

RainforestAB
Edmonton
Immersion #2
Growing Alberta's
Innovation Ecosystem

08 March, 2018
Edmonton, AB



Rainforest
STRATEGIES



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About this Event

This Event Summary presents the findings from the Edmonton Rainforest Immersion #2, conducted March 8, 2018, at the Shaw Centre in Edmonton, AB. This 1-day immersion was equal parts introduction to Rainforest concepts and tools and putting those tools to work to foster improvements in the innovation ecosystem in Edmonton. This summary presents each activity (at left) as it was worked by the participants.

The desired outcomes of this 1-day design session are to:

- Introduce the Rainforest Scorecard and methodology, with contextualization of those elements for Alberta.
- Continue relationship building among all participants.
- Use the Rainforest Scorecard innovation assessment and Rainforest Radar to help the group learn the tools; then derive preliminary strategic implications from assessment results.
- Address practical, political, and organizational implications of working on innovation culture (including measurement is an intervention).
- Articulate improvement initiatives based on strengths and improvement opportunities, patterns in Scorecard data, strategic issues and technologically or politically challenging topics.
- Review the RainforestAB “social contract” and discuss what is easy about living by it compared to what is challenging.



Every Immersion is a fresh experience...

This was the 2nd Rainforest Immersion conducted in Edmonton. Great care was taken by the group convening this event to ensure that participants received a fresh experience, with as much conceptual freedom of movement and expression as earlier cohorts that convened in 2016 and 2017. The group was not constrained by the work and outputs of earlier cohorts, but rather added to previous work.

Having said that, RainforestAB is now well into its second year and a narrative is emerging across the province. Work is beginning this year to focus and make more coherent the narrative elements both at provincial and city levels for this movement which is engaging well over 1000 participants across Alberta.

**PARTICIPANTS**

Aaryn Flynn	Jeff Chase
Brant Coghlan	Joseph Hughes
Bryce Borgel	Kim Nguyen
Calvin Li	Koren Cromwell
Chris Astle	Larry Radomski
Chris Ozdoba	Lesley Vaage
Clare Tries	Lorna Mutegyeki
Darrell Christensen	Luke Butterworth
Darrell Pidner	Manraj Waraich
Debra Cerny	Mark Benning
Derek Kwan	Nimal Rodrigo
Elena Chernaeva	Peter Tang
Eric von Stackelberg	Reg Cheramy
Gabriela Touma	Sam Kernahan
Gail Powley	Shara W.
Godfrey Okeke	Tom Ogaranko
Hussam Tungekar	Tracy Scarlett
Jacqueline Craig	Valerian Pappes
James Freeman	

SPONSORS

Cheryl Watson
Kristina Williams

HOST

James Keirstead

SUPPORT TEAM

Aaron Budnick
Adriana Ferrier
Amanda MacDonald
Andrea Lee
Jill Scheyk
Rob McColl
Snedra Vargas
Swapnali Shende









Edmonton Rainforest Immersion #2 – Event Overview

1. **Welcome, RFS History, Frame and Flow** – James Keirstead welcomed and thanked everyone for taking time to participate in this second regional summit. Henry Doss provided a history of Rainforest Strategies and its methods. Joe Sterling previewed the flow of the event. **Activity purpose:** Level setting around the context, the event’s mission, and introducing parameters for participation.
2. **Playing “If We Could…”** – In pairs, participants moved into a conversation about innovation and its benefits. They completed the sentence: “If we could improve X, that would be great for the Alberta region because Y.” The group was sampled for highlights of what each dyad discovered. **Activity purpose:** To begin the dialogue about what innovation looks, sounds, and feels like, and why it can be beneficial.
3. **Part A: Welcome to the Rainforest** – Henry and Joe presented the Rainforest innovation ecosystem keynote, discussing “Farm vs Rainforest” analogies; why Culture matters for innovation; attributes and principles at work in highly innovative cultures; and how the Rainforest Scorecard is used to measure those. **Activity purpose:** To expose participants to the thinking behind Rainforest Strategies and how the tools can be used to build uniquely Albertan innovation and entrepreneurship ecosystems.

Part B: Creating Team Rainforest Radar Posters – At each table, participants compared their individual Rainforest Scorecard results and consolidated them into a table Scorecard “Radar” poster. **Activity purpose:** To uncover common and different perceptions in the room; to make new connections about innovation culture; to meet each other in a meaningful and novel way.

Part C: Aggregated Online Scorecard Results – Henry and Joe presented the consolidated scores of the online Rainforest Scorecard assessment. **Activity purpose:** To deepen understanding of the current state in the region; to see how the data validates or refutes commonly held beliefs about innovation culture and conditions in the region.

4. **Making Sense of the Radar Gallery** – Over lunch each table of participants discussed the patterns and insights revealed in the Rainforest Radars, both those generated at the tables and the consolidated view of the online assessment. They identified innovation improvement opportunities, collaboration opportunities between support organizations/agencies, and selected the highest leverage improvement opportunities. **Activity purpose:** To make sense of the morning’s work and revelations, and prioritize innovation-culture improvement opportunities.
5. **Working Highest Leverage Improvement Initiatives** – Participants selected the five highest leverage topics to work on from the previous module. Five teams self-organized to address the topics, iterating ideas in two rounds of work. Innovation Initiative worksheets were used to capture specifics, which teams reported. **Activity Purpose:** To outline high-leverage improvement initiatives.
6. **Reflections on the Work & Closing Comments** – Joe and Henry elicited from participants their observations about the session; how they felt about the experience; what implications this session has for Alberta; and, what decisions they had made during the program. Aaron Budnick made a closing statement. **Activity Purpose:** Taking time to reflect drives home the importance of such convenings. The group’s responses to questions about observations, feelings, implications, and decisions are a shared message the group can use to communicate about the event.



James Keirstead – Before we start, I'd like to acknowledge that it's International Women's Day! We're glad to be observing that here in our innovation ecosystem.

Second, thanks to the folks who made today possible: Cheryl Watson from EEDC, and Kristina Williams from Alberta Enterprise, and for underwriting. Thanks also to Amanda, Andrea, and Jill for awesome logistics wrangling, and everyone else on the volunteer team. And, of course, thanks to all of you for your time and participation.

We started this adventure in 2016 when Henry Doss and Joe Sterling - the founders of Rainforest Strategies came to Alberta. The first Edmonton Rainforest Immersion, in September 2017, was so successful that we knew we wanted to run these twice a year in tandem with Immersions in Calgary. For Alberta to compete globally, we must act as one innovation ecosystem. With this approach, eventually, everyone with an interest in innovation and entrepreneurship will be part of this conversation. Already, well over 1000 Albertans have signed the Social Contract and almost 100 Lunch-without-Lunch Rainforest meetings have been conducted to grow our ecosystem.

So, what difference has all this made to me? I'm an entrepreneur in Edmonton. I started with a small business here that has grown to a global brand. I had failures along the way. I started without knowledge. But, it was the connections in the ecosystem that made all the difference. It's been about building trust, and trying things together. Over the last 9 months, I've met people in this process that have come to work with me. I've made relationships that are helping get my business to its next level. It's working, but it takes time. It is so worth while.

I would ask of you three things today: 1) Sign the Social Contract; 2) Attend and participate in the Rainforest Alberta meetings; and 3) Participate for the good of your own enterprise AND the good of the community – they are interconnected.

This Immersion will be a very active, highly participative full-day session. Joe Sterling and Henry Doss will guide our work. They have led Innovation Ecosystem sessions all over the world and will help us make our next steps along this path.



Fostering innovation at the regional level, with such a committed and energetic community is an honor. It's humbling. Our mission: help you build innovation capability, velocity, and sustainability to stay ahead of changes in the world. It takes a Rainforest!

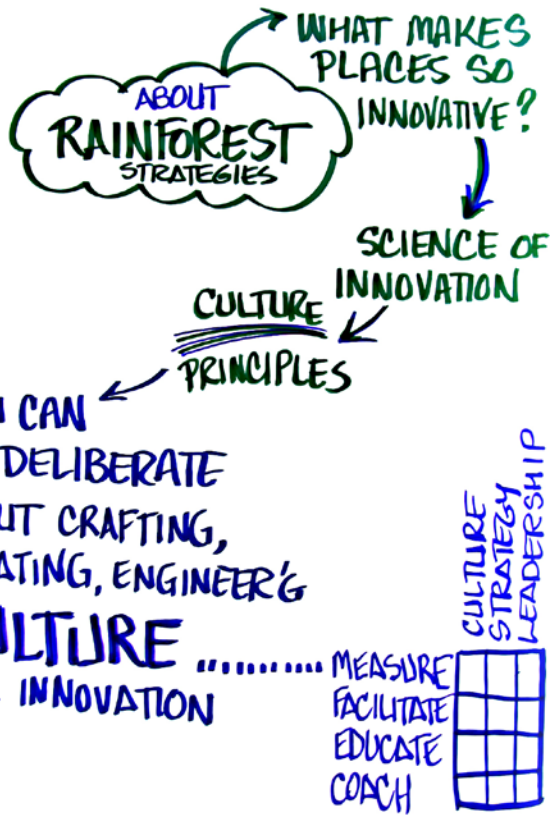
For years now, all of us at Rainforest Strategies have devoted our energy to developing a better understanding of the theory and science of complex systems, of how organizations and communities function, and how we might actually engineer more innovative ways of being into them, indeed, into entire economic and social ecosystems. **We are driven by this question: What makes the most innovative and entrepreneurial places tick?** Think Silicon Valley, Tel Aviv, San Diego, and Austin. What are the common conditions found in the world's hotbeds of innovation? What is the replicable science of innovation? How do you create innovation cultures? Our first book, "The Rainforest: The Secret to Building the Next Silicon Valley" by Victor Hwang & Greg Horowitz, lays out the theory and principles.

From there, we wanted to be deliberate about applying that theory, and so needed a framework and set of measures for assessing the health of an innovation ecosystem. That became our second book, "The Rainforest Scorecard: A Practical Framework for Growing Innovation Potential" by Henry Doss & Alistair Brett. The short-form of the assessment you took online is from that book.

With your assessment results as a baseline, we will work on approaches to improving innovation in Alberta, across disciplines, organizations, geographies and communities.

Things we will cover today:

1. We'll unpack the Rainforest principles and compare them to "farm" principles found in production environments.
2. We'll examine your Scorecard results for strengths and improvement opportunities.
3. You'll prioritize improvement opportunities and develop initiatives to address those with the highest leverage to strengthen the Alberta innovation ecosystem.



In broad terms, we look for ways to improve culture, leadership, and strategy relative to innovation. RFS services involve measuring, facilitating, educating, and coaching to generate a self-sustaining innovation culture.



SCAN

- Who are we?
- What do we want?
- What is the Rainforest?
- What is the condition of our Alberta ecosystem?
- What is the narrative we live by now?

Scan in which you will learn about your context, fellow participants, and the narratives live by now. In Scan, you will envision success for Alberta and explore the range of issues and options for how to proceed. Those participants whose thinking style predisposes them to divergent thinking, expansiveness, and variety are right at home here. For those of you who love negotiating and analyzing, or who live and die by action plans, do your best, your time will come!

FOCUS

- How could we improve our innovation ecosystem?
- Where's the leverage?
- Innovation initiatives?
- Narrative and Social Contract needed to succeed?

Focus in which you will select from the issues, visions and options those elements that you collectively believe will move Alberta forward and have the greatest leverage to make all other efforts easier, faster, better. Among the various approaches and ideas explored in this phase, participants will analyze different narratives and their effects, and from those choose the most promising paths forward for each stakeholder type. Those participants whose thinking style predisposes them to debate, analysis, and problem solving are right at home in Focus.

ACT

- Step up.
- Communications.
- Do it!

Act in which you plan and sequence the steps along your chosen path. This phase often includes how to communicate about what has happened at the event along with other messaging. Those participants whose thinking style predisposes them to decisiveness, implementation, and tangible action are right at home here.

It's Recursive, like a fractal....

The overall work of today's Rainforest Immersion will follow this Scan-Focus-Act flow. Each module of activity within the day has scan, focus, and act elements. The Scan-Focus-Act flow is readily observable in nature, especially in the behaviors of carnivores.

While there are exceptions to every rule, in general this is a very useful construct for designing highly productive group experiences. This approach is effective because it engages all thinking styles, follows natural patterns for turning creativity into innovation, and it can be compressed to a few minutes or stretched to years. This flow is familiar to the designers in the room and is a common feature in highly innovative environments where well thought out decisions are made quickly.

IF WE COULD...

- KNOWL. SUPPORT
- DIVERSITY & INCLUSION ACROSS INDUSTRY
- RISK ACCEPTANCE
- DEAL FLOW — EARLY STAGE
- ACCESS TO DATASETS
- CHANGE COMMUNITY NARRATIVE → CELEBRATE MORE SUCCESS
- CREATE ENERGY & FOCUSED AS COMMUNITY
- COLLAB. BTW. UNIVERSITY & INDUSTRY
- BIG CORP. INVOLVEMENT

GREAT BECAUSE:

- MORE START-UPS
- MORE INNOVATION FASTER
- MORE EXPERIMENTS
- RETAIN TALENT GROW LOCAL
- LEVERAGE OUR GOLD MINE OF DATA
- SEE THE RESULTS SEE THE POTENTIAL INSPIRE ACTION
- GET MORE PEOPLE INVOLVED
- MORE STUDENT START-UPS & COMMERCIALIZATION
- BUY LOCAL

Exercise: Playing "If we could..."

This activity gently moves everyone into the conversation about innovation: why it matters in Alberta; and hints at what are already known to be important improvement opportunities across the province.

Participants got into pairs and, taking turns, each completed a statement about innovation:

"If we could improve X, that would be great for Alberta because Y."

The comments at left summarize the group's responses to this simple exercise. Participants continued to reiterate these themes throughout the rest of the Immersion experience.

As everyone knows, if you keep doing what you've always done, you'll keep getting what you've always gotten. The question to ask yourself now is this: **Since the "great because" list is so compelling, what action can I take that would make one or more of these "if we could" items stronger?**



Rainforest Keynote presented by Henry and Joe.

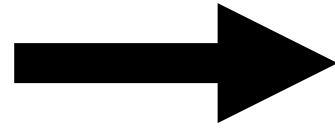
Please see the full keynote presentation that outlines:

- How a trusting culture improves transactional efficiency, thereby increasing the capacity for velocity of innovation.
- Difference between production culture and innovation culture.
- Why “rainforest” and what is an innovation ecosystem.
- “Rainforest Rules” to promote innovation, and “Farm Rules” to promote production - and why its not either-or, but both-and.
- Rainforest Scorecard - six attributes of an innovation culture:
 1. Leadership;
 2. Culture;
 3. Frameworks, Infrastructure and Policy;
 4. Role Models;
 5. Activities and Engagement; and
 6. Resources.



Rules in Rainforests

for **INNOVATION**



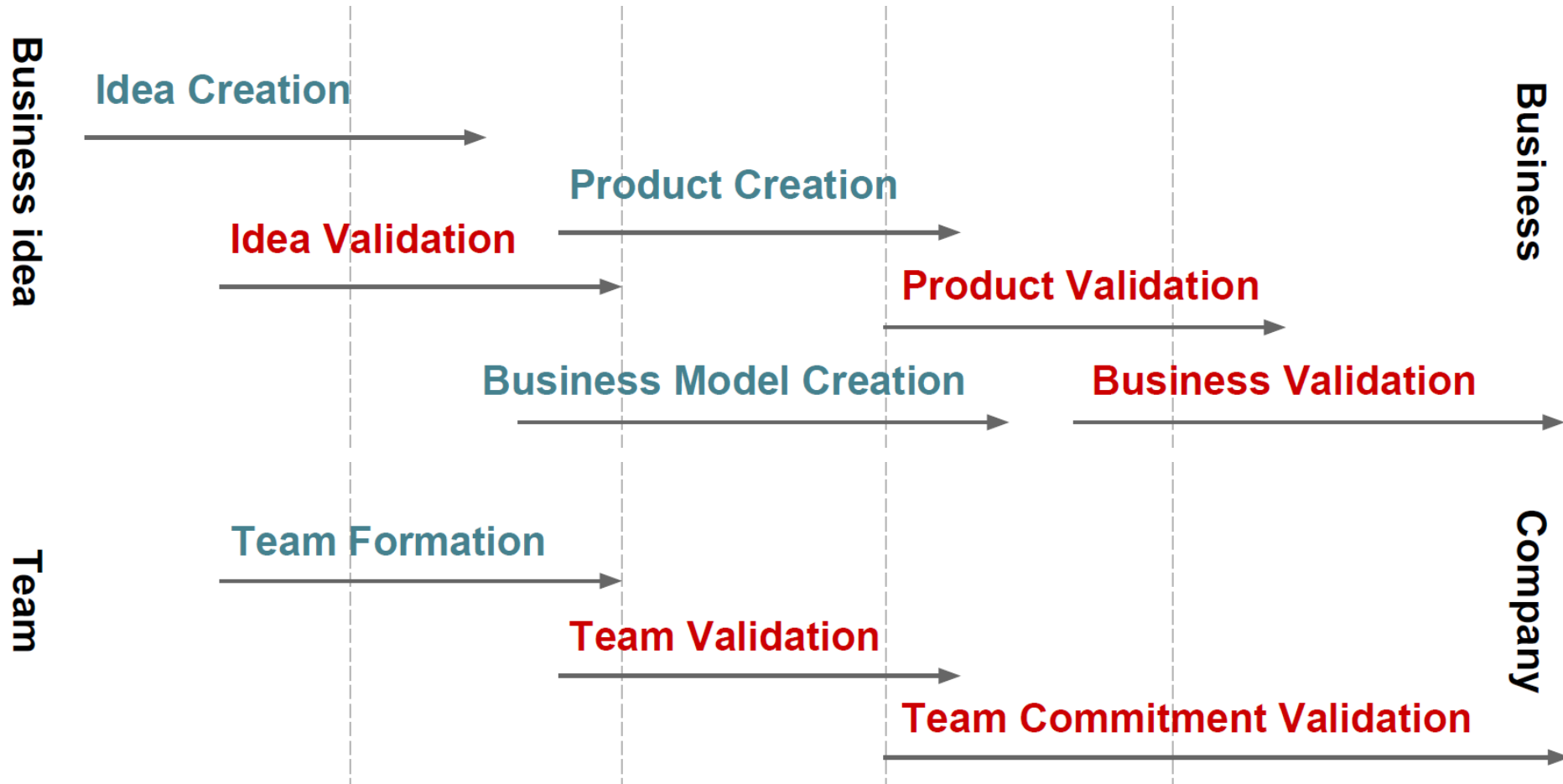
Rules on Farms

for **PRODUCTION**

- 
1. Break rules and dream
 2. Open doors and listen
 3. Trust and be trusted
 4. Seek fairness,
not advantage
 5. Experiment and
iterate together
 6. Err, fail, and persist
 7. Pay it forward

- 
1. Excel at your job
 2. Be loyal to your team
 3. Work with those
you can depend on
 4. Seek a competitive edge
 5. Do the job right
the first time
 6. Strive for perfection
 7. Return favors

Phases to generate new businesses, have to be executed by an ecosystem with shared Rainforest Scorecard strengths.



How could collaboration between Albertan entities develop as fast as Rainforest relations among individuals?

democamp

[A100]

Assembly
COWORKING SPACE

AVAC L.t.d.

Azure
CAPITAL PARTNERS

Startup
Weekend
powered by the Kauffman Foundation

C100

C

accelerate fund

AVRIO
CAPITAL

INNOVATE
CALGARY

BDC
Venture Capital
Capital de risque

STARTUP CALGARY

STARTUP
EDMONTON

unitB

BDC

ENERTECH CAPITAL

Startup
WeekEdmonton
October 20-24, 2014

TEC
TEC Edmonton

district
VENTURES

NRCC-CHRC
Canada
NRCC Industrial Research Assistance Program Programme d'aide à la recherche industrielle du CNRC

VCAA

NOVIA
CAPITAL

MOUNT ROYAL
UNIVERSITY
1910

UNIVERSITY OF
ALBERTA

ae

32° CAPITAL

ACCELERATEAB

albertaenterprise

SR&ED

Verdex CAPITAL

BANFF
VENTURE FORUM

aWe
ALBERTA WOMEN
ENTREPRENEURS

TRTech

NAIT

hatch
STARTUP
PROGRAM

VA Angels

YALETOWN
VENTURE PARTNERS

UNIVERSITY OF
CALGARY

...an incomplete, but illustrative list of entities



Rainforest Radar Exercise: Part 1

1. **Each participant: Take 2–3 minutes to introduce yourself and share the scores on your Rainforest Scorecards with your tablemates.** When you are listening to others, ask questions only for clarification. Once everyone has shared their Rainforest Scorecard scores, you will all have time for dialogue.
2. **As you share your scores, plot them in 2 places on your table's Rainforest Radar template:**
 - in the ledger on the bottom of the template, with your name and affiliation
 - on the appropriate radar spokes with a dot, then connect your dots into a polygon ring using the Sharpie and straight edge.
3. **Once everyone has plotted their scores, use the markers at your table to color in the space between the lines connecting the highest scores (outside) and the lines connecting the lowest scores (inside).** This will create a fat six-sided ring of color all around the Radar template.

Part 2

What do these scores and this plot say about your combined innovation ecosystem?

For your combined Rainforest, consider:

- **Overall Strength:** How big is the outside perimeter of your polygon on the radar?
- **Category Strengths:** Which category is strongest? Weakest? How balanced are the categories?
- **Distribution of Scores:** On which spoke/category are the scores tightly clustered? What do these different patterns suggest about your Rainforest?
- **Strategic Issues:** What strategic issues does your group's combined radar plot suggest? What would you say is the capacity for innovation, if your table were the whole picture of your innovation ecosystem?
- **Improvement Opportunities:** Based on everything you've learned so far, which categories would you work on to improve conditions for innovation? Where would you start?

Report outs by each team were followed by a discussion around the following questions:

- What is common across the Radars of the different teams?
- What are the differences?
- What new connections are you making about the innovation culture in your region?

The Radar Posters were then hung as a Gallery.

See the following slide for a summary of the dialogue, followed by 3 slides showing the team Radar Posters.



COMMONALITIES & DIFFERENCES

■ CULTURE ~ LOW

■ RESOURCES ~ HIGH ~ AVAILABLE, BUT HARD TO ACCESS

■ DEFINITIONS ARE DIFFERENT ACROSS TABES

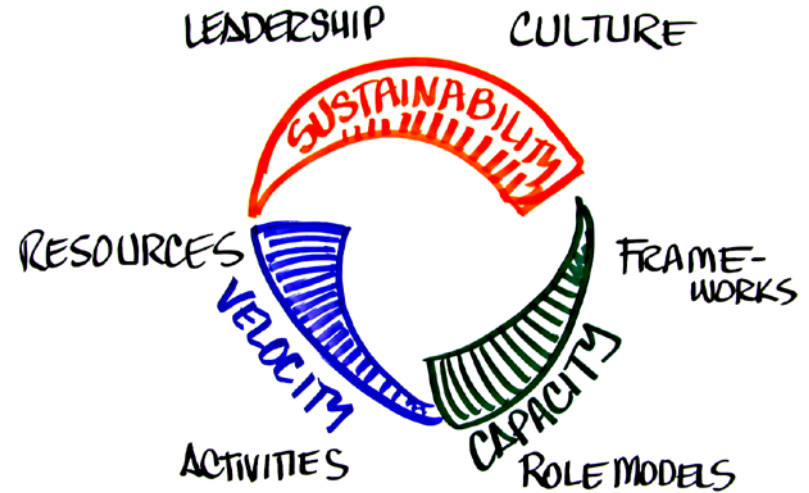
■ LEADERSHIP SCORES HIGH

▷ DISCONNECT BTW ENTREPRENEURS & SVC. PROVIDERS

WE CAN RAISE THE LOWEST SCORES TO BENEFIT ALL INDIVIDUAL



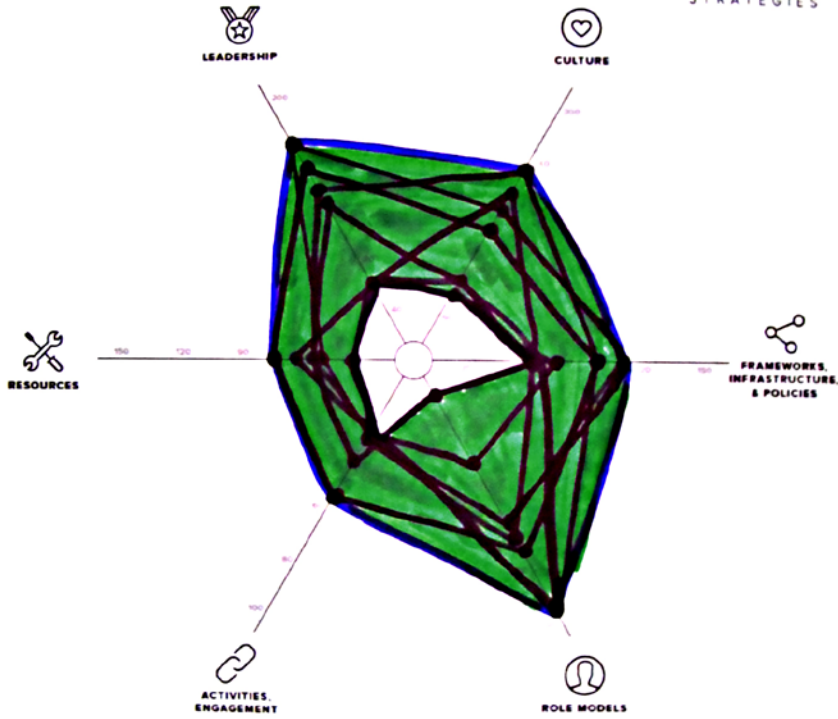
THE FLOCK IS SUSTAINED ONLY AS LONG AS THE WEAKEST BIRD IS BROUGHT ALONG



TRUST = TRANSACTIONAL EFFICIENCY

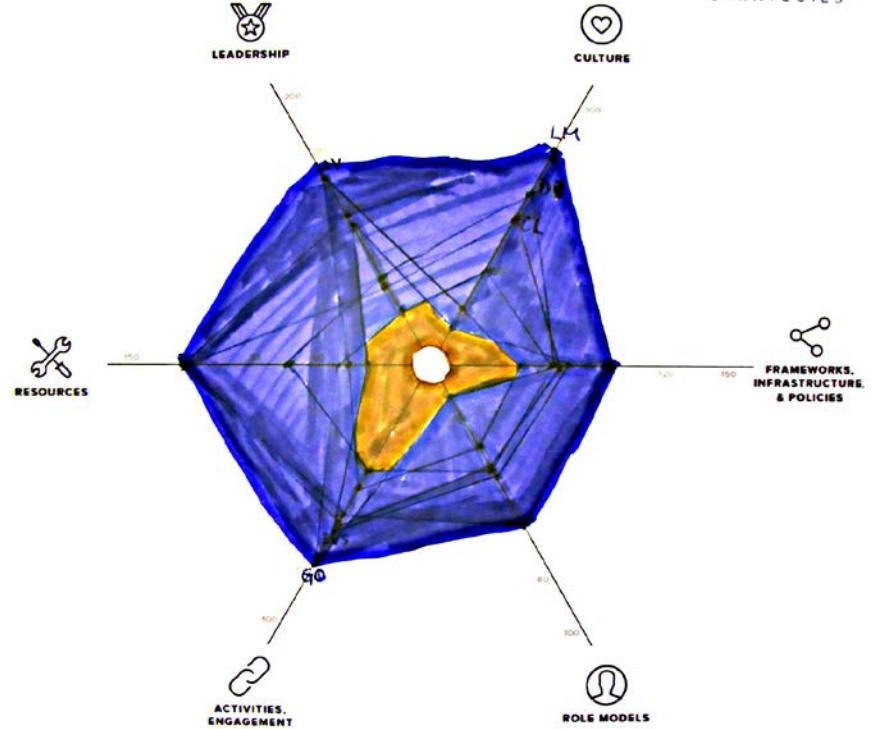
- SPEED
- CONNECTIONS
- RESOURCE MOVEMENT
- JOY & EASE

RAINFOREST RADAR



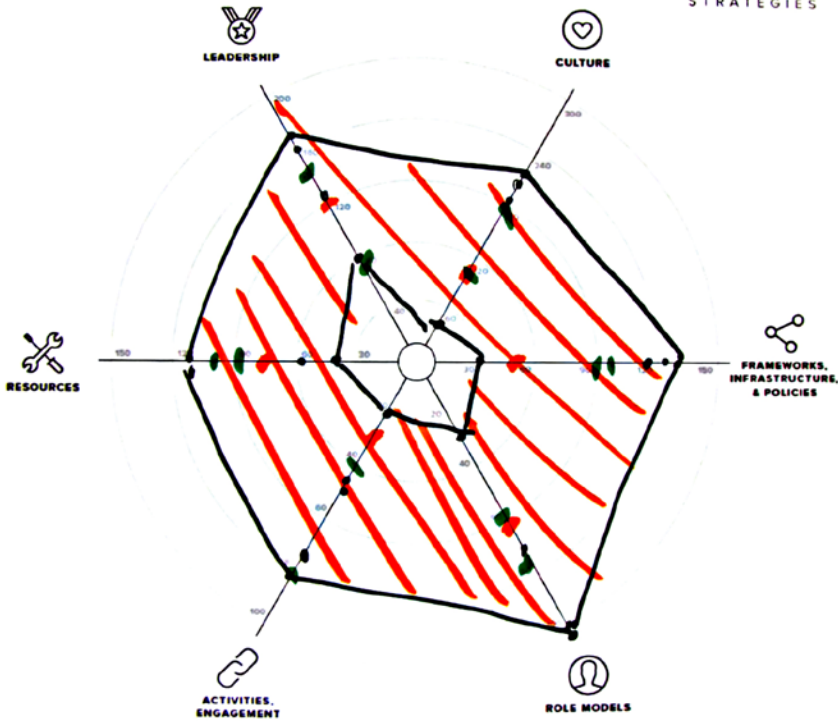
NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS
SHARA WASH	CONSTITUT SY/ucsf	216	125	91	48	26	74
Lindsay McLeod	Government	90	50	70	30	25	40
Nikol Kovalev	ceo centre	200	60	60	72	25	70
Fraig	RBC	145	140	70	70	55	72
Arun	Independent	90	120	60	60	40	100
Mark	Foundatory.io	70	50	60	60	50	70
Nadeem Langston	fed. government	190	150	108	68	38	68

RAINFOREST RADAR



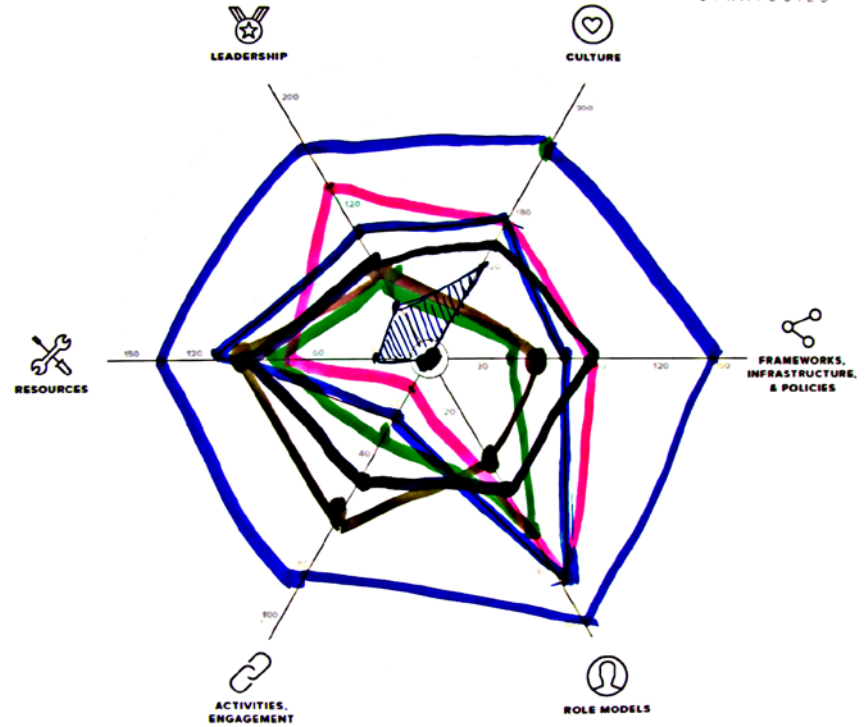
NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS

RAINFOREST RADAR



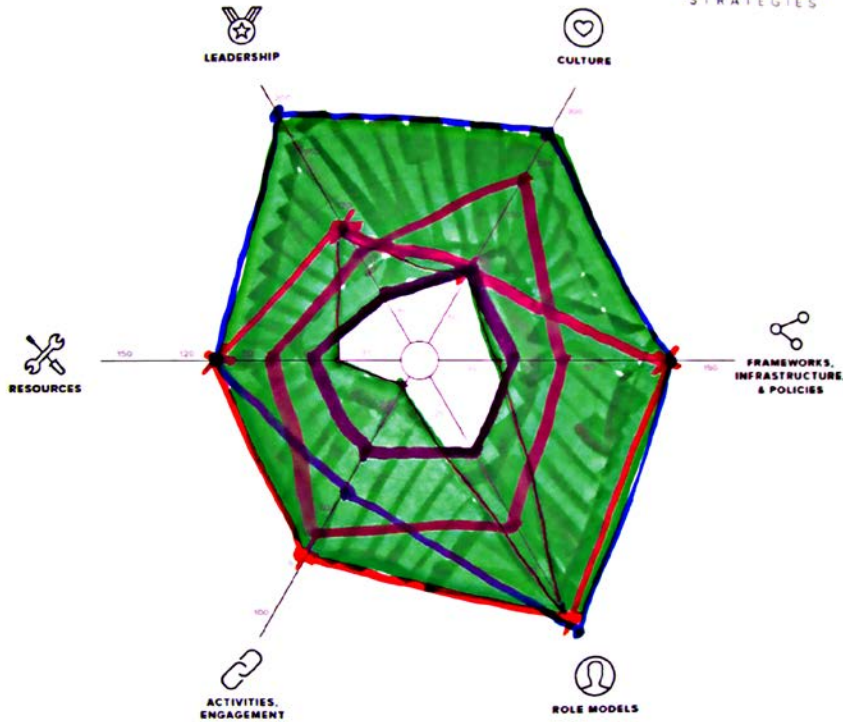
NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS

RAINFOREST RADAR



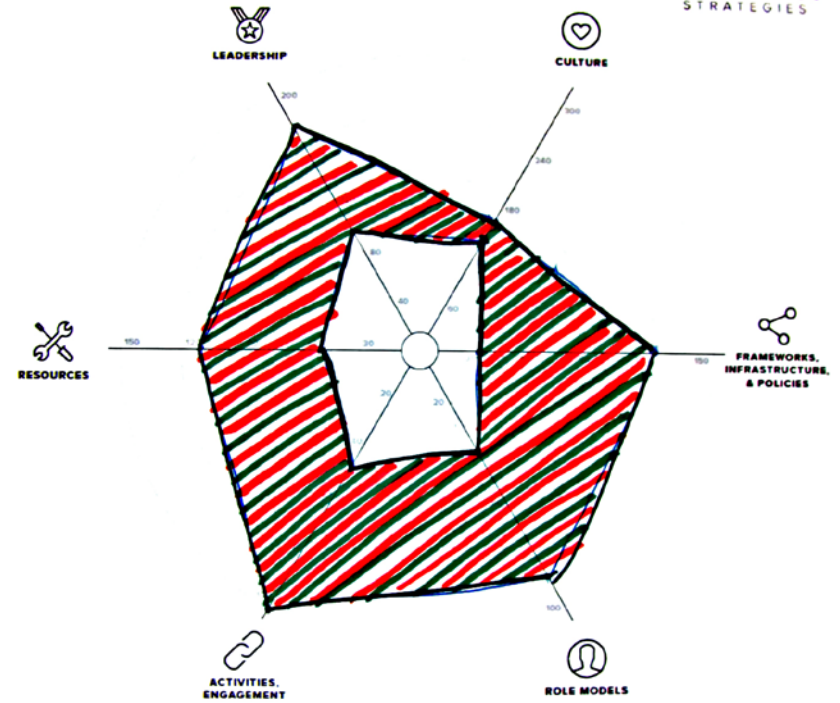
NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS
Reg Whelan		240	160	145	125	20	50
Murray W		159	82	75	113	27	86
Elena Thurman		160	130	80	71	6	90
Taren Scarlett		140	70	84	90	45	50
Christine Palmer		80	60	30	42	40	30
Debra Cerny		150	50	48	78	35	55
Samantha Strickland		100	40				

RAINFOREST RADAR



NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS
Claire Tries	Manager-FI2	110	100	47	43	6	91
Brant Coghlan	Levern	250	190	132	104	55	136
JAMES FREEMAN	VALENIS / EEOI	115	105	120	105	75	45
Karen Leonard	GreenWorks / IMC	210	85	75	75	70	65
CHRIS ASTLE	CoA EDY	100	50	42	46	35	85

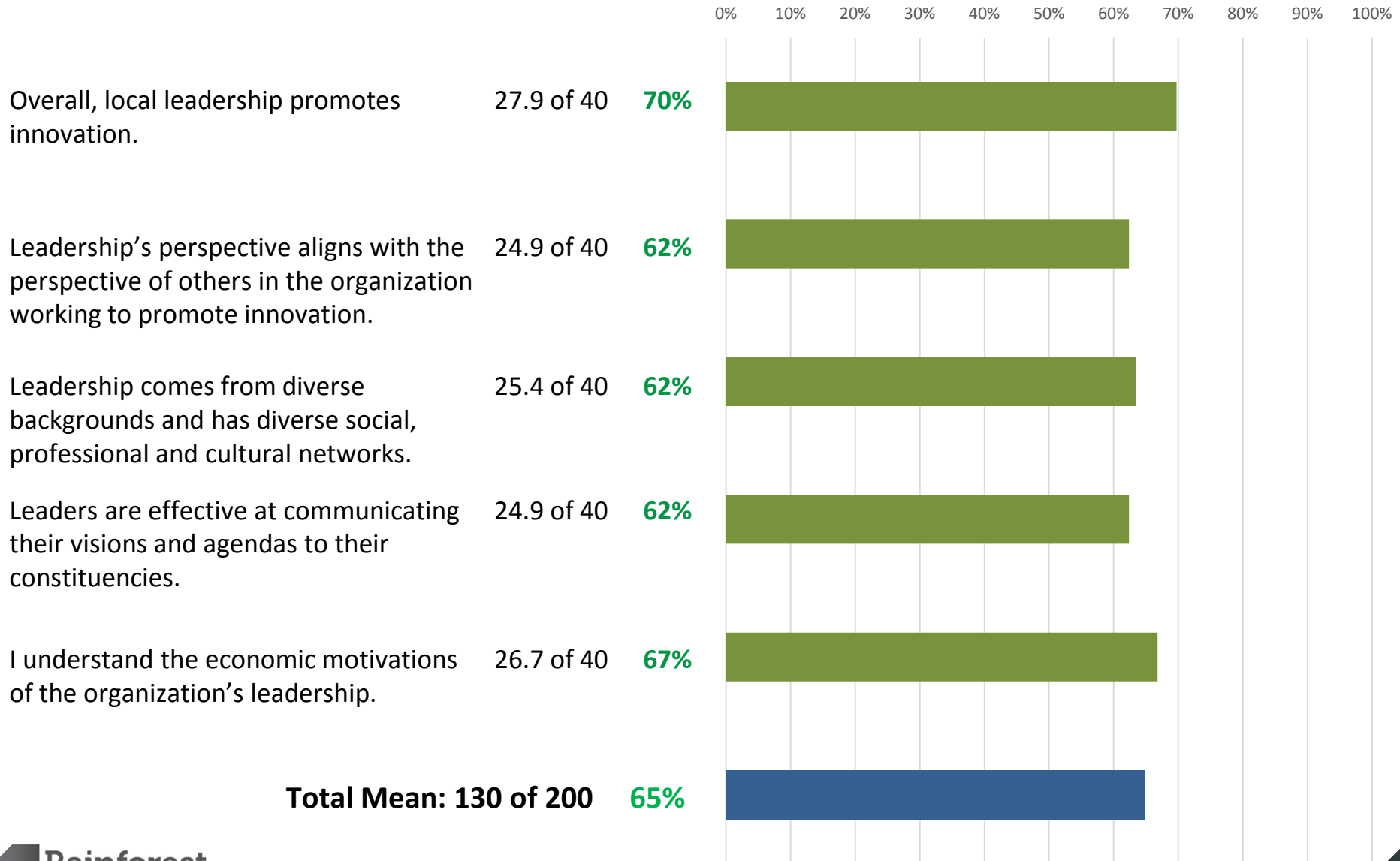
RAINFOREST RADAR



NAME	AFFILIATION	CULTURE	LEADERSHIP	FRAMEWORKS	RESOURCES	ACTIVITIES	ROLE MODELS
LARRY	Bismark	160	180	30	110	80	40
Peter	Zang	153	155	112	55	55	89
Derek	WESTAA	125	95	100	60	45	70
Boyer	Tibon Jannubillo	150	160	120	100	100	80
Rose	BDC	130	145	114	92	94	82

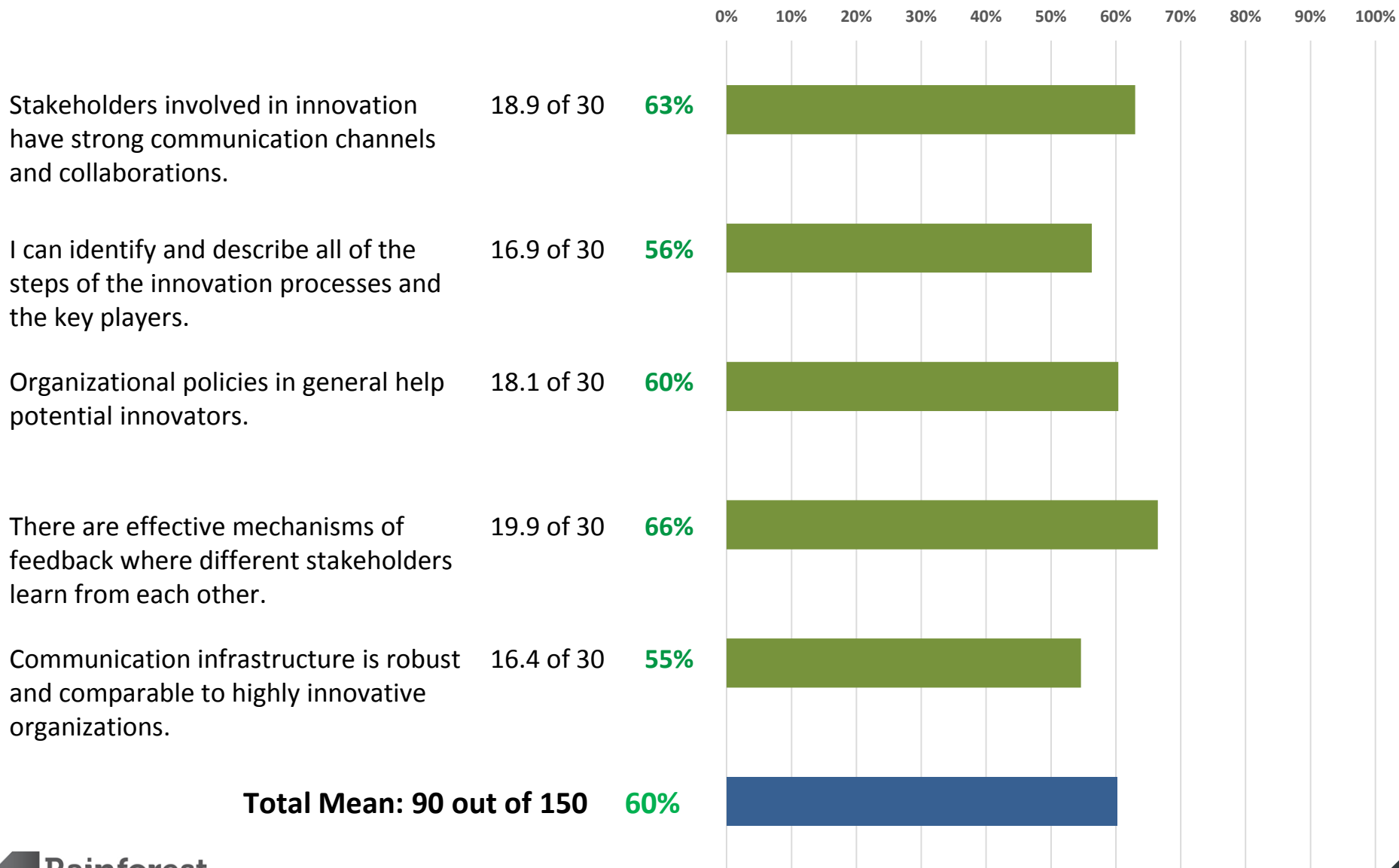


Leadership



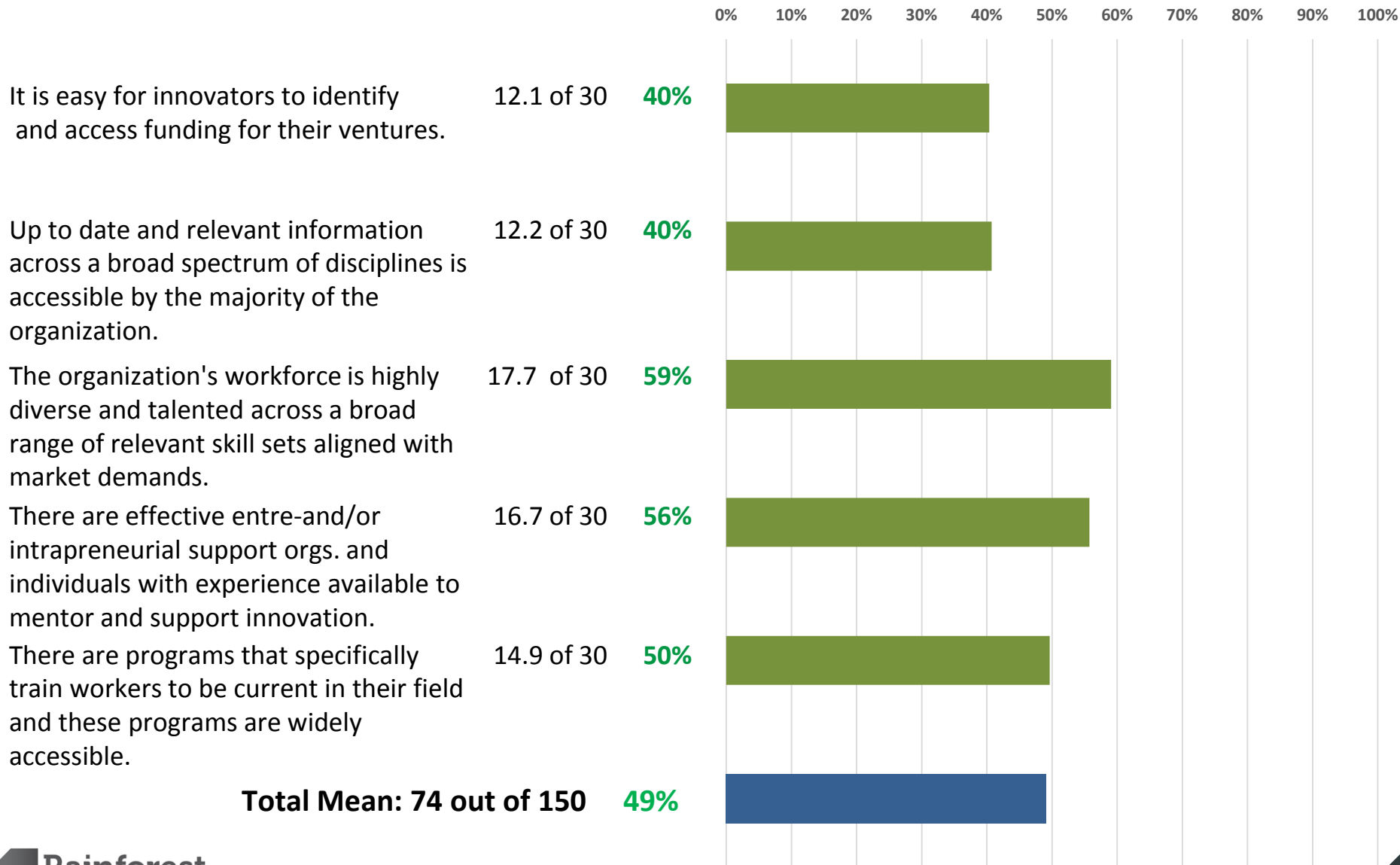


Frameworks, Infrastructure, Policies



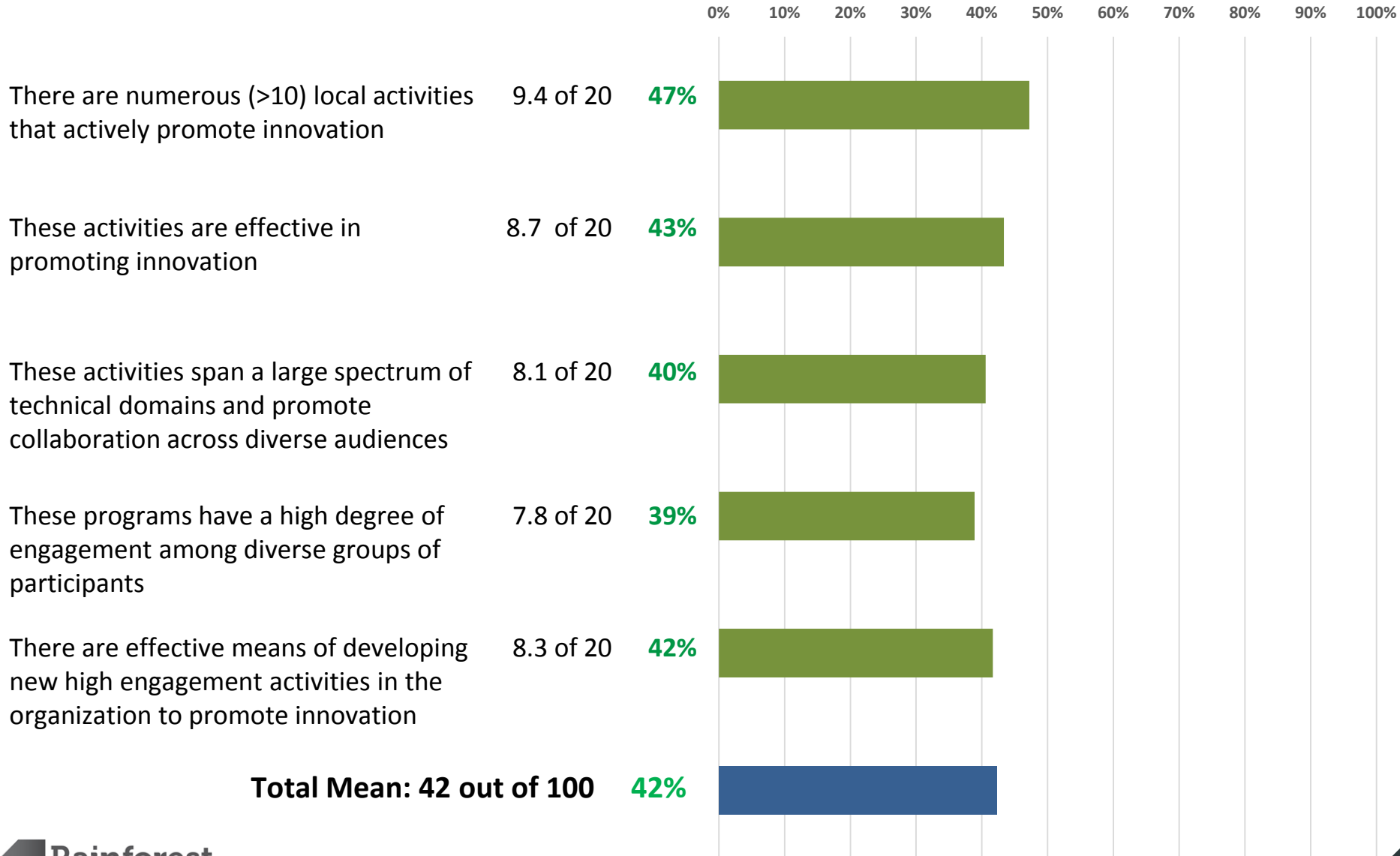


Resources



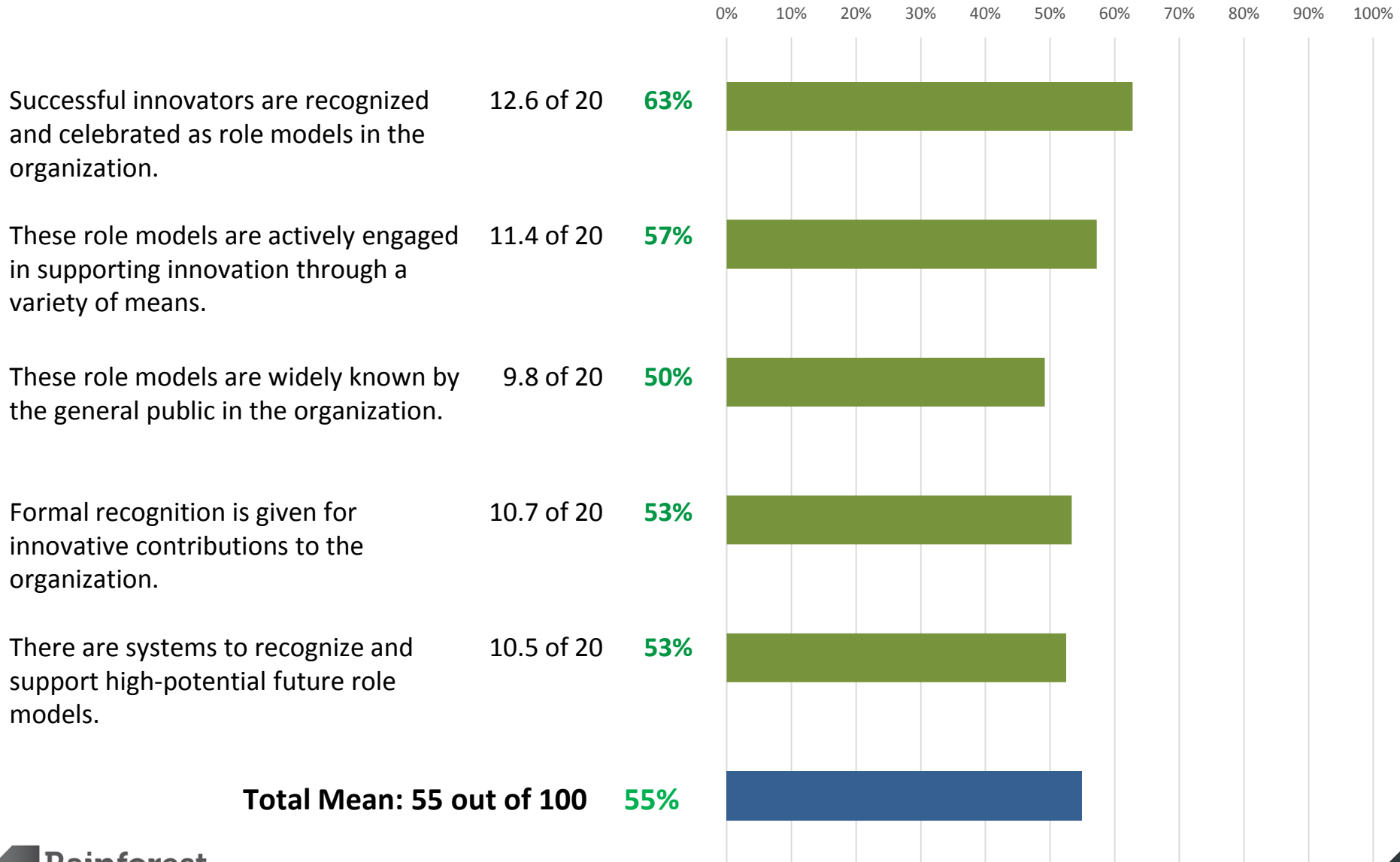


Activities & Engagements



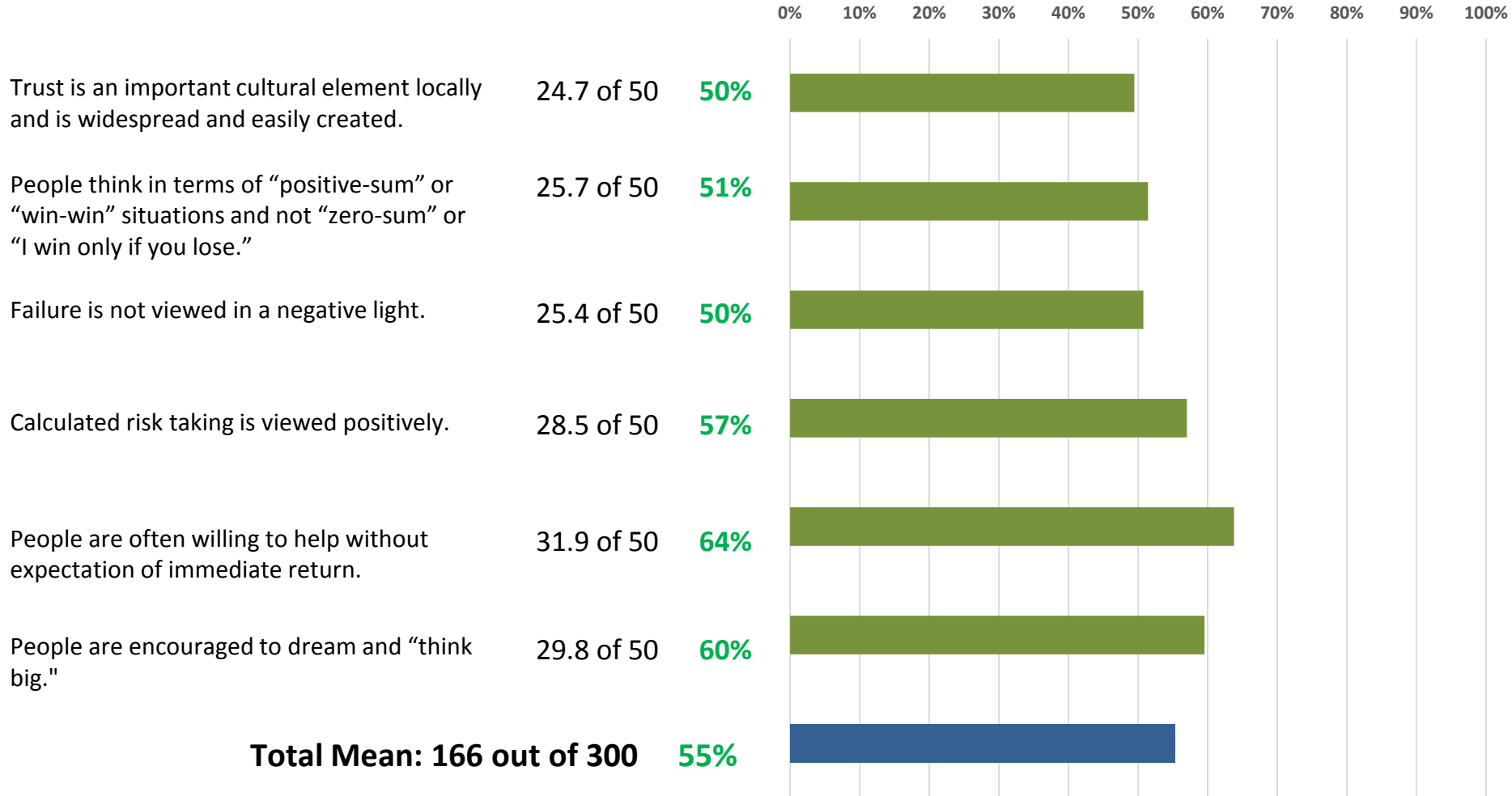


Role Models





Culture





COMBINED RADAR





Lunch Exercise: Synthesis & Inferences

Over lunch - you have 60 minutes: **MAKE SENSE OF THE RADAR GALLERY**

- **Overall strength:** How big is the outer perimeter of each polygon?
 - **Category Strengths:** Which is strongest? Weakest? How balanced?
 - **Score Distribution:** On which category are scores clustered? Spread?
- Inferences:** What do different patterns infer about: Leadership? Culture? Resources? Frameworks? Activities? Role Models?

ECOSYSTEM IMPROVEMENT IN ALBERTA

- **OPPORTUNITY** Where are the top 3 innovation improvement opportunities in the Alberta ecosystem?
- **LEVERAGE** Which would be most likely to make all others easier, faster, cheaper, better?
- **SUPPORT** What kinds of collaborations are needed now (2018) that weren't possible two years ago, and between whom?

OPPORTUNITIES

SHOWS CAPABILITY

- 5 MORE ROLE MODELS - PROFILE & CELEB. "THE RISK TAKERS"
- 1 DEMOS & TESTS OF NEW INNOVATION
- 1 SUPPORT FOR SCALE ACCEL. & INFRASTR.
- 6 EVENTS - COLLABORATION EVENTS - HIGHLIGHT SUCCESS
- 3 INVENTORY THE PIECES IN THE ECOSYSTEM - NAVIGATE BETTER
 - 1 CONCIERGE - ROLE OF CONNECTORS
 - 1 MORE CONNECTING BTW PEOPLE
 - 1 MARKETING THE RAINFOREST
 - 1 PURPOSEFUL MATCH MAKING
 - 1 INVESTORS - SMALL AMOUNTS MAKE A DIFF.

LEVERAGE

- ADAPTABILITY - "CONTEXT SWITCHING" - PIVOTING
- ENTREP & START UP SPACES
- ROLE MODELS TO HIGHLIGHT (INDIVIDUALS & COMPANIES)
- HUMAN RESOURCES TO ACTUALLY DO STUFF - NECESSARY FOR ENTREPRENEURS
- SOLVE PROBLEMS COLLECTIVELY.
- FRAMEWORK/LINGO FOR ECOSYSTEM - COMMON, SHARED, EXTENSIBLE - COMMUNICATION
- TEACH "LEARN FROM FAILURES, KEEP GOING"
- PURPOSEFUL MATCH MAKING
- DE-RISKING START-UPS W/O RISK TO START UP OF ACQ
 - ESTABLISHED COMPANY SUPPORTS START-UP
 - COST-SHARING TOO.
 - EXPERIMENTATION = GOOD
 - INSURANCE?
- MARKETING FOR NEW OR GROWTH CO.



SUPPORT

- AI MACHINE LEARNING TO OTHERS^{ALL}
 - ESPECIALLY CAPACITY UNDERUTILIZED FROM O&G INDUSTRY

- AIRBNB^{PROTOTYPING + DISTRIBUTED MFG.} for 3D PRINTING - ESTABLISHED AGENCIES

- 4
- UTILIZE THE UNDERUTILIZED RESOURCES
 - SPACES, TOOLS, ETC.

- ORGANIZE THE MENTORSHIP PROGRAMS

- COLLABORATION BTW FUNDERS.

- 2
- EDUCATION INST. + START-UPS/ENTREPS.



Opportunity

- Knowledge of and access to resources
- Profiling and celebrating risk takers
- * Prioritizing ^{and resourcing} a more strategic approach to marketing/communication

Leverage



Support

Project-based collaboration between entrepreneurs, gov't, non-profit, service providers...

OPPORTUNITY

PURPOSEFUL MATCHMAKING

WELL ORGANIZED MENTORSHIP ORGANIZATIONS

INVESTOR COMMUNICATION/EDUCATION.

LEVERAGE

PURPOSEFUL MATCHMAKING

SUPPORT



OPPORTUNITY

- 1 Consistent Message of the Support Players in Eco System
- 2 Framework for Communication Needed
- 3 Enable Innovation Beyond...
- 4 Not Afraid of Failure

LEVERAGE

Better, Clearer, Consistent, Growing, Evolving COMMUNICATION

SUPPORT

- ① Gov't Supported Organizations need funding & mandate commitments beyond the next election.
- ② Connecting Large Corp. to small Biz & startups to leverage already existing resources

OPPORTUNITIES.

① Events

- ↳ shift cultural narrative.
- ↳ create stories
- ↳ Highlight successes.
- ↳ build Trust

② Inventory - of who is who,

- ↳ Collect DATA. → exists?
- ↳ track metrics. → Consolidate?
- ↳ Encourage local shopping.

③ Concierge - triage

- ↳ connect people, firms, and programs
- ↳ highlight Role Models
- ↳ A100?

LEVERAGE

↳ Highlight Role Models.

↳ Leverage existing A100?

↳ through Events?

↳ IN A DIRECTORY?

SUPPORT

Federal Conversation around Innovation.

↳ Advisory Council on Economic Growth (3 Reports, 2016-2017)

↳ Federal Funding of 5 Innovation Superclusters (ANNOUNCED Feb. 2018)



INNOVATION improvement 3 TOP ALBERTA.
OPPORTUNITY.

COMMUNICATION: AWARENESS: Activities
Support
Funding

TRANSLATION:

EDUCATION

HUB
PORTAL.

CONSOLIDATION

COLLABORATION/CROSS POLLINATION

TRUST: - TELL POSITIVE STORIES

INCLUSION:

REAL UNDERSTANDING.

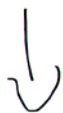
HUMAN RESOURCES: TO DO
STUFF

Table 5's report continues on the following page.



LEVERAGE:

- EDUCATIONAL INSTITUTIONS
- students to do stuff.



- INCLUSIVITY

TRAINING TO
CHALLENGES
SKILLS

- We become the Role models

NEEDED NOW.

ACCESS TO TECH & RESOURCE.
SKILLS

CONNECTIONS -

PEOPLE TO PEOPLE.

AWARENESS of Human
Element

Top 3 innovation improvement

OPPORTUNITY opportunities.

- ② Tests, demos in existing industries
- More heroes (role models)
- Highlight successes
- Better seed funding (providers)
- Series A funding. Alternate funding.
- Integration of post-secondary industry.
- More sand-boxes.
- Apprenticeship/intern programs.
- Scale up acceleration ③
- Entrepreneurship education.

LEVERAGE what is needed to make all others faster, easier, cheaper, better.

- Adaptability.
- Heroes/role models who highlight their successes and who mentor others.
- Entrepreneurship/start-up infrastructure - space, equipment.
- ↳ Leverage existing?

SUPPORT Kinds of collaborations needed now that weren't possible two years ago. Between whom?

- Connections with AI and machine learning.
 - Intersections between traditional industry & technology industries.
 - ↳ nano
 - ↳ IT
 - ↳ genomics
 - All. marketplace for excess mfg. capacity.
 - ↳ Quality
 - ↳ Consistency
- KINDS OF COLLAB. BETWEEN?
- Distributed mfgs.
 - Multinationals in energy, mining, forestry.
 - "AirBnB" for manufacturing.
 - ↳ 3D printer owners.
 - Provincial R&D providers.



Exercise: Analyze your topic; craft your innovation improvement initiative.

Individuals self-organized to work one of the five high-leverage topics.

Each team engaged in the following two-part task.

PART A:

ANALYZE YOUR TOPIC:

1. Define your selected topic in local/regional terms for Alberta:

- **Strategic Issues:** What strategic issues may be inhibiting innovation in your selected topic?
- **Cost of Status Quo:** What if your topic area never improves?
- **Value of Change:** If you could instigate a breakthrough change in your area of focus, what would be the value?
- **Potential to Change:** What is present in the Alberta ecosystem that supports change in your topic?

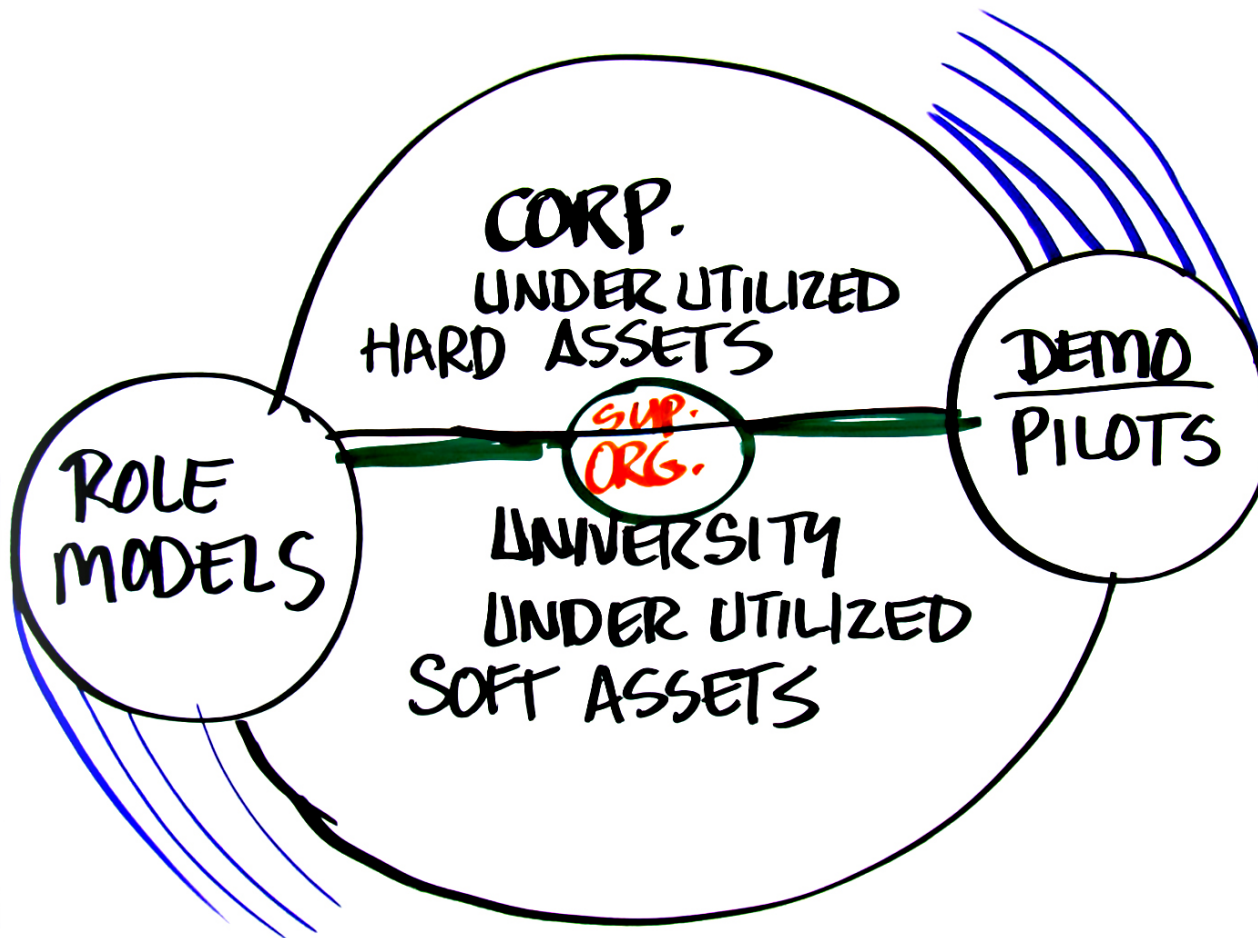
2. Describe what strength in your topic area would look like in Alberta

PART B:

CRAFT THE INNOVATION INITIATIVE:

Use the **Innovation Initiative worksheet** to build an actionable project plan to address your improvement opportunity. If you need help thinking through how to start, below are five common types of initiatives to consider. These are just a starting point.

- **Accelerate:** What could be done for quick wins in your improvement opportunity?
- **Leverage:** What actions would make all others easier?
- **Enroll:** What actions would get more people to participate in this process? What communication programming and messaging would attract: Entrepreneurs? Employers? Institutions? Investors? Governments?
- **Collaborate:** What entities/individuals should form powerful coalitions to move this innovation initiative along?
- **Monitor:** Who would be best positioned to use Rainforest tools to measure and monitor ongoing progress?





INITIATIVE TEAMS

1. DEMOS/TESTS OF NEW INNOV.
2. EDUCATION + START-UPS/ENTREPS.
3. PURPOSEFUL MATCH MAKING
4. SHARING/USE UNDERUTILIZED RESOURCES
5. MORE ROLE MODELS

The following 11 pages contain the reports for each team, most of which take up more than one page. Note the team name at the top of each page.



ASSIGNED INNOVATION OPP.

→ DEMOS/TESTS OF NEW INNOVATIONS

* ↳ PROOF OF CONCEPT

* ↳ VALIDATE VALUE PROPOSITION

↳ FINE-TUNE FEATURE SET TO BETTER SOLVE PROBLEM.

* ↳ CONFIRM URGENCY + WILLINGNESS TO PAY

→ TRL LEVELS 2-6? INVENTION.

PROTOTYPE → PILOT
TRL LEVEL 7+ → COMMERCIALIZE
PILOT/EARLY PRODUCT → COMMERCIAL PRE-REVENUE

- Partnership w/ corporate
ex. Enbridge partnership w/ pipeline monitoring startup, pilot.

- Kinetic Ventures - Energy Acc.
TEC Edmonton - Health Care Acc. } meet w/ startups.

PROBLEM SCALING PAST VALLEY OF DEATH

RE. ~~PROBLEM~~
EARLY PRODUCT TO FIRST REVENUE/COMMERC

WHY

REDUCE RISKS

PRODUCT DEVELOPMENT

MARKET DEV. & VALIDATION
CONFIRM URGENCY & WILLINGNESS TO PAY

WHAT

DEMO/TESTING

- REGULAR MEETINGS
- CLEAR TARGETS (KPI)
- COST SUPPORT REQ + CLOSE TIME
- NO# OF USERS, FREQ
- REDUCE COSTS OR MAKE MORE MONEY (VALUE PROP)

HOW

- GOV AS FIRST CUSTOMER.
 - FEDERAL GOV'T PRE-COMM. PROGRAM
 - PTAC ^{Sugg. % of budget for startup companies}
 - PETROLEUM ALLIANCE
- Existing Customers.
- TEC HEALTH Acc. - DYNA LAB.
- PITCH TO LARGE HEALTH COMPANIES.

HOW TO BUILD CREDIBILITY.
THRU DEMO & PILOT
AMAC AMS.
GOV'T PROGRAM

- STAKEHOLDERS.

GOV'T INCENTIVES
TAX CREDIT

CORPORATION ~~CHALLENGES~~ CHALLENGES

SAFETY

RESSOURCES./MANPOWER

APPROVED MANUFAC./VENDORS
NAIT. - CORESTONE PROJECTS

- INDUSTRY EVENTS.

HOW TO DO PILOTS
PAPERWORK & PLANS & CONNECT.



Innovation Initiative

TITLE: Education Institutions Owner(s):
+
Entrepreneurs!

General Timeline: (START – FINISH) **Solution Team Members:**

WHAT:

General Benefits of this Initiative: Experience/hands on (Student)
(Engaged students/work (Entrepreneur))
Quality all round/innovative (institution)
Relevant learning/Practical.
Mentorship

RaMP Attribute Scores to Improve: Single / Unified Platform
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)

Quality: Instructor involvement
Proj
Students
Current Level (#) of Performance / Target / Gap Existing initiative - ENACTIS (in post secondary)

"Gap Closing" Goal for initiative:

HOW:

Actions to Close the Gap: Same programs (eg. B-tech @NAIT).
Non-credit
Matching
Capstone @MSA.
community service learning initiatives

Key Stakeholders to Involve: Student + Entrepreneur driven - Key players in entrep entrepreneurship
Students
Faculty
Company
Centres: VMS
Mawji Centre

Products/Deliverables to Produce:

Resources needed to for this activity: E-lance
KTB
app dev + mt
marketing
entrepreneur
centres } \$\$\$ For App
manpower
Lease
U of A Coop program + mt etc.
B tech @NAIT.

Centralized platform

HUB:
Student-run
clubs (Entrepreneurship)
Career centres



Innovation Initiative

TITLE:	Owner(s):
General Timeline: (START – FINISH)	Solution Team Members: Lindsay, Tracey, Claire, Aub, Lorna, Angie Darrell, Brad, Mirrij, Shara.
"Project Portal"	
WHAT: Partnerships b/w Entrepreneurs & Students & Institutions.	
General Benefits of this Initiative: Real world projects - hands on learning for students, real work experiences delivered by institutions similar to coops, entrepreneurs get real & quality product or help. RaMP Attribute Scores to Improve: (leadership, culture, frameworks, resources, activities, role models)	
Business/Mission Improvement Measure: (key performance indicators) # of finished projects & up to set Quality (Quality from instructors, Quality of learning experience from students, Quality of project for <u>Entrepreneurs</u> & <u>Students</u>) Current Level (#) of Performance / Target / Gap Coop programs or already implemented programs / <u>Businesses</u> Target: Unified approach / hub / Gap: getting all or most institutions departments centralized. "Gap Closing" Goal for initiative: Centralized platform to bring together interest & opportunities	
HOW: Student & entrepreneur / small Business (drivers). Actions to Close the Gap Stakeholders - Institutions, students, small businesses Entrepreneurship allies (eg: ATB, university entrepreneurship partners) Key Stakeholders to Involve: Hub, relationships, product (project), experience, hands on skills. Products/Deliverables to Produce: App development, marketing, funding (via student groups traditional funding) Resources needed to for this activity:	



Innovation Initiative

TITLE: *Opportunity Matchmaking Pitch Fest w/ Guest Speaker (Reverse Shark Tank)* **Owner(s):** *Mark Benning*

General Timeline: (START – FINISH) **Solution Team Members:**

March - August / ^{planning} _{setup} Sept launch event

WHAT:

General Benefits of this Initiative: *Make life easier for entrepreneurs*
Consolidation of resources;

RaMP Attribute Scores to Improve: (leadership, culture, frameworks, resources, activities, role models)
Improve resources, culture, activities

Business/Mission Improvement Measure: (key performance indicators)
of qualified pitches; industry representation

Current Level (#) of Performance / Target / Gap *attendance; deals done*
No measurement today! pitcher ratings of help

"Gap Closing" Goal for initiative:
Increase deal flow for entrepreneurs

HOW:

Actions to Close the Gap
The Event each quarter

Key Stakeholders to Involve:
EEEDC + Rainforest

Products/Deliverables to Produce:
Data on the deals after the event from service providers

Resources needed to for this activity:
Host (EEEDC), facilitator, venue/theatre

- ① entrepreneur pitches biz + ^{their} needs \leq financial \leq legal
 - ② questions from audience \leq market \leq personal \leq customers
 - ③ audience proposes fully needs for entrepreneur in form
 - ④ entrepreneur provides feedback on results ^{4 weeks}
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Underutilized Resources

- space, tools, etc
(Hard, Tangible Assets)

- HARD ASSETS → REQUIRED BY ENTREPRENEURS

WHAT: DATABASE → RESOURCES
→ \$ SOURCES
MARKETPLACE MODEL

EDM.
↓
AB
↓
SCALABLE

BENEFITS

- REDUCE WASTE
- MAX. GOODWILL
- CROWDSOURCE

RAMP

- CULTURE
- FRAMEWORKS
- RESOURCES

KPI

1 YEAR DEADLINE TO ACHIEVE 1 MATCH
GAP LEVEL? VERY HIGH IN YEG

⇒ GOAL: TIGHTEN GAP TIME B/W
"GO" OR "NO GO"

HOW

- REGISTRATION DRIVE TO POPULATE DATABASE
- MARKETING OF MARKETPLACE

STAKEHOLDERS

SPONSORS

- SERVICE PROVIDERS
- OPERATIONAL LEADS
- REAL ESTATE BROKERS
- MARKETING DEPT.S

DELIVERABLES

- MARKETPLACE
- BUY IN IMMEDIATELY



Innovation Initiative

TITLE: *Underutilized Hard Assets. Made available to entrepreneurs.*

Owner(s):

General Timeline: (START - FINISH) *Darrell Christensen.*

Solution Team Members: *Hussam Tunjekar, Lesley Vaage, Rose Kesamali, Elena Chernavina*

WHAT: *Database, Resources, Funding, Market Place Model, (KISU Model)*

General Benefits of this Initiative:

- Reduce waste*
- Maximize good will.*
- Crowdsource*

RaMP Attribute Scores to Improve:
(leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)

- Reduce Scarcity by X*
- Match 1 Resource to 1 Entrepreneur.*

Current Level (#) of Performance / Target / Gap
Very High

"Gap Closing" Goal for initiative:
Tighten Gap (GO - NO GO)

HOW: ~~SCARCITY~~

Actions to Close the Gap
Registration, Marketing - Marketplace, Large Corps

Key Stakeholders to Involve:
Operations manager, Brokers, Marketing, Social Enterprise

Products/Deliverables to Produce:
Market place, Buy IN. Right Now.

Resources needed for this activity:
Buyer Sponsor, Industry Partner.



*5) MORE ROLE MODELS

DEFINITION

PEOPLE (OR COMPANY) → OUR FOCUS

- RECOGNIZED COMMUNITY LEADER
 - ~~NOT NECESSARILY~~ FORMAL ROLES ONLY
 - PEER RECOGNIZED
 - CXO ROLES
- VIEW BY FUNCTION
 - INDUSTRY
 - BEYOND WORK TO EQ., ETC.

SUCCESS = ?

- MENTORSHIP (#'S, VALUE)
- # STARTUPS; SURVIVABILITY; RETENTION
- COHERENT, SHARED VALUES (EXPLICIT)

INITIATIVE (S)

- ✓ 1 • TINDER FOR MENTORS
- ✓ 2 • SPEED DATING
- ✓ 3 • DATA MINING TO LOCATE ROLE MODELS
- ✓ 4 • ORGANIZE TALENT AGENCY ROLE
- ✓ 5 • ENTREPRENEUR PROFILING
- 6 • FUND TO SUPPORT MENTORS



Innovation Initiative

TITLE: BUILDING MORE ROLE MODELS.
- ENTREPRENEURSHIP PROFILING

Owner(s): TOM OGAKAKO
GAIL POULEY
SWAPNALI SHENDA

General Timeline: (START - FINISH) NOW - FOREVER.

Solution Team Members:

WHAT: DEVELOP + SHARE

General Benefits of this Initiative: BUILD PROFILE OF EDMONTON ENTREPRENEURS AT ALL STAGES THROUGH VIDEOS

RaMP Attribute Scores to Improve: (leadership, culture, frameworks, resources, activities, role models)

Business/Mission Improvement Measure: (key performance indicators)
PROFILED ENTREPRENEURS # MEDIA STORIES ON EDMONTON TECH FIRMS
MENTOR CANDIDATES

Current Level (#) of Performance / Target / Gap
ENT - 0 STORIES - 0
MENTORS - 0

"Gap Closing" Goal for initiative: identify + profile leaders

HOW:

Actions to Close the Gap - compile list of companies + entrepreneurs for website profile
- use list with NAIT Radio + TV Arts to pick class projects

Key Stakeholders to Involve: Edmonton service providers (community) + Rainforest
Technology Alberta NAIT

Products/Deliverables to Produce:
list of nominees (Tech Arts) . web profiles
list of projects (NAIT) . podcasts
. videos
. journal articles

Resources needed for this activity:
. nominees . manpower . coord marketing efforts



Innovation Initiative

TITLE: Tinder for Mentors

Owner(s): Aanya Flynn

General Timeline: (START - FINISH) 12 month initiative -> easy to start

Solution Team Members:

WHAT:

General Benefits of this Initiative: Connects younger entrepreneurs with experienced & available mentors

RaMP Attribute Scores to Improve: (leadership, culture, frameworks, resources, activities, role models)
Role Models, Resources

Business/Mission Improvement Measure: (key performance indicators)
Number of mentors connected to entrepreneurs

Current Level (#) of Performance / Target / Gap
0 currently -> 200 in 12 months

"Gap Closing" Goal for initiative: Make app available for download & sign up mentors

HOW:

Actions to Close the Gap Make the app, get people to sign up. Gather sponsors

Key Stakeholders to Involve: Mentors (A100, others) Mentors (Student groups)

Products/Deliverables to Produce: VRS for talks
App

Resources needed for this activity: 1 Programmer



Innovation Initiative

TITLE: SPEED DATING FOR MENTORS	Owner(s):
General Timeline: (START – FINISH) 3 months	Solution Team Members:
WHAT:	
<p>General Benefits of this Initiative: (compatible) Matching most appropriate mentors w entrepreneurs</p> <p>RaMP Attribute Scores to Improve: (leadership, culture, frameworks, resources, activities, role models) Role Models</p> <p>Business/Mission Improvement Measure: (key performance indicators) KPI = # paired pairing up mentees w resource(s) that accelerate their ability to succeed (minimize chance of failure)</p> <p>Current Level (#) of Performance / Target / Gap</p> <p>"Gap Closing" Goal for initiative: 12 from 0/12</p>	
HOW:	
<p>Actions to Close the Gap set up venue for sponsored speed dating event</p> <p>Key Stakeholders to Involve: entrepreneurs, mentors that have had successful exit</p> <p>Products/Deliverables to Produce: successful pairing</p> <p>Resources needed to for this activity: sponsor & venue</p>	



Innovation Initiative

TITLE: Innovator Idol / Talent Combine	Owner(s): Tom
General Timeline: (START – FINISH)	Solution Team Members: Calvin
WHAT:	
<p>General Benefits of this Initiative: - recognize ability of innovators - solve problems</p> <p>RaMP Attribute Scores to Improve: (leadership, culture, frameworks, resources, activities, <u>role models</u>)</p> <p>Business/Mission Improvement Measure: (key performance indicators) - role models identified - problem solved or hired - participation</p> <p>Current Level (#) of Performance / Target / Gap - limited - Venture Prize?</p> <p>"Gap Closing" Goal for initiative: - restore interest from people & companies</p>	
HOW:	
<p>Actions to Close the Gap - identify theme / challenge / scope - recruit participants - innovators best event</p> <p>Key Stakeholders to Involve: - mentor Job office - talent scouts / recruiters - university talent eval. (A.I.) - companies - ASBIR - combine idol</p> <p>Products/Deliverables to Produce: - talent funnel - highlight event</p> <p>Resources needed to for this activity: - coordinator s</p>	

What is a Social Contract?

The explicit set of values and principles by which the innovation ecosystem operates.

It is the agreement I have with you about what it means to be innovative together.

It can very strongly define what ecosystem members allow, pursue and resist, avoid.





Typically...

cultural norms go unspoken as simply part of the mental/emotional context

For a robust Innovation Ecosystem...

make the Social Contract explicit, celebrate it use it as a litmus test for the quality of decisions, actions, and ways of being together.

RainforestAB Social Contract

1. **DIVERSITY** - I embrace diversity, strive to create equal opportunity for every person and I am open to meeting anyone in this community. 
2. **FREE HELP** - I understand that I will receive valuable help from others for free.
3. **TRUST** - I will give trust to others before expecting to receive trust in return. 
4. **PAY IT FORWARD** - I agree to "pay forward" whatever positive benefits I receive.
 - For every introduction I get, I will provide an introduction to another person.
 - For every hour of advice I receive, I will give an hour of advice to someone else.
 - For every risk someone takes with me, I will take a risk with a different person.
5. **FAIRNESS** - I will be nice and treat everyone fairly. I will take advantage of no one.
6. **LISTENING** - I will bring people together and listen, as none of us is as smart as all of us. I believe in the big tent. I believe we gain strength through diversity.
7. **HONESTY** - I will be truthful and frank. I will break rules and call out elephants in the room. 
8. **TEAM SPORT** - I will create teams to play, dream, experiment, iterate, and persist. I understand mistakes happen. Failing quickly and cheaply are acceptable ways of testing new ideas.
9. **SHARING** - I will open myself to learning from others. I am eager to act to learn. I will share my knowledge in the spirit of the Creative Commons to help nurture learning in others.
10. **ROLE MODEL** - I will lead at times and follow at other times. Each person acts as a role model for everyone else. I will live these ideals and enforce them as a member of the Rainforest community. 

OBSERVE

- NEW CONNECTIONS
REFLECTIONS ON AB ECOSYS
- SHARED IDEAS
- GREAT DIVERSE GROUP
- MIND MAPPING.
- ENGAGEMENT ■ BUILDING SOLIDARITY
- FRAMEWORK O' INNOVATION

FEELINGS

- INSPIRED ■ OPPORTUNITY
- OPTIMISTIC ■ EXCITED & HUNGRY FOR MORE
- TEAM ■ HOPEFUL ■ SHARED GOALS
- CHALLENGED TO DO MORE/BETTER

IMPLICATIONS

- BUILDING TRUST
- LESSONS LEARNED GO HOME
- ACTION - LIVING THE SOCIAL CONTRACT
- CHANGED ECOSYSTEM HOPEFUL
- CHANGING THE NARRATIVE MORE CONSTRUCTIVE DIALOGUE

DECISIONS

- DISCUSS W/ PEERS, MOVE FWD,
- ENCOURAGE MORE PARTICIPATION. MORE DIVERSITY.
- EXPERIMENT W/ TRUST, GET MORE INVOLVED.



AARON B.

CLOSING COMMENTS

WE'RE ON A
LONG-TERM
CHANGE ADVENTURE!

THANKS TO
JOE & HENRY
RAINFOREST
STRATEGIES.

WE'RE SHIFTING
FROM RESOURCE
BASED-ECONOMY
TO INNOV-BASED
ECONOMY.

- ATTEND EVENTS!
- COMMIT TO THE SOCIAL CONTRACT
- COMMIT TO GIVING BACK



Joe Sterling, General Manager Joe serves as General Manager for Rainforest Strategies. In that role, he supports the growth and overall development focus of the firm. Joe is the designer and lead facilitator of Rainforest Master Plan (RaMP) projects. He has facilitated collaborative visioning and strategic planning for nonprofits, municipalities and corporations since 1991. He has designed and facilitated large-group events from 50 to over 1,000 participants. His innovative work in California included being a principal architect of the San Diego Regional Vision Project which produced a 40 year vision for the greater San Diego region. Joe's entrepreneurial and innovation work has accelerated collaboration among companies, non-profits and philanthropic entities across entire regions. For leadership and humanitarian service, Joe has been recognized by the US Congress, California State Senate and Assembly, and the County of San Diego. Contact Joe directly at: JoeSterling@rfs-llp.com and 619-206-2403



Henry Doss Henry is co-author of Rainforest Scorecard: A Practical Guide for Growing Innovation and writes on innovation topics for Forbes. Henry has over twenty-five years of business experience in banking and telecommunications and extensive volunteer leadership experience in non-profits. His primary background is in financial services sales practices, data mining, TQM and consumer research. He has extensive experience in all disciplines related to sales leadership, with deeper experience in sales force automation, data mining, modeling and customer insight. Henry has led, or been involved in, a number of small business restructurings, startups and early stage ventures. Contact Henry directly at: HenryDoss@rfs-llp.com and 336-489-0053



Patsy Kahoe Patsy's focus for over twenty years has been the delivery of large group collaborative process events to solve complex, systemic challenges in a compressed time frame. Patsy led management of a globally recognized manufacturer of custom environments specifically designed to enhance collaborative work. In this role she led the design team for that firm's next generation furniture line. Patsy joined Rainforest Strategies as Sponsor Liaison for the 2015 Global Innovation Summit, where RFS methods were first tested as a conference-scale group process. She supports delivery of RFS processes as Project Leader for the Rainforest Master Plan programs including those executed for the U.S. Department of Commerce. Contact Patsy directly at: PatsyKahoe@rfs-llp.com and 843-298-4755

For information about Rainforest Strategies services visit www.RFS-LLP.com