

# Alt/Now: Economic Inequality Summit

October 1, 2016

**BANFF**  
CENTRE FOR ARTS AND CREATIVITY





# Welcome

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Founded in 1933, Banff Centre for Arts and Creativity is a learning organization built upon an extraordinary legacy of excellence in artistic and creative development. What started as a single course in drama has grown to become a leading global organization in arts, culture, and creativity across dozens of disciplines. From our home in the stunning Canadian Rocky Mountains, Banff Centre for Arts and Creativity aims to inspire everyone who visits our campus—artists, leaders, and thinkers—to unleash their creative potential and realize their unique contribution to society through cross-disciplinary learning opportunities, world-class performances, and public outreach.

Banff Centre for Arts and Creativity is located on the lands of Treaty 7 territory. We acknowledge the past, present, and future generations of Stoney Nakoda, Blackfoot, and Tsuut'ina Nations who help us steward this land, as well as honour and celebrate this place. Our home has a long history as a sacred gathering place for trade, sharing, visions, ceremony, and celebration. That tradition continues today as leaders, artists, and creators of all disciplines meet here to realize their creative potential. It's our pleasure to welcome you here, to witness this exchange of stories, dance, songs, and music.





# Welcome to Alt/Now

Alt/Now is a bold experiment and we invite your participation. Over the last eight months a cohort of 21 ambitious and committed leaders, innovators and entrepreneurs have come together to develop entrepreneurial approaches to creating a fairer economy that works for all.

This Summit marks a moment when we want to share with you the journey so far and invite you to contribute your reflections, expertise and practical support to develop this work further.

Our entrepreneurs, who have been rethinking real estate models, financial services, food systems, the future of work and more, will share proposals for new ventures, and we'll roll up our sleeves to help propel them forward. We believe they have potential both to grow and to serve as inspirations for others who also want to create a fairer economy through market driven, bottom up change.

Over 150 Canadians - from families in the 'squeezed middle', to New Canadians, high net worth individuals and young people with precarious incomes - have contributed their stories and experiences to the cohort's work, building up a unique picture of the ways in which people are surviving and thriving in changing economic circumstances.

Internationally renown innovation expert Charles Leadbeater has been following this work over the last year. He will describe the opportunity emerging for a new economic narrative - one that combines both money and meaning: how people make money to live and how they invest their lives with meaning and purpose.

As a unique gathering of thinkers and doers we want your input, critique and practical contributions as we look at the characteristics of solutions that can support the new narrative and the strengths we can work from to make more of this work happen. We think there is a growing movement of which this is a part and which we want to help join up and build. And the Alt/Now model itself - bringing an entrepreneurial cohort into early stage innovation - is also one that we want to share and develop into further areas.

In return we hope to bring fresh insight and new connections to your own work, passion from the stories of those who have committed their entrepreneurial energy to this significant cause and inspiration from the Banff Centre's spectacular natural setting.

**Look out for a paper from Charlie we'll circulate beforehand as pre-reading.**

In the meantime the next few pages set out our journey so far, and context of where we started.

We look forward to having you with us!

**The Alt/Now team and 2016 cohort**

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# Alt/Now: Economic Inequality

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# The Challenge

In 2015 Canada's richest 1% received 14% of Canada's total income. Over the last twenty years the income and wealth of all groups in Canadian society has risen. Yet those who are already well off have seen their income and wealth rise much faster than those in the middle and the bottom.

Economic inequality can be measured in many ways, and we have chosen to see it in terms of the size of the gap between the richest and poorest in a society. It is the size of this gap - rather than relative levels of poverty - that matters. In developed nations, a wider gap is associated with lower social mobility and poorer health and social outcomes, even as overall GDP increases.

Economic inequality matters for a variety of reasons: for social mobility, for fairness, for the success of common endeavor. It has implications for other kinds of inequality - in concentrations of power, in life chances - and for the places in which we live.

Creating an economy that generates greater prosperity alongside greater wellbeing for all means creating economic models that combine money and meaning in new ways. This is the challenge we set out to meet.

See more on the challenge on [page 8](#).

## In Alt/Now we:

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Frame the challenge – mapping the issue and convening together a wide range of stakeholders to identify areas for strategic intervention.

Identify potential systems innovators – inviting entrepreneurs, innovators and community builders from across Canada to bring their skills and expertise to bear on the challenge.

Support early stage innovation – a nine-month program takes participants from gaining insight and reframing the problem through to forming teams and prototyping solutions.

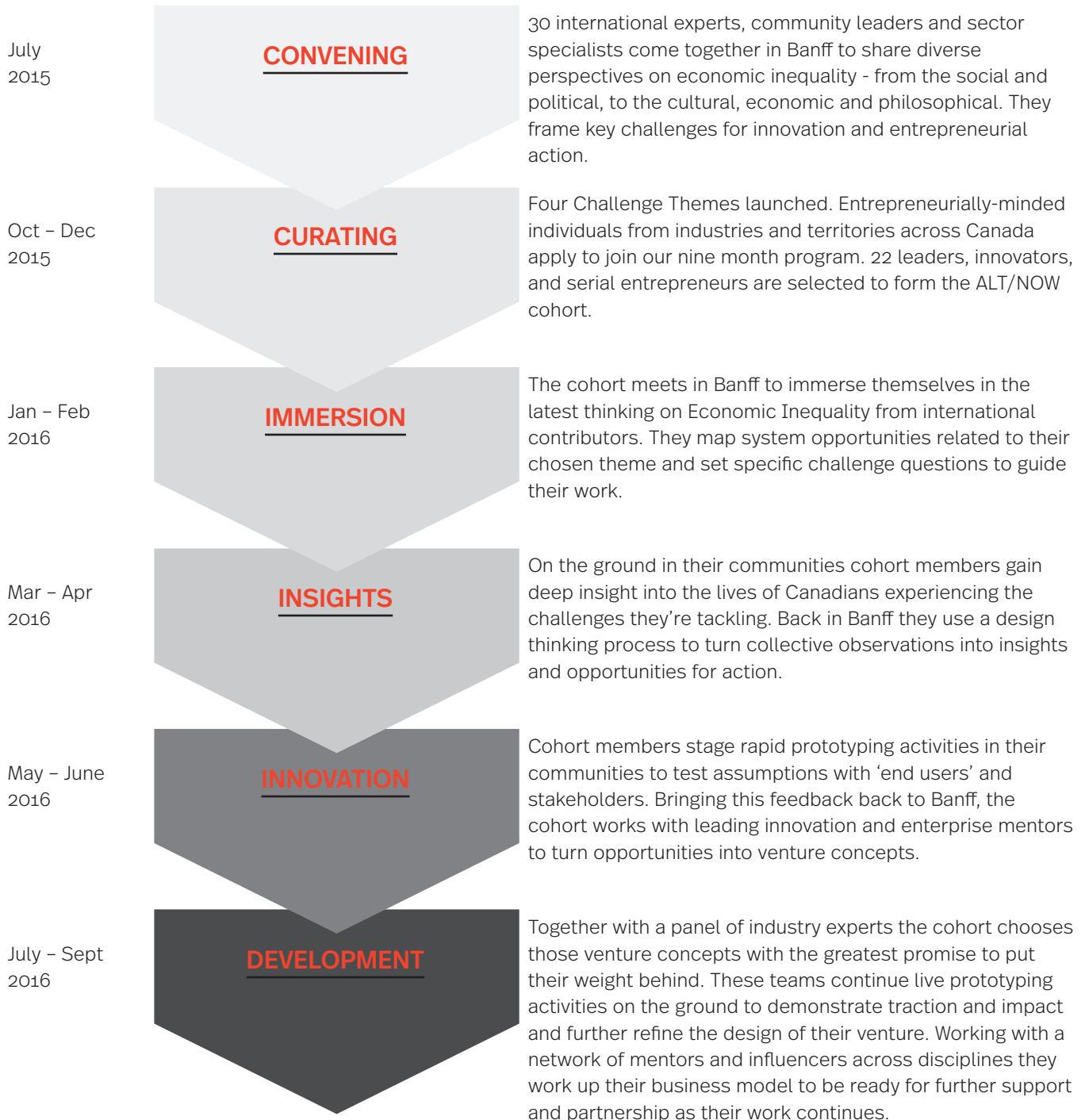
Build for collective impact – teams are supported to develop promising propositions into start-up ventures and build relationships to bring about wider system change.

We set out to create impact through the development of sustainable ventures that generate better outcomes, a new network with the capacity for systems innovation and actionable insights into the opportunities for wider system change.

See more on the approach on [page 13](#).

ALT/Now: Economic Inequality is a Banff Centre Leadership Program initiative created in partnership with Community Foundations of Canada.

# The Alt/Now Journey



# Framing the Challenge Themes

In July 2015 we brought 30 leading thinkers and practitioners - from economists and sociologists to indigenous leaders, policy thinkers, community builders, entrepreneurs and creative practitioners - together to frame the innovation challenges.

We shared the latest research and thinking on Economic Inequality, and our own diverse viewpoints and values. Together we developed a range of 'stories' that framed the challenge in different ways and suggested different approaches to tackling it. From these different narratives we identified a number of areas ripe for innovation and the beginnings of a framework for intervention.

We set a national call to action for leading innovators, entrepreneurs and community builders to take on the challenge of developing new solutions on four themes:

- Rethinking models for housing, land, and real estate
- The squeezed middle
- Wealth creation opportunities for all
- The future of work and good business in a changing economy

See more on these themes on [page 11](#).

## The Exploration

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In January 22 leaders, innovators and serial entrepreneurs from across Canada were selected to form the Alt/Now cohort. Our mission was to develop new market-based for- and non-profit ventures that could play a role in generating greater prosperity and wellbeing for all.

Over eight months the cohort developed and tested a wide range of potential solutions. Three four-day residencies in Banff gave us the opportunity to work with peers from commercial and social sectors, and leading advisors from diverse fields. The cohort used design tools and methods to work with people in their local communities to gain insight into their experiences and rapidly prototype new solutions.

Alongside a greater understanding of the dynamics underlying the growing gap between rich and poor, the squeeze on those on middle incomes and precarious work, this collective investigation has painted a unique picture of life in Canada: the resourcefulness, commitment and values at play as people create the means to both survive and thrive in a changing economic landscape.

So far:

- Over 150 Canadians - including families in the 'squeezed middle', New Canadians, young people and high net worth individuals - took part in the development of these new ventures; sharing their lives and perspectives and providing invaluable insights into our emerging economy.
- 21 innovation projects were initiated across five provinces



- The cohort has developed new capabilities and multiplied their connections, forming a network with the capacity for further development.
- Thousands of dollars worth of expertise has been contributed in-kind from leading experts and influencers in Canada and internationally
- Six new venture concepts have been developed and demonstrated initial interest from end users and potential partners
- A framework for intervention and a set of shared characteristics have evolved from this collaborative innovation effort that can be applied more widely

This Summit marks a moment in time: whilst the formal program comes to a close in October, the work of the cohort continues as does the learning and the network generated. We look forward to sharing the journey so far with you.

## PARTICIPANT CHALLENGES JAN – SEPT 2016

### POWELL RIVER

**How might we** broaden participation in the benefits of meaningful financial, business, and capital asset ownership? / Sean Melrose

### VANCOUVER

**How might we** have housing developers who build projects that distribute broader benefits to more people? / Kira Gerwing

**How might we** reduce child care costs of the middle class through mutual reciprocity? / Meseret Taye

**How might we** evolve social enterprise to move from supported employment to supported entrepreneurship? / Kiri Bird

**How might we** drive demand for land / real-estate projects that benefit all stakeholders? / Dawn Bowles

**How might we** enable people to move between means of earning a livelihood, sustainably? / Devon Carr

### WEST VANCOUVER

**How might we** ensure over-representation of indigenous people in tech entrepreneurship? / Denise Williams

### CALGARY

**How might we** provide the financially underserved with ways to borrow and save so that they improve financial stability? / Carolyn Davis

**How might we** make employee ownership the obvious choice for business succession? / Seth Leon

**How might we** unlock capital to help tackle economic inequality? / Tracey Wood

**How might we** enable groups of people to take a shared approach to financial flourishing? / Denise Hearn

### CARDSTON

**How might we** capture and recycle more spending in local communities? / Steve Pedersen

### OWEN SOUND

**How might we** stimulate an economically diverse rural community? / Francesca Dobbyn

### TORONTO

**How might we** improve information flows to enhance the agency of precarious workers? / Thilo Schaefer

**How might we** help Canadians build economic resiliency? / Monica Da Ponte

**How might we** build financial resilience in young adults? / RJ Kelford

**How might we** support entrepreneurial development and job creation amongst the immigrant community in a sustainable way? / Christine Stanchus

**How might** Indigenous place-making become the norm for defining our public places and kickstart Indigenous industries, technologies, and employment? / Calvin Brook

### HALIFAX

**How might we** unleash the catalytic power of philanthropy in rural spaces? / Angela Bishop

### MONTREAL

**How might we** enable people to embrace erratic income? / Therese Regenstreif

### OTTAWA

**How might we** enable wholesome food to be a normal part of life in the squeezed middle? / Karen Secord

Participant biographies and up-to-date project descriptions can be found here on our [Alt/Now website](#).

The Alt/Now cohort has been supported by the following advisors and contributors:

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**Andrea Dicks**, Community Foundations of Canada

**David Hulchanski**, Centre for Urban and Community Studies, University of Toronto

**Michelynn LaFleche**, United Way of Greater Toronto

**Norm Tasevki**, Purpose Capital

**Andy Broderick**, Vancity Credit Union, New Market Funds

**Elizabeth McIsaac**, Maytree

**Marc Ventresca**, Saïd Business School

**Peter MacLeod**, MASS LBP

**Cheryl Dahle**, Future of Fish and FlipLabs

**Lori Stewart**, NEX Technology Capital

**Tonya Surman**, Centre for Social Innovation

**Denise Withers**, nLab

**Soushiant Zanganehpour**, Tribeca Impact Partners

**Hesam Masoumi**, Cancer Care Ontario

**Barbara Steele**, Ashoka Canada

**Marjorie Brans**, School for Social Entrepreneurs Ontario

**Nisa Malli**, Innovation Hub, Privy Council Office

**Julius Tapper**, Harvard Business School, MIT

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**Ivy So**, Nonprofit Finance Fund

**Francois Bonnici**, Bertha Centre for Social Innovation

**Dan Overall**, Trico Charitable Foundation

**Carol Anne Hilton**, Transformation International

**Michael Norton**, Centre for Innovation in Voluntary Action

**Allyson Hewitt**, MaRS

**Vickie Cammack**, Social Innovation Generation

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**Shawn Smith**, RADIUS

**Ian Prinsloo**, REOS Partners

# Background to the Challenge

This paper was the call to action published in 2015

## Making a Better Economy

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We are looking for people with the ambition to create an economy that delivers shared prosperity for all Canadians.

We want to support people determined to make a difference, by developing practical models for a productive and innovative economy that works for all people regardless of their income and wealth.

That means creating an economy that delivers growth without the debilitating dysfunctions that come from widening inequality.

Over the last twenty years the income and wealth of all groups in Canadian society has risen. Yet those who are already well off have seen their income and wealth rise much faster than those in the middle and the bottom. The gains of growth are going disproportionately to those at the top. Unchecked, that will lead to an increasingly polarised society.

That is because this widening gulf is driven by powerful and self-reinforcing dynamics which mean wealthy insiders are most likely to secure the lion's share of the gains from innovation, education and growth.

We want to support people with an entrepreneurial mindset who want to change those dynamics, to create an economy which works in human terms as well as financial.

Growing polarization should be a cause for grave concern for rich and poor alike on several fronts:

- Many people on low and middle incomes feel life is an uphill struggle in which the odds are stacked against them and effort and hard work are not fairly rewarded. Indigenous and first nations communities are particularly disadvantaged.
- Canada is built on an ideal of freedom married to mutual respect and shared opportunity. Yet social mobility is grinding to a halt. The circumstances in which you are born largely determine the range of your life chances.
- The wealthy may live well materially but they risk becoming a semi-detached elite, living in unhealthy isolation, distanced from rest of society.
- An economy in which wealth is not broadly spread creates insecurity among those without the resources to withstand sudden shocks. Markets largely driven by the needs of the rich become prey to frenzied investment bubbles. Economies without strong middle incomes suffer from anaemic demand and so slower growth.
- A society in which the rich and the rest live in completely different worlds is less able to mobilise the will and the resources to tackle big shared challenges whether that is care or climate change.
- Concentrations of wealth almost always lead to concentrations of power in politics, business and the media, which in turn corrode democracy.

We want to work with people who aim to break these socially corrosive cycles, to create an economy that reduces inequality by continuously enlarging the common good for the sake of shared prosperity.

Many among the best off in our society share a strong commitment to that goal having made it themselves through hard work and risk taking.

The new economic approaches that develop through our program will demonstrate how to generate mutual gains for people across the income range.

That will require practical yet bold action across a wide range of fields, including but not confined to job training and employment programmes, financial services to reduce the reliance of low income households on debt, new approaches to allow people to share resources and vehicles to allow common ownership of housing, shared assets and technologies. Among the areas we are interested in are new approaches for:

- People from all backgrounds to acquire the entrepreneurial skills to get good jobs in the growth industries of the future, just as Pathways to Education has enabled young people from disadvantaged backgrounds to graduate from school to college and a career.
- Companies to be owned in ways that generate and share the proceeds of growth fairly between shareholders, workers and other stakeholders, for example through new models of mutual, employee and cooperative ownership.
- People on all incomes to save and borrow, lend and invest, so they become full and secure participants in economic life, for example through fair banking products as an alternative to exorbitant payday lenders.
- People to share the resources they need without having to own them outright, often through peer-to-peer solutions, which allow them to exchange time and resources without recourse to money. We want to develop the true social potential of shared economy models, such as Airbnb, Social Car and crowdfunding, for example by drawing on indigenous models of reciprocal, interdependent eco-systems.
- Citizens to share in the common ownership of productive assets, for example through new commonwealth investment funds set up with a social and economic purpose.
- Communities to design, build and own decent homes, with good public amenities, to make life liveable for people on all incomes, one inspiration for which could be the shared ownership baugruppen pioneered at scale in the German city of Freiburg.
- Cities to plan growth in liveable ways that make it possible for families on median incomes to live a decent life, with good jobs, homes and schools in comfortable walking distance. The Portland Plan, for example, developed through an open, highly participative process, puts social justice at the heart of the city's future as a fair place to live.
- Local economies that follow principles of indigenous culture, to become circular, renewable systems, designed to build social cohesion as they also work with the flow of natural resources. One inspiring demonstration of is the Danish industrial district of Kalundborg which was designed so that waste from one process becomes a raw material for the next.
- Social programs that invest in capabilities and relationships so people become active contributors to shared solutions, much as the Disability Savings Plan and independent living movement have reframed opportunities for people with disabilities to take charge of their lives.

The people we want to invest in will be deeply practical and unafraid to challenge conventional wisdom.

They will be entrepreneurial in outlook and ambitious to make a difference.

Yet they will also be intensely collaborative and quietly reflective, with the humility to learn from others and the curiosity take the opportunity we offer to think afresh.

The causes of widening inequality are multiple and overlapping: so our entrepreneurs will come from many different sectors, from finance and housing, to business development and training. They develop economically sustainable for- and non-for-profit solutions.

The forces of polarization are deeply entrenched in mutually reinforcing cycles of accumulation and disadvantage: our entrepreneurs will not be afraid to challenge incumbents and vested interests.



The ethics that will guide the development of a different, better economy will come from many sources, not least indigenous values of interdependence, reciprocity and mutual respect. Those human values demand we put care, compassion and fairness at the heart of the economy alongside productivity, profit and performance.

Our goal is not revolution. On the contrary, it is straightforward and down to earth: something previous generations of Canadians might have taken for granted.

We want to create an economy in which people come first, which delivers a decent way of life for all

Canadians. An economy organized around our shared values of freedom built on mutual respect and shared responsibility, will lead to the creation of greater shared value, for all: an economy that grows without driving a wedge between us.

If you think you see an opportunity to play a catalytic role in creating practical demonstrations of how such an economy would work, we would like to invite you to apply to become part of a community of remarkable innovators who will tackle this challenge head on.

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The above paper was developed by Charlie Leadbeater with input from an incredible, diverse group of thinkers on economic inequality. We are grateful for the contributions of each of the people, listed below, who, over the course of 3 intense days at Banff Centre for Arts and Creativity in July 2015, challenged themselves, our team, and one another to more deeply understand this issue is and why it matters.

Disclaimer: This paper is not directly reflective of the views of the participants listed below.

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# Challenge Themes

## 1 Rethinking models for housing, land, and real estate

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### THE CHALLENGE

Housing and real estate wealth has been the biggest source of rising wealth in Canada in recent decades. At the same time the run up in housing costs has created an affordability crisis that is changing the shape of our cities and affecting social cohesion.

How can we create innovative ways for people across the economic spectrum to access, own, and benefit from land and real estate to build secure lives and generate wealth?

## 2 The squeezed middle

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### THE CHALLENGE

In recent decades Canada has seen a 'squeeze on the middle': fewer families on a middle income, with poorer quality of life and a loss of optimism as hard work no longer seems sufficient to get ahead. Many factors, including a changing job market, with fewer jobs in the middle and a rise in precarious work, has led to reduced overall stability and mobility. Middle income households have disappeared from neighborhoods, eroding social cohesion, and there is a lack of products and services enabling people to build a good life in the middle as they struggle to meet rising costs of living, manage student and other debts, and save for the future. Recreating a thriving middle class will generate healthy economic and social activity, and enable more people to live a good life on a middle income.

The opportunity is to generate a market for solutions that together make a good life in the middle more accessible, prosperous and stable.

## 3 Wealth creation opportunities for all

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### THE CHALLENGE

How might we create opportunities for all Canadians to become full economic actors (not wage earners alone)? Many of the wealth creation opportunities our economy provides, require individuals (or organizations, for- and not-for-profit) to have ownership or control over a particular asset. For instance, owning a property allows someone the potential to generate a rental stream, and owning shares in a business provides opportunities for dividend payments. Without a means of acquiring ownership or control of an asset, many Canadians find themselves participating only partially in our economy as wage earners.

The opportunity is to design models that massively increase access to opportunities to acquire, share in or control assets that can be leveraged to generate income.

## 4 The future of work and good business in a changing economy

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### THE CHALLENGE

Technological advancement and globalization are creating huge opportunities for economic growth and increased prosperity for those who are able to adapt. More Canadians are finding themselves doing contract work rather than earning a stable salary, some types of jobs are disappearing due to technology while others emerge, and the relationships between business and local economies is shifting. How can we realize the positive potential of new technologies and industries to generate good business, good jobs and increased prosperity for businesses and workers?

The opportunity is to create a suite of new solutions that will together ensure that the opportunities and rewards of these changes are widely accessible.

# An early framework

At the outset of the project the cohort looked at a number of reinforcing, or compounding, 'dynamics' behind a growth in the gap between rich and poor. We asked how different strategies and interventions might act to disrupt those dynamics. We also looked at the ways in which 'resource flows' of all types might be channelled differently to have more positively reinforcing effects.

	ACCUMULATION	POLARISATION	HOLLOWING OF JOB MARKET	FLEXIBLE LABOUR	SHRINKING MIDDLE	UNEQUAL STARTS
RESOURCE FLOWS	Wealth begets wealth; financialisation	Increasingly fewer shared experiences; spatial segregation; concentration of power and knowledge; hard to sustain public goods	Fewer middle income jobs; higher returns to education; skill-biased technical change	Reduced collectivism; fewer barriers to a growth in wage disparities; increased precarity	Fewer people able to live a good life on a middle income; working more for less; less attractive market for goods and services; decline of the commons	Initial endowments, social connections, knowledge compounded by unequal access to high quality childcare and education
SHARE BETTER						
OPEN UP Create access, transparency						
RE- Redirect / redistribute / recycle						
GROW Grow new resources through investment, effort, self-help						

# The Alt/Now Approach

Alt/Now came about because we asked ourselves these questions: How can we draw entrepreneurial people to work on what matters? How can we act to bring new systems into being?

There is a general consensus that existing models are failing us as new types of problems appear: chronic disease; food and water security; economic inequality. To find sustainable solutions we must develop new relationships and institutions at the same time as we transition existing ones to meet new intentions.

That means going beyond incremental improvements. Investment in social entrepreneurship is most commonly focused on scaling up solutions within the current paradigm. We want to see increased investment in an early stage innovation process that starts from a new paradigm in order to generate the more disruptive solutions new challenges demand.

We believe in thinking big and making things happen - translating big ideas into practical solutions. We balance the importance of spending time reframing the challenge with the value of getting into action early, rapidly building and testing rough ideas in context.

## In Alt/Now we:

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1. **Frame the challenge** – mapping the issue and convening together a wide range of stakeholders to identify areas for strategic and entrepreneurial intervention.
2. **Identify potential systems innovators** – inviting entrepreneurs, innovators and community builders from across Canada to bring their skills and expertise to bear on the challenge.
3. **Support early stage innovation** – a nine-month program takes participants from gaining insight and reframing the problem through to forming teams and prototyping solutions. The program combines a user-centred design process with systems thinking, social entrepreneurship and relational aspects of development.
4. **Build for systems impact** – teams are supported to develop propositions with potential for systemic impact, to turn them into start-up ventures and to build relationships in the wider system that will support their incubation.

We set out to create impact through the development of ventures that generate better outcomes, a new network with the capacity for systems innovation and actionable insights into the opportunities for wider system change. In the spirit of Alt/Now, the approach we lay out below is its own experiment and we are learning as we go.

## Build exemplars

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Our approach is to create working ventures as ‘exemplars’ that make tangible the principles on which we believe new systems should be built, and develop a market for new solutions.

From Jeremy Bentham’s 19th century panopticon prison, which epitomised Victorian ideas of social reform, to Stanislavski’s production of *The Seagull* which represented one of the greatest new developments in the history of world drama, ‘exemplars’ across different fields have created new markets and system possibilities. By making manifest new philosophies and deploying new technologies they have given form to the zeitgeist of their times and driven fundamental shifts in development.

We believe that the act of building working ventures:

- Reveals latent demand for new offers
- Demonstrates the potential for models like these to achieve different outcomes
- Highlights the system infrastructure – the technologies, relationships, conditions, capabilities - needed for similar models to develop
- Creates the opportunity for further innovation in supporting components - new identification and trust systems in the sharing economy is a good example
- Uncovers hidden barriers and illustrates the ways in which investment, policy and regulation could support and stimulate a market for similar models
- Make things appear possible - as people find workarounds, challenge norms and seize the potential for new actions

Social movements can play as great a role in market development as political processes, and through entrepreneurial activity that responds to those shifts we can both inform and lay the groundwork for broader policy change.

## Be a systems builder<sup>1</sup>

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New systems emerge not through the isolated efforts of the lone entrepreneur or individual leader but through the activities of many players forming new arrangements and developing new infrastructure.

During the program we have held three questions in mind on what it means to develop ventures in the context of wider system change:

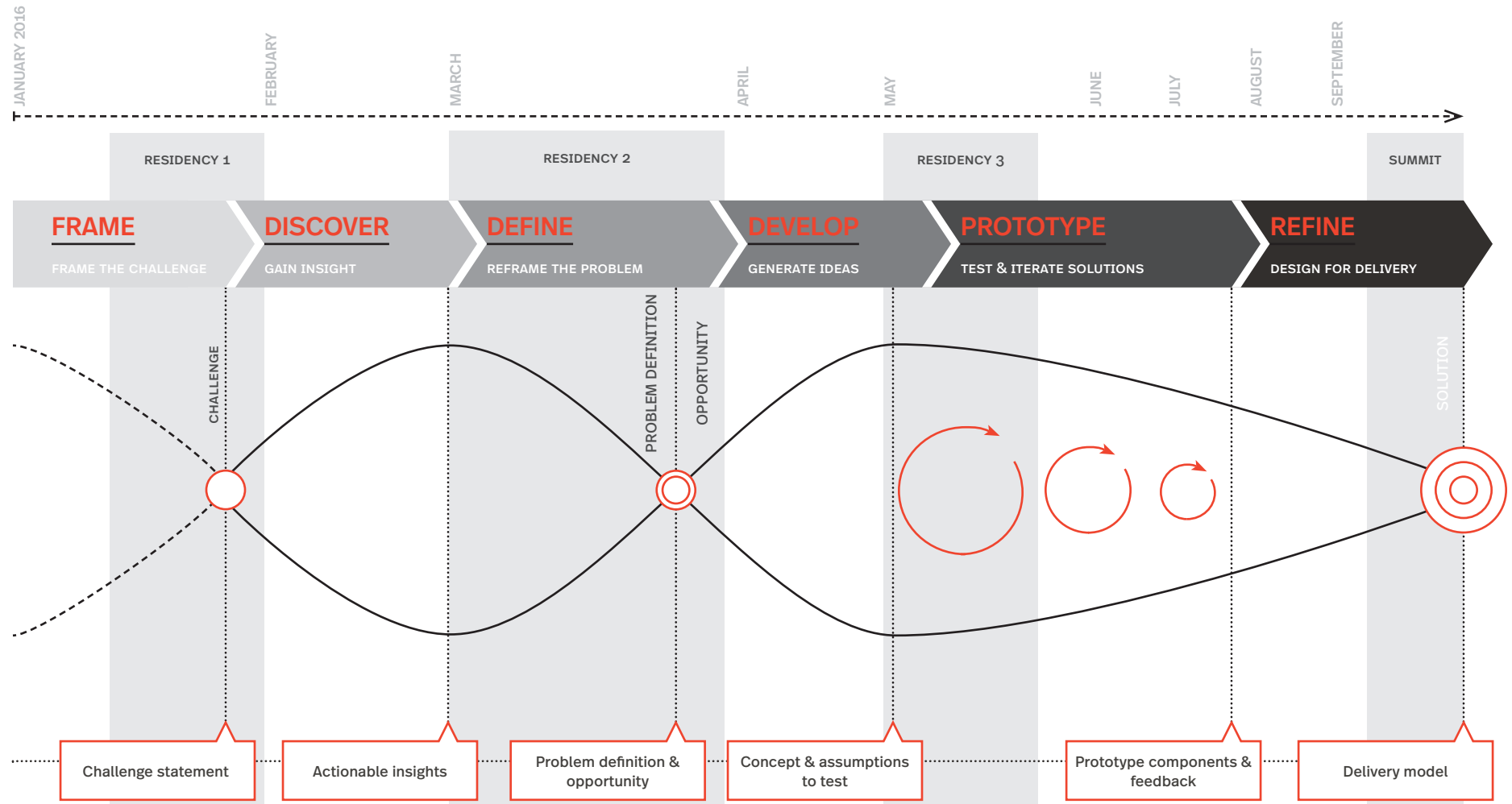
- What do our ventures need to do, and what principles do they need to exemplify, to shift the current system?
- How should we assess venture opportunities differently when the goal is system change?
- Who do we need to be as we do this work? What does this ask of us as individuals, a cohort, a network?

We are learning as we go, and continue to experiment with ways in which to catalyse this ‘system building’ activity to support our solutions and ensure there is a market for them to grow into.

<sup>1</sup> “Don’t be an entrepreneur, build systems” – Dr Marc Ventresca, Saïd Business School at TEDX Oxford, 2011



# Program Arc





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# Summit Information

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# Agenda

## Friday, September 30

Evening	Summit attendees arrive. Check-in is available after 4 P.M. on Friday
	Optional Ticketed Event: Pico Iyer on Stillness

## Saturday, October 1

7 – 9 A.M.	<b>Breakfast: Vistas Dining Room</b>
9 A.M.	<b>Introduction and Welcome: Kinnear Room 303</b> <ul style="list-style-type: none"> <li>Welcome to Treaty 7 Territory</li> <li>Welcome from Banff Centre</li> <li>Story of the Alt/Now journey and the frame for the day</li> </ul>
9:30 – 10:10 A.M.	<b>A New Narrative</b> <p>Internationally renowned innovation thinker Charles Leadbeater has been following the Alt/Now cohort over the last nine months. He will share his insights into the opportunity for a new economic narrative emerging through this work. What are the challenges in Canada as we face new economic conditions? What are the strengths from which we can work?</p> <p>Charlie will weave in connections to this narrative as the day progresses.</p>
10:10 – 10:30 A.M.	<b>Break</b>
10:30 – 11:30 A.M.	<b>Exploring the challenge landscape</b> <p>What was our starting place? A time to engage with the Alt/Now cohort on challenges they explored with communities around the country, and to gain a unique picture of the ways in which Canadians are thriving and surviving in a changing economy.</p>
11:30 A.M. – 12:15 P.M.	<b>Making connections - Part 1</b> <p>Building on insights shared by the cohort, where do we see connections to the wider themes outlined in the morning session?</p>
12:15 – 1 P.M.	<b>Lunch: Kinnear 3rd Floor</b> <p>Hosted conversations between attendees on these themes over lunch.</p>
1 – 3:45 P.M.	<b>Changing the Landscape: a working session</b> <p>Selected venture proposals from the Alt/Now cohort will be featured in depth. We invite you to dive in and work with the leaders of these proposals to move them forward in design, implementation, and reach. This will be a time to contribute your expertise in building out concrete solutions to a fairer economy for all.</p>
3:45 – 4 P.M.	<b>Break</b>
4 – 4:30 P.M.	<b>Making connections - Part 2</b> <p>Insights arising from the working sessions are shared by both Alt/Now cohort members and attendees. We draw out common challenges in building these new solutions.</p>
4:30 – 5:45 P.M.	<b>New Horizons</b> <p>Drawing on the insights and perspectives of the day, we consider what are the larger questions that need our attention. Possible areas of reflection:</p> <ul style="list-style-type: none"> <li>What does it mean to be building new ventures with the aim of wider system change?</li> <li>What does this work require of us as leaders and 'systems entrepreneurs'?</li> <li>What are the characteristics these new solutions share, and what do they tell us about the conditions required for a new narrative to take hold in our economy?</li> <li>What is worth taking forward from this work and what will it take to grow it?</li> <li>Where are the connections in our own lives and networks and where can we each contribute to furthering these approaches?</li> </ul>
5:45 – 6 P.M.	<b>Closing</b> <p>Final remarks, thanks, and an invitation to keep the conversation and work going beyond the day.</p>
6 P.M. onwards	<b>Reception, Dinner, and Connection-Building: Eric Harvey West Foyer</b>

## Sunday, October 2

7 – 9:30 A.M.	<b>Breakfast</b> <p>Check-out is after breakfast on Sunday.</p>
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# Social Media

If you'd like to share your experience leading up to and at the Summit on social media, feel free to follow the following accounts and use our Alt/Now hashtag:

## Hashtag

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- #AltNow

## Banff Centre for Arts and Creativity Accounts:

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- Facebook: [Banff Centre for Arts and Creativity](#)
- Twitter: [@banffcentre](#) / [@banffleadership](#)
- LinkedIn: [Banff Centre](#)

## Alt/Now Team

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- Jennie Winhall: [@jeneralife](#)
- Charles Leadbeater: [@LeadbeaterCh](#)
- Simon Jackson: [@dsimonjackson](#)
- Ian Prinsloo: [@rehearseprocess](#)
- Shawn Smith: [@smithshawn](#)
- Jim Olver: [@JimOlverTBC](#)

## Alt/Now Cohort

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- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Angela Bishop: <a href="#">@communityns</a></li><li>• Cal Brook: <a href="#">@brook_calvin</a></li><li>• Monica Da Ponte: <a href="#">@monicadaponte</a></li><li>• Carolyn Davis: <a href="#">@momentumcalgary</a></li><li>• Francesca Dobbyn: <a href="#">@francesca__AH_</a></li><li>• Kira Gerwing: <a href="#">@kiragerwing</a></li><li>• RJ Kelford: <a href="#">@rjkelford</a></li><li>• Seth Leon: <a href="#">@sethuixote</a></li><li>• Steve Pederson: <a href="#">@stevetpedersen</a></li></ul> | <ul style="list-style-type: none"><li>• Thilo Schaefer: <a href="#">@thiloschaefer</a></li><li>• Karen Secord: <a href="#">@parkdalefood</a></li><li>• Tracey Wood: <a href="#">@aocchamps</a></li></ul> |
|---|--|



# Arrival and Registration

Upon your arrival, check in at the front desk in the Professional Development Centre (PDC), where you will be given your room key and directions to your bedroom and classroom. If your room is not ready, your luggage will be stored in a safe place.

You will be asked to provide a credit card for incidental charges to your room (anything you order to your room, specialty coffees/drinks, etc.). Your accommodation and meal package will not be charged to your credit card by our Front Desk staff.



## Accommodation and Meals

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Your accommodation will be in either the Professional Development Centre or Lloyd Hall, and most meals will be served in Vistas Dining Room unless otherwise noted in the Agenda.

## Summit Start

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The Summit will begin promptly at 9 A.M. in Room 303 in the Kinnear Centre for Creativity & Innovation on Saturday, October 1, 2016.

## Summit End

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The program will conclude Saturday after a networking dinner. Check-out is after breakfast by 11 A.M. on Sunday, October 2.





Sally Borden Fitness  
and Recreation Centre

Sally Borden Building

Jeanne and Peter Lougheed  
Building



# Travel Information

Banff Centre is located in Banff National Park and overlooks the town of Banff. Banff Centre is a convenient ten minute walk from the centre of the town of Banff. Public transportation into town, or to numerous Banff National Park attractions, is readily available.

Banff National Park is a protected and preserved natural environment and a UNESCO World Heritage Site. All guests of Banff Centre are encouraged to consider public transportation options that help to maintain the ecological integrity of the area.

## Getting Here by Car

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If you choose to travel by private vehicle, you will find the route is well-signed. For more information on getting here, click [here](#).

Once you have arrived at Banff Centre you will check in at the Professional Development Centre (PDC). There is a large reception sign in front of the building. View [maps of Banff Centre](#).

After you have checked in, you will need to move your car to a designated long term parking area.

When you enter Banff National Park, please be aware that there are park fees at the gate. The rate is \$9.80 per day for an individual and \$19.60 per day when there are two or more passengers in a vehicle. Please see [Parks Canada's website](#) for additional information.

## Getting Here by Shuttle

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If you choose to travel by shuttle, the Banff Airporter offers frequent service between Banff Centre and the Calgary International Airport. Leadership participants receive a 15% discount on their fare.

Go to their [website](#) and proceed through the reservation. On the final payment page type "pli" in the Promo Code section to receive the discount.

## Roads and Weather

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No matter how you are travelling to Banff, you will want to know about the road conditions and the current weather forecast. Since the weather in the mountains is highly variable, the best information you can get is via a current website.

For road conditions we suggest you check the [Alberta Motor Association's road reports](#).

For up-to-date weather reports check the [Environment Canada website](#).

It is important to note that the weather in the Banff area can be radically different than that in the closest city (Calgary).





# What to Wear

While on program at Banff Centre, you will find that the style of dress around campus is fairly casual. Due to the spontaneous nature of our programming, we suggest that you wear loose, comfortable clothing that you can sit / stand and move comfortably in.

The dining experience during the program is very often a highlight, but please note that the atmosphere does not call for dressing up, even for special meals.

As the temperatures can fluctuate widely throughout any given 5-day period in Banff, dressing in layers is usually appropriate. We have provided to you our general guidelines of what to wear for each month of the year, but please note that it is wise to check the extended forecast on the [Environment Canada website](#) just before you come.

We recommend you bring the following:

- Winter jacket (hip length or ski type)
- Warm, loose-fitting pants (wool, warm-ups, or ski pants)
- Sweater or fleece jacket
- Warm shirt and neck tube
- Long underwear
- Winter boots
- Warm socks
- Mitts or gloves
- Toque





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Alt/Now Team

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## Jennie Winhall

Facilitator

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Email

Jennie Winhall is a leading UK-based social innovation and service design specialist.

She leads social innovation initiatives that combine deep user insight with design thinking, policy and enterprise to develop transformative solutions to big social issues such as unemployment, chronic disease and an ageing population.

As a founder and former Director of Innovation at Participle, Jennie led multi-disciplinary teams in the design of a number of social ventures launched across the UK. Based on radically different models, together these new ventures demonstrate the potential of public services built on relationships not transactions.

Jennie became an independent consultant in 2013 and works with Foundations, public institutions and corporations making social change in Europe and North America. Alongside leading the Alt/Now program at The Banff Centre she is currently developing a new youth unemployment service in Denmark and new digital health services in the UK and US.

Previously Jennie was Senior Strategist at the UK Design Council. She runs leadership and design thinking courses, teaches social innovation and service design internationally and is a mentor for several leading UK social tech incubators. Her work is published in a number of books on design and social policy, and her [TEDx talk is here](#).

## Ian Prinsloo

Facilitator

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Ian Prinsloo is a consultant with Reos Partners. A creative inquiry facilitator, his work develops the relational quality of groups and uses that inter-personal dynamic as the platform for developing innovative solutions to challenges.

For the past six years Ian has been on faculty with Leadership Development at the Banff Centre in Canada (now the Peter Lougheed Leadership Institute) designing programs and facilitating custom work for a wide variety of clients. The focus of this work was the capacity development of leaders to initiate collaborative processes that reframe change as an act of creation. During this time Ian also ran his own consultancy working with a wide range of clients across the corporate and non-profit sector. He has been a regular lecturer with the Kaospilots in Denmark since 2011 where he instructs in Creative Process and the Art and Craft of being a Kaospilot.

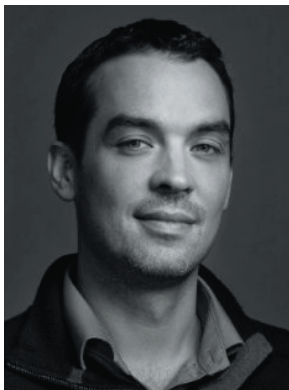
In his previous life Ian was an award winning freelance theatre director in Canada, as well as Artistic Director at Theatre Calgary for eight years. Ian is a published author on the development of the Ensemble Relationship, Metaphoric Thinking, and Creative Process within Social Change.

Ian holds a Masters of Fine Arts degree (theatre studies) from the University of Calgary, is a past alumnae of Leadership Calgary and an accredited facilitator of the Immunity to Change process. Helping people connect to their inherent ability to create as the leverage point for change is at the center of all of Ian's work.

## Shawn Smith

Facilitator

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Shawn Smith is an Adjunct Professor and founding Director of RADIUS (Radical Ideas Useful to Society), a social innovation lab and venture incubator based at the Beedie School of Business, Simon Fraser University. Spending the last 9 years working with, in and on social impact organizations on three continents, he is a founder at several organizations including Impacto Quito, Global Agents for Change, and Education Generation, and speaks and consults regularly on social entrepreneurship, impact investing and international development. Shawn completed his MBA at the University of Oxford in 2010 as a Skoll Scholar in Social Entrepreneurship.

## Charlie Leadbeater

Advisor

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Charles Leadbeater is a leading authority on innovation and creativity. He has advised companies, cities and governments around the world on innovation strategy and drew on that experience in writing his latest book *We-think: the power of mass creativity*, which charts the rise of mass, participative approaches to innovation from science and open source software, to computer games and political campaigning.

*We-think* was the latest in a string of acclaimed books: *Living on Thin Air*, a guide to living and working in the new economy; *Up the Down Escalator*, an attack on the culture of public pessimism accompanying globalisation and *In Search of Work*, published in the 1980's, which was one of the first books to predict the rise of more flexible and networked forms of employment.

In 2005 Charles was ranked by Accenture, the management consultancy, as one of the top management thinkers in the world. A past winner of the prestigious David Watt prize for journalism, Charles was profiled by the New York Times in 2004 for generating one of the best ideas of the year, the rise of the activist amateur, outlined in his report *The Pro-Am Revolution*.

As well as advising a wide range of organisations on innovation including the BBC, Vodafone, Microsoft, Ericsson, Channel Four Television and the Royal Shakespeare Company, Charles has been an ideas generator in his own right. As an associate editor of the Independent he helped Helen Fielding devise Bridget Jones's diary. He wrote the first British report on the rise of social entrepreneurship, which has since become a global movement. His report on the potential for the web to generate social change led to the creation of the Social Innovation Camp movement.

Charles has worked extensively as a senior adviser to the governments, advising the 10 Downing St policy unit, the Department for Trade and Industry and the European Commission on the rise of the knowledge driven economy and the Internet, as well as the government of Shanghai. He is an advisor to the Department for Education's Innovation Unit on future strategies for more networked and personalised approaches to learning and education. He is a co-founder of the public service design agency Participle.

A visiting senior fellow at the British National Endowment for Science Technology and the Arts, he is also a longstanding senior research associate with the influential London think-tank Demos and a visiting fellow at Oxford University's Said Business School and the Young Foundation. He is co-founder of Participle, the public service innovation agency, which is working with central and local government to devise new approaches to intractable social challenges.

Charles spent ten years working for the Financial Times where he was Labour Editor, Industrial Editor and Tokyo Bureau Chief before becoming the paper's Features Editor. In 1994 he moved to the Independent as assistant editor in charge of features and became an independent author and advisor in 1996.

## Simon Jackson

Summit Host

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Simon Jackson is a storyteller, connector and movement builder committed to improving our public discourse and shaping a better balance between the needs of people and nature.

At the age of 13, Simon founded the Spirit Bear Youth Coalition in the quest to unite the voice of young people to save Canada's endangered white Kermode or spirit bear. Through the Youth Coalition, Simon led the campaign that helped raise international awareness about the plight of the spirit bear, making the issue the most supported conservation initiative in Canadian history and having it recognized by Time Magazine as one of the most critical environmental issues facing our planet.

Simon gained the support of such high profile figures as Dr. Jane Goodall, J.K. Rowling, and the Backstreet Boys in the process that helped make the Youth Coalition the world's largest youth-led environmental movement with a global network of more than 6 million in over 85 countries.

After almost two decades of work, the spirit bear is safe due to significant portions of its habitat having been set aside from development through the largest land protection measure in North American history, with further threats mitigated through the establishment of innovative agreements between stakeholders.

Simon has received several honors for his work to save the spirit bear, including being awarded Queen Elizabeth II's Diamond Jubilee Medal, being named as one of the 100 Angels of the Earth by UNESCO and, most notably, being honored as one of Time Magazine's sixty Heroes for the Planet – one of only six young people selected from around the world. His life's work was the focus of an internationally televised movie, Spirit Bear: The Simon Jackson Story.

Having served as board member, Simon has contributed to the success of numerous projects and organizations beyond the Youth Coalition, including the Jane Goodall Institute, DreamNow, the International Institute for Child Rights and Development and The WILD Foundation.

Today, Simon leverages his skills and experiences as a strategist to help diverse clients secure a social license to advance good ideas that will benefit all of society. Of note, he designed and led the Lougheed Leadership Institute at The Banff Centre's inaugural project, Hope Decoded, while bringing together diverse voices for Lougheed's most recent initiative, ALT/Now - a social residency focused on finding market-based solutions to economic inequality. In addition to playing a senior role on multiple successful political campaigns (Mayor of Vancouver Sam Sullivan) and helping facilitate the launch of new movements (CoalitionWILD and WILD Cities), Simon was also the driving force behind telling the story and mobilizing the public behind the BC Government's Year of Science education platform and BC Hydro's Invent the Future scholarship program.

Simon is an accomplished motivational speaker with the agency Speakers' Spotlight and is a widely published author, having acted as a columnist for CBC.ca and being selected as a Fellow of the International League of Conservation Writers. Represented by Gandolfo Helin Literary Management, Simon is currently working on two book projects, including one focused on his stories and award-winning nature images featured on GhostBearPhotography.com, a visual-driven education platform.

## Laurie Edward

Banff Centre, Co-Project Lead

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Tel: 403.763.6718

[Email](#)

Laurie Edward joined Leadership Programming at Banff Centre for Arts and Creativity in September of 2012 as Program Manager. In that role, she is responsible for client and business development, and overseeing the design and delivery of both public and custom programs.

Laurie brings sixteen years of experience in management, strategic planning, and program innovation with leading organizations in the corporate, not-for-profit, and educational sectors. She was most recently with Mountain Equipment Co-op, where she was national manager of community programs, overseeing grants, sponsorships, partnerships, and strategic initiatives.

She has cultivated a career-long interest in leadership development, having gained formative experiences early on as an instructor for the National Outdoor Leadership School. After graduating from McGill University with an Honours BA in Economics, Laurie worked as a self-employed financial advisor for several years in order to hone her business savvy, and then became the Associate Executive Director for the Outdoor Recreation Council of BC where she led a variety of organizational development and public policy initiatives. She has also served on the board of directors of Leave No Trace Canada (Chair), and the Canadian Environmental Grantmakers' Network.

Laurie's driving passion is the work that individuals and organizations do to tackle their toughest challenges and break new ground to achieve their biggest goals – and in so doing inspire themselves, their teams, customers, and communities.

Laurie lives in Canmore with her husband and young son where she takes every opportunity to climb, ski, paddle, run and otherwise explore the incredible Rocky Mountains.



## Charlotte Johnson

Banff Centre, Co-Project Lead

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Tel: 403.762.6122

[Email](#)

Charlotte joined the Leadership Programming team at Banff Centre for Arts and Creativity in June 2010 and is thrilled to be part of such an inspiring group at The Banff Centre. Having received her Bachelor's degree in 2005 from Bishop's University in Environmental Studies and Biology, Charlotte made the move west to the Rockies to share her love of the natural environment with visitors as an accredited mountain guide on foot and bicycle. Raised on the South Shore of Nova Scotia, educated in Quebec, and now residing in Western Canada, Charlotte has a strong interest in travel and is eager to experience all parts of Canada and the many countries on her travel wish-list.

After surviving the tourism-service industry in efforts to support her love of adventure, Charlotte now enjoys combining her interest and experience in leadership and keen curiosity in 'the back story' as a Project Lead with the leadership team.

Charlotte is always looking for opportunities to challenge her assumptions, expand her understanding of leadership, and have a positive impact on the world around her. In her spare time, Charlotte is happiest backcountry skiing, mountain biking, and trail running, always with a smile on her face and fresh air in her lungs.

## Bonnie Borin

Banff Centre, Manager, Program Delivery

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Tel: 403.762.6311

[Email](#)

Bonnie Borin began working at Banff Centre for Arts and Creativity in 2007 in the Leadership Programming area, but most recently finds herself as Manager of Program Delivery.

In this role, Bonnie gets to take her logistical and operational skills and apply them to all arts and leadership programs, residencies, and events at Banff Centre. Bonnie leads the program delivery team to weave everything Banff Centre has to offer with the highest possible quality of user experience. Bonnie has been described by her colleagues as:

- “a runaway train who will get us to where we need to go, whether we like it or not”
- “someone who dives off a cliff first, then builds the parachute on the way down”, and
- “a pain in the a\*\*”

Prior to working at Banff Centre, Bonnie worked at the Government of Alberta's Ministry of Environment and Sustainable Resource Development in Wildfire Management as a wildfire dispatcher and later as a large aircraft coordinator at the Provincial Forest Fire Centre in Edmonton.

Bonnie is a Western University graduate from the Don Wright Faculty of Music, a homegrown Albertan, an avid road cyclist, a baker of pies, and loves living in the beautiful rocky mountains with her wife and 2 dogs.

## Laurel Dault

Banff Centre, Community Engagement

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Tel: 403.762.6264

[Email](#)

Laurel Dault (pronounced “doe” like the deer lurking outside her office window) arrived in Banff quite accidentally in January 2014 without snow boots. Having completed her Master’s degree in Psychology at Queen’s University in Kingston in 2013, Laurel was travelling through the United Kingdom when a friend sent her a job posting to work at the library at Banff Centre for Arts and Creativity. After interviewing for the position from the basement of a hostel in Glasgow, Laurel flew west for what she originally intended to be a two month sojourn before continuing on her travels. Inevitably, the mountains captured Laurel’s heart and she began looking for a more permanent position to extend her stay at Banff Centre.

Laurel joined Leadership Programming team in the spring of 2014, where her outgoing and animated personality is slightly more appropriate than in a library setting. She loves spending time with Leadership’s brilliant faculty and participants, as well as telling the stories of what happens in and outside of the classroom.

Laurel has a love of comedy from her many years on the Queen’s University Varsity Improv Team and also enjoys jamming and performing with her band. Having completed her Grade 8 Voice with the Royal Conservatory of Music, she feels fortunate to have the opportunity to see so many world-class musicians perform at The Banff Centre. Laurel adores just about any outdoor activity, particularly hiking, camping, running, and cycling. This will be Laurel’s final Banff Centre event as a staff member, as she’ll be departing immediately after Alt/Now on her next adventure, living abroad in Amsterdam.



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# About Banff Centre

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# Banff Centre Programming

Uniquely designed for individuals and small teams, Banff Centre for Arts and Creativity **leadership development programs** help Indigenous, not-for-profit, public and private sector leaders gain greater self-awareness, build personal capacity, and increase their ability to engage others. Core programs can also be customized to meet the needs of your organization or community. Ongoing applied research, experienced facilitators, and innovative hands-on approaches combine to deliver sustainable and positive impacts.

**Arts programming** supports the commissioning and creation of new work by individual artists and arts collectives, and provides resources for collaboration and applied research. Training and professional development is offered at the post-graduate level in more than a dozen art forms, including music, theatre, dance, opera, Indigenous arts, literature, ceramics, print-making, painting, papermaking, photography, sculpture, audio engineering, digital film and video, and new media. Work is showcased in public performance, events, and exhibitions throughout the year.

**Conferences** provides delegates from Alberta, Canada, and around the world with exceptional meeting facilities in an environment that fosters inspirational learning. Net revenue from the Centre's conference operations supports arts programming.



### Artists at work.

Many disciplines of art are practiced at Banff Centre, including Audio, Dance, Digital Film, Indigenous Arts, Literary Arts, Music, Opera, Theatre, and Visual Arts.





# Peter Lougheed Leadership Program

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Banff Centre for Arts and Creativity celebrates and deeply appreciates the commitment to developing leadership capacity across Canada demonstrated by the following generous supporters who provide key programming and access support.

The Peter Lougheed Leadership Program, in partnership with the University of Alberta, was made possible by funding from the Government of Alberta.

## Founding Supporters:

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## Alt/Now Program Partner

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## Access and Endowment Supporters

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Providing learning experiences with significant impact – not just for the individual who attends, but for the community at large – is a primary objective for Banff Centre for Arts and Creativity. But for so many individuals, simply being able to afford to attend is their biggest challenge. The following generous supporters are enabling participants to access programs by covering tuition and accommodation expenses

Thank you to the Alvin and Mona Libin Foundation, the Eldon and Anne Foote Fund Foundation, our anonymous donors, and to the following supporters.



We look forward  
to meeting you.

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Banff Centre  
Tel: 888.255.6327  
[www.banffcentre.ca](http://www.banffcentre.ca)