

# Regulatory Agility & Experimentation: Case Studies & Real World Applications

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**MaRS**



# About Me



30 years



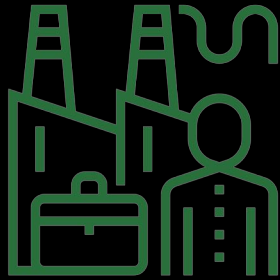
5 years



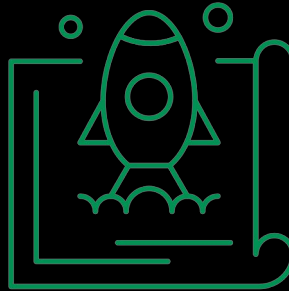
8 years



14 years



5 years



8 years



5 years



3 years



5 years



5 years

# About MaRS



We are living in an age of long emergencies

# A global pandemic



# Triggered lockdowns



# Amplified structural inequality



# Exposed systemic racism





# Eroded mental health



# Exacerbated **disinformation**



# Climate change: the curve beneath the curve



We can't afford to return to normal

Normal was the **problem** in the first place

We are living in an age of *great transition*

# Hybrid work and learning



# Shifting values

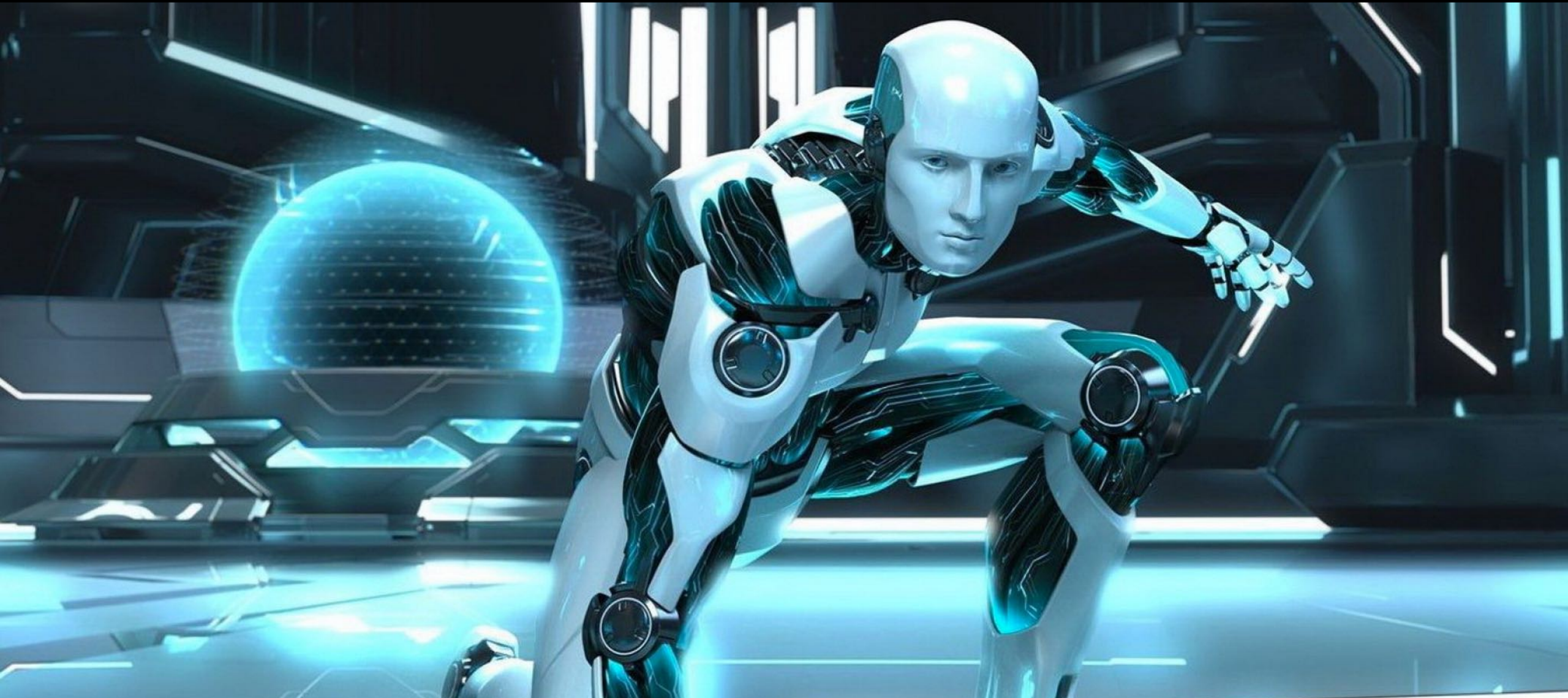


# Economic transition





# Exponential technologies



# Exponential innovation

Exponential technologies are driving wave after wave of exponential innovation

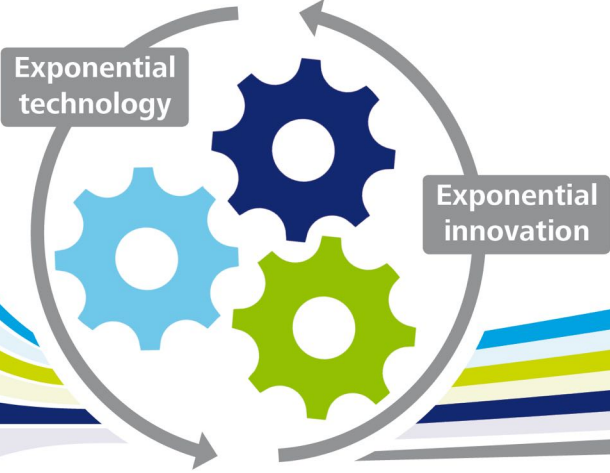
## Unprecedented improvements in the 3 core digital technologies

- cost/million transistors from \$222 to \$ 0.06
- cost/gigabyte of storage from \$569 to \$ 0.03
- cost/megabytes per second from \$1245 to \$23

## Interactions with other technology domains amplify disruptive power

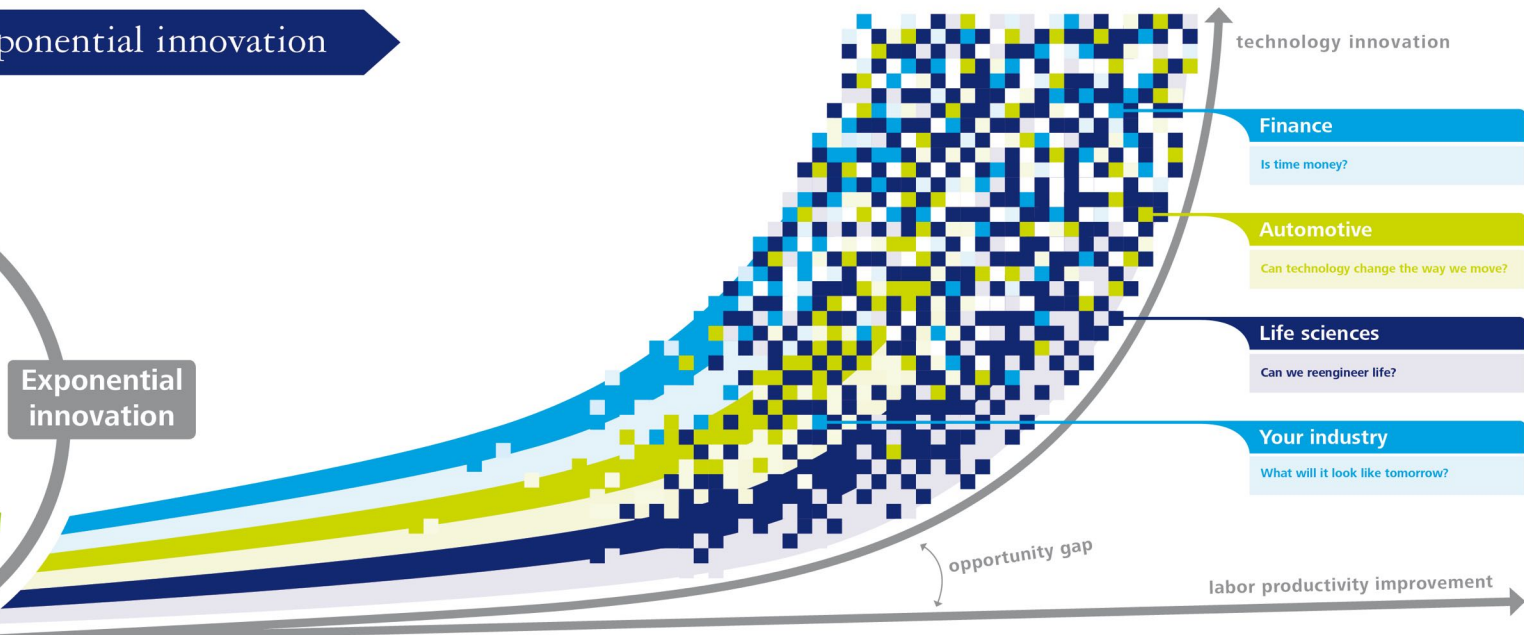
- dynamic ecosystems
- open platforms

## Moving across industries and blurring boundaries



## Where to start?

- Realize that advances in core digital technologies is reshaping the nature of competition.
- Integrate your innovation processes with customers and dynamic ecosystems to enable shorter product release cycles.
- Reorganize teams around learning and performance improvement.



# Regulations lag disruption



What is **good regulation** in an age of long emergencies and great transitions?

1. Agile

2. Inclusive

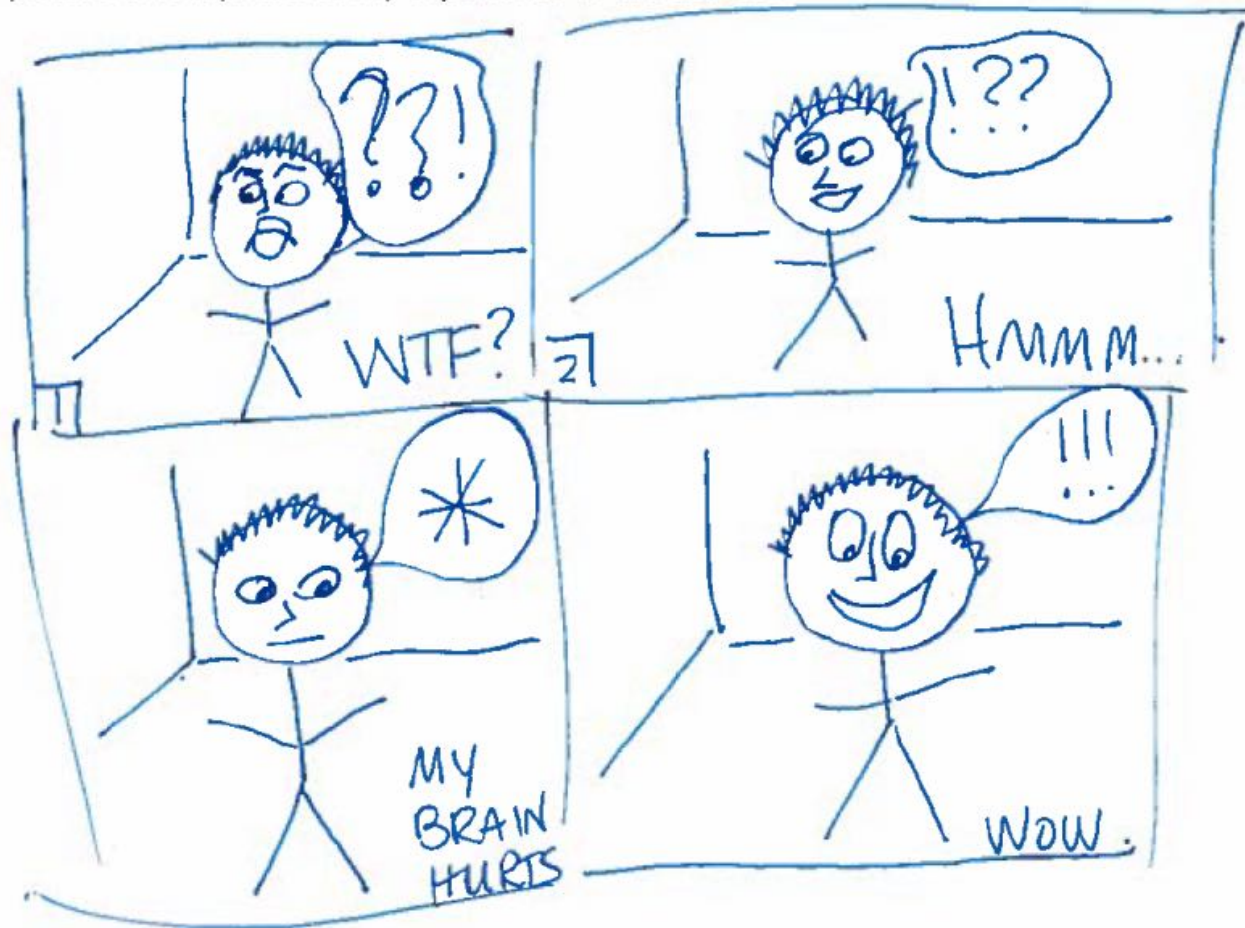
3. Experimental

# 1. Alberta CoLab

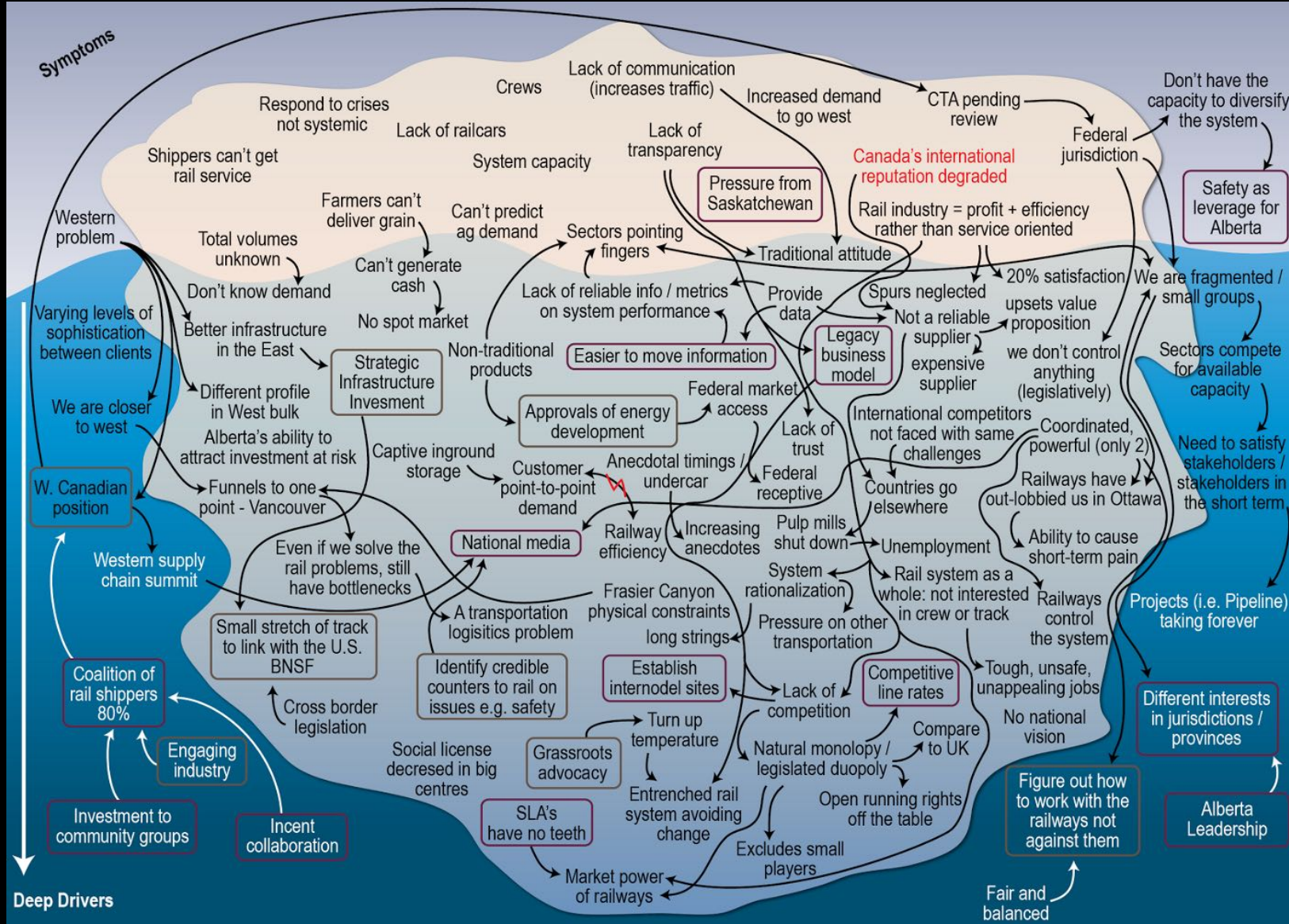


# 1. What CoLab Feels Like

Here is a picture that represents my experience of the course:



# 2013 Rail Transportation Crisis

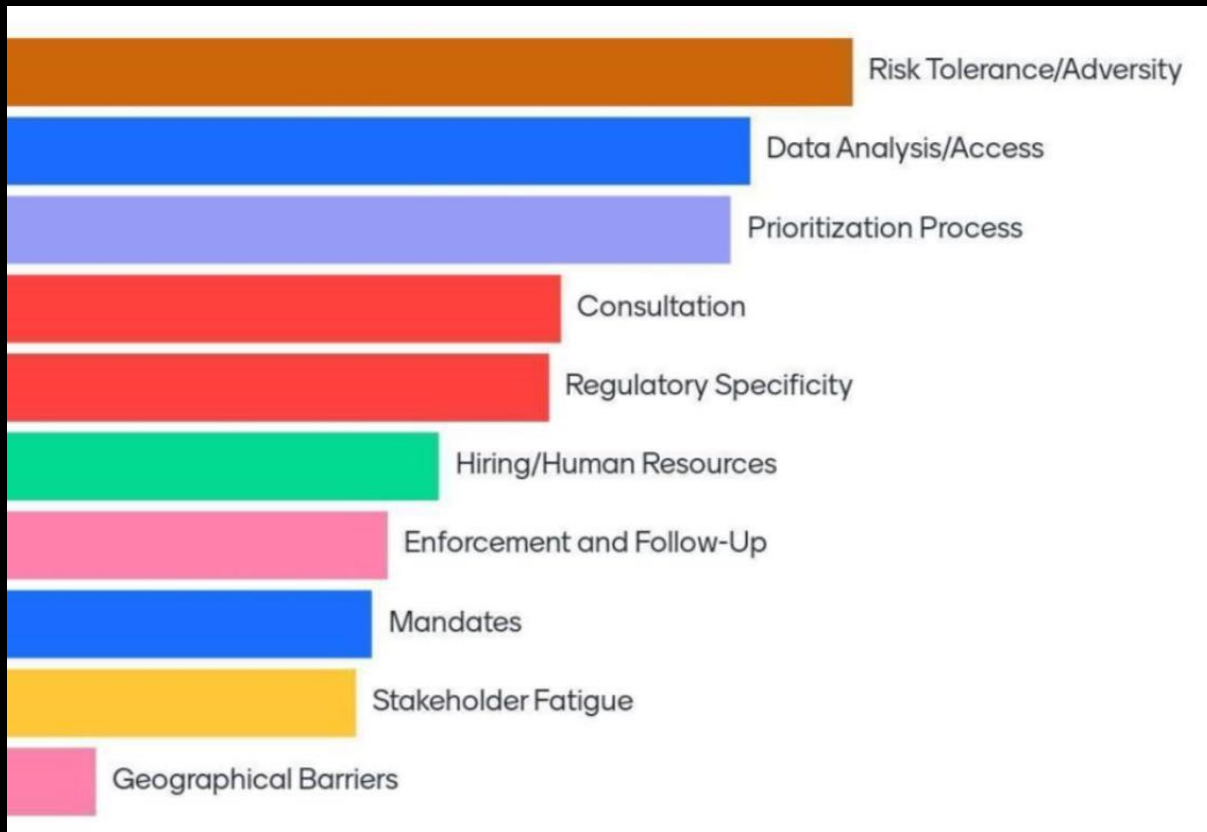




# Department of Transportation, 2021

## Barriers and Enablers of Regulatory Agility

### Barriers



### Enablers



# CoLab Reflections

## Impact

- Demonstrated agile and collaborative policy making on 100+ projects
- Trained over 1,000 civil servants in systemic design
- Inspired systemic design practice at all levels of government (Municipal to UN), in academia and the community

## Limitations

- Structural constraints limited citizen engagement
- Low ratio of ideation to implementation
- Dependence on champions and leader for survival

# 2. Opportunity for All Youth



# What is Opportunity For All Youth?

We create better youth futures in Canada:

- 1) We help youth who face barriers find meaningful early work experience
- 2) Drive transformational systems change to a barriered youth workforce development sector



# Strong Results, Set up for Success



**22,000+**

Job placements  
to date



**30+**

Employer Coalition  
Partners



**8-20%**

Improvement in  
retention rates



Up to **60%**

Reduction in hiring  
costs



**+230**

avg. LinkedIn network  
expansion per youth



**+430**

youth impacted through  
expanded mentoring



**4,200+**

Youth sign-ups  
to O4AY



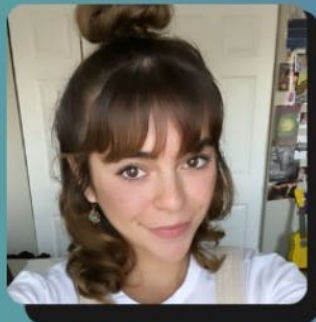
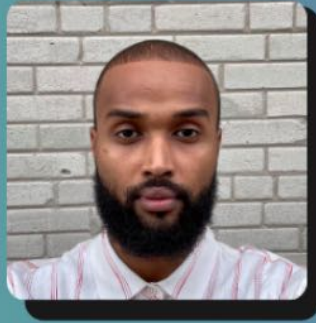
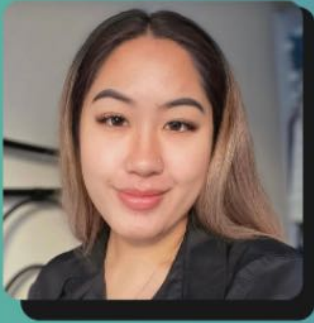
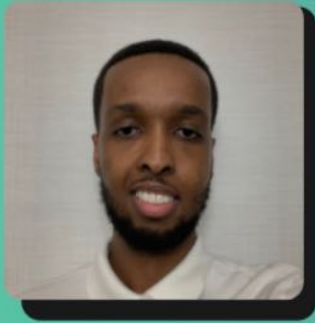
# All Issues are Youth Issues

*Employment, Climate change,  
Education, Digital Divide, Housing,  
Cities, Healthcare, Sustainability, Affordability,  
Diversity, Equity, Inclusion, Food Security, Safety,  
Technology, Communities...*



# MEET THE 2022 YOUTH INNOVATION COUNCIL

YIC  
YIC  
YIC



Built by Youth for Youth

*Diverse Perspectives: Rural, Urban, Racialized, LGBTQ+, Regional, Language, Experience, Education, Socio-Economic, Health, Gender, Leadership, Access, Work experience with our employers, Varied sector experience*

# O4AY Reflections

## Impact

- Assembled a coalition of 30+ employers hiring in 19 cities across Canada
- Supported 22,000 job offers to NEET youth
- Drove meaningful systems change to hiring processes

## Limitations

- Reaching NEET youth through the pandemic
- Inconsistent commitment and ability of employers to change processes
- Ongoing bias and discrimination in the hiring process and workplace



# 3. Recover: Edmonton's Urban Wellness Plan



# RESEARCH

## Community Wellness Services

Conducted by UofA as part of Wellness Services Plan

Focus on very vulnerable (defining target population)



## Ethnography

Conducted by InWithForward and MaRS

55 people interviewed/shadowed

- 19 street involved folk
- 5 frontline staff
- 9 residents
- 10 business owners
- 12 community organizations



## Urban Wellness Literature Review

Conducted by UofA

Surveying 5 determinants of wellness

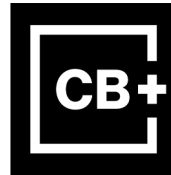
- Social Capacity
- Economic Vitality
- Safety and Security
- Physical and Mental Health
- Built and Natural Environments



# ENGAGEMENT & CO-DESIGN

## Public Engagement

Conducted by Calder Bateman Communications



**January 2018**

*Confirm approach with  
Community Advisory  
Committee*

**Feb - April 2018**

Community Meetings

**April 2018**

Neighbourhood Walks

**May 2018**

Prototype Showcase

## Committee Workshops

Conducted by MaRS Solutions Lab



**October 2017**

Visioning

**December 2017**

Systems Mapping

**Dec 2017 - Feb 2018**

Ethnography

**January 2018**

Ideation

**February 2018**

Tabletop Prototyping

**March-April 2018**

Field Prototyping

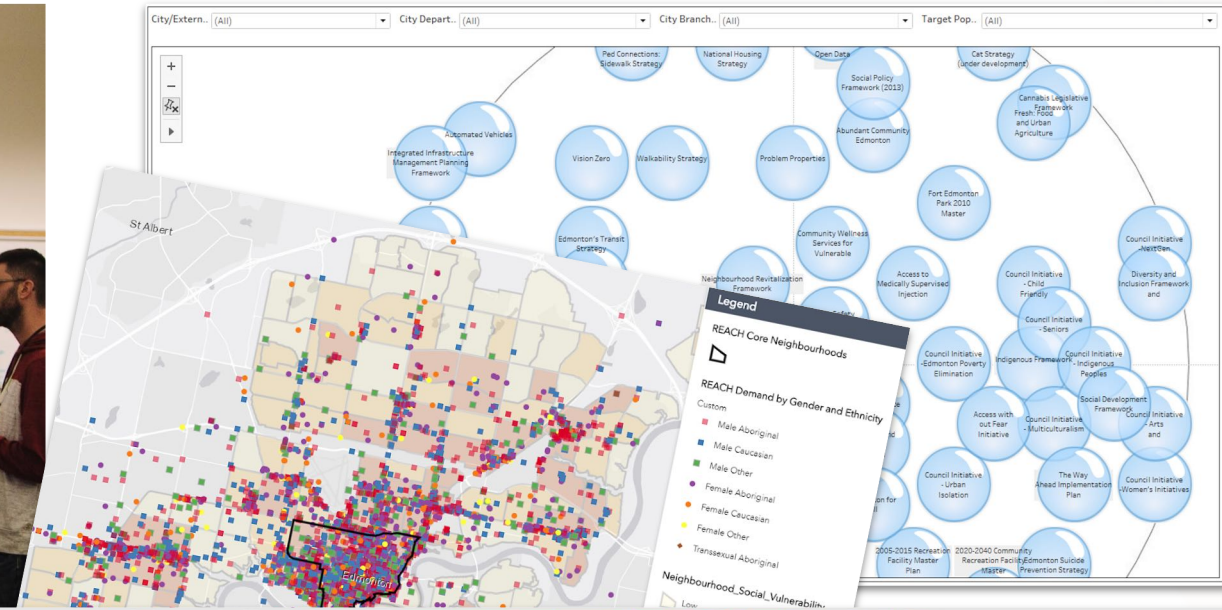
**May 2018**

Prototype Showcase

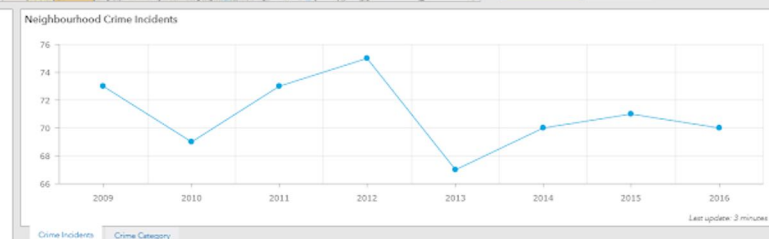
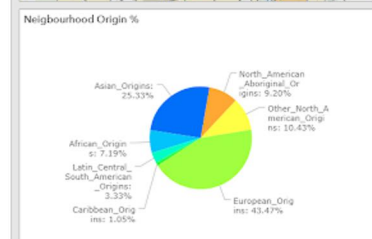
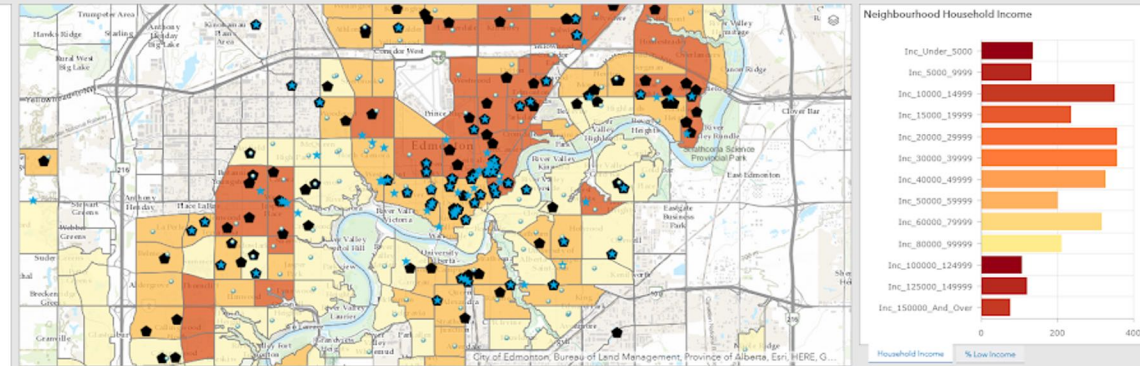


# FROM SURFACING TENSIONS...

# ...TO MAPPING SYSTEMS

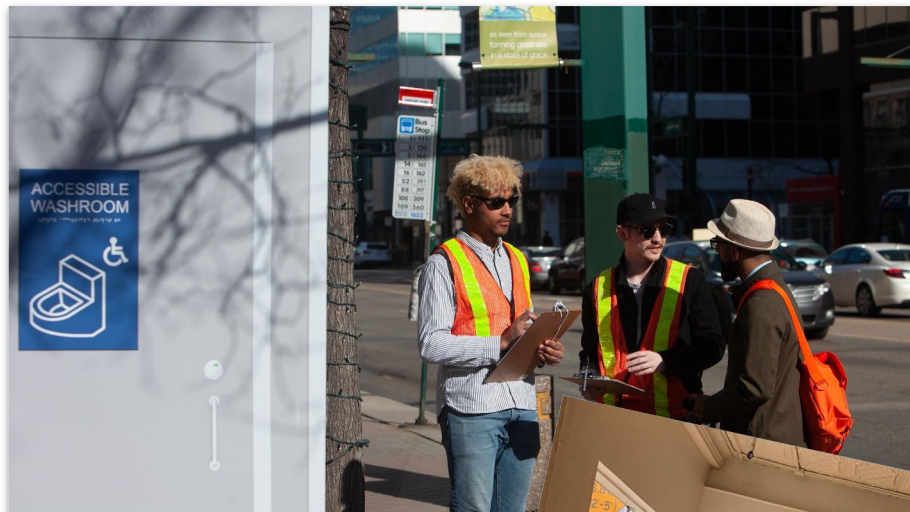


- Community Leagues
- Agency Offices
- Program Sites
- City of Edmonton Neighbourhood Boundaries
- Neighbourhood\_Social\_Vulnerability
  - Low
  - Medium
  - High



# FROM OPPORTUNITY AREAS...

# ...TO SOLUTION IDEAS



# A PORTFOLIO OF PROTOTYPES

*change the narrative*

meet & eat

impromptu  
parks

city  
culture pass

*change the network*

greenhouse  
community  
hub

public  
washrooms

project  
welcome  
mat

job skills  
matching

service  
navigators

*change the system*

guaranteed  
annual income

wellness council

empty storefront  
program

socially conscious  
business practices

it's all about  
connections

improving  
service  
workflow

# Recover Reflections

## Impact

- Saved \$90m by adopting social innovation rather than building an urban wellness centre
- Transformed relationships from litigation to collaboration
- Built capacity and culture of ethnography and experimentation

## Limitations

- Creating a safe space for all participants
- Implementing systems-level prototypes
- Provincial commitment to action





**Thank you!**

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