

Social R&D for Investment Readiness: Booster Pack Series Brief

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SI Canada's goal is to help people, organizations and systems to problem-solve better by building connections, fostering collaboration, building peer-to-peer networks and sharing insights and inspiration of changemaking grounded in the knowledge of communities. SI Canada is helping build our individual and collective capacity for creating a people and planet first world.

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Who is this Brief for?

This Brief is intended as a companion primer for SI Canada's Social R&D for Investment Readiness Booster Pack Series. We hope it can also serve as a helpful stand-alone resource for social purpose organizations exploring the relationship between social R&D, investment readiness and social finance, and how these approaches can accelerate more effective, financially sustainable solutions to addressing complex challenges.

This Brief is a contribution to the Government of Canada's Investment Readiness Program (IRP). For those SPOs who didn't feel ready to apply to the IRP, those who applied but didn't receive IRP funding or any SPO that could use some assistance in this area, this Brief and the Social R&D for Investment Readiness Booster Pack series will help your organization develop its social R&D practices and help advance towards investment readiness.



Have feedback on this Brief? Please get in touch via hello@sicanada.ca

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Foreword

Whether you describe it as “just recovery” or “building back better,” there is no question that the COVID-19 pandemic has inspired wholesale rethinking of how we respond to complex problems. When solutions are being continually outpaced by the challenges they are meant to address, trying something new is necessary.

Research and development (R&D) processes have long been used by scientists and technologists to systematically generate and test new approaches. Because these processes are valued they are appropriately resourced. According to Statistics Canada, Canada’s gross domestic expenditures on research and development reached \$35.7 billion in 2017.

When we specifically look at R&D in non-profit organizations focused on social sciences and humanities we see that it only accounts for 0.87% (\$41 million) of that spending. Why, when we rely so heavily on the social purpose sector to address our most pressing social challenges, are we not supporting the ability of social purpose organizations to explore, experiment and improve their offerings?

Canada’s social R&D community aims to direct R&D processes for the public good by creating capacity, securing resource allocation and permission from within organizations and funders to do things differently. New approaches can not only lead to better solutions but can open doors to new funding sources be it through grants, lending or investment.

As we await the launch of the Government of Canada’s Social Finance Fund and anticipate the changed landscape of a post-COVID world, the time is right to explore how social R&D practices can support SPOs to develop and deliver effective and investment ready solutions.

Introduction

Not a day passed in 2020 that did not shine a light on the inequity built into the systems we use to organize our society. The COVID-19 pandemic, global anti-racism demonstrations and renewed focus on the climate crisis have shown us that from healthcare to housing, finance to food supply, we are working within systems that create barriers, cause harm and prevent us from meaningfully addressing persistent social and environmental challenges. Not taking a new approach in this recovery will result in structural inequities being further entrenched.¹ There is immense opportunity for those ready and courageous enough to shift us toward a “virtuous cascade” that results in more positive outcomes for humanity.²

For many working in social purpose organizations (SPOs), none of this is a surprise. Non-profits, charities, co-operatives, hybrid social enterprises and mission-focused for-profits³ have been developing interventions that either work around or shift these

systems. However, these efforts can often be hindered by the conditions of available funding and strict reporting requirements. Canada’s social research and development (social R&D) community understands that it is difficult to develop new approaches with limited time, staffing and funds. Social R&D can help SPOs generate the data and develop prototypes and pilots can help attract the resources required to deploy solutions at scale. In some cases, these ideas will serve as opportunities for attracting and diversifying revenue sources, including attracting lending or investments that reduce dependence on grants.

Investment readiness describes the preparedness of an SPO to receive funding through lending or investment. The goal of investment readiness is to secure sustainable and diverse funding from the social finance sector, including the Government of Canada’s upcoming Social Finance Fund which will make available \$755 million in repayable

¹ Lawrence, M. (2020). Inter-systemic Cascades Pandemic Shock Brief #5 - Shocking global inequity. Cascade Institute. Retrieved from <https://cascadeinstitute.org/wp-content/uploads/2020/09/Lawrence-ISC-Brief-5-v1.1-Aug25.pdf>

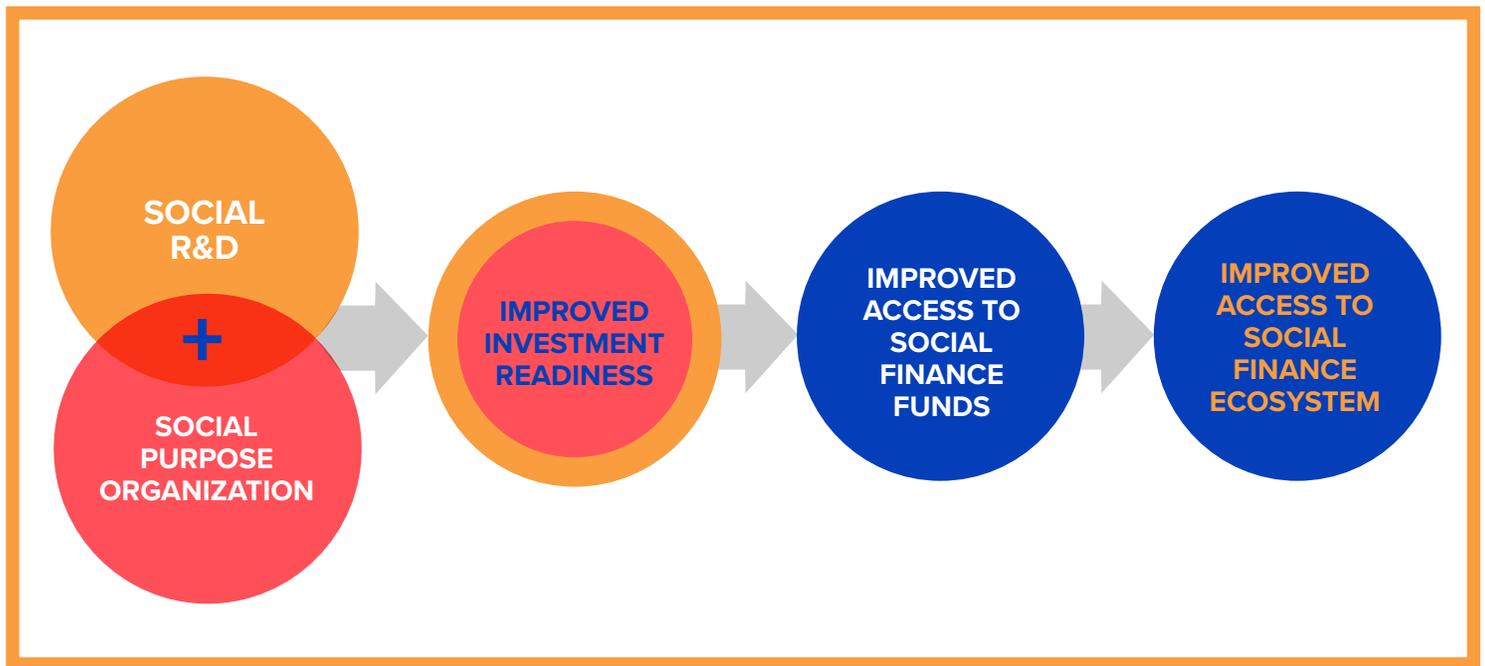
² Homer-Dixon, T. (2020). Cascade Institute at Royal Roads. Retrieved from: <https://ses.royalroads.ca/blog/cascade-institute-royal-roads-university>

³ Government of Canada. (2020). Investment Readiness Program. Retrieved from: <https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/investment-readiness.html>

capital and aims to generate \$2 billion in economic activity.⁴ The Government of Canada's Investment Readiness Program (IRP), a pilot program launched in fall 2019 to support SPOs to build their investment readiness from early stage ideas to strong business and financial models, is a foundational element of

Canada's Social Innovation/Social Finance Strategy.

This Brief provides an overview of how the intersection of social R&D, investment readiness and social finance can develop, finance, measure, and scale new approaches to complex challenges.



⁴ Government of Canada. (2018). Backgrounder: The Social Finance Fund. Retrieved from: <https://www.canada.ca/en/employment-social-development/news/2018/11/backgrounder-the-social-finance-fund.html>



Social R&D

SOCIAL R&D

Definition and History

Social R&D is planned creative work aimed at discovering new knowledge or developing significantly improved programs, processes, goods and services within SPOs.⁵

The language of research and development (R&D) comes from science and technology. Research and development is a process of gaining new knowledge for the sake of discovery (basic research) or with the expectation it will be useful (applied research) and shaping that knowledge into useful tools (development). We are often more familiar with the results of R&D (ex. a product like your smartphone or a process like making an online purchase), than the process itself.

Following a boom in interest in R&D following World War Two, the first wave of social R&D (1960-1990) began with the US Federal Government applying R&D principles to improving the quality of education. This first wave was driven by academics and supported by government funding. The second wave (2010-present) has emerged independently from the first and has strong Canadian leadership. Today's social R&D community is motivated by a shared understanding that many of the solutions being employed to address social challenges are not keeping pace with the problems they are meant to address.⁶ The second wave is driven by leaders in SPOs rather than academics and is mostly funded by governments and philanthropic organizations.⁷

Since 2015, a concerted effort has been made by a Canadian community of social R&D practitioners and supporters to host gatherings, build a community of practice and create a body of knowledge to support the field. Milestones in this process are tracked on the Social R&D Community website including summary reports and reflective research.⁸

⁵ Social R&D Community. (2020). Home. Retrieved from: <http://socialrd.org/>

⁶ Pearman, J. (2019) Social R&D Practices and Patterns V 1.0. Retrieved from: <http://socialrd.org/wp-content/uploads/2019/08/Social-RD-Practices-and-Patterns-v1.0.pdf>

⁷ Goulet-Langlois, M., Nichols, N. and Pearman, J. (2020). Forging the missing link: New evidence towards building capacity for a robust Social R&D ecosystem. Retrieved from: <http://socialrd.org/wp-content/uploads/2020/09/Social-RD-Capacity-Building-Study-Mitacs-Final-Sept2020.pdf>

⁸ Social R&D Community. (2020). Milestones. Retrieved from: <http://socialrd.org/milestones/>

SOCIAL R&D**What can social R&D bring to investment readiness?**

Social R&D can provide tools and support to develop investment ready programs, initiatives, and organizations.

Canada's gross domestic expenditures on research and development reached \$35.7 billion in 2017,⁹ only \$41 million (0.87%) of those expenditures accounted for R&D in non-profit organizations focused on social sciences and humanities.¹⁰ Due to the prevalence of program-based funding, many SPOs are focused on program delivery with little to no investment in R&D that would help improve their offerings. Formalizing R&D processes has been a way for the private sector to justify, fund and staff the experimentation required to continually improve their products.

A goal of Canada's social R&D community is to direct these practices for the public good; to create capacity and permission to apply them to social objectives.¹¹ There is a shift in thinking required for both SPOs and funders to view social R&D as an essential practice to ensure SPOs are able to deliver the most effective programs, services and initiatives possible.¹² These new approaches can, in turn, allow for new ways to fund programs, initiatives and organizations including access to social finance.

⁹ Statistics Canada. (2002). Spending on research and development, 2017 (final), 2018 (preliminary) and 2019 (intentions). Retrieved from: <https://www150.statcan.gc.ca/n1/daily-quotidien/200130/dq200130b-eng.htm>

¹⁰ Statistics Canada. (2019). Research and development of Canadian private non-profit organizations, 2017 (final). Retrieved from: <https://www150.statcan.gc.ca/n1/daily-quotidien/190206/dq190206b-eng.htm>

¹¹ Rajasekaran, V. (2016) Getting to Moonshot. Retrieved from: https://medium.com/tipping-point/from-unknown-to-known-r-d-in-the-non-profit-sector-2c820a2f7ce3http://socialrd.org/wp-content/uploads/2019/08/Getting_To_Moonshot.pdf

¹² Kher, R. (2016). From Unknown to Known: R+D in the Non-Profit Sector. Retrieved from: <https://medium.com/tipping-point/from-unknown-to-known-r-d-in-the-non-profit-sector-2c820a2f7ce3>

SOCIAL R&D

Improving Investment Readiness

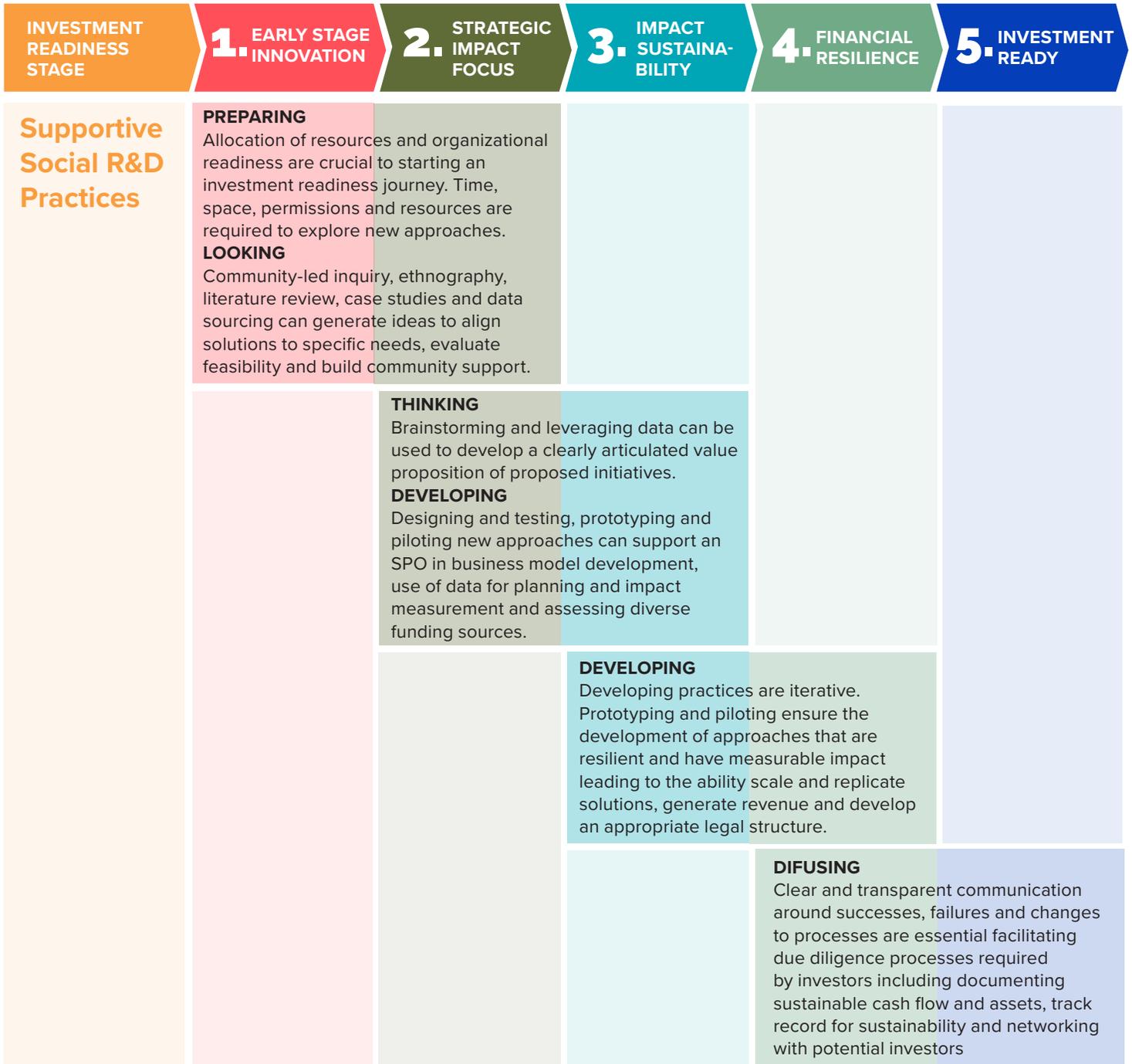
Investment readiness describes the preparedness of a SPO to accept lending and investment from the social finance sector. The IRP identifies these five stages of investment readiness¹³ paired here with examples of SPOs who were awarded IRP funding through Community Foundations of Canada's Round 1 intake:¹⁴

INVESTMENT READINESS STAGE	EXAMPLE
<p>1. EARLY STAGE INNOVATION Exploration and ideation of the initiative, aligning a proposed solution to a specific need.</p>	<p>Elizabeth Fry Society of Cape Breton was awarded IRP funding to hire a food service consultant to research and develop a social enterprise food service business plan.</p>
<p>2. STRATEGIC IMPACT FOCUS Feasibility analysis and community support development.</p>	<p>Habitat for Humanity Greater Ottawa was awarded IRP funding for a community assessment and planning study to assess the feasibility of opening a ReStore in their area.</p>
<p>3. IMPACT SUSTAINABILITY Business model development, use of data for planning and impact measurement, diversification of funding sources.</p>	<p>Brave Technology Coop was awarded IRP funding to conduct comprehensive financial modeling as well as branding and impact assessment.</p>
<p>4. FINANCIAL RESILIENCE Revenue generation, legal structure, ability to scale and replicate.</p>	<p>SolShare Energy was awarded IRP funding for market research and automation of their investor on-boarding process.</p>
<p>5. INVESTOR READY Sustainable cash flow and assets, track record for sustainability and networking with potential investors.</p>	<p>Trillium Housing was awarded IRP funding to develop legal documentation for investors in the Trillium Mortgage Fund.</p>

¹³ Government of Canada. (2019). Investment Readiness Program. Retrieved from: <https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/investment-readiness.html>

¹⁴ Community Foundations of Canada. (2020). Funding Results from CFC's first round of the Investment Readiness Program. Retrieved from: <https://communityfoundations.ca/funding-results-from-cfcs-first-round-of-the-investment-readiness-program/>

The iterative, exploratory practices of social R&D can assist SPOs in moving through stages of investment readiness. Here a “version 1.0” model of effective practices from the social R&D community¹⁵ are mapped along the investment readiness continuum:



¹⁵ Pearman, J. (2019) Social R&D Practices and Patterns V 1.0. Retrieved from: <http://socialrd.org/wp-content/uploads/2019/08/Social-RD-Practices-and-Patterns-v1.0.pdf>

Each social R&D practice is supported by specific tools that practitioners can use to make sense of the space in which they are working, deeply understand their community and to experiment with new ideas. Some of the tools that will be explored during the Booster Pack series include:

Tool: **LITERATURE REVIEW**

Social R&D practice: **LOOKING**

INVESTMENT READINESS STAGE PROGRESSION:

EARLY STAGE INNOVATION TO STRATEGIC IMPACT FOCUS

A literature review is a systematic accounting of what has been published on a specific topic.¹⁶ Often this describes articles published in academic journals, but for people conducting literature reviews outside of university research environments “grey literature” which includes media articles, slideshows, videos, organizational reports are incredibly valuable sources. A robust literature review provides a clear and up-to-date understanding of the topic, what is working and who is doing that work which essential to move from early stage innovation to a focus on strategic impact.

Example:

Exeko is a Quebec-based SPO that uses creativity to improve social inclusion. After running programs across the province for 10 years, the Exeko team had to investigate the relevance of their approach to Inuit communities in Nunavik. A literature review exploring the history and culture of Inuit people, colonialism, community mobilization and other topics was how they began their exploration.¹⁷

Tool: **ETHNOGRAPHY**

Social R&D practice: **LOOKING**

INVESTMENT READINESS STAGE PROGRESSION:

EARLY STAGE INNOVATION TO STRATEGIC IMPACT FOCUS

¹⁶Taylor, D. (n.d.) The Literature Review: A Few Tips on Conducting It. University of Toronto Writing Advice. Retrieved from: <https://advice.writing.utoronto.ca/types-of-writing/literature-review/>

¹⁷Pearman, J. (2019) Social R&D Practices and Patterns V 1.0. Retrieved from: <http://socialrd.org/wp-content/uploads/2019/08/Social-RD-Practices-anad-Patterns-v1.0.pdf>

An ethnography is a tool from the field of anthropology. It is an account of a culture or society developed from long-term observations. The goal of an ethnography is to deeply understand how a community functions, to learn what is really going on rather than just what people say is going on.¹⁸ The social R&D approach to ethnography involves co-creating the process so that people are actively participating rather than being observed from afar. Deep understanding of the community contributes to a clear strategic focus.

Example:

Three community living organizations (British Columbia - Burnaby Association for Community Inclusion, Kinsight and posAbilities) formed a partnership with a social design firm InWithForward to explore the lived experience of social isolation among young adults with disabilities. Over three months, the partners collected ethnographic data through a co-designed process including interviews and observations. Using the data collected the partners were able to narrow their strategic focus to what would eventually become Kudoz, an online platform that connects adults with and without disabilities to try new experiences in their community¹⁹.

Tool: **LEVERAGING DATA**

Social R&D practice: **THINKING**

INVESTMENT READINESS STAGE PROGRESSION:

STRATEGIC IMPACT FOCUS to IMPACT SUSTAINABILITY

Data can be leveraged in a variety of ways to justify the impact of a SPO. A typical way is to track program outputs (ex. how many people attended) as part of compliance reporting for a grant. The concept of community-driven outcomes flips this narrative by leveraging data to illustrate the impact of a particular intervention on broader systemic programs to make it an appealing investment for governments or other investors.

Example:

Food insecurity in Canada's North is linked to negative health out-

¹⁸ Howell, S. (2018). Ethnography. The Cambridge Encyclopedia of Anthropology. Retrieved from: <https://www.anthroencyclopedia.com/entry/ethnography>

¹⁹ Pearman, J. (2019) Social R&D Practices and Patterns V 1.0. Retrieved from: <http://socialrd.org/wp-content/uploads/2019/08/Social-RD-Practices-anad-Patterns-v1.0.pdf>

comes including high rates of type 2 diabetes among on-reserve First Nations individuals. For the Manitoba community of Garden Hill, diabetes treatments cost \$2.6 million annually. An additional \$1 million is spent to subsidize the delivery of qualifying food from the south which is often unhealthy and expensive. Social enterprise Aki Foods leveraged this data to develop an approach that avoids these expenditures by instead seeking investment in outcomes (i.e. decreased reliance on Nutrition North subsidy, less expenditure on diabetes care) generated by a revitalized local food economy. The resulting approach, the Meechim Project is a farm with a poultry operation, orchard and irrigated vegetable garden sells healthy food at low prices.²⁰

Tool: **PROTOTYPE**

Social R&D practice: **DEVELOPING**

INVESTMENT READINESS STAGE PROGRESSION:

STRATEGIC IMPACT FOCUS to IMPACT SUSTAINABILITY

A prototype is the first functional form of a product or service.²¹ A prototype gives users something to try out and give feedback on so that future versions can be improved. Prototyping is used to prove the usefulness of a product or service which is a marker of its impact sustainability.

Example:

Prototyping was an essential part of the R&D process for Skills Society, Lift Interactive and Southern Alberta Community living as they worked towards a client-ready version of My Compass, an app that helps people with disabilities navigate service planning²². Without a first version of the product to try, there could be no evidence that My Compass has a sustainable impact.

²⁰ Cyr, J., Huddart, S. (2019). Here's a way for governments to buy positive outcomes.. Policy Options. Retrieved from: <https://policyoptions.irpp.org/magazines/november-2019/heres-a-way-for-governments-to-buy-positive-outcomes/>

²¹ Merriam-Webster. (n.d.). Prototype. Retrieved from: <https://www.merriam-webster.com/dictionary/prototype>

²² Weinlick, B. (n.d.) My Compass Planning app. Retrieved from: <https://skillsociety.ca/projects/humanized-service-planning-app/>



Social Finance

Access to social finance is the goal of SPOs seeking to become investment ready.

SOCIAL FINANCE

Definition and History

Social finance refers to investments intended to create a measurable social, economic or environmental impact as well as to generate financial returns. Social finance can come from government funds, philanthropic foundations, traditional banks, investment co-operatives or individuals and includes a variety of financial instruments (ex. loans, equity investments, social impact bonds).

Actors in the social finance sector include demand-side (ex. SPOs seeking investment), supply-side (ex. foundations, pension funds, individuals looking to make an impact with their savings) and intermediaries who connect demand and supply (ex. community loan funds, credit unions, Aboriginal Financial Institutions, and chartered banks).²³

While Canada's social finance ecosystem is still emerging, the history of the intentional balancing of financial and social return in Canada dates back over 100 years. Some key milestones include the establishment of the Stellarton co-operative mutual fire insurance company in Nova Scotia in 1861, North America's first credit union in Lévis, Quebec in 1901 and the development of Aboriginal Financial Institutions in 1986.²⁴

Estimates of the size of Canada's social finance market can be inferred from sector surveys (though they may include assets that do not fit with the definition of social finance above).²⁵ The Responsible Investment Association's 2018 Canadian Impact Investment Trends Report showed \$14.75 billion assets under management, up from \$8.15 billion reported in 2016.²⁶ The Government of Canada's upcoming Social Finance Fund will make available \$755 million in repayable capital and

²³Government of Canada.(2018). Recommendations of the Social Innovation and Social Finance Strategy Co-Creation Steering Group. Retrieved from: <https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/reports/recommendations-what-we-heard.html>

²⁴ Harji, K., Reynolds, J., Best, H., Jeyaloganathan, M.. (2014). State of the Nation: Impact investing in Canada. Retrieved from: <https://www.marsdd.com/wp-content/uploads/2014/09/Impact-Investing-in-Canada-State-of-the-Nation-2014-EN.pdf>

²⁵ Government of Canada.(2018). Recommendations of the Social Innovation and Social Finance Strategy Co-Creation Steering Group. Retrieved from: <https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/reports/recommendations-what-we-heard.html>

²⁶ Nemtin, A., Gauthier, K., Cohen, J., Beck, S., Shirazi, A., Longaphy, C., Kwan, and Matthews, E. (2019). 2018 Canadian Impact Investment Trends Report. Responsible Investment Association. Retrieved from: <https://www.riacanada.ca/research/2018-impact-trends-report/>

aims to generate \$2 billion in economic activity.²⁷ While these trends indicate a growing interest in social finance, for many how to get involved as an investor or recipient remains unclear. In a 2014 report produced for the MaRS Centre for Impact Investing and Purpose Capital, researchers noted a fundamental misalignment between capital and opportunity with demand-side actors identifying finance as a barrier to growth, and investors seeing a lack of investment readiness on the demand-side.²⁸

SOCIAL FINANCE

Types of Social Finance

For those who have received IRP funding or applied to the IRP program, discussions about social finance types can inform the goals of both social R&D and investment readiness processes. Social finance is distributed through a variety of products through which the supply-side actor balances social and financial returns.²⁹

DEBT FINANCING Borrowing of money that must be paid back with interest	BLENDED FINANCING	EQUITY FINANCING Investors purchase a percentage of ownership (shares) in a for-profit entity
Term loans Loans that fund a specific project and have set repayment schedules.	Revenue sharing agreements Investor and investee share operating profits (ex. investee can use some revenue to repay investors and some to fund programs or operations).	Community shares Shares issued by a co-operative business. Shareholders are members in the co-operative and have voting rights.
Asset financing Loans to cover the purchase of an asset like a building or vehicle.	Social impact bonds A three party agreement in which investors provide upfront financing to an organization to carry out a project. If the project achieves pre-agreed targets verified by independent third-party evaluators, then an “outcomes buyer” repays investors.	Common shares Shares issued by a for-profit entity.
Working capital Loan to cover payroll or other operating expenses.		
Bridge loan Loan to help cover expenses until a contract or donation is secured		
Community bond A term loan made of funds raised by community members.		

²⁷ Government of Canada. (2018). Background: The Social Finance Fund. Retrieved from: <https://www.canada.ca/en/employment-social-development/news/2018/11/background-er-the-social-finance-fund.html>

²⁸ Harji, K., Reynolds, J., Best, H., Jeyaloganathan, M.. (2014). State of the Nation: Impact investing in Canada. Retrieved from: <https://www.marsdd.com/wp-content/uploads/2014/09/Impact-Investing-in-Canada-State-of-the-Nation-2014-EN.pdf>

²⁹ Tjebbes, A., Miranda, W. (2019). Investment Readiness Program Webinar 2: Leveraging SF & Investment Readiness Program Application Process.

Only some supply-side actors offer products to lend to or invest directly in SPOs. Credit unions, community finance institutions, community loan funds, social impact bonds or venture capital are ways for SPOs to access investment. Examples of these include:

- The Saint John Community Loan Fund allows individuals or institutional investors to invest \$500 to \$50,000 into a pool of capital that is disbursed to SPOs in the Saint John, NB area. SPOs can access microfinance loans for business development, social enterprise, training or real estate. Investors can choose to withdraw with up to 3% return on their investment, most choose 1.2%.³⁰
- Through the Vancity Resilient Capital Fund, investors deposited funds with the goal of funding social enterprises over terms of 5-7 years.³¹ Eligible social enterprises in BC work with Vancity's growth capital program to arrange financing between \$ 500,000 and \$ 5,000,000.³²

³⁰ Saint John Community Loan Fund. (2020). Investing. Retrieved from: <http://loanfund.ca/become-an-investor.html>

³¹ Harji, K., Reynolds, J., Best, H., Jeyaloganathan, M.. (2014). State of the Nation: Impact investing in Canada. Retrieved from: <https://www.marsdd.com/wp-content/uploads/2014/09/Impact-Investing-in-Canada-State-of-the-Nation-2014-EN.pdf>

³² VanCity. (2020). Growth capital. Retrieved from: <https://www.vancity.com/BusinessBanking/Financing/GrowthCapital/>

SOCIAL FINANCE

Who is using social finance and for what?

SPOs are already accessing social finance for a variety of uses:³³

USE	EXAMPLE	SOCIAL FINANCE TOOLS
Purchasing an asset	YWCA Toronto's Elm Centre which provides 300 units of subsidized and affordable permanent housing for women and women-led families.	\$1 million community housing bond Private investors invest in the community housing bond. YWCA Toronto repays their investment over 10 years using revenue generated by the building. ³⁴
Spend now to earn revenue later	Hiring a fundraiser to repay loans and generated funds for operational costs.	Working capital
Spend now to prevent costs later	Restoring the Sacred Bond is a project designed by Southern First Nations Network of Care to connect at-risk Indigenous mothers with doulas with the goal of reducing infant apprehension into the child welfare system.	\$2.6 million social impact bond Private investors invest in the social impact bond, the Government of Manitoba pays investors back if the project meets it's targets (i.e. fewer days in care for infants in the child welfare system.) ³⁵
Start a social enterprise	The Discourse, a community powered digital news media company, that aims to reimagine the community newspaper to better represent all of us.	Equity crowdfunding campaign Private investors invest in the crowd-funding campaign, The Discourse pays investors back using revenue generated by subscribers. ³⁶
Scale a social enterprise	Common Good (CMNGD) Linens is a commercial laundry service that employs people facing poverty.	Private debt Private investors invest in CMNGD to support the purchase of a commercial laundry plant. CMNGD pays back their investors using revenue generated by the laundry service.

³³ Dugal, A., Tjebbes, A., Miranda, W. (2019). Investment Readiness Program Webinar 1: Introduction to Social Finance and the Investment Readiness Program.

³⁴ YWCA Toronto. (2016). Housing plan can help end hidden crisis of women's homelessness. Huffpost Canada Blog. Retrieved from: https://www.huffingtonpost.ca/ywca-toronto/affordable-housing-women_b_12335058.html

³⁵ Government of Manitoba. (2019). Manitoba's first social impact bound successful secures investment. Retrieved from: <https://news.gov.mb.ca/news/index.html?item=45376>

³⁶ Millar, E., (2018). Newsletter: We set out to build a new media company for Canada. Here's what we learned. The Discourse. Retrieved from: <https://thediscourse.ca/communities/new-media-company-canada>

Supply-side social finance actors are looking for SPOs with clearly articulated value propositions, impact measurement processes and appropriate business and financial models. Supportive intermediaries like Innoweave and the IRP Readiness Support Partners can provide SPOs with the support they require to become investment ready and to access social finance.

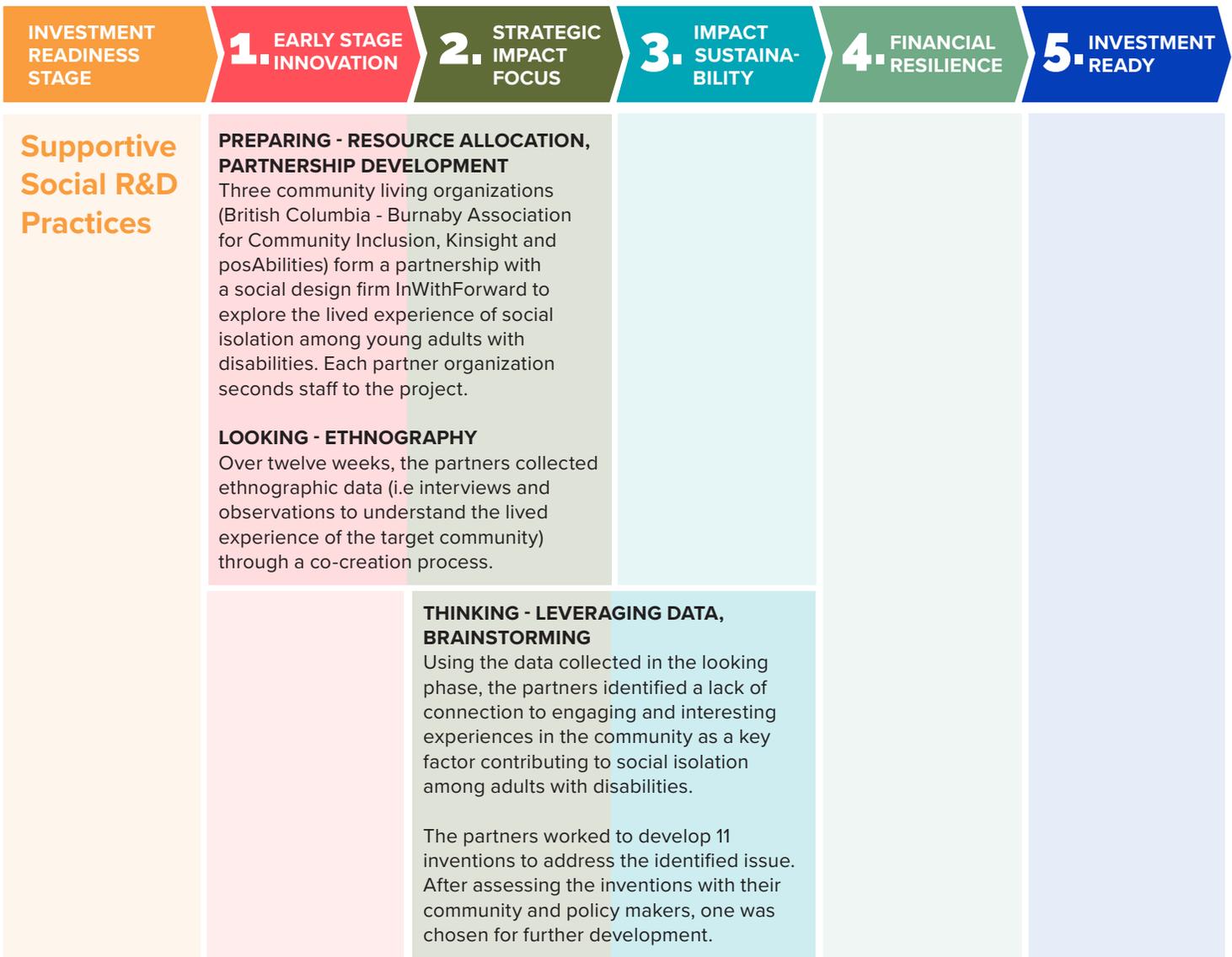
It is important to note that only an investor can make the determination of whether a SPO is investment ready. It is also important to consider that there is a parallel readiness process that social financiers must undergo to understand risk in new markets, provide appropriate instruments and educate investors.



Case Study

CASE STUDY
Kudoz

Kudoz is a community learning platform that connects people with and without disabilities to novel experiences in person (when safe) and online (a response to the COVID-19 pandemic). Kudoz is the result of a partnership between three non-profit community living organizations and a social design agency coming together to purposefully conduct social R&D to address the issue of social isolation among young adults with cognitive disabilities.^{37 38} While largely funded by grants and government funding, the partners behind Kudoz are exploring ways to accept lending and investment to improve their financial resilience and to support a broader audience.³⁹



³⁷ Pearman, J. (2019) Social R&D Practices and Patterns V 1.0. Retrieved from: <http://socialrd.org/wp-content/uploads/2019/08/Social-RD-Practices-and-Patterns-v1.0.pdf>

³⁸ Schulman, S. (2017). Develop an deliver: Making the case for social R&D infrastructure. Retrieved from: <http://socialrd.org/wp-content/uploads/2019/05/Develop-and-Deliver.pdf>

³⁹ Roh, J. (2020). Interview for this brief.

