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And things were going so well!

It feels strange to talk about it now, but our fiscal year 2019/20 was on track to generate a healthy surplus, while delivering excellent programs and phenomenal services to over 1000 social purpose enterprises, and engaging networks of social innovators from coast-to-coast.

Then, in mid-March, the Covid-19 pandemic forced us -- for the first time ever -- to close our doors to our members and the public. The doors are still closed at the time of writing this. 2020 has been a devastating year. Yes, for CSI, but more importantly, for the many small and emerging social purpose enterprises that CSI supports. Within the first month of the pandemic, 9% of our members closed their doors permanently, revealing the stark truth about the fragility of social purpose organization startups.

Covid-19 has undeniably revealed the inequalities in our social and economic fabric, with those most vulnerable facing the greatest losses. However, amid the crisis, there was also a sense that a window of opportunity was opening. We saw our economic systems being shaken, our governments acting collaboratively and countries responding globally. We learned that we are capable of great global change. It begs the question, how might we respond globally to climate change? To polarization? To economic disparities? We are capable. We just proved it.

Without knowing it, CSI has been preparing for this time. We have been building community and the social infrastructure that is so critical for being resilient in times of profound change. We’ve been working to advance social innovation as a way of addressing complex challenges since 2004. We’ve been supporting social entrepreneurs and entrepreneurship for over a decade. We know that social enterprise is a tactic to achieve bigger change, but we also know that social innovators and entrepreneurs are creating the solutions and the jobs needed to build back better to create the next economy - one which is regenerative, equitable, and prosperous for all. In this annual report you’ll see how we are strengthening and aligning our programs to connect innovation and entrepreneurial energy to the larger systemic challenges that impede progress towards this economy.

In 2020-21, CSI will up our game. With our learnings from the pandemic, we will work with fierce determination, aligned with allies from all sectors, to continue to prove that a people and planet-first economy is not only possible - it is fundamental to us all.

My deepest thanks to all our partners, donors, friends and allies for your continued support and belief in CSI and for your extra help as we navigate these truly unprecedented times. I can’t wait to continue to work with you all as we build the next economy, together!

Tonya Surman,
CEO, Centre for Social Innovation
COVID-19:
The CSI Community Responds

As the pandemic hit, CSI sprung into action, knowing instinctively that while we had to be physically distant, we will never be socially distanced.

First thing - a survey of our members to understand the impact that Covid was having on them, to identify how best to support those facing financial hardship and to articulate our approach for government and other relief programs on behalf of our members. The data was startling. Within the first few weeks of the pandemic, members were already feeling the effects of Covid-19 on their operations.

### COVID IMPACT ON CSI MEMBERS (APRIL)

- **53%** saw disruption of services to clients and communities
- **44%** lost revenue from events / face-to-face programs
- **37%** had low financial reserves
- **30%** had reduced revenue from fundraising (e.g. cancelled events, donations)
- **52%** of members indicated they could not pay rent or needed an adjustment to their payment plans

### COMMUNITY RENT POOL

From here we pivoted quickly to launch the Community Rent Pool based on one of CSI’s founding questions: “What happens if we share?” The Community Rent Pool asked members to pay what they were able, to find relief for themselves or offer support to fellow members. The Community Rent Pool was a key way in which CSI sought to ensure that as many of our members as possible would be able to stay afloat through the crisis and that no one would be forced to leave the community because of Covid.

- **62%** of our members opted-in to the Rent Pool
- **$92K** provided in rental payment discounts

### COMMUNITY RESILIENCE FUND

Thanks to the generous support of community and corporate donations, we built the Community Resilience Fund. The Fund helped CSI shift its programs online as we continued to provide accessible, targeted online education, training, and convening support.

- **$60K** amount raised through the Community Resilience Fund

### COMMUNITY SPACES - A PIVOT TO PROVIDE EMERGENCY RELIEF

Many of our members stepped forward to address the critical needs and issues arising from the pandemic. Meeting room and event spaces were repurposed to make them available to members on the front lines of Covid response:

- The People’s Pantry, an organization that supports those experiencing food insecurity, coordinated food delivery and logistics
- The Toronto Tool Library immediately began the production of PPE and creating room barriers and screens that helped organizations navigate shared spaces while maintaining distance.
- Project Northern Lights partnered with Toronto Tool Library to provide PPE to vulnerable populations
PROGRAMS AND SERVICES -
A COMPREHENSIVE MOVE ONLINE

As quickly as we shuttered our physical spaces, we began moving all of our community and programs online. From accelerators, to education and training, hosting community conversations and conferences, and launching new change lab programs, all of our space-based programs moved online incredibly quickly. Programs that were already largely delivered virtually were refined to address the realities of Covid’s impact and new services, such as CSI Supports, were created to provide a one-stop, virtual doorway to Covid relief programs.

Next Economy Conversations

One of the quickest ways we could begin to mobilize awareness about solutions to build back better, was through Next Economy Conversations. Launched in May, these informal, free, monthly conversations feature incredible leaders who are paving a new way, creating and building social finance strategies to strengthen marketplace inclusion, drive solutions for cleaner energy and more.

125 participants took part in our first event featuring Bill Young of Social Capital Partners

WOSEN

The Women of Ontario Social Enterprise Network program was set to launch in March just as Covid-19 hit. Immediately, we saw that women founders were in shock as projects and contracts were cancelled and their lines of business shut down. In response, with our partners Lean4Flourishing, we adapted our programming to create “Resilience”, supporting women and gender non-binary founders from across Ontario.

40 founders from across Ontario helped to pivot online communications, developing communications and marketing, applying to available financial support, and ultimately strengthening their individual and collective resilience.

TechSoup Canada

TechSoup Canada is a program of the Centre for Social Innovation that connects the nonprofit sector to discounted software and hardware, and provides valuable tech learning resources. From June 2019 to May 2020, TechSoup Canada helped:

11,000+ nonprofits
$41M+ save on their technology investments
11,600+ to educate nonprofit professionals on the latest tech tips and best practices

• Since the start of the pandemic, TechSoup Canada saw an increased demand for telecommuting tools, such as laptops, Zoom, and Asana, as well as more educational resources on cybersecurity and transitioning mission critical programs online.

• TechSoup Canada worked hard to meet its members’ needs by launching the Dell Technologies for Nonprofits Program, and releasing hands-on articles and webinars to help the sector navigate these unprecedented times.

• Educational resources such as “How Nonprofits Can Establish Effective Telecommuting Practices” and “How to Save Your Nonprofit From the Financial Downturn” have been read 10,500+ times

1,100+ people attended TechSoup Canada’s data analytics and cybersecurity webinars
CSI is home to a diverse ecosystem of changemakers; findings from our 2018 Demographic Survey show that representation of marginalized groups is growing across our membership, staff, and board. In the same survey we saw that 60% of respondents, among every race and ethnic group, reported their overall sense of inclusion at CSI was “good or better”.

We know there is always progress to be made. In 2019/20, after five years of concerted effort to strengthen our diversity and inclusion, we took time to reflect, to understand what is working, and where there is ample room for improvement and growth. We hired external consultants to evaluate our existing initiatives and their findings helped guide the Inclusion, Diversity, Equity, and Accessibility (IDEA) committee’s strategic direction for the upcoming year, turning its focus to internal education and policy recommendations.

Investing in Accessible Spaces
This year our beautiful, accessible, new ramp for the ground floor of 192 Spadina was built using reclaimed timber and incorporating seating and lighting to make it a multi-purpose masterpiece!
CSI Accelerates helps entrepreneurs build their competencies and leadership skills, and provides the connections and resources to accelerate the development, launch and sustainable growth of their ventures. Participants can be budding or maturing social entrepreneurs ready to turn prototypes into ventures or grow their fledgling ventures into sustainable enterprises. CSI Accelerates participants are galvanized and motivated by the sense of opportunity and possess the grit, energy and dedication to drive action on the ground.

**CLIMATE VENTURES**

Climate Ventures supports early stage ventures working on climate solutions and climate justice, helping them validate their solutions, become financially sustainable and create meaningful impact. In 2019/20 the 50 ventures in our Climate Ventures programs achieved:

- **$20.9M** earned & raised during our programs
- **165** jobs supported during our programs
- **958 tCO2e** in GHG reductions during pilots

**SOCIAL VENTURES**

**Women of Ontario Social Enterprise Network (WOSEN)**

In October 2019, we launched WOSEN, a three and a half year program that will work with 350 women-identified and gender non-binary entrepreneurs from underserved and underrepresented communities to unleash their entrepreneurial energy and capacity.

WOSEN is a province-wide collaboration with Pillar Nonprofit, SVX, NORDIK Institute and Lean 4 Flourishing and is funded by the Government of Canada’s Women Entrepreneurship Strategy.

In addition to our emergency covid Resilience program offered from May - August 2020, CSI has developed the following programs and offerings:

- **WOSEN Start**: a nine-week online program covering the foundations of social entrepreneurship
- **WOSEN Grow**: a three-month accelerator designed to support validation-stage social enterprises.
- Investment Readiness Sandbox: a suite of personalized services for established and growing enterprises who have a defined capital need, and who are preparing for funding or investment in the coming year.

**EARTH TECH**

In January 2020, CSI, along with our affiliate charity the Centre for Social Innovation Institute, launched Earth Tech, a new educational program to support those working on climate and water technology solutions that positively impact communities and ecosystems across Canada.
Supporting healthy cultures has long been core to CSI’s DNA. CSI Connects builds social infrastructure - the connections and collaborations - for creating shared solutions that can shift policy, markets and culture. More than that, these connections are the bedrock for creating the kinds of community resilience that has proven essential during Covid-19.

MEMBER ANIMATION AND RITUALS

Community animation holds our on-and-offline spaces together; it’s the careful and deliberate facilitation that turns a group of individuals into a community of friends and allies united in shared purpose.

- 250+ member events curated and hosted, including CSI Cinema, Innovators Drinks, CSI Art and Art History Club, Bagel Bonding, and of course, Salad Club.
- Between March 18 and May 30 we hosted and convened dozens of online workshops, discussions, and panels to provide skills-training and learning opportunities for organizations as they pivoted in the wake of the growing pandemic.

EVERY ONE EVERY DAY: TORONTO

Every One Every Day: TO provides participatory kits and workshops that help foster engagement and social cohesion. In January 2020, CSI began a partnership with Participatory Canada (a project of the McConnell Foundation) and the Participatory Cities Foundation, UK, to launch Every One Every Day: Toronto in the Regent Park neighbourhood. This is a cross-Canada project to assess the efficacy of the Participatory Cities model of community engagement in local neighbourhoods.

DESKTOP/PROJECT EXCHANGE COMMUNITY ANIMATORS (DECAS/PECAS)

DECAs and PECAs staff the CSI Welcome Desks in exchange for workspace. In 2019/20 we welcomed 123 DECAs and 26 PECAs into our ecosystem and hosted our second “DECA Summit” designed to build entrepreneurial goals and support personal development.

SIX DEGREES OF SOCIAL INNOVATION

From June to December we hosted Toronto’s monthly social innovation meet-up at CSI Annex. Topics included youth leading the Sustainable Development Goals, Learning and Impact for Social Innovation, Circular Economy and FinTech for Good.

1,000+ social innovators connected at seven networking events
30+ organizations engaged

SOCIAL INNOVATION ONTARIO

CSI is the Ontario hub for Social Innovation Canada. SI Ontario builds connections between social innovators and supports facilitators and practitioners learn new skills to advance place-based, systems changing initiatives.

31 convenings hosted across Toronto, Kingston, Ottawa, and London Ontario
1,000+ people participated in multi-day solution-design jams, retreats, workshops, online forums, and community of practices to share knowledge and practice in the field of social innovation
CSI EDUCATES

From the curious to the seasoned practitioner, CSI Educates helps social innovators build their entrepreneurial competencies and leadership skills to move forward and evolve their practice.

AGENTS OF CHANGE: SUSTAINABLE DEVELOPMENT GOALS

In January 2020 we kicked-off a national, virtual 8-week program for youth ages 18-30 to share how social entrepreneurship can help in achieving the global Sustainable Development Goals.

- 92 youth participants from across Canada
- 89% developed new social enterprise ideas
- 87% reported deepening their understanding of the SDGs

CLIMATE VENTURES CONVERSATIONS

CV Conversations profile dynamic climate action leaders and their stories. Guests have included Dianne Saxe, former Environmental Commissioner of Ontario, Melina Laboucan-Massimo, host of APTN’s Power to the People, cleantech pioneer Nicholas Parker, and Cat Abreu, Executive Director of Climate Action Network Canada.

Four events hosted with 525 registered attendees

JUST-IN-TIME LEARNING

Our Just-in-Time Learning events calendar is the place social entrepreneurs can turn to access learning opportunities when they are most relevant to them, anytime, anywhere. In 2019/20 we delivered:

- 29+ educational workshops
- 12+ community partners
- 1,150+ registered participants

SOCIAL ENTREPRENEURSHIP 101

Our signature 8-week SE 101 program covers the foundations of social entrepreneurship. Three cohorts identified their potential, developed a solution, and turned their ideas into business models.

- 60+ aspiring social entrepreneurs enrolled
- 91% satisfaction rate
- 80% discovered and improved their enterprise idea

Melina Laboucan Massimo (right)
Shea Sinnott (left)
In 2019/20, Social Innovation Canada took root in communities across Canada, connecting and supporting social innovation practitioners from coast-to-coast, thanks to the active support of our six regional network partners:

SI Canada’s goal is to help people, organizations and systems to problem solve better. It is dedicated to building Canada’s social innovation ecosystem in ways that share insights, inspiration and connections grounded in the knowledge and wisdom of communities.

**Regional Convening**

Our network of six regional partners hosted 62 convenings engaging over 1,600 participants - a ‘weaving’ process designed to map regional social innovation ecosystems, foster new relationships, spark dialogue on the issues where there was greatest resonance, and inform the design of a national digital platform for Canada’s social innovation community (The Common Platform).

Through the regional mapping work, SI Canada surfaced where some of the most interesting parts of the work are happening and where there is energy for delving deeper.

**INCLUSIVE ECONOMIES CIRCLE IN ONTARIO**

CSI and Pillar Nonprofit hosted a learning series between South Western and Central Ontario. More than 30 people met monthly over six sessions to learn from emergent initiatives that are putting inclusive economy practices to work.

**Building Relationships with Indigenous Communities**

The first year of SI Canada opened up opportunities to explore respectful partnerships with Indigenous innovators, including co-hosting an Indigenous gathering, working with Indigenous facilitators, and supporting the participation of Indigenous community members in convenings and fellowship programs.
2019-20 marked an incredible effort of engaging the field of educational practitioners to create an accessible, free set of social innovation capacity building resources, while piloting our first ever Social Innovation 101 curriculum in Alberta, Ontario and Nova Scotia.

**SOCIAL INNOVATION UNLOCKED**

Co-created a crowdsourced toolkit of resources with the input of 277 people and organizations from around Canada who nominated 225 social innovation tools they use in their practice. From this pool of resources, we’ve created a curated collection of 43 experiential activities and 18 frameworks across topics such as systems strategies, culture and collaboration, storytelling, scaling social innovation and more.

**SOCIAL R&D ECOSYSTEM MOBILIZATION INITIATIVE**

How can Social R&D help build and strengthen the investment readiness of social purpose organizations? This is what the Social R&D Ecosystem Mobilization Initiative set out to determine. This Initiative includes Social R&D Communities of Practice, conferences and knowledge products, designed to support practitioners and contribute to the Federal government’s Investment Readiness Program.
FINANCIAL HIGHLIGHTS:

Despite the challenges of Covid-19, CSI ended the 2019-20 fiscal year in a strong financial position. Prior to Covid-19, space and membership growth was tracking strongly.

37% increase in membership in second quarter

253 new organizations

127 Online Community Members

14% growth in our Meeting Rooms and Events revenue goal in second quarter

347 events hosted in CSI Spaces*

$48,440 value of event space donated to our community partners*

*all before March 2020!

TechSoup Canada revenue exceeded projections as organizations moved online in growing numbers as the pandemic hit, experiencing record-high revenues in March, April, and May, which combined totals over $1 M in gross revenue. Fundraising and sponsorship remained strong overall, despite several deferrals in application deadlines due to Covid-19. Due to losses in our space and membership revenue, CSI was eligible for both the Canada Employment Wage Subsidy (CEWS) and the Canada Emergency Rent Subsidy (CERS).

Preparing for Fiscal 2020-21, we anticipate growth in our online membership and fundraising related to the Next Economy programming, while space-based revenue continues to feel the effects of Covid-19 and government lockdowns.

Expenses continue to be monitored closely with a combination of consolidation and deferral of select capital improvements. As always, CSI will continue to manage its financial affairs to achieve a strong balance sheet while continuing to build and support communities of social innovators and entrepreneurs for a people and planet first world.
Financial Summary

CSI

Revenue
- 2.1M Online Services
- 0.9M Other
- 4.4M Space & Membership
- 1.5M Programming
- 0.7M Administration

Expenses
- 5.7M Space & Membership
- 1.1M Online Services
- 1.5M Programming
- 0.7M Administration

Net Total: 18,200

CSI Institute

Revenue
- 15.7K Donation
- 8K Miscellaneous
- 1.2M Grant & Consulting

Expenses
- 184K Personnel
- 133K General & Admin
- 0.8M Program

Net Total: 52,306
Our Supporters

CSI is grateful and thankful to its supporters and partners who inspire us and make it possible to identify, create and support solutions. This list recognizes those who made a contribution to CSI between June 1, 2019 to May 31, 2020.

$1M
Government of Canada
   Employment and Social Development Canada
   National Research Council of Canada
   Women’s Entrepreneurship Strategy, FedDev Ontario

$100,000+
Vancity Community Investment Bank

$75,000+
Canadian Mortgage and Housing Corporation
Ontario Trillium Foundation

$25,000+
City of Toronto

$5,000+
Alterna
Bullfrog Power
Desjardins-Cooperathon
DUCA Financial Services Credit Union Ltd.
Fiix
MITACS
TD Bank

We thank all of our generous donors who have helped to grow the CSI Institute this past year. This list represents cumulative giving from June 1, 2019 to May 31, 2020.

$500,000+
McConnell Foundation

$200,000+
RBC Foundation

$50,000+
Peter Gilgan Foundation
Suncor Energy Foundation
Suncor Inc.
Vancity Community Investment Bank

$1,000 – $9,999
Denny Manchee
Ecotone Software Consulting Inc.
Andrew Simpson
TD Private Giving Foundation
Marguerite Whitaker

$500 – $999
Susan Anderson
Paul Antze
Ann Armstrong
Ivan Bilicki
Chris Drew
DigiSoft34 Inc.
Rosemary Frei
Good Growth
Daniel Karpinski Architect
Anna Liu
Sharon Lovett
Marie Moliner
Joanne Reynolds
Alida Stevenson
Tina Sweeney
Andrew Vashist
Lindsay Wolfson
Helen Yung
Anonymous (4)
CSI and the CSI Institute would like to thank all of our partners who have helped make our work possible.

Artscape
ABS Connect
Carleton University
CEDNet
City of Vaughan
Civic Action
Civic Hall
Code for Canada
CoPower
City of Kingston
Daniels Corporation
Evergreen
Hot Docs
Impact Hub Ottawa
Inpiring Communities
KEYS
Kingston Economic Development Corporation
Lean 4 Flourishing
Maison de L’Innovation Sociale
MaRS
Nordik Institute
Okwaho Equal Source
Ontario Centres of Excellence
Participatory City Foundation
Pillar Non-Profit
Tapestry Capital
Toronto Tool Library
Radius SFU
Ryerson Diversity Institute
Ryerson Social Venture Zone
Scadding Court Community Centre
SETSI
SHEWorld
Social Enterprise Centre
SVX
Toronto Community Housing Corporation
Toronto Enterprise Fund
TIFF
Vaughan Small Business Enterprise Centre
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CSI

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Amanuel Melles
Director, Network for the Advancement of Black Communities (York University) and Principal of Aman Consulting

Darcy Riddell
BC Program Director, Tides Canada

Marilyn Struthers
Facilitator, coach and organizational development consultant

Rizwan Tufail
Managing Partner and Founder, Innovonomics

Ben Weinlick
Executive Director, Skills Society
Staff Team

Thank you to the 2019/20 CSI staff team!

Lisa Amerongen                    Marcus Huynh                      Maryam Sahebol Amri
Renee Ball                         Seana Irvine                     Carolina Schutz
Timna Ben-Ari                     Chelsea Jackson                   Kyle Shantz
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