<http://bold-futures.com/en>
- **Broken City Lab** - Windsor, ON  
<http://www.brokencitylab.org/>
- **Business Innovation Factory** - Providence, RI  
<http://businessinnovationfactory.com/>
- **d.school** - Stanford, CA  
<http://dschool.stanford.edu/>
- **The Finance Innovation Lab** - London, UK  
<http://thefinancelab.ning.com/>
- **Forum for the Future** - London, UK & New York, NY  
<http://www.forumforthefuture.org/>
- **Futurelab** - London, UK  
<http://www.futurelab.org.uk/>
- **Harvard Innovation Lab** - Cambridge, MA  
<http://i-lab.harvard.edu/>
- **Helsinki Design Lab** - Helsinki, Finland  
<http://helsinkidesignlab.org/>
- **IDEO** - Palo Alto, CA  
<http://www.ideo.com>
- **IDEO.org** - Palo Alto, CA  
<https://www.ideo.org>
- **Insight Laboratories** - Chicago, IL  
<http://www.insightlabs.com/>
- **Institute without Boundaries** - Toronto, ON  
<http://www.institutewithoutboundaries.com/>
- **InWithFor** - Adelaide, Australia  
<http://www.inwithfor.org/>
- **MindLab** - Copenhagen, Denmark  
<http://www.mind-lab.dk/en>
- **MIT AgeLab** - Cambridge, MA  
<http://agelab.mit.edu>
- **MIT Media Lab** - Cambridge, MA  
<http://www.media.mit.edu>
- **NESTA** - London, UK  
<http://www.nesta.org.uk/>
- **OASIS** - Bhopal, India  
<http://sites.google.com/site/oasisorgindia/Home>
- **Participle** - London, UK  
<http://www.participle.net>
- **slowLab** - Amsterdam, Netherlands  
<http://slowlab.net/>
- **Social Innovation Lab for Kent (SILK)** - Kent, UK  
<http://socialinnovation.typepad.com/silk/>
- **Sustainable Food Laboratory** - Hartland, VT  
<http://www.sustainablefoodlab.org/>



# **MaRS** Solutions Lab

A NEW APPROACH TO DESIGNING THE FUTURE

# Social Finance

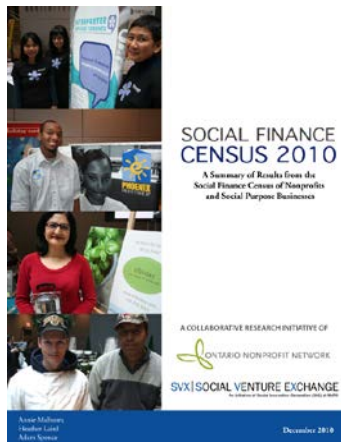


## CAUSEWAY



## enp-to

enterprising non-profits toronto



## Canadian Task Force on Social Finance





# Creating Shared Value



Societal and corporate success  
are inextricably **linked**

*Past thinking about sustainability has  
focused too much on the **friction**  
between business and society rather  
than their **interdependence***

HBR January February  
Edition 2011



## Business Problem & Innovation

- Cisco's **growth is limited** by the number of trained network administrators worldwide
- Solution: the **Networking Academy** - a **distance learning program** that combines a web-based curriculum with local instructors and lab facilities based in partnerships

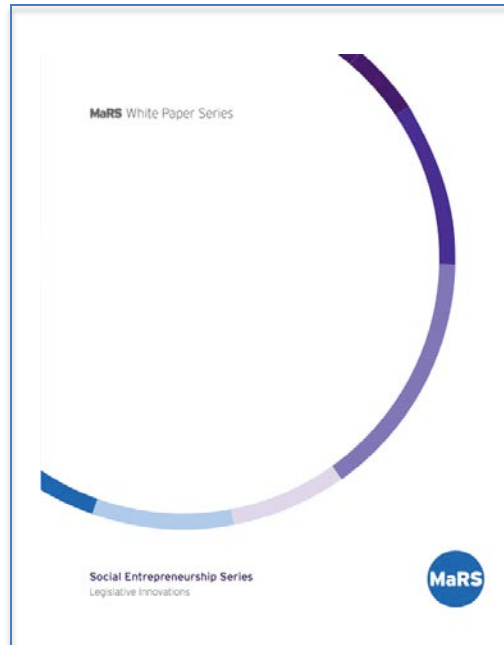
## Social Impact

- Over **10,000 Academies** established in 165 countries
- **Over 4,000,000** students have been trained
- More than **70% have attained a new job, a better job, increased responsibility, or higher salary**

## Business Impact

- Alleviates a **key labor constraint** for Cisco customers; Students become **familiar with Cisco products**; and **Strengthened relationships** with key suppliers, local businesses and government

# Public Policy Innovations



SVX | SOCIAL VENTURE EXCHANGE



# Social Innovation Summit

MaRS

Building Partnerships for Social Change  
Établir des partenariats pour un  
changement social

●●●●● SOCIAL INNOVATION SUMMIT ●●●●●  
SOMMET DE L'INNOVATION SOCIALE



# Social Innovation Wiki



Log in / create account

## Building Partnerships for Social Change Établir des partenariats pour un changement social

**SOCIAL INNOVATION SUMMIT**  
**SOMMET DE L'INNOVATION SOCIALE**

INTRODUCTION    **page**    discussion    view source    history

### Main Page

- Home
- How To Use This Site
- Who's Involved
- Mission and Objectives
- Social Innovation Summit

**HAVE YOUR SAY**

- Introduction
- The Promise of Social Innovation in Ontario
- Case Studies
- Enabling Conditions for Social Innovation
- Concrete Proposals for Action

■ What's New: Review the second draft of the Social Innovation Policy Paper.

**Greetings!**

Welcome to Ontario's Social Innovation Wiki, an online space where citizens, non-profit organizations, businesses and public agencies are collaborating to develop a policy framework for social innovation in Ontario.

**About the Wiki**

This experiment in open policy development runs on a wiki, the same collaborative software that powers Wikipedia. Just like Wikipedia, you have the power to add or edit entries, discuss your views, or simply read what others have written (see Wiki 101 in the How To Use This Site section). For a step-by-step video guide to editing the wiki, see [this video on Vimeo](#).

The wiki is a public extension of a multi-disciplinary Social Innovation Summit hosted by SIG@MaRS on May 16, 2011 and organized in partnership with the Ministry of Research and Innovation, the Ministry of Citizenship and Immigration and the Ministry of Children and Youth Services. Following the Summit, wiki users co-developed a social innovation Policy Paper that identified better ways to unleash the sector's potential and surfaces new opportunities for cross-sectoral collaboration.



page    discussion    edit    history    watch    refresh

### The Promise of Social Innovation in Ontario

[Disable rich editor]

Pressure is mounting on all sectors to find innovative solutions to the economic, social, and environmental challenges facing Ontarians—solutions that fully leverage our Province's immense reservoir of talent and creativity. A growing number of Ontario's citizens, community leaders, public servants, and entrepreneurs believe that social innovation provides unique and invaluable benefits in addressing the many and complex needs of our residents.

And yet, because the concept is relatively new, social innovation is not universally well understood. So our first order of business is to clearly articulate what social innovation is and how it differs from existing approaches to solving public challenges. Following that, we invite you to stretch your imagination to help us envision the unique promise of social innovation in Ontario.

#### Social innovation defined

How do you define *social innovation*? What makes social innovation unique from conventional approaches governments, non-profits and businesses have used to address issues such as social inequality or environmental sustainability?

Wikipedia says "Social innovation refers to new strategies, concepts, ideas and organizations that meet social needs of all kinds - from working conditions and education to community development and health - and that extend and strengthen civil society. The term has overlapping meanings. It can be used to refer to *social processes of innovation*, such as open source methods and techniques. Alternatively it refers to *innovations which have a social purpose* - like microcredit or distance learning. The concept can also be related to *social entrepreneurship* (entrepreneurship is not necessarily innovative, but it can be a means of innovation) and it also overlaps with innovation in public policy and governance."

Social Innovation refers to new ideas that resolve existing social, cultural, economic and environmental challenges for the benefit of people and planet. A true social innovation is systems-changing - it permanently alters the perceptions, behaviours and structures that previously gave rise to these challenges.

Source - Centre for Social Innovation (CSI) <http://socialinnovation.ca/about/social-innovation>

A visual introduction to Social Innovation from the Gulbenkian Institute (<http://www.gulbenkian.pt/index.php?langId=2>) and SIX (Social Innovation Exchange) <http://www.socialinnovationexchange.org/> (Source TACSI - <http://www.tacsi.org.au/who-we-are/what-is-social-innovation/>)

# Understanding the Economic Crisis




Social innovation is even more critical in an era of fiscal constraint – we need new approaches to solving problems that are amplified by tough economic times.

*“There is inequality that arises out of the free market that is increased through a financial crisis – we have to address this inequality and social enterprise is an important component of that work.”* **The Honourable Paul Martin**



Social innovation is a timely lever to forge new partnerships to develop and deliver solutions, measure impact, and catalyze new funding sources – enabling a new model of co-creating shared value for a strong, sustainable innovation economy that draws on the creative capacity of all Ontarians.



“While there is not enough money in foundation and government coffers to meet the defining tests of our time, there is enough money. It’s just locked up in private investments.”

Judith Rodin, President of the  
Rockefeller Foundation (May 2010)

# Pay for Performance



## Ottawa looks at rewriting rules on charitable giving

*Bill Curry*

*OTTAWA — From Friday's Globe and Mail*

*Published Friday, Oct. 28, 2011 4:30AM EDT*



*“Right now, we ask [charities and non-profits] to take on these jobs. We give them money to do it. They receive the money whether they achieve their objectives or not,” Diane Finley, Minister for Human Resources and Skills Development, told The Globe and Mail. “Now we’re saying, ‘All right, we still want you to do this, but you get more money if you actually achieve the objectives.”*

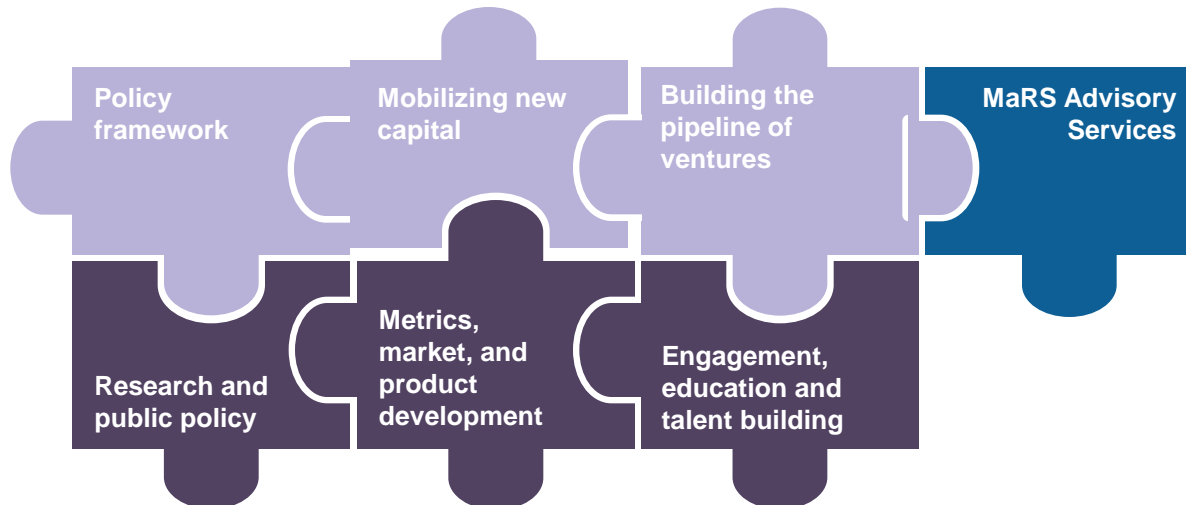


# Centre for Impact Investing



- **Research and public policy** by advancing the recommendations of the Task Force on Social Finance, including legislative reforms and tax regulations;
- **Metrics, market, and product development** through the SVX, B Corporations; a Social Impact Bond Incubator (SIBI), the Social Venture Fund (SVF), and impact metrics; and
- **Engagement, education, and talent building** by developing SocialFinance.ca, a Fellowship Program, an Investors' Council, and educational modules.

## Opportunities to Influence Impact Investing in Canada



Program Areas: Centre for Impact Investing (CII)

## LEAD PARTNERS

- Social Innovation Generation (SiG) at MaRS
- TSX (a company of the TMX Group Inc.)



## Other partners in the project include:

- Imagine Canada
- TD Waterhouse
- SocialFinance.ca
- Ontario Securities Commission (OSC)



## Social Impact Metrics

- B Corporation hub for Canada





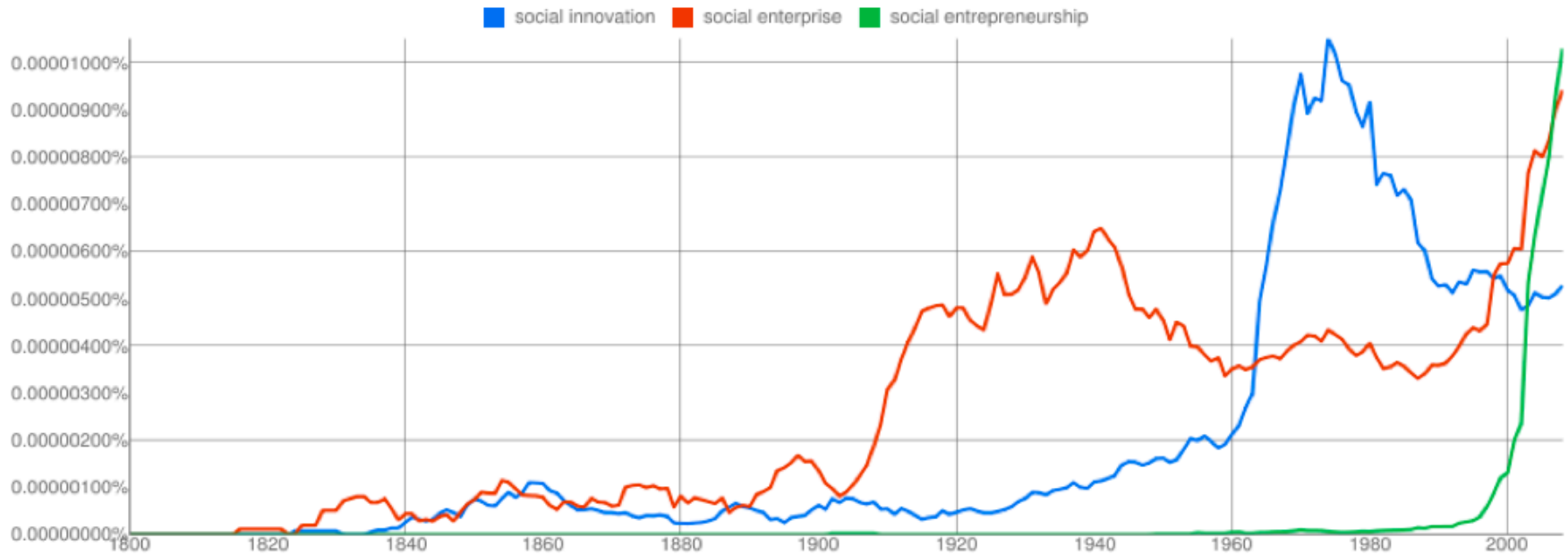
*"My question is: Are we making an impact?"*

# Google Tracks Trends

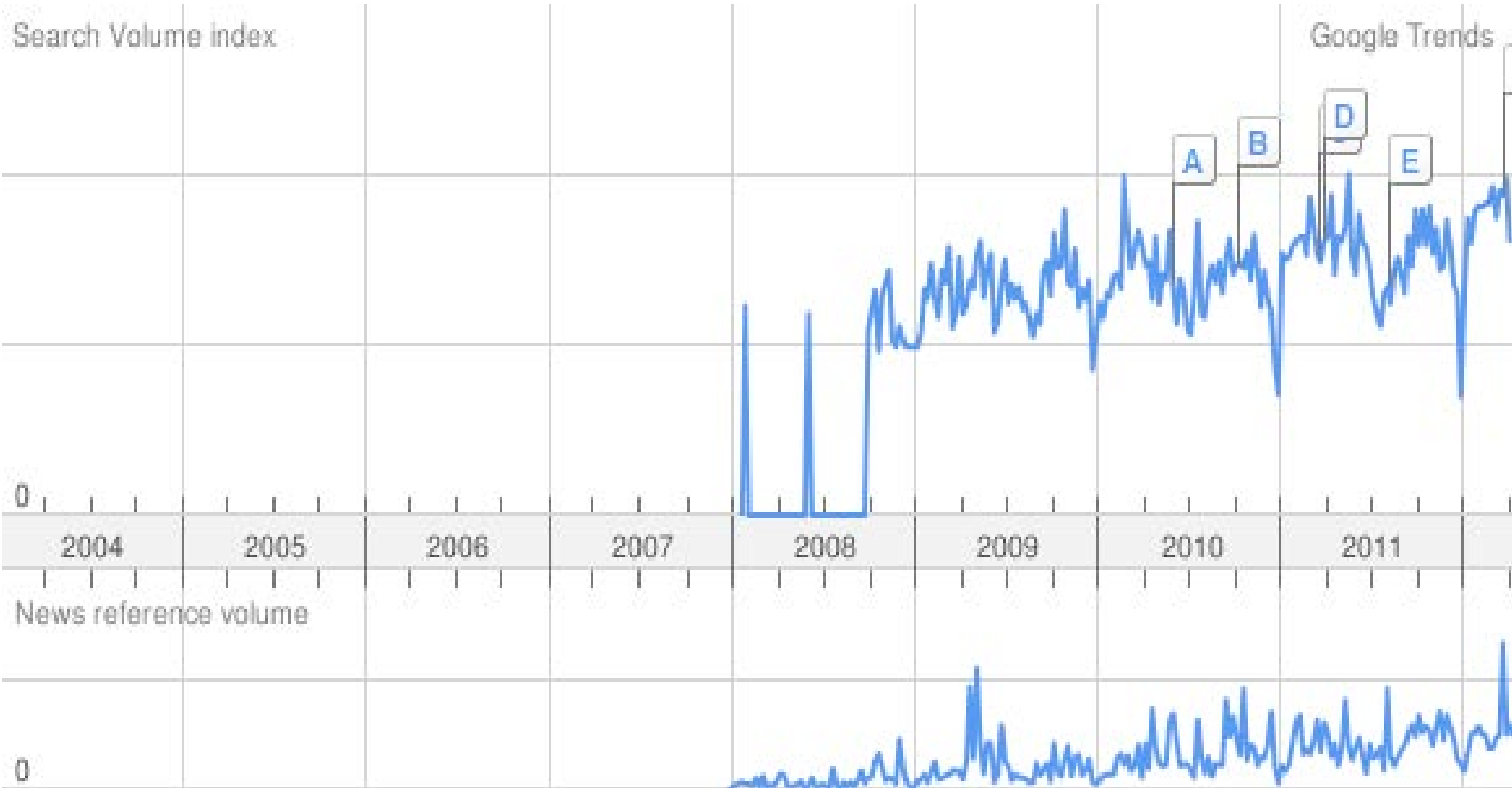


Google labs Books Ngram Viewer

Graph these **case-sensitive** comma-separated phrases:  between  and  from the corpus  with smoothing of .



# Google Trends



# Google Trends



## Regions

1. [Singapore](#)
2. [Canada](#)
3. [Denmark](#)
4. [New Zealand](#)
5. [Hong Kong](#)
6. [South Africa](#)
7. [Australia](#)
8. [India](#)
9. [United States](#)
10. [Ireland](#)



## Cities

1. Stanford, CA, USA
2. Cambridge, MA, USA
3. [Toronto, Canada](#)
4. Ottawa, Canada
5. Singapore, Singapore
6. Boston, MA, USA
7. Washington, DC, USA
8. Adelaide, Australia
9. Copenhagen, Denmark
10. San Francisco, CA, USA

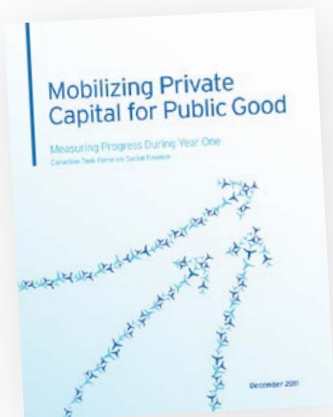


# Our Opportunity to Leapfrog



- In a recent JP Morgan report entitled [Counter\(Imp\)acting Austerity](#), the authors write:

“Canada is now following in Britain’s footsteps at a fast pace, with the Canadian Task Force having recommended in December 2010 that the federal government establish the Canada Impact Investment Fund and that provincial governments should follow suit. If the Canadian experience follows that of the UK after the Social Investment Task Force, then we may see **significant sponsorship of the impact investment market evolve over the coming years.**”



# Outputs, Outcome, Impact



World's 1<sup>st</sup> B Corporation Hub outside the US

New stakeholders engaged in **social entrepreneurship**



CENTRE FOR IMPACT INVESTING

Millions raised from Foundations (**Rockefeller, McConnell**), **TMX** and **Corporations** to launch the groundbreaking CII – impact investing priority announced by RBC

Canadian launch of THE book on **Impact Investing**



Recognized as a global leader in the **integration of social innovation into mainstream innovation agenda**



Media partner for global events







## **Allyson Hewitt**

Director, Social Entrepreneurship

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Blogs: [www.marsdd.com](http://www.marsdd.com)