

Alberta Social Innovation & Finance Strategy

2019-21 ACTION PLAN

Contributing partners



May 2019

Introduction

Alberta's social innovators are ready to work together. They believe there is a critical mass of leadership, organizations, and expertise to move Alberta's social innovation and finance ecosystem to the next level of maturity. The leaders in the ecosystem are willing to put financial resources into making things happen, and helping the Alberta social economy grow.

These sentiments became clear via the following activities:

- A review of critical documents and the timeline of social innovation in Alberta, in response to the federal ESDC Social Innovation/Social Finance Strategy initiative.
- Several surveys conducted among Alberta social innovation stakeholders over the last several years.
- Individual interviews with key stakeholders in Alberta's social innovation landscape
- A one-day strategy discussion, with 50 leaders in Red Deer on April 27, 2019.

Context

The most recent activities listed above were prompted by the potential to access resources created by the federal government, via a new Social Innovation and Social Finance Strategy. Alberta's social innovators know that a provincial network could be developed over the next two years, now that the sector has reached a critical level of momentum and expertise.

To advance social innovation and finance in Alberta, the sector needs to improve practices in four key areas. These include collaborating and communicating across the many actors in the social economy, scaling up successful social enterprises, enhancing regional and provincial strategizing, and addressing a rural and urban divide.

To accomplish these aims, the sector needs dedicated infrastructure and resources. This can best be done by weaving together the capacity of existing organizations and networks, and brokering new partnerships among actors, rather than creating a new organization.

The following is what emerged as priorities during provincial consultations about how to advance social innovation and finance in Alberta.

1. Develop a social enterprise portal/hub

During the strategy consultation session in Red Deer, in April 2019, several participating organizations expressed an interest in creating a centralized 'hub' for social finance and innovation. The key first step is to pool resources to create the hub, including digital portals. Collaborating through the hub will help social sector collectively address "wicked problems" together.

This hub would have a contract staff person, or persons, hosted by a partner organization, as well as a virtual presence through the portal. The staff person would act as a broker, facilitator, and coordinator across Alberta. Digital communication tools would facilitate the sharing of relevant

sector news, opportunities, and resource sharing. The hub staff person would organize regular events, such as educational workshops, provincial or regional strategy sessions, and networking gatherings. The hub's core functions would include the following.

- Develop a schedule of events to gather social enterprise stakeholders regularly for skill building, strategy workshops, networking events, etc.
- Bring provincial leaders together in the next 3-4 months, to review progress and plan the next steps.
- Develop communication tools and processes that allow stakeholders to share best practices, relevant news, and resources across Alberta.
- Broker partnerships among social enterprise stakeholders, such as post-secondary institutions, non-profits, social entrepreneurs, municipalities, indigenous communities, cooperatives, and social purpose businesses.
- Advance a provincial strategy at upcoming regular events in the province where social innovators and leaders are already gathering. (e.g. Soul of the Economy conference in Calgary & Enlightened Economy in Edmonton).

There is no need for a new organization or digital infrastructure to advance this work, as the sector can leverage existing resources and capacity. Organizations such as ABSI Connect or CCEDnet, have existing web platforms that could be leveraged. The project will work with existing digital tools to develop cross-linked content and resources. Ideally, the portal will be embedded into the websites of each of the partner organizations. Users would be directed to a central webpage, regardless of which organization's website they linked through. The webpage would be firewalled and managed by dedicated hub resources.

Several successful social enterprises are active across Alberta. These enterprises need capacity building and resources to help scale up production or to 'franchise,' replicating similar enterprises in multiple locations. Social enterprises also exist in a competitive environment, and as such aim to improve operations over time. The hub would help to connect existing smaller enterprises with peers, mentors, and resources, to help them scale up or facilitate operational improvements.

2. Facilitate social supply chain development, focused on public sector procurement

Governments have developed an interest in procuring services and products from social enterprises, as a means to inject money into the local economy, support local businesses, employ marginalized people, and improve the ethics of their supply chains. This interest is generating a growing demand for products and services from the social sector, but small and mid-sized enterprises lack the capacity to meet demands at larger scales.

A provincial hub would help develop supply chain capacity across Alberta, by pooling similar suppliers, or by helping small enterprises access technical assistance to increase production capacity. The hub would also facilitate initial procurement discussions between governmental agencies and social enterprise suppliers. This regional and provincial work would supplement and support efforts already underway in the cities of Edmonton and Calgary.

The hub could also help educate potential public sector buyers (e.g. school boards, municipalities) outside the two largest municipalities about the opportunities associated with social procurement. For example, the staff would be available to meet with procurement representatives, to make presentations, and coordinate the development of social procurement capacity in Alberta (e.g. Buy Social Canada workshops).

To enhance procurement, the hub will develop and host tools for buyers; such as a 'Buy Social Alberta' directory and a map of potential suppliers with capacity across Alberta.

3. Foster the development of a robust and responsive social finance ecosystem

Alberta currently has a handful of established organizations that finance social enterprise start-ups or expansions. Yet, input received from financial providers and social enterprise operators reveals that some social enterprises still struggle to find funding. Struggling social enterprises are often associated with organizations with little collateral. Entrepreneurs have also noted confusion about the financing options available for social ventures. Funders have expressed frustration with the lack of understanding among applicants about the need for detailed, comprehensive proposals. The lack of skills needed to develop successful proposals, and lack of understanding about social financial options, has hindered the growth of the social sector in Alberta.

The hub would help address these gaps in the social finance landscape by helping social enterprises increase their capacity to develop financing proposals. A centralized hub would also reduce confusion for those seeking venture funding by providing clear information about the types and sources of financing available in Alberta. The hub staff could work with financiers to explore solutions for higher risk ventures, for example, exploring the development of syndicated investments.

Evaluation and Outcomes

The non-profit sector and the Government of Alberta had several initiatives over the years that have laid the foundation for a robust social enterprise sector in Alberta. Over the last five years, consultations have been conducted across the sector, by both government agencies and leading social sector organizations. Many of the needs, gaps, and opportunities in this proposal have been noted in these earlier consultations. In light of this reality, and to ensure that a social enterprise hub is responsive to sector needs, an evaluation framework would be incorporated into the hub's operations.

Potential measures of success/outcomes include:

- Number of social innovators and organizations connected to the hub in Alberta.
- Increase in the number of social enterprises, co-operative and other social purpose organizations.
- Number of jobs created through social enterprises and co-operatives.
- Increase in financial supports to social innovators, including the expansion of existing

funds and the development of new funds.

- Number of local investment funds launched and total dollars invested.
- Number of social innovators and organizations who report increased skills, knowledge, or understanding of social innovation and finance.

Sustaining the Effort

Many participants noted that there have been previous efforts to develop provincial collaborations across Alberta's social innovation and social finance space, which have broken down over time. A considered sustainability strategy that incorporates lessons from this previous work will be an essential component of the Alberta Action Plan.

Strategies that may increase the long term sustainability of these efforts include:

- *Focus on leveraging existing capacity* – Alberta has an armoury of skilled and experienced social innovators, technical supports, and a growing range of social finance tools (e.g. the Community Economic Development Tax Credit) that are simply not fully utilized. Provincial hub work will focus on deepening the linkages between the existing resources and strategic aims of organizations and fostering the development of collaboration amongst the various actors to strengthen the ecosystem. The aim would be that the overtime, a culture of collaboration will become ingrained in the DNA of the social sector.
- *No new organization is required* - There are many social sector organizations that are active in Alberta. Building on the relevant expertise and capacity of groups like the Canadian CED Network, ABSI Connect, the Alberta Non-Profit Network, the Alberta Community and Co-operative Association and others will be integral to the success of the new Alberta Action Plan.
- *It's not just the money* – An overemphasis on financial resources to sustain operations can lead to mission drift. A successful collaborative strategy will shift people, not just financial resources, towards social finance and innovation. Encouraging organizations to consider repurposing or seconding staff to expand cross-organization collaboration over the long term would make, the goals identified in this action plan more resilient to future ebbs and flows of financial resources.

Hub Governance Model

The implementation of the two-year strategy will be governed by a provincial steering committee, composed of representatives from the organizations who contribute financially to advancing the Alberta Social Finance Strategy Action Plan. In addition to evolving and directing the action plan described above, the hub will be marked less on an initiation role (e.g. starting new projects) but enhancing the linkages of what already exists.

A key task of the steering committee will be responding to feedback on previous drafts of the Alberta Actions Plan, which can be viewed in the appendix of the Plan.

One organization suggested as a potential administrative secretariat to this hub is the Alberta Community and Co-operative Association (ACCA). A decision about organizational structure, such as a secretariat role, will be one of the first tasks of the steering committee.

Budget

See below an estimated annual operating budget for a provincial portal and hub.

Expense item	Estimated annual cost
Contract staff – 1 FTE	\$85,000
Travel expenses	\$12,000
Digital development	\$30,000
Event expenses	\$15,000
Administration	\$15,000
Estimated annual budget	\$157,000

This operating budget is viewed as the bare minimum to support the core activities of a provincial hub to develop social finance and innovation. Additional resources may be allocated to the hub through the secondment of staff from partnering organizations, volunteer expertise, as well as additional financing supports from governments or other external funders.

See below the contributions of the organizations who have committed to contribute to the development of a provincial hub during an initial two-year period. The partners listed above are interested in working with additional financial partners in ensuring the social finance initiative is sustained.

Organization	Potential Contributions
Canadian CED Network (CCEDNet)	\$25,000 - \$50,000
Edmonton Community Foundation	\$10,000 - \$20,000
Calgary Foundation	\$10,000 - \$20,000
Alberta Community and Cooperative Associations	\$10,000 - \$20,000
Peavey Industries	\$10,000 - \$20,000
Momentum/Thrive	\$5,000 - \$10,000
Indian Business Corporation	\$5,000 - \$10,000
St. Paul Abilities Network	\$5,000 - \$10,000

Staffing

The organizations that contributed to the consultation phase of this initiative noted the need for dedicated resources, particularly the need for staff people, to complete the necessary work to implement an Alberta Social Finance Strategy. A contracted staff person will undertake said work, focused on provincial coordination, capacity building, communicating, and partnership brokering. The contractor will work through a host organization, as well as virtually, when applicable.

‘Weaver’ or broker position description

The purpose of the Weaver staff person is to build capacity and develop partnerships within the Alberta social sector. The Weaver will identify, support, and foster the growth of social enterprise initiatives. The position will focus on analyzing provincial and regional priorities, needs, and capacities of members, then brokering among organizations.

For the social sector to be effective, it is vital improvements be made in the areas of liaising with government, as well as sectoral coordination and capacity building.

The person’s initial work will be to work with the committee to deepen the Alberta Action Plan, including the development of workplans, an evaluation framework, and outcome measurements.

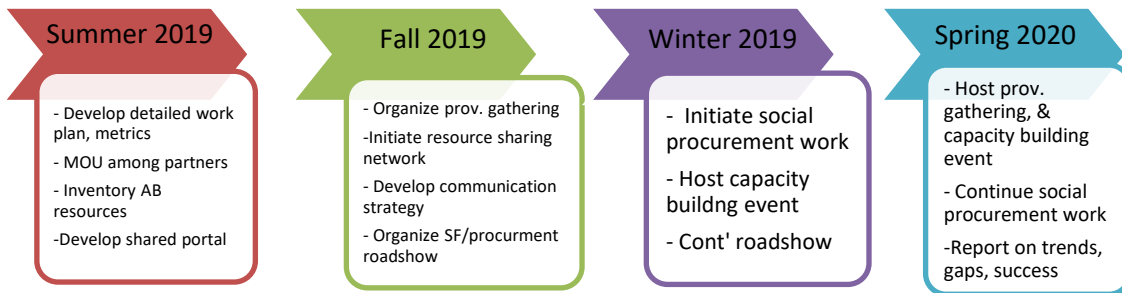
Examples of-of the work they may be undertaken includes:

- Raising awareness of and improving procurement opportunities for social enterprises in Alberta.
- Connecting organizations and initiatives across the province for shared learning, and collaboration.
- Acting as a “weaver” between the social sector, government, non-profit organizations, and social enterprises in both rural and urban Alberta.
- Identify existing strong social innovations that deserve scaling and replication across the province
- Providing information and improving access to resources and technical support for social enterprises in both urban and rural communities.
- Organizing quality skill building and engagement events to increase knowledge, skills, and common language in the sector.
- Researching and disseminating knowledge on emergent best practices, innovative/helpful methods and tools, and supportive policy suggestions.

- Advancing funding opportunities for social enterprise initiatives and improving access to existing funding.
- Convening regarding social sector issues and emerging trends.

Project Timeline

The initial phase of the Alberta Social Innovation and Finance Strategy implementation initiative would be undertaken over two years, beginning in Spring 2019. The following is an estimated timeline for that period.



Conclusion

The Alberta social sector is at a crucial junction in 2019. Recognizing the current context in Alberta with a new provincial government, that proclaimed a platform that emphasized the important role of civil society. Alberta also faces ongoing economic challenges, yet we see greater awareness about the concept of social enterprise. It is an imperative that the sector proactively positions itself to succeed. We can do this by strengthening existing networks and sharing resources. There is strength in numbers, and a coordinator would help the social sector to approach governments in a coordinated way about social procurement, funding, regulations, and other issues.

Join us in pooling our resources, to develop innovative new ventures, and improving connections with colleagues and social entrepreneurs, so we can support each other. Employing a person through the hub will ensure this important work is no longer on the corner of your desk, or on the list of things to do, as someone will be working in the background to keep the social sector moving forward. This coordinator will help us to break down rural and urban divides, seek out and broker unconventional partnerships, and keep things moving forward as we work to grow the social economy. We will develop new ventures to build an economy that is more just and resilience, while empowering the community members we know and serve.

Online survey participants

1. Athabasca University/AODC
2. Momentum
3. Institute for Community Prosperity, Mount Royal University
4. Banff Canmore Community Foundation
5. Social Innovation Institute, MacEwan University
6. Alberta Rural Development Network
7. Local Investing YYC
8. Canadian Worker Co-operative Federation
9. ATB Financial
10. Calgary Foundation
11. Mount Royal University
12. United Way of the Alberta Capital Region
13. The Communitas Group Ltd
14. MatchWork
15. CDEA
16. Jasper Place Wellness Centre
17. Windmill Microlending
18. Calgary Foundation
19. REAP Business Association
20. University of Alberta
21. Trico Charitable Foundation
22. Multicultural Health Brokers Co-operative Ltd.
23. End Poverty Edmonton
24. Bassa Social Innovations Inc.
25. Localize
26. Community Futures
27. Alberta Community and Co-operative Association
28. Another Way
29. United Way of Calgary & Area
30. ABSI Connect

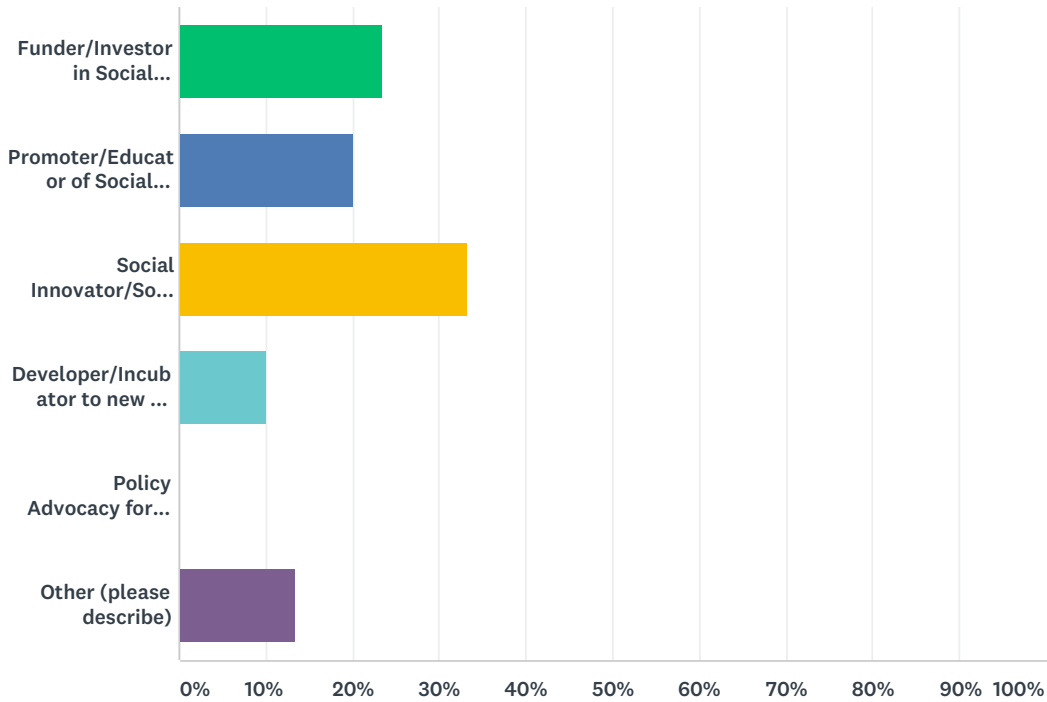
Alberta Social Innovation & Finance Strategy, in-person consultation participants

First Name	Last Name	Job Title	Company
Mark	Holmgren	ED	Edmonton CDC
Susannah	Cameron	Strategic Initiatives Manager	End Poverty Edmonton
Anna	Bubel	Owner	Another way
Eva	Friesen	President and CEO	Calgary Foundation
Lauren	Frosst	Impact Investment Associate	Calgary Foundation
Gary	St Amand	CEO	Bissell Centre
Jane	Bisbee	Executive Director	Social Enterprise Fund
Robert	Rollingson	CEO	Indian Business Corporation
Stephanie	Jackman	Board Chair	REAP Business Association
Jordana	Armstrong	Innovation Manager, Clinical & Social Innovation	Innovate Calgary
Murray	Soroka	CEO	Jasper Place Wellness Centre
Seth	Leon	Manager of Co-operative Services	Alberta Community and Co-operative Association
Jeni	Piegrass	National Director of Development	Windmill Microlending
Brooks	Hanewich	Co-Founder	MatchWork
Yvonne	Chiu	Executive Director	Multicultural Health Brokers Co-operative
Heidi	Veluw	Social and Micro Enterprise Consultant	Multicultural Health Brokers Co-operative
Vaughn	Paul	CEO	Technical Services Advisory Group
Karyn	Hatton	Advisor	FNBB
Mitch	Thomson	Executive Director	Olds Institute
Tim	Bear	CEO	St Paul Abilities Network
Emrah	Keskin	Project Assistant	Alberta Nonprofit Network (ABNN)
Lisa	Caton	Director, Strategy & Learning	Momentum
Jeff	Loomis	Executive Director	Momentum
Nathan	Hunt	Policy Analyst	United Way of Calgary and Area
Lesley	MacKinnon	Sr Product Design & Investment Specialist	United Way of Calgary and Area
Allan	Undheim	VP, Community Building and Investment	United Way of the Alberta Capital Region
Barb	Davies	Social Impact & Community Engagement	Institute for Community Prosperity, Mount Royal University
Travis	Inlow	Director	Local Investing YYC
Vern	Albush	Director CSR and Gov't Relations	Servus Credit Union
Martin	Garber-Conrad	Chief Executive Officer	Edmonton Community Foundation

First name	Last name	Job Title	Organization
Leo	Wong	Founding Director	Social Innovation Institute, MacEwan University
Joe	Gustafson	Chairman	Olds Fibre Ltd.
Robert	Rollingson	CEO	Indian Business Corp
Mike	Gismondi	Professor	Athabasca University
Marie-Eve	Mayrand	Economic Development Director	Le CDEA
Lynn	Hannley	managing director	The Communitas Group
Noel	Major	Director	Athabasca Opportunity Development Co-op
Harvey	Walsh	Business Coach	Olds Institute
Bill	Fisher	Executive Director	Banff Canmore Community Foundation
Kristine	Bugayong	CEO	Red Deer & District Community Foundation
Stirling	McLeod	Director	Olds Fibre Ltd.
Jayde	Roche	Project Manager, Network Development	Alberta Rural Development Network
Alex	Welsh	Digital Strategist & Community Mgr.	ATB Financial

Q2 How would you best categorize your organizations primary role in Alberta's Social Innovation/Social Enterprise ecosystem.

Answered: 30 Skipped: 0

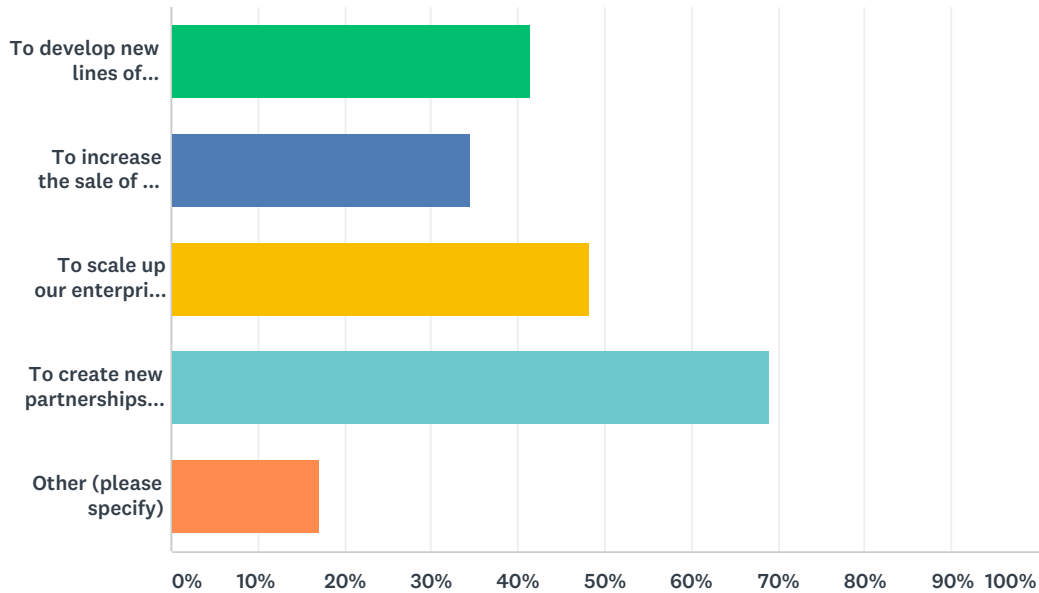


ANSWER CHOICES	RESPONSES	
Funder/Investor in Social Innovation	23.33%	7
Promoter/Educator of Social Innovation	20.00%	6
Social Innovator/Social entrepreneur	33.33%	10
Developer/Incubator to new and expanding social purpose organizations	10.00%	3
Policy Advocacy for Social Innovation/Social Finance	0.00%	0
Other (please describe)	13.33%	4
TOTAL		30

#	OTHER (PLEASE DESCRIBE)	DATE
1	researcher	4/18/2019 3:23 PM
2	Our Federation does all of the above, with the main roles incubator and funder/ investor.	4/17/2019 5:04 PM
3	community development consultant	4/17/2019 11:47 AM
4	Community led organization that stewards plan to end poverty in Edmonton	4/12/2019 11:56 AM

Q3 How could your organization use social innovation and social finance in the next three years? Check all that apply.

Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES
To develop new lines of business or streams of revenue	41.38% 12
To increase the sale of our current products/services	34.48% 10
To scale up our enterprise, by adding new products or services, or reaching new markets or customers	48.28% 14
To create new partnerships that will build community or organizational assets	68.97% 20
Other (please specify)	17.24% 5
Total Respondents: 29	

#	OTHER (PLEASE SPECIFY)	DATE
1	To offer more social financing which understands worker co-ops.	4/17/2019 5:04 PM
2	To demonstrate to students that there is decent and meaningful work in purposeful careers beyond what has historically been available in government or the charitable sector.	4/17/2019 12:05 PM
3	to develop new community based social enterprises	4/17/2019 11:47 AM
4	We can fund social enterprises	4/10/2019 6:44 PM
5	to provide additional capacity to the sector, particularly in the area of social enterprise	4/10/2019 3:39 PM

Q4 How would you succinctly describe the key value add your organization brings to Alberta Social Innovation/Social Finance ecosystem?

Answered: 29 Skipped: 1

#	RESPONSES	DATE
1	comparative research into best practice, spreading of change strategies and action	4/18/2019 3:23 PM
2	Momentum is an experienced micro lender, business developer, policy influencer, connector, and network and capacity builder.	4/18/2019 1:50 PM
3	We offer social innovation consulting to organizations advancing social change in southern Alberta. In addition, as an academic institution we can advance social innovation and social finance through curriculum development and student-faculty-community partnerships.	4/18/2019 11:19 AM
4	Our Foundation can be a link between private and not-for-profit organizations interested in and/or involved in advancing social innovation and social finance enterprises.	4/18/2019 9:53 AM
5	We can engage a broad range of communities, create collaborations between them and develop capacity around social innovation and social enterprise.	4/18/2019 12:22 AM
6	Bringing it to rural Alberta communities	4/17/2019 9:28 PM
7	Harnessing community capital to investing in local social enterprises	4/17/2019 9:13 PM
8	Our Federation brings knowledge and experience with worker co-operatives, in an ecosystem approach to development of this sector. It also brings administrative capacity for RRSP-TFSA to be used in any type of eligible co-operative.	4/17/2019 5:04 PM
9	We provide funding, community connections and support with strategy development for growing entrepreneurs.	4/17/2019 4:43 PM
10	Investment and grant capital, investment expertise and local community knowledge.	4/17/2019 1:06 PM
11	We create learning materials and experiences that connect students to the social innovation ecosystem.	4/17/2019 12:05 PM
12	We have the ability to engage and mobilize cross-sector support and resources for innovative solutions to complex problems.	4/17/2019 11:59 AM
13	we have developed may social enterprises over the years including housing projects (60+), worker cooperatives, community based social enterprises, multistakeholder groups	4/17/2019 11:47 AM
14	We have several aspects of our business that add value to the ecosystem: 1. Support for existing non-profits in the employment space; 2. data and analysis capabilities for non-profits across sectors; 3. a community of practice across a number of siloed sectors; 4. advocacy and policy support for our customers	4/16/2019 4:25 PM
15	We also create wealth to invest to build more social programming in Alberta. An ability to create employment for the most vulnerable, hard to employ and newcomers.	4/15/2019 6:00 PM
16	Windmill Microlending provides loans of up to \$15,000 to finance re-accreditation for skilled immigrants who are working to enter the Canadian labour market at a level commensurate with their education and experience. Windmill Microlending's Community Bond program is a social impact investment opportunity that has been well received in the marketplace. We are able to leverage the capital of our investors to make significant social impact while delivering reliable, fixed-income rates of return.	4/15/2019 4:17 PM
17	provider of capital convenor of partners	4/15/2019 2:54 PM
18	REAP is a network of purpose-driven businesses that are advancing new economy principles. REAP itself provides connections, education opportunities and measurement frameworks to help its members achieve more social impact through their operations.	4/15/2019 2:11 PM

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19	As an Educational institution, we could support any of the activities associated with social innovation.	4/15/2019 12:42 PM
20	Study & capacity building of social entrepreneurship, convening and infrastructure support	4/15/2019 7:58 AM
21	The use of the workers co-operative model by immigrant/refugee works to implement social innovation that leads to the social and economic integration of immigrant and refugee population.	4/13/2019 3:19 PM
22	Using a collective approach to work with community tables and partners, individuals and businesses to ensure all Edmontonians receive a livable income through employment, self-employment, living wage policies, financial literacy, access to income supports, matching savings programs, and education.	4/12/2019 11:56 AM
23	We are connectors. We are looking to increase our visibility within the corporate sector to enhance social innovation, CSR and measurement.	4/11/2019 5:38 PM
24	Localize provides curated labeling programs for grocery stores to enhance the sales of local and sustainable products. The labeling program has been proven to sustain an 11% increase in sales year over year, and has achieved over \$1.1B (net) in increased of sales of local products since 2011.	4/11/2019 5:29 PM
25	We are an Indigenous Not-for-profit	4/11/2019 10:00 AM
26	Lending, training, coaching, and partnership in Community Economic Development projects	4/10/2019 6:44 PM
27	Co-create road maps for groups to form local investment co-ops	4/10/2019 5:30 PM
28	I provide specialized CED consulting services that help organizations assess the viability and impact of proposed and existing social enterprises and community ventures.	4/10/2019 3:39 PM
29	Community and environmental awareness.	4/10/2019 12:50 PM

Q5 From the perspective of your organization, please provide up to three ("top 3") pain points or challenges that need to be addressed, in regards to improving Alberta's Social Innovation/Social Finance Ecosystem.

Answered: 27 Skipped: 3

ANSWER CHOICES	RESPONSES	
Pain Point/Challenge	100.00%	27
Pain Point/Challenge	96.30%	26
Pain Point/Challenge	88.89%	24

#	PAIN POINT/CHALLENGE	DATE
1	trust	4/18/2019 3:23 PM
2	Limited opportunity for financing for sustainability – ability to attract pilot based funding and limited options for longer-term financing for building toward scale, including mechanisms to influence policy adoption of innovative models	4/18/2019 1:50 PM
3	The ecosystem is highly fragmented	4/18/2019 11:19 AM
4	creating awareness of social financing options to current donors	4/18/2019 9:53 AM
5	Sustainable financing and revenue streams	4/18/2019 12:22 AM
6	Funding opportunities	4/17/2019 9:28 PM
7	Stronger network of impact investors	4/17/2019 9:13 PM
8	Lack of patient capital friendly to worker co-operatives. (Focusing in this area as this is our main area of work.)	4/17/2019 5:04 PM
9	Research to help legitimize impact investing as an asset class (i.e. correlation to other asset classes, risk return characteristics, liquidity and time horizon expectations, etc.)	4/17/2019 1:06 PM
10	Polarized political environment, where one ideology sees social innovation/finance as unseemly and the other sees it as a source of salvation.	4/17/2019 12:05 PM
11	Perception that innovation must mean 'new' and the struggle to demonstrate how many current initiatives are innovative and need scaling.	4/17/2019 11:59 AM
12	lack of risk capital	4/17/2019 11:47 AM
13	Access to discretionary or purposely directed capital that allows for R&D and exploratory risk	4/16/2019 4:25 PM
14	An increased access to different sources of finance	4/15/2019 6:00 PM
15	Market perceptions - social impact investments as "risky" and offer "below market rates of return"	4/15/2019 4:17 PM
16	for social impact bonds, who are the parties? (deliverer of the social good, investor, and payer of the returns) and how will the achievement of social good be measured?	4/15/2019 2:54 PM
17	Insufficient financing for social innovators	4/15/2019 2:11 PM
18	Sense of belonging to a community	4/15/2019 12:42 PM
19	there is not enough experimentation/learning	4/15/2019 7:58 AM
20	Lack of deep understanding about "social innovation" and "social finance ecosystem"	4/13/2019 3:19 PM
21	Lack of network or coordination of stakeholders working in this eco-system in Edmonton/ Alberta	4/12/2019 11:56 AM
22	Lack of understanding about social innovation and social finance	4/11/2019 5:38 PM
23	Small pool of top-tier talent	4/11/2019 5:29 PM

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24	Running a business is hard. Running a social enterprise is usually harder! The organization needs to have business capacity in their team and to think long-term to ensure they have the depth of skills and resources for long-term success.	4/10/2019 6:44 PM
25	Legal, accounting, and admin costs	4/10/2019 5:30 PM
26	Lack of a pipeline of demand for SE (might be solved by social procurement)	4/10/2019 3:39 PM
27	Topic Clarity Needs to Developed	4/10/2019 12:50 PM
#	PAIN POINT/CHALLENGE	DATE
1	legal and accounting and admin costs	4/18/2019 3:23 PM
2	Lack of resources and capacity to measure and evaluate initiatives to demonstrate effectiveness – challenge to secure resources to evaluate and then inform future adoption	4/18/2019 1:50 PM
3	A paradigm shift is needed to bridge investment + philanthropy for investors to understand and pursue opportunities to invest in social finance	4/18/2019 11:19 AM
4	Early-stage seed funding to develop our own capacity	4/18/2019 12:22 AM
5	Research	4/17/2019 9:28 PM
6	Removing barriers for social entrepreneurs to thrive	4/17/2019 9:13 PM
7	Insufficient awareness of the worker co-op option.	4/17/2019 5:04 PM
8	Charitable and nonprofit capacity building both financially and from an educational perspective	4/17/2019 1:06 PM
9	Many parts of the nonprofit sector are fractured, competitive and largely cynical about "social innovation"	4/17/2019 12:05 PM
10	Societies need for immediate, tangible results, when effective solutions that create sustained change may take years to demonstrate impact.	4/17/2019 11:59 AM
11	lack of development capital	4/17/2019 11:47 AM
12	A more systemic view of solutions and challenges. Too often we're operating in isolation	4/16/2019 4:25 PM
13	Developing strategies on how to compete with marketplace businesses	4/15/2019 6:00 PM
14	Awareness - this is still uncharted territory for many investors and wealth managers	4/15/2019 4:17 PM
15	what is the difference between a b-corp and a social enterprise? what is the role of a charitable org in social enterprise?	4/15/2019 2:54 PM
16	Capacity building initiatives	4/15/2019 2:11 PM
17	Relevant educational practices	4/15/2019 12:42 PM
18	there is not enough sharing of experimentation/learning	4/15/2019 7:58 AM
19	Lack of appreciation and understanding by others of the role & contributions co-operatives towards social innovation	4/13/2019 3:19 PM
20	Stakeholders in the eco-system haven't identified who is doing what and where there are gaps.	4/12/2019 11:56 AM
21	Too trapped in industry mentality	4/11/2019 5:38 PM
22	Investment bottlenecks for Alberta companies (not just for impact companies, but also technology and non-traditional company investment)	4/11/2019 5:29 PM
23	Collateral/security - Loans need to be backed by sufficient assets. Banks don't like to lose money!	4/10/2019 6:44 PM
24	lack of awareness of exempt market shares by traditional financial institutions, intermediaries, etc.	4/10/2019 5:30 PM
25	Lack of technical assistance infrastructure (outside of consultants and odd University courses) available across the Province	4/10/2019 3:39 PM
26	Evaluation Methodologies Need to be Transparent	4/10/2019 12:50 PM
#	PAIN POINT/CHALLENGE	DATE
1	Alberta culture of individualism/combined with lack of capacity	4/18/2019 3:23 PM
2	Limited capacity and resources to effectively use technology as a contributor to social innovation	4/18/2019 1:50 PM

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3	Greater awareness and demand for social innovation and social enterprise approaches to addressing societal issues.	4/18/2019 12:22 AM
4	ROI info	4/17/2019 9:28 PM
5	Dedicated social finance intermediaries	4/17/2019 9:13 PM
6	Insufficient availability of technical assistance expertise for worker co-ops.	4/17/2019 5:04 PM
7	Clarity and conversations about regulations and alignment of interests among stakeholders - CRA, security commissions, deal structuring, legal	4/17/2019 1:06 PM
8	There is a sharp urban-rural divide, plus a Calgary-Edmonton divide	4/17/2019 12:05 PM
9	Finding investors/funders that are prepared to risk failure when trying something new.	4/17/2019 11:59 AM
10	lack of appropriate capacity development resources	4/17/2019 11:47 AM
11	A shared vision between NGO's, private and public sector towards intractable social issues.	4/16/2019 4:25 PM
12	Clarity on procurement legislation for municipalities on how to [procure to not for profits	4/15/2019 6:00 PM
13	Incentive - if investors were incentivized to use their capital to make social impact, that might open the market up.	4/15/2019 4:17 PM
14	competence of a charitable org to make us of a lending, and skills to pay back	4/15/2019 2:54 PM
15	Cultivating buyers in a tough economy	4/15/2019 2:11 PM
16	Less competition among stakeholders	4/15/2019 12:42 PM
17	fundamental misunderstandings about social enterprise, scaling and measurement	4/15/2019 7:58 AM
18	Lack of visibility and inclusion of co-operatives, particularly immigrant-led co-operatives within the social innovation/fiance ecosystem.	4/13/2019 3:19 PM
19	In this eco-system, many of the service providers have different funders (federal, provincial, dif depts) so they serve different target markets. So if someone would like help starting a business, they go to a different provider depending on their age, gender, if they are on income supports etc. I don't think people know where to go to get help starting a business or social enteprise. Supports for coops are limited.	4/12/2019 11:56 AM
20	Lack of consistent public policy about social innovation and social finance	4/11/2019 5:38 PM
21	Geographic distance (whether real or perceived) from major centres of activity in our industry. This limits investment and client access.	4/11/2019 5:29 PM
22	Personal guarantees	4/10/2019 6:44 PM
23	reliance on volunteers	4/10/2019 5:30 PM
24	Lack of a CED network, either in Edmonton or Alberta, to create mutually reinforcing efforts	4/10/2019 3:39 PM

Q6 Please describe what collaborative strategy might best address these key pain points/challenges you describe above.

Answered: 23 Skipped: 7

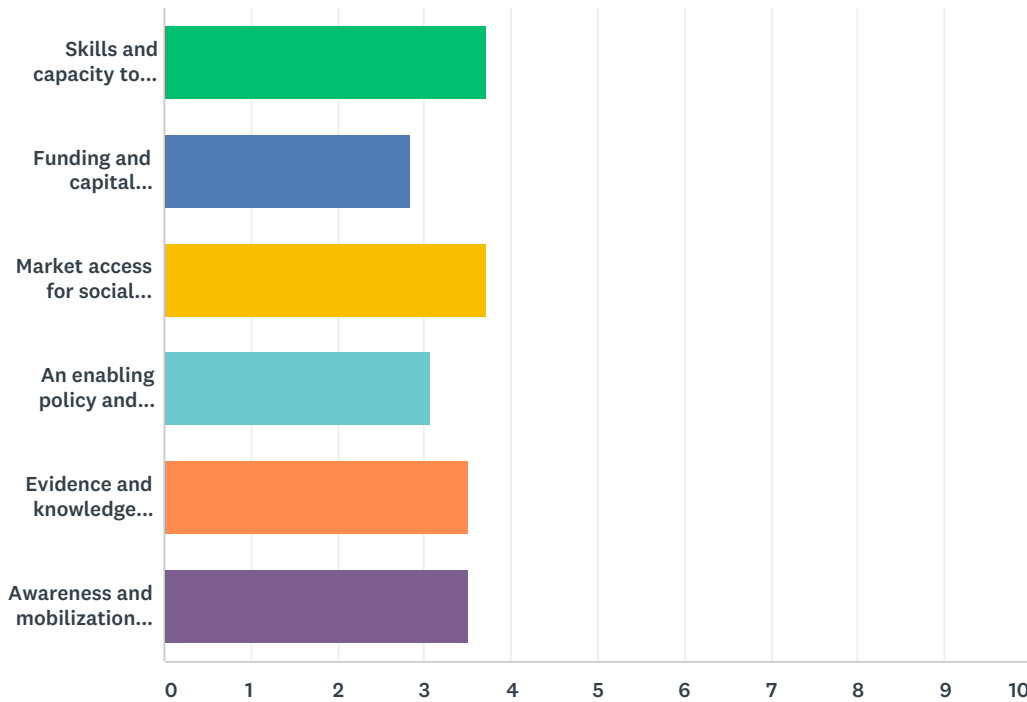
#	RESPONSES	DATE
1	not sure...tha's what lm looking for more of...	4/18/2019 3:23 PM
2	-A convening entity for the ecosystem province-wide. This could be a role for ABSI Connect or the newly emerging Non-profit Alberta network. The role would need to bridge relationships across allies in the province, convene opportunities and liaise with the provincial government and securities commission -Capacity building for social enterprises and community initiatives that seek to advance social finance. For example, groups of individuals looking to register as a CEDC. - Infrastructure to help scale CEDCs. For example, group insurance, online templates, shared accounting and legal resources, etc, etc	4/18/2019 11:19 AM
3	Need scalable examples of projects that have benefited from social financing and how the various parties worked together to make it happen.	4/18/2019 9:53 AM
4	Bringing the region together with specific targets to achieve (not just information sharing) such as engaging certain demographics, building an ecosystem of social enterprises, etc.	4/18/2019 12:22 AM
5	Partnering with post secondary researchers. Educating governments and other funders on the benefits of investing in social enterprise.	4/17/2019 9:28 PM
6	Build a stronger network for social enterprises to collaborate and benefit from their experiences. Identify potential sources of capital seeking to make impact investments and alternative banking solutions. Build a stronger network of financial advisors and intermediaries to help facilitate transactions between businesses and capital providers.	4/17/2019 9:13 PM
7	We would really like to see an increase in the availability of supports for worker co-operatives in Alberta, as well as an openness to supporting worker co-ops by those players already active in Social Innovation/ Social Finance.	4/17/2019 5:04 PM
8	A commitment to investment research and building an aggregate evidence-based case for impact investment/social finance - beyond individual case studies. Offering educational opportunities - online, in person and written - to help develop the sector. Ensure the social innovation/finance conversation includes all applicable stakeholders from a social, legal and investment-related perspectives.	4/17/2019 1:06 PM
9	ABSI Connect is a critical new player, as is the ABNN, but both need to be well-resourced to span such a diverse geography and activity terrain. ABSI does a good job of getting out stories, esp 'under the radar' and rural / small community stories. It helps legitimize and profile the social innovation that is ALREADY underway (the more abstract and exotic stuff Perhaps some early joint messaging or campaigns related to this idea of decent and meaningful work.	4/17/2019 12:05 PM
10	Engaging investors through education of the issue and involving them, along with other funding and service delivery organizations, in the creation of social innovation models.	4/17/2019 11:59 AM
11	1) Partnerships to address finance needs 2)Training for social entrepreneurs to	4/15/2019 6:00 PM
12	Working together to change the default narrative around social impact investing ("risky/below market")- cooperative communications efforts, developing strong responses to the standard objections we're hearing, concerted media relations strategy. This could also address the awareness issue. Working with the Alberta government to broaden tax-based incentives for impact investors.	4/15/2019 4:17 PM
13	discussions and sharing between possible parties get on the same page with respect to what we mean, build common goals, Act together: experiment and learn	4/15/2019 2:54 PM
14	Social impact venture capital approach that brings together money, connections to markets, and mentorship opportunities - beyond incubators and accelerator curriculum, we need a robust ecosystem of funders and buyers to help purpose-driven businesses to get to scale	4/15/2019 2:11 PM

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15	Collaborations must move through the understand, align and collaborate stages. Then we must focus on what experiments each of us are doing and what we are hoping to learn (and then sharing the results). Focusing on those 2 things we substantially enhance the quality of collaboration.	4/15/2019 7:58 AM
16	Capacity building of social purpose organizations like our immigrant-led workers co-operative to make visible our social innovation, and intentional support to develop meaningful relationship with those who appreciates our roles and contributions towards social innovation.	4/13/2019 3:19 PM
17	Planning for Systems Change - EndPovertyEdmonton is starting to outline a collaborative strategy to look at different eco-systems. Understanding needs and assets 1.Lit Review & E-Scan w/ Gap Identification 2.Development of draft Theory of Change Engage Stakeholders with draft 3.Validation with all stakeholders Understand the System 4.Game Changer Mapping w/ Gap Identification 5.Mapping Validation Doing It Together 6.Recommendations or actions that address the gaps/pain points Distribute Leadership 7.Determine distributed leadership to undertake actions and find resources to support. Foster a Learning Culture 8.Build Evaluation Plan	4/12/2019 11:56 AM
18	From the perspective of the meeting in Red Deer on March 24, a collaborative strategy to engage in a network of key people working/supporting the sector would be a great start point. Collaboration is born out of connection and trust.	4/11/2019 5:38 PM
19	Alberta has a lot of service providers and granting strategies available to fill the finance gap, however these service providers need to change the way they run their organizations. This includes: - De-fragmenting the 50 different organizations who provide funding. This might be as simple as normalizing some of the core eligibility, application, timeline windows, and reporting requirements to make access to funding more linear and less arduous. - Crafting firm social impact criteria to the eligibility requirements such that a % of impact-oriented organizations achieve funding alongside other innovative companies/organizations. - For the purpose of impact funding, remove entity requirements (ie. non-profit or for-profit status) and replace with tangible social indicators. - Create a host of tax credits for social impact organizations. I think B Corps should achieve an immediate tax credit and procurement access to bids because of the standards met through the certification. - Early stage unrestricted funding to increase the pipeline of innovators and reduce their individual risks. Alberta does not have enough private social innovation investment. The social innovation tax credit approach is a great start, but our ecosystem still lacks a 'centre of mass' for investors who want to pool their capital or access help to make their investments.	4/11/2019 5:29 PM
20	1. The social enterprise, and especially in the case of a not for profit, should consider business training for all key members to ensure adequate skill-sets and to help manage expectations. 2. Grow in stages to both learn and to minimize risk 3. Most banks require a personal guarantee, albeit some Community Futures offices may not. Either way, the lender will seek to ensure the client has 'skin in the game' or something to hold them to the loan. The social enterprise needs to understand the perspective of the lender. Banks don't like to lose money!	4/10/2019 6:44 PM
21	Easy to use and easily customized legal documents that are reviewed by a government agency. Online platforms to facilitate transactions Dedicated staff to manage admin of ODCs	4/10/2019 5:30 PM
22	1) Developing a strong implementation plan for the upcoming social procurement policies in Edmonton and Calgary. These plans MUST include the development of capacity and infrastructure to allow SEs and SMEs to actually participate in realizing these policies. 2) Develop a technical assistance team that can focus on getting people/organizations ready for the big money to come. Build on virtual learning platforms but provide the necessary group training and 1:1 support needed to launch or expand SEs 3) Leverage this and the social procurement work to create an alternative Chamber of Commerce (maybe rather than a network we have never been able to sustain). This will need to be funded, somehow....	4/10/2019 3:39 PM
23	Industry awareness needs to be increased through engagement initiatives, simultaneous to capacity being built in intermediary organizations.	4/10/2019 12:50 PM

Q7 The report titled, Inclusive Innovation, prioritizes the following six areas, to address the most significant needs of social purpose organizations interested in becoming more active in social innovation and social finance. Please rank each in order of importance 1-6 ('1 not needed' to '6 needed a lot').

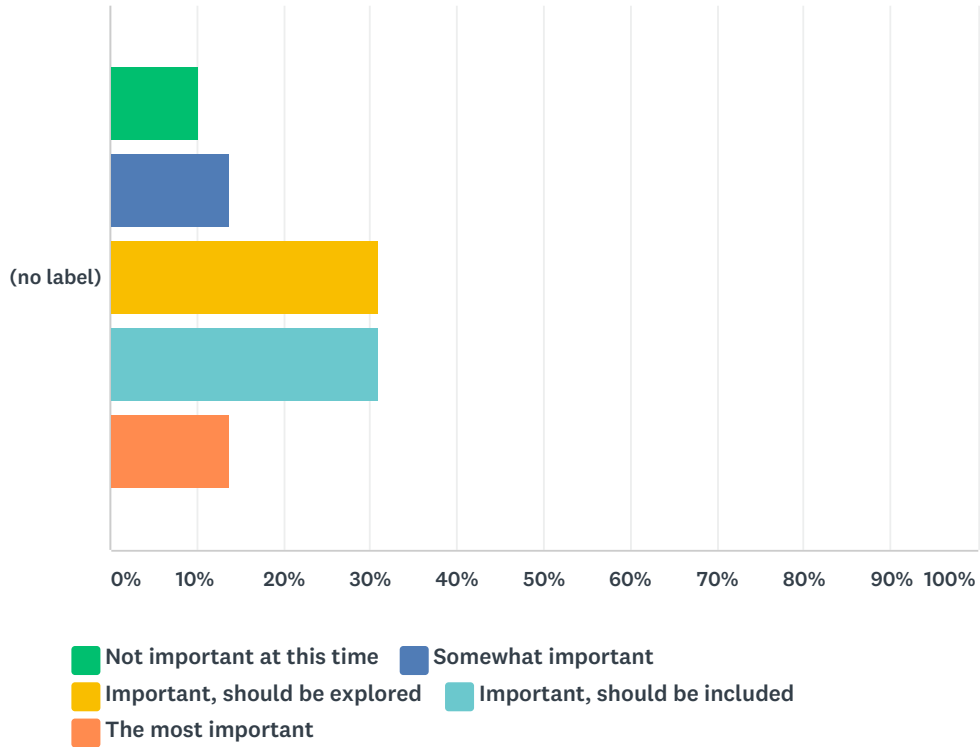
Answered: 30 Skipped: 0



	1	2	3	4	5	6	TOTAL	SCORE
Skills and capacity to equip social purpose organizations with the knowledge and resources to adopt social innovation and social finance approaches	23.08% 6	19.23% 5	7.69% 2	19.23% 5	19.23% 5	11.54% 3	26	3.73
Funding and capital opportunities so that social purpose organizations have the financial resources to develop, test, adopt and grow innovative solutions to social and environmental problems	11.11% 3	11.11% 3	14.81% 4	14.81% 4	11.11% 3	37.04% 10	27	2.85
Market access for social purpose organizations to be able to find buyers for their goods and services	20.00% 5	20.00% 5	20.00% 5	8.00% 2	16.00% 4	16.00% 4	25	3.72
An enabling policy and regulatory environment that creates the conditions for social innovation, social finance and social purpose organizations to flourish	10.71% 3	10.71% 3	25.00% 7	10.71% 3	14.29% 4	28.57% 8	28	3.07
Evidence and knowledge sharing to enable social purpose organizations and funders to work together based on what works, develop better goods and services, scale their impact and evaluate progress	6.90% 2	20.69% 6	17.24% 5	31.03% 9	20.69% 6	3.45% 1	29	3.52
Awareness and mobilization efforts to spur the growth of social innovation and social finance approaches	20.69% 6	10.34% 3	17.24% 5	17.24% 5	20.69% 6	13.79% 4	29	3.52

Q34 How would you rate this collaborative strategy in importance as a key piece of Alberta Social Innovation Ecosystem (1=not important at all 5= the most effective strategy we could pursue at this time)?

Answered: 29 Skipped: 1



	NOT IMPORTANT AT THIS TIME	SOMEWHAT IMPORTANT	IMPORTANT, SHOULD BE EXPLORED	IMPORTANT, SHOULD BE INCLUDED	THE MOST IMPORTANT	TOTAL	WEIGHTED AVERAGE
(no label)	10.34%	13.79%	31.03%	31.03%	13.79%	29	3.24
	3	4	9	9	4		

Q38 Are there any other comments you wish to make not included in your answers above?

Answered: 8 Skipped: 22

#	RESPONSES	DATE
1	NA	4/18/2019 1:50 PM
2	Hope this helped! Looking forward to what everyone else said.	4/18/2019 12:22 AM
3	The primary interest that CWCF has in this is to seek to have any definitions of social enterprise include worker co-operatives. Further, we seek to partner as much as possible with other organizations, in Alberta and across Canada, so that they can include worker co-ops in the types of social purpose organizations which they serve. Thank you.	4/17/2019 5:04 PM
4	Thanks for convening. Timely and important amid a time of political turmoil and polarization.	4/17/2019 12:05 PM
5	I think the discussion about non-profit vs for-profit is a red herring. If the goals are positive social outcomes, there is plenty of room to achieve these regardless of business model. In fact, the fastest way to mainstream adoption of social innovation is to figure out how to make money doing it.	4/15/2019 2:11 PM
6	Wondering if a list of who is going to Red Deer will be shared so we can car pool?	4/12/2019 11:56 AM
7	I think businesses are often unfairly vilified as there is a perception that businesses make a lot of money and do not care about social goals. This isn't really true today and it would be pretty easy to show that many for-profit entities have the most social impact (Tesla would be a great example). The fact is ... running a business is very hard, and most business owners put in hours of overtime to make them work and they place their life-savings at risk to boot. Any non-profit or social entrepreneur should be prepared to put in this same type of effort and risk if they hope to be viable and compete in today's market! Hope this helps!!	4/10/2019 6:44 PM
8	I think we need to get clear on whether or not we are developing a province wide approach or just working in Calgary and Red Deer. Takes us in very different directions as the work to support rural and small communities, working on or off reserve, needs a completely different model than if the work is restricted to the two big centres.	4/10/2019 3:39 PM