CITIES FOR
PEOPLE

EXPERIMENTAL PHASE REPORT

March 2016

CITIESFORPEOPLE.CA

Cities for People is an initiative of
the J.W. McConnell Family Foundation.

Established in 1937, the J.W. McConnell Family
Foundation engages Canadians in building
a more innovative, inclusive, sustainable, and
resilient society.

The Foundation's purpose is to enhance Canada's
ability to address complex social, environmental
and economic challenges. We accomplish this
by developing, testing, and applying innovative
approaches and solutions; by strengthening the
community sector; and by collaborating with part-
ners in the community, private, and public sectors.
We recognize that creating enduring change takes
time, and involves more than granting.

THE J.W. MCCONNELL
FAMILY FOUNDATION

"Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."

— Jane Jacobs

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FOREWORD

Urbanist Jane Jacobs once wrote, "Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."

In this discovery phase of *Cities for People*, the Foundation and its partners sought to identify new ideas and promising approaches to city-building. A group of curators identified projects to support and frame the initiative's four themes, built innovation networks, connected the themes with each other and explored approaches to accelerating innovation within the urban landscape in Canada.

From both local and national experiments, we have been able to gauge those that suggest pathways toward the kinds of cities of the future that could claim to truly belong to everyone, and that are equipped to respond to the environmental, social and economic turbulence that is now a norm of contemporary urban life.

Recent movements around the world as disparate as Occupy, Quebec's *Printemps érable* (Maple Spring), the Arab Spring and Idle No More reveal that the usual modes of what is called democratic participation are not cutting it. The act of voting every few years does not meet all of the aspirations or needs of the millions of people who depend on cities for their livelihoods, to feel a sense of belonging and to form communities. But new forms of participation, innovation and experimentation have already emerged – and it is these that we were so excited to surface and celebrate.

Cities for People provides a snapshot of what is working, and sometimes what is not working, in Canadian cities. Through the 18 months of activity, one incontestable fact became apparent: Canadians have a deep love for their urban spaces. Their industry and commitment make our cities better. The discovery phase has helped to sharpen our focus, guiding us in the choice of future grants and investments that will increase reach and deepen impact in this field. We are deeply grateful to all those who have come along for the ride with us.

Stephen Huddart
President and CEO,
The J.W. McConnell
Family Foundation

John Cawley
Vice President,
The J.W. McConnell
Family Foundation

CIVIC ENGAGEMENT

"The right to the city is far more than the individual liberty to access urban resources: it is a right to change ourselves by changing the city. It is, moreover, a common rather than an individual right since this transformation inevitably depends upon the exercise of a collective power to reshape the processes of urbanization."

— Henri Lefebvre, philosopher, sociologist

"The right to the city is an empty signifier. Everything depends on who gets to fill it with meaning."

— David Harvey, geographer, City University of New York

> **"Working toward local goals connected citizens with municipal leaders, raising awareness of policy, regulations – and not surprisingly – barriers to change."**

Can $500 empower a group of citizens to transform their neighbourhood? In the words of Véronique Fournier, Executive Director of the Montreal Urban Ecology Centre (MUEC), this modest sum was a "spark."

Fournier's organization launched *Transforme ta ville* in 2014 with a simple premise. Give people some funds to launch a small neighbourhood project. At the core of the initiative, says Fournier, was the principle of public space. The $500 was a "lever" for empowering residents to participate in this space. The idea is that anyone of any background should be able to find a place for themselves in contributing to the built environment.

The initiative succeeded beyond the immediate effects of whatever "micro" project was proposed, whether it was beautifying an overpass, creating a street-level book exchange or the sharing of gardens that were previously exclusively private. Working toward local goals connected citizens with municipal leaders, raising awareness of policy, regulations – and not surprisingly – barriers to change. In Montreal's neighbourhood of Rosemont, for example, a group of residents that wanted to create installations in public spaces discovered regulations prohibiting exactly that. (Eventually, they were able to proceed with their project after working with the relevant authorities.)

In Laval, a citizen-project proved how a micro-initiative can "scale up" into something larger and more enduring. Local residents felt that the local park, Parc des Coccinelles, lacked shade and shelter, constraining activities in poor weather and exposing visitors to the relentless glare of the sun on hot summer days. Citizens proposed that benches be fitted with roofs, hence the name of the eventual project, *Un toit sur mon banc* (A Roof over My Bench).

City ordinances prohibited implementing this idea. Not to be deterred, the project leaders successfully enlisted engineering students from Montreal's École de technologie supérieure (ÉTS) and from ÉTS's École de l'innovation citoyenne (Citizen Innovation School) to help out. These aspiring professionals, with Laval's technical requirements in hand, have embarked on a two-semester process of designing and prototyping new roofs. Selecting the best designs will be up to a jury of city planners, artists and leaders.

MUEC also experimented with what is called *participatory budgeting*. This process originated in Porto Alegre, Brazil, in 1989. It is a way of managing public money while engaging residents in the act of governance, usually at the municipal

100IN1DAY

What if hundreds of people united, each one taking a small action to improve their city, all on the same day? That is the thinking behind 100in1Day, a global festival of citizen engagement, which had its first Canadian incarnation in Montreal in 2013. For example, in Bedford, N.S., in 2014, supermarket employees did "Reverse Panhandling," handing out healthy free food to "combat cynicism by showing that sometimes you can get something for free without a catch."

⧉ 100IN1DAY.CA

level. It allows community members to provide direct input into allocating part of a city's public budget.

MUEC established a partnership with the New York City-based *Participatory Budgeting Project* (PBP) in order to deepen its learning about the field, as well as to become part of a larger network of cities that are practising transformational work in power distribution. It is now the official Quebec partner of PBP.

In Saint-Basile-le-Grand, Quebec, residents were tasked with determining how to spend part of the city's municipal budget of $22 million. A portion of the budget was set aside for projects that were proposed and voted on by residents aged 16 and older. There was no shortage of ideas: residents presented more than 50 project proposals to a committee of community members and city staff, who then evaluated their feasibility and cost. By the end of 2014, this process had yielded two brand new projects: more secure crossings and pedestrian refuge areas on one of the town's main streets, and a new public square for meetings, cultural activities, heritage tours or simply resting.

The enabling role of new technology was highly evident in Saint-Basile-le-Grand. A social enterprise called Open North, which creates websites to enable government transparency, was able to provide a budget simulator that calculated the participatory budget and informed and increased the involvement of residents in the operating budget of the city.

The Mayor of Saint-Basile-le-Grand, Bernard Gagnon, who committed to a second cycle of participatory budgeting, has said, "We want to create a new citizenship culture by bringing citizens closer to the decision making process."

Evergreen CityWorks also tackled the theme of civic engagement. One of its initiatives, *We Are Cities*, had a specific aim: to create a new vision and action plan for cities. They wanted to create more than just a traditional policy paper. They wanted to mobilize Canadians to shape this country's urban future and to change the narrative surrounding cities and urban regions.

Project curator and former director of Evergreen CityWorks John Brodhead admits that the initiative, while vastly surpassing expectations for audience engagement and participation, delivered something quite different than expected. "Before launching, I thought we would come out with some new big ideas," he says. "And while there were great ideas, the bigger value was in the network of *We Are Cities* conveners that emerged, who were eager to drive change at the local level. We had not anticipated that."

TRANSFORME TA VILLE

Transforme ta ville is a call to citizens to get involved in actions to reappropriate public space in Montreal, Laval and Longueuil, whether through greening neighbourhoods, engaging in the social economy or in urban art. Over 70 projects were completed. These are four examples.

WWW.ECOLOGIEURBAINE.NET/FR/ ACTIVITES-ET-PROJETS/PROJETS/ PARTICIPATION-CITOYENNE/ITEM/100- TRANSFORME-TA-VILLE-PROJETS

1 Colourful characters
Notre-Dame-de-Grâce

A group of elementary school students in the Montreal neighbourhood of Notre-Dame-de-Grâce wanted to beautify the drab, grey overpass they saw every week on their walk to the city library. As part of *Transforme ta ville*, they planted flowers in containers. Next, they plan to knit around the metal fencing, decorating it with lively, vibrant colours.

2 Neighbourhood book exchange
Plateau-Mont-Royal

Building a "book bank" that includes books for children and for adults, with the goal of creating more dynamic relationships between neighbourhood citizens. This sharing tool favoured sustainability, repurposing and better collective living while also promoting reading.

3 Green garden alleyway
Saint-Henri

By installing planting boxes built by citizens, this project advanced urban agriculture and helped reduce the dumping of unwanted trash as well as cut down on noise pollution from trucks. It also showed how to use public space for environmental purposes.

4 The Duluth children's raft
Plateau-Mont-Royal

In a fast-paced world, opportunities to meet and learn about our neighbours are rare. Building a playful "parklet" where children and parents gather helps break down social isolation and can create more trusting neighbourhood ties. Strengthening community cohesion also creates a situation where neighbours look out for one another and especially for young ones.

Laval

MONTREAL

Longueuil

WE ARE CITIES

Canadians from coast to coast were invited to participate in two ways: 1) through round-table meetings held across the country, and 2) through an online crowdsourcing platform. The campaign held 75 roundtables in 35 cities. As of June 2015, the website had received 13,100 unique visitors.

WEARECITIES.CA

35
Cities

2500+
Participants

2000
Ideas

75
Roundtables

WE ARE CITIES COMMUNITY INNOVATION GRANTS

240
Number of applicants

18
Finalists

$2K OR $5K
Each grant given

We Are Cities conveners organized roundtables and carried out demonstration projects in Halifax, Calgary, Ottawa, Montreal, Winnipeg and Vancouver, as well as among Indigenous communities in several cities.

The kinds of community grants that had such success in *Transforme ta ville* were amplified by *We Are Cities* on the national stage in the form of the new Community Innovation Grants. Over 240 groups applied for funding in 2015, and 18

PROJECT FEATURE

IMAGINE MY CITY

Imagine My City seeks to create the civic engagement model of the future. Community Innovation Grants supported the creation of a virtual reality kiosk that was tested at the Nathan Phillips Square in Toronto as part of City Hall's 50th Anniversary. At the kiosk, people used their smartphones and virtual reality headsets to experience a curated time-lapse of the virtual square. The goal of Imagine My City is to expand the possibilities of this pilot project to other sites where citizens will have the chance to better experience the transformational changes that will occur as new city-building projects emerge.

IMAGINEMYCITY.ORG

finalists were ultimately selected to receive grants of $2,000 or $5,000.

"The recipients of the grants have not only identified innovative ways of addressing these issues, but have also taken immediate action to tackle these issues themselves," says Brodhead.

POLICY, PARTNERSHIPS & FINANCING

"I often ask myself how it is that some cities manage to make important and positive changes. There are a score of answers, but one seems to me to be common to all innovative cities: every city that succeeds has undergone an awakening, a new beginning."
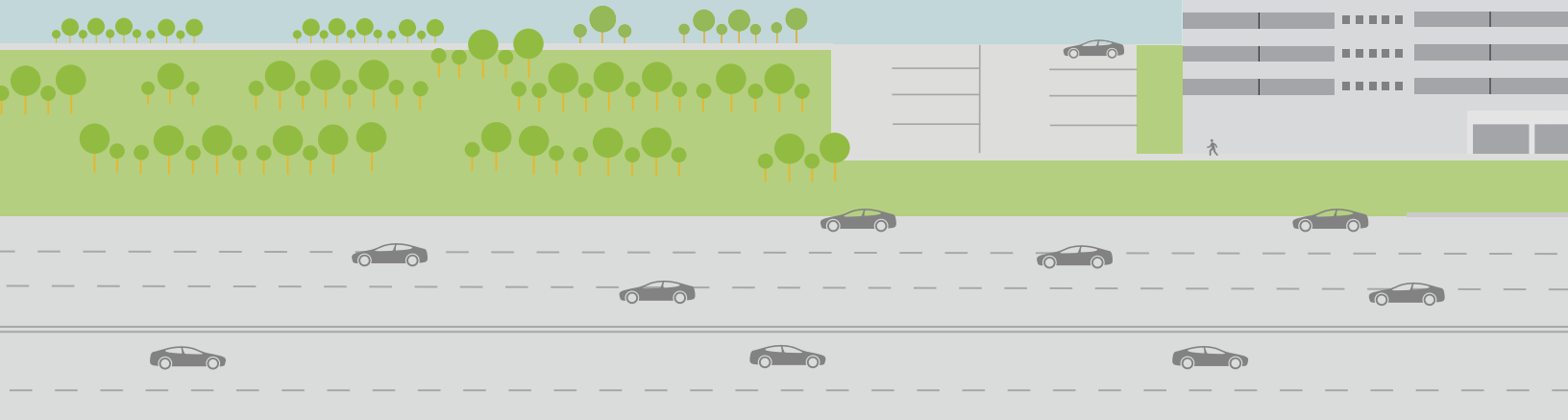
— Jaime Lerner, former mayor, Curitiba, Brazil

"Cities require continuous social and political creativity to address the problems that they throw up as they grow, mutate and decline."

— Khan et al., *Breakthrough Cities Report*

TOWER RENEWAL

Before

"Cities are sandwiched between saloons and asylums in *Canada's Constitution Act,*" says John Brodhead, former director of Evergreen CityWorks.
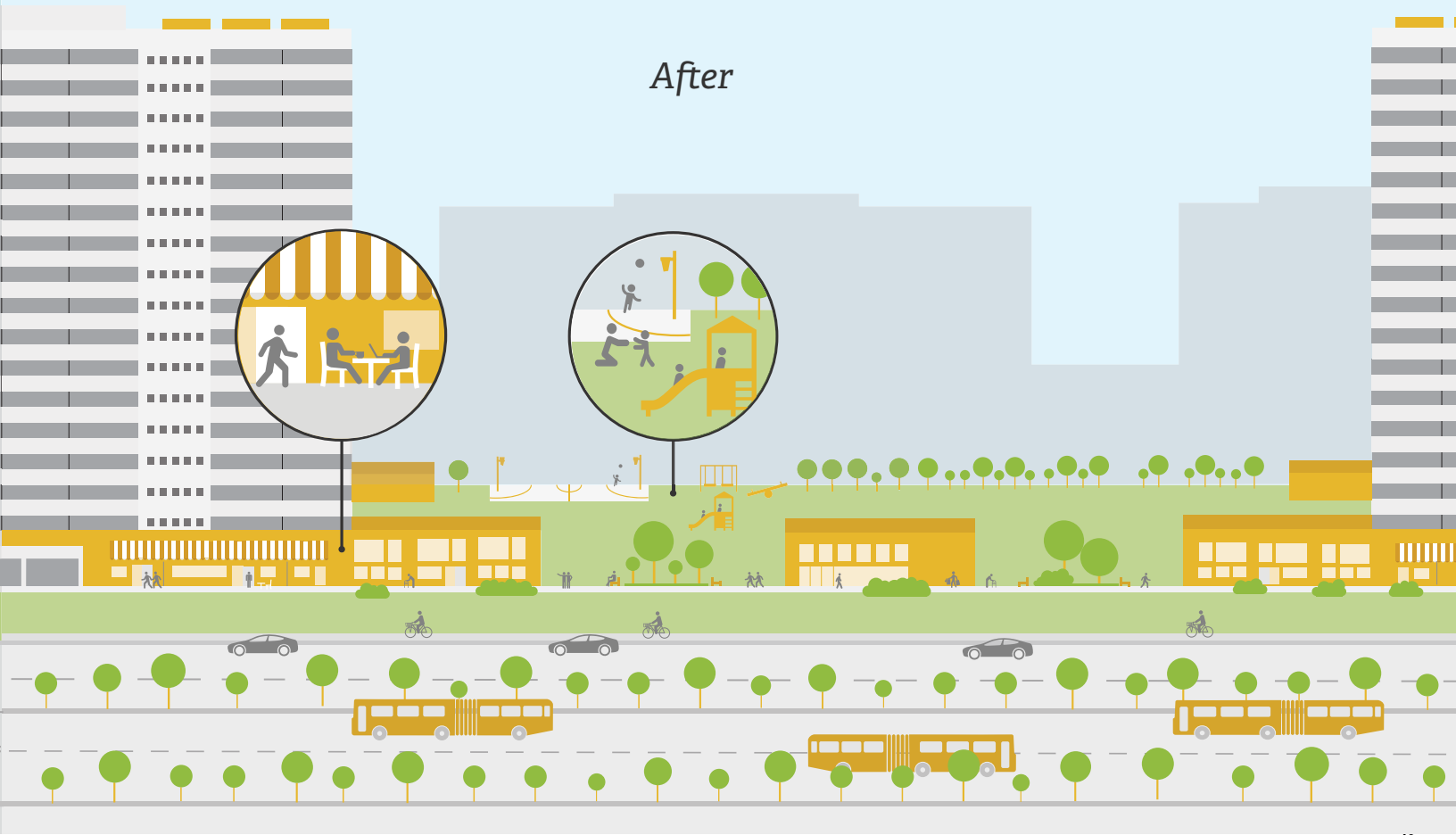
In 1867, cities were effectively made "creatures of the province," subject to the same law-making powers that applied to hospitals, timber, prisons – and yes, saloons and asylums. This is a reality that persists to the current day. Brodhead believes that cities are all too often starved of the money they need to thrive. Nevertheless, he is an optimist.

"Canada's cities regularly finish in the top three of global livability and resilience rankings," he points out.

There is lots of work to be done, but the country starts from a place of relative strength.

Evergreen CityWorks has a focus on policy, financial levers and the kinds of productive partnerships that can further bolster livability and resilience. This is an area in which experimenting with new policies and structures can be fruitful, even though the word "experiment" combined with "$50 million retrofit project" might appear daunting.

After

2000+

Apartment towers built in the Greater Toronto and Hamilton Area between 1950–1970

77%

are located in low-income communities

This is exactly the spirit that infuses the *Tower Renewal* program.

Two thousand concrete apartment towers rise over the landscape of the Greater Toronto and Hamilton Area, built primarily between 1950 and 1970, representing the second-highest concentration of high-rises in North America. Seventy-seven per cent of these towers are located in low-income communities and, in many cases, require major repairs. Their renewal presents a huge opportunity to address housing affordability, environmental sustainability and social life.

In 2008, several civic actors, including the City of Toronto, Canada Mortgage and Housing Corporation, and the University of Toronto, started to work on a new vision for Toronto's high-rises under the banner of the *Tower Renewal* program. The vision is one of working with residents to reinvigorate these neighbourhoods through social and environmental retrofits to the buildings and surrounding areas, making them more livable and energy-efficient, while bringing new community amenities to the sites.

GREENING GREATER TORONTO

Evergreen CityWorks has helped drive forward the Greening Greater Toronto initiative, a unique partnership of individuals and organizations across the GTA committed to lower greenhouse gas emissions, clean air, clean water, reduced waste and improved waste management, and more sustainable land use.

GREENINGGREATERTORONTO.CA

Brodhead is quick to acknowledge the mindset shift he experienced when CityWorks, with seed funding through *Cities for People*, became involved with *Tower Renewal*. "We thought the assets were the towers, but, in fact, the assets were the land around the towers."

What has become apparent is that if sufficient funds are to be raised for retrofitting the towers, the value of the surrounding land will have to be realized. Currently, much of this land consists of little more than neglected, sun-scorched or winter-withered patches of grass. Seeing this land differently and acknowledging its potential to be turned to diverse use – low-rise development of the kind championed by Jane Jacobs – has been catalytic. There are now plans afoot to open up the space for playgrounds, public access computer hubs or cafés, to name just a few ideas. This approach has made it possible to overcome financial barriers, by offering opportunities for new investment, but has also exposed other barriers: the city's own zoning bylaws. The city had prohibited commercial use and other activities in these areas.

The *Tower Renewal* program's unique mix of players succeeded in influencing the city to change its laws. Now the spirit of experimentation continues, as the program zeroes in on one $50-million housing estate slated for a makeover, which could provide the valuable "proof of concept" to spur similar redevelopments, not just in Toronto, but across Canada.

"It is my very firm point of view that if we take a more systematic approach and take these 'cities for people' more seriously we will find that the cities would be considerably more friendly, livable, and lively because people will be in these cities more."

— Jan Gehl

In November 2014, Gehl, the world-renowned Danish architect who coined the phrase "cities for people" with his canonical 2010 book of the same name, delivered a public lecture to a standing-room-only crowd of 500 people, brought together by Evergreen CityWorks in Toronto for the *Cities for People National Forum*. The entire presentation can be viewed at: VIMEO.COM/116894944

GTA HOUSING ACTION LAB

The **Greater Toronto Area (GTA) Housing Action Lab** is a cross-sectoral working group of over 60 organizations from government, the private, not-for-profit and academic sectors that has come together to help build programs and policies that support the afford-ability of housing, create a more sus-tainable housing system by increasing public support for intensification, and develop a policy and regulatory framework that encourages diversity in form and tenure. Since beginning in 2014, the participants have identified eight areas of focus, which include smart intensification, incentivizing purpose-built rental, leveraging assets locked in social housing, partnering with the private sector to build more affordable housing, scaling affordable ownership programs, **Tower Renewal** and an income tested housing benefit. The lab has produced new research and partnerships that are strategically pushing to alter the housing system in the GTA. The lab was co-convened by Evergreen CityWorks and Foundation grantee Natural Step.

 EVERGREEN.CA/OUR-IM-PACT/CITYWORKS/HOUSING/GTA-HOUSING-ACTION-LAB/

MOVE THE GTHA

Move the GTHA, a coalition started in 2012, is a group of organizations working to build awareness and engagement in support for investment in a better transportation system for the Greater Toronto and Hamilton area. **Move the GTHA** is advocating for long-term dedicated funding for an efficient, accessible, affordable and fully integrated regional transportation system, with accountable and effective regional governance mechanisms. The coalition developed a suite of activities that leveraged the resources and strength of individual members to create a coordinated public engagement campaign to increase public support and political will to make investment in transit central to the 2014 Ontario Provincial election. The subsequent budget included an additional $15 billion for regional transit investment.

⤷ MOVETHEGTHA.COM

NEW ECONOMIES

"The social economy approach to development is a powerful tool because its mission to serve community rather than answer to outside shareholders allows it to take into account many dimensions of urban life."

—Nancy Neamtan, Chantier de l'économie sociale, *Voices of New Economies*

"We can harness the energy of the free market economy and recycle it into social change."

— Ken Lyotier, Founder, United We Can

+80%

of Canada's population lives in cities

APRIL RINNE

To kick off Cities for People in February 2014, One Earth joined Social Innovation Generation (SiG) in taking April Rinne, an expert on the sharing economy, on a four-city tour across Canada. The tour illustrated the momentum in the sharing economy, brought together new allies working in the field and highlighted implications for people and local governments.

⧉ WATCH APRIL'S PRESENTATION AT youtu.be/QQKBsGRktjY

The current economic model is falling short when it comes to equality, ecology and well-being. Can there be a new economy that serves people and the environment – not just shareholders? Is it possible?

Cities, where over 80% of Canadians reside, are at the forefront of economic changes. Can cities be incubators of new economic models that will ensure increased equity, sustainability, resilience and diversity?

Vancouver-based One Earth was charged with exploring this critical territory, and in many respects acted as "thought leaders" and guides to emerging problems and solutions. What is called "the sharing economy" became a major focus. This catch-all phrase describes a vast area of non-traditional economic activities. What unites them all is their potential to disrupt the status quo and in some cases to advance environmentally sustainable and socially equitable activities.

Uber, the competitor to the traditional taxi industry, ignites passion and anger from Toronto to Paris to Los Angeles with concerns about poor employment practices and reducing public transit use in downtown areas. Vancouver has stalled Uber's entry into the market, while the City of Edmonton and the City of Toronto are developing specific regulations for ridesourcing companies.

But there is another face of the sharing economy. Take, for example, the *Vancouver Tool Library*. The founders of this cooperative came across research showing that the average home power drill costs $100 but is used for a total of 14 minutes during its lifetime. The tool library gives its members, in exchange for a reasonable fee, access to a host of useful household tools – alleviating the waste of that unused power drill.

"How can we support city governments to tackle the challenges and opportunities presented by the sharing economy?" asked One Earth's Executive Director, Vanessa Timmer, in the early stages of *Cities for People*. As an outcome of its work on the initiative, One Earth created the *Local Governments and the Sharing Economy (LGSE)* project with advisors, including cities from the Urban Sustainability Directors Network (USDN). The LGSE road map provides guidelines on how cities can navigate this brand new terrain.
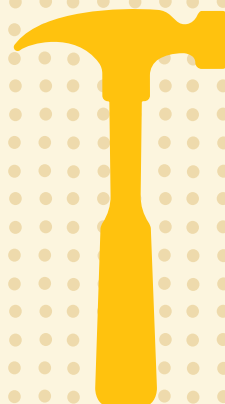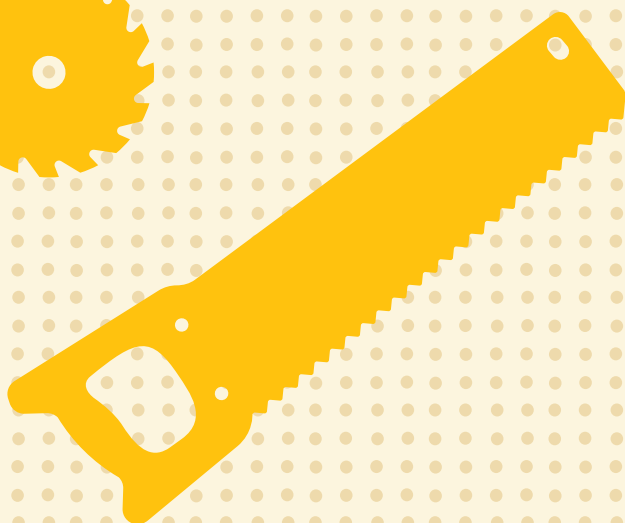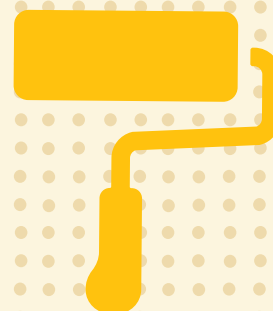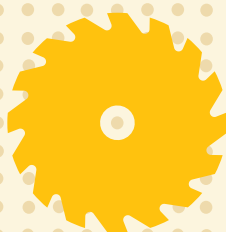
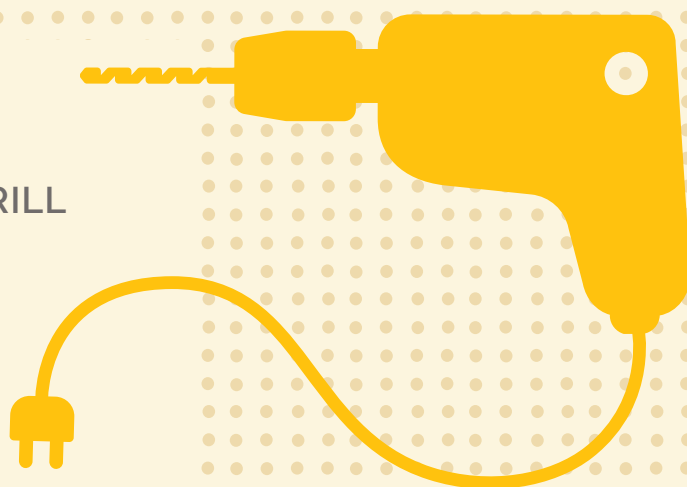AVERAGE COST OF A POWER DRILL

$100

TOTAL USE OVER LIFESPAN

14 minutes

The *Vancouver Tool Library* gives its members, in exchange for a reasonable fee, access to a host of useful household tools – alleviating the waste of that unused power drill.

BINNERS' PROJECT

One of the most marginalized groups, **binners**, including in Vancouver's Downtown Eastside, collect recyclable containers from around the city and turn them in for refund money. **Cities for People**, through One Earth, supported the **Binners' Project** with the goal of facilitating learning and empowering waste pickers to have their voices heard. A group in Montreal created **Coop Les Valoristes**, inspired by Ken Lyotier, founder of United We Can in Vancouver. The **Binners' Project** was launched jointly in Vancouver and Montreal and enabled further exchange across binners in Canada.

BINNERSPROJECT.ORG

One Earth's report contains three key lessons:

- **The sharing economy is not inherently sustainable but local governments can help to make it more so.** For example, municipalities can support cooperative housing directly or by lobbying higher levels of government and/or by changing local legislation and bylaws.

- **Community sharing is a promising area and local governments can take proactive enabling roles.** For example, support for "fix-it" clinics – community centres where people come together and pool expertise for repairing and refurbishing old household items – can enable communities to better meet their own needs locally.

- **Addressing data gaps is critical for understanding sustainability impacts on cities.** Cities can explore giving preferential access to city markets for sharing economy businesses that share relevant data.

The LGSE report recommends that cities prioritize innovative community sharing practices that promote the reuse, borrowing, swapping, repair and maintenance of goods. Cities are asked to study the sharing economy closely, to measure the effects of car sharing, for example, to see whether the touted benefits are actually delivered locally. Do companies like Car2Go and Communauto help ease congestion, reduce energy consumption and lead to healthier consumer lifestyles? Cities have to examine the data for themselves and, as noted above, some municipalities are requiring data sharing as part of their agreements with sharing economy actors.

For Timmer, there are three elements to consider in exploring the intersection of new economies and cities. First, she thinks it is important that cities become more self-reliant. By reducing their dependence on global networks and by building internal capacity, cities can more reliably meet the needs of their citizens. Second, she thinks innovations in closed-loop manufacturing and circular production across sectors hold considerable promise. For example, why not encourage more local industries to pool and share resources, such as energy, water, materials, technical expertise and transportation, so that their practices are more efficient and sustainable?

At the same time, cities are nodes in the flow of global goods. By recognizing their power – for example, as large purchasers of goods – cities can exert a greater influence on world economic patterns and supply chains.

Any new economic model must be committed to equity and ensure the inclusion of all citizens, including those who traditionally are the most disenfranchised.

Timmer also calls for cities to use their collective voice. Cities are already increasingly acting in concert in order to pursue commons goals. "Networks such as the *Urban Sustainability Directors Network* and *C40 Cities Climate Leadership Group* are already joining their efforts, for example in advancing carbon-neutral and renewable cities," says Timmer. As more and more of the world's population lives in cities, this work will become only more critical.

PROJECT FEATURE

VOICES OF NEW ECONOMIES

What if our economy were as focused on the flourishing of humans and the environment as it is on shareholder profits? That is one of the central questions tackled by the Voices of New Economies blog series and report, produced collectively by One Earth and the Canadian Community Economic Development Network (CCEDNet). The report's five sections focus on rethinking economic fundamentals; healthy ecosystems, happy communities; building an inclusive economy; tools and policies to get us there; and new economies at work.

CITIESFORPEOPLE.CA/EN/BLOG/ARCHIVE/ TAG/VOICES-OF-NEW-ECONOMIES

ARTS & COMMUNITY

"To see things differently than other people, the most effective solution is to bombard the brain with things it has never encountered before."
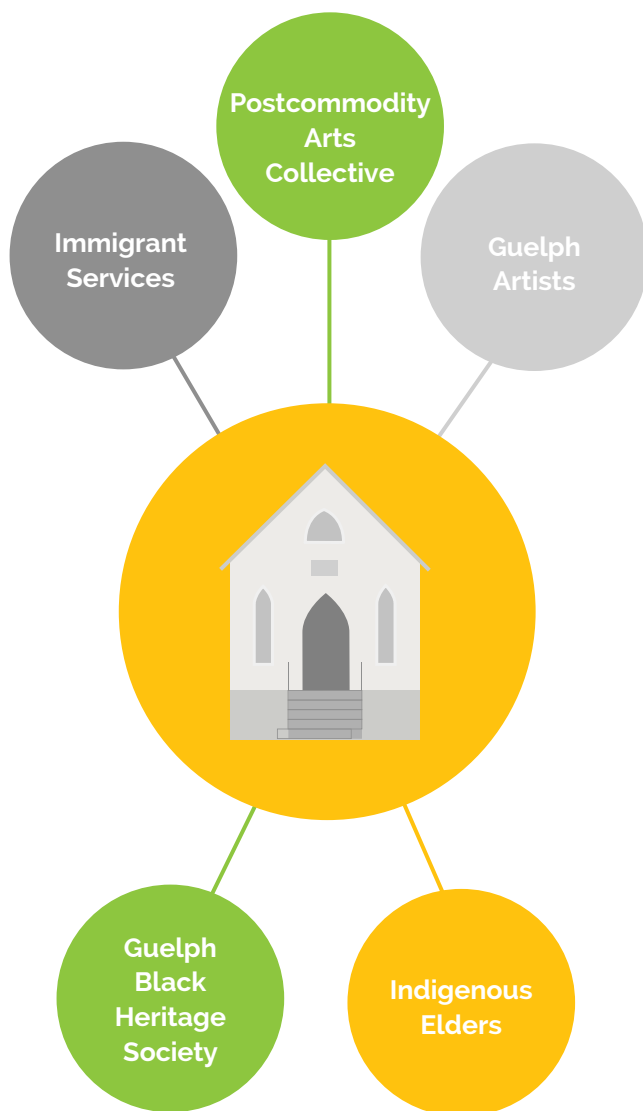
— Gregory Berns, American neuroscientist and expert on the biological origins of creativity

"Making art connects us across languages, races, ethnicities and religions. We need places where everyone can rediscover the power of expression through the arts, and see our generosity of making and sharing is received."

— Janis Timm-Bottos, art therapist and professor, Concordia University

HERITAGE HALL CONVENING COMMUNITY

Postcommodity Arts Collective

Immigrant Services

Guelph Artists

Guelph Black Heritage Society

Indigenous Elders

"Lethbridge, Regina, Kelowna, Rimouski and many more – the way artistic organizations take shape in these smaller cities is characterized by a real do-it-yourself ethos," says Shawn Van Sluys, Executive Director of Musagetes.

"These cities have valid arguments to make about how arts can be supported in an era of austerity. How can cities encourage this? Getting rid of some of the red tape can help."

When Musagetes, based in Guelph, Ontario, got involved with *Cities for People*, it found the initiative heavily focused on big cities such as Toronto, Montreal and Vancouver. But Van Sluys says it is vital not to overlook cities of 100,000 inhabitants or less. His organization works in smaller cities because they find the scope more manageable for the kind of work they do. Within these cities, there is often a greater demand and potential for arts activities that are truly grassroots.

Van Sluys believes in recent decades there has been an offloading of responsibility for the arts by governments, redirecting it to corporations. While corporate investment can create large, magnificent new facilities, such as the Art Gallery of Ontario, there are inherent risks in the model. It makes art projects more vulnerable to economic restraint or austerity. Investments can suddenly dry up in hard times, leaving renovation or building plans in disarray. Van Sluys believes Canada lacks a policy on culture for cities that is not commodification-driven, in other words, culture that does not require large capital investments.

Musagetes is working at a very different level.

The history of the Underground Railway became the inspiration for a Musagetes project called *People of Good Will*, hosted in an old church, now renamed Heritage Hall. *People of Good Will* is a coalition of 22 people from the Guelph Black Heritage Society, Musagetes, Postcommodity (an Indigenous multimedia art collective from the southwest United States), Guelph-based artists, Guelph Neighbourhood Support Coalition and Immigrant Services. Indigenous elders and community members act as advisors.

Over the course of a year, a series of events and shows by local and international artists, arts programmers and community organizations was featured at Heritage Hall, initiated by Postcommodity and supported by the *People of Good Will* coalition.

PROJECT FEATURE

SENSELABS

In 2014, Musagetes brought **SenseLabs** to Lethbridge, a city in southern Alberta that sprawls across an arid landscape. **SenseLabs** invited Jean-François Prost, a Montreal-based artist, to lead the group in the development of a series of public actions. Throughout the city, participants explored sites of conflict, overlooked spaces, contested spaces and sites of interest. By placing a 20-metre length of red fabric on the sites, they transformed these places into momentary social spaces for conversations, picnics and tea parties. Such activities have the effect of focusing attention – and imagination – on overlooked and neglected spaces.

🡥 **MUSAGETES.CA/PROJECT/ THE-LETHBRIDGE-SENSELABS/**

Convening community in this manner demonstrates the catalytic power of the arts. Musagetes would like to see more: city councils encouraging the participation of artists in public space, and even further – bringing artists directly into the decision-making process.

Musagetes has also been experimenting with what it calls SenseLabs since 2012, the first such lab being in Sudbury. The foundation describes SenseLabs as a form of cultural mediation: "a process of building bridges between the cultural and social realms in order to counter the exclusion of a large part of the population from encounters with and participation in the arts."

"The arts are an open crayon box of possibilities," says Van Sluys. "Question-raising is the focus of arts, not solutions."

Musagetes' work during *Cities for People* opened up a new field of activity. It is now embarking on a project called *ArtsEverywhere*, an ongoing set of activities – convenings, cafés, publications, educational projects – as well as an online "idea hive," a web platform to foster inter-sectoral dialogue about the value of arts. The inspiration for the web platform comes from The Nature of Cities (TNOC) site, to which Musagetes was introduced during *Cities for People*. Musagetes will adapt TNOC's web architecture, which will serve as a forum for white papers, policy critique, essays, book reviews, podcasts and more.

The aims of *ArtsEverywhere* are to create a network of global champions for Musagetes' work, to expand its communications capacity, to partner with other like-minded organizations, to provide a resource for traditional media for information about the role of the arts, and to provide a forum for ongoing learning, especially related to collaborating with and learning from Indigenous peoples.

THE **POWER** OF NARRATIVE
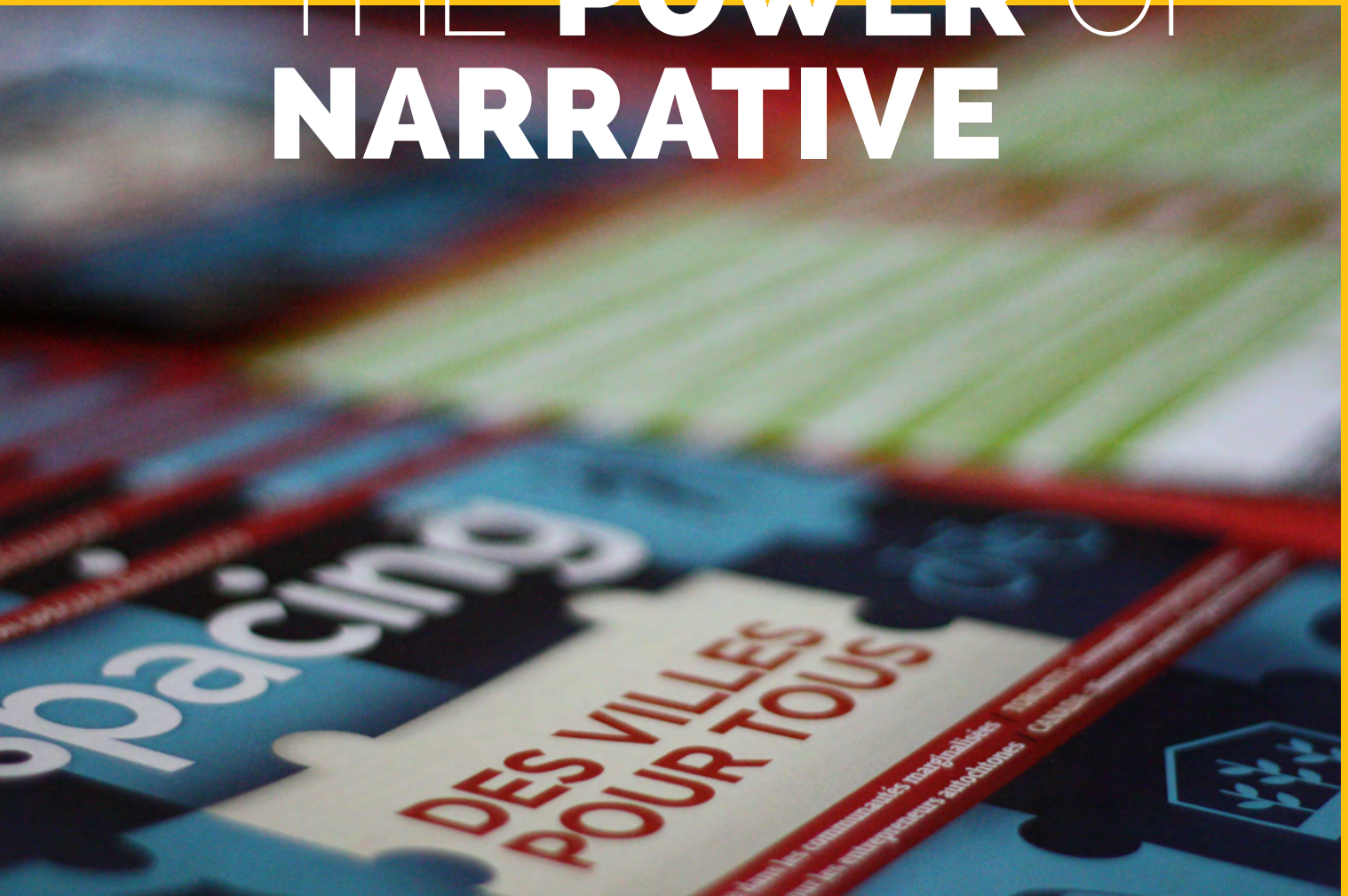
"A 21st-century city doesn't need a brand or a slogan. What a 21st-century city needs is a strong sense of identity. What it needs, perhaps, is an origin myth in which it can take collective pride. A shared defining narrative that feels real, and not like something dreamed up by an out-of-town marketing firm."

— Paula Simons, *Edmonton Journal*

A core proposition of *Cities for People* is to contribute to new narratives about what cities can be, and to engage new audiences.

On the national stage, *Cities for People* launched a website and social media platform fairly early on to accomplish several goals:

INVITE

Invite people from across Canada and beyond to share their stories about urban innovation projects.
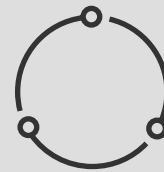
SHARE

Share experiences from the *Cities for People* demonstration projects.

EVALUATE

Evaluate *Cities for People's* work through structured posting of content about projects and welcoming input from our website community.

GLEAN PATTERNS

Glean patterns from the stories that we collected to understand how narratives about cities and people's relationships to them are evolving.

THE NATURE OF CITIES

Cities for People curators Jayne Engle and Shawn Van Sluys are writers for The **Nature of Cities** (TNOC) website. The TNOC community comprises a broad diversity of people, from architects and designers to scientists, from practitioners to entrepreneurs and artists – pursuing transformational dialogue that leads to the creation of better cities for all.

THENATUREOFCITIES.COM

Initially, the digital tools failed to convey a clear narrative about *Cities for People*, primarily because the website was launched before curators had reached agreement on its purpose and audience. However, as the initiative progressed, the level of engagement with the site and social media made it clear that the online platform was meeting a previously unmet demand – a space to hold local and national-level conversations about Canada's cities.

Cities for People and *Social Innovation Generation* (SiG) presented the webinar series "Social Innovation and Resilience in Cities," attended by hundreds of urban enthusiasts:

- *URBACT* and innovative practices in European cities, with Eddy Adams
- vertical resilience and community renewal, with John Brodhead and Graeme Stewart
- *100in1Day* and active citizenship, with Juan Carlos Londono and Cédric Jamet
- art that changes the world, with Judith Marcuse
- enhancing creative community resilience, with Chiara Camponeschi

Cities for People also partnered with *Spacing* magazine to foster a *national* conversation on the themes raised by the initiative. Thirty-five blog posts over the course of a year addressed civic livability, shared economies and urban resilience. The bloggers, among many other intriguing subjects, covered:

- mobile book-lending services for marginalized groups
- creating citizen spaces through Indigenous soundscapes
- urbanism road trips to Detroit and Pittsburgh

Spacing created a special *Cities for People* issue in both English and French – a first for the magazine. The collaboration also supported writers and bloggers in cities that had not previously been prominently featured, such as Guelph, Laval and St. John's.

A host of stories, from coast to coast, covered:

- how a Montreal-based group, Exeko, is reaching out to the city's marginalized Indigenous communities
- how United We Can has improved the quality of life for Vancouver's Downtown East Side residents by providing employment opportunities
- how three urban agriculture projects are reshaping their respective cities

DISRUPTIVE IMAGININGS

Disruptive Imaginings is a learning collective of practitioners and academics in the fields of arts, futures and sustainability who are experimenting and learning together to imagine possible positive futures. The hypothesis behind **Disruptive Imaginings** is that we lack imaginative foresight – compelling, creative, alternative visions to the status quo – that engage us fully as human beings. **Disruptive Imaginings** asks the question, "How can we use our collective imaginations to create better futures?" **Cities for People** provided support to One Earth and Musagetes to launch this project and gather key players, with the first workshop held at Wasan Island in 2014 and a second in Vancouver in 2015.

DISRUPTIVEIMAGININGS.WEEBLY.COM

- how a Toronto photographer has compiled photos comprising at least one city-dweller from every country in the world
- why Edmonton is considering an "Aboriginal Quarter" near downtown
- how Jane's Walk is engaging with suburban "community choreographers"

Cities for People greatly benefited from this influx of new ideas and fresh perspectives from a new generation of urbanists. *Cities for People* also supported several new ways to engage urban audiences at the local level.

New Scoop YYC is a news service that explores and shares stories of grassroots change in Calgary. It was conceived as an experiment in uncovering local, community-based stories, and quickly gained traction when Mayor Naheed Nenshi tweeted a link to *New Scoop*'s very first newsletter to his 200,000 followers. After its 2014 debut, *New Scoop* was incorporated as a co-op, owned by members.

Examples abound of *New Scoop*'s community-minded approach to journalism. In January 2015, Kathryn Cormier reported on how faith communities can serve as community hubs, attending a meeting at the Knox Presbyterian Church, where the Interfaith Council of Calgary hosted residents who are interested in implementing the *Calgary Poverty Reduction Initiative*, also called the *Enough for All* strategy. The goal of this movement is to facilitate connections between residents and to improve access to programs and services that support individual and family resiliency. *New Scoop* covered it all.

The cooperative has produced dozens of such stories in the few months since it was started, and inspired a similar project for Peterborough, Ontario.

CITIES FOR PEOPLE NATIONAL FORUM

In November 2014, **Cities for People** held a national forum in Toronto. Entitled **Building a Movement**, it was designed to bring together key thinkers and activists to shape a shared strategy for advancing a resilient and livable cities movement in Canada. Keynote speakers were Jan Gehl, the internationally renowned architect and urban designer, and Sasha Issenberg, journalist and columnist for **Slate** and the Washington correspondent for **Monocle**. The forum achieved several useful goals: introducing **Cities for People** to a larger audience, helping curators understand each other, exploring ideas within the themes and generating content that became the foundation for **We Are Cities**.

EVERGREEN.CA/DOWNLOADS/ PDFS/CITIESFORPEOPLE.PDF

CITIES FOR PEOPLE WEBSITE

Blogpost: Urban Aboriginal Round
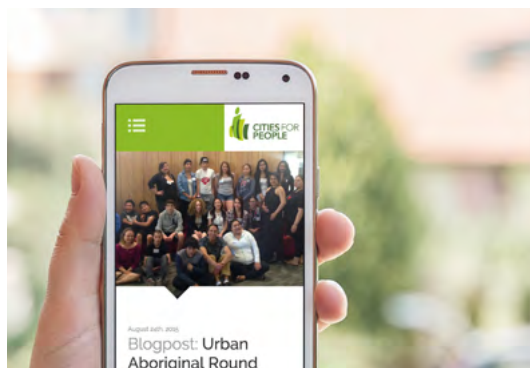
The **Cities for People** website provided a way to highlight the work of the curators and other participants, and to create a sense of community across the diverse stakeholders and geographical regions. Ted Norris, the Urban Indigenous Convenor at **We Are Cities**, talked in his blog about the four Indigenous roundtables and explored themes of importance to First Nations across Canada. Pictured here are the **We Are Cities** round table participants at the Ma Mawi Wi Chi Itata Centre in Winnipeg.

CITIESFORPEOPLE.CA

CIVIC COMMONS

"Our city forebears conceived of and created a variety of civic assets to meet the particular needs of their times. Rich patrons, such as Andrew Carnegie, created public libraries for the democratization of knowledge; private companies built transportation systems that would ultimately convert to publicly owned and managed transit; faith organizations organized schools, settlement houses and community centres, many of which would be converted to public, secular use; and governments created post offices, train stations, public schools and parks to further the healthy functioning of the city."

— *Re-Imagining the Civic Commons*

> "
**Today the commons
are our streets, parks,
squares and much
more – places for
people to "celebrate,
learn, rest, play, trade,
make key decisions,
express collective
aspirations, and pro-
vide for themselves
and one another.""**

**Civic commons are perhaps best understood as those places
"where we do together what we can't do alone." These are
the words of Mary Rowe, the Executive Vice-President of the
Municipal Art Society of New York (MAS), a U.S. partner of
Cities for People.**

The commons in pre-industrial Britain were areas in which any
citizen was allowed to graze cattle. They were quite literally
"commonly" owned by everyone. Today the commons are our
streets, parks, squares and much more – place for people to
"celebrate, learn, rest, play, trade, make key decisions, express
collective aspirations, and provide for themselves and one
another" (*Re-Imagining the Civic Commons, MAS*).

Key among these facilities are what are called civic assets, vital
pieces of infrastructure that typically were built with public
funds – post offices, libraries, bus yards and so on.
In 2016, many of these assets are underused, abandoned or have
been turned over to strictly private use. Repurposing
our civic assets has become an important tool in revitalizing
the commons.

The *Civic Assets Project*, led by Talia Dorsey of The Commons
Inc. in Montreal, has worked to identify the city's existing
assets and organize them according to a taxonomy, which will
facilitate a broader conversation about how they might be
redesignated and repurposed. The project is also focused on
pilot projects that will test its methodology and replicability.

The work of classification entails not only organizing assets
into categories – religious, health care, industrial and many
more – but also defining their abstract relationships to the wid-
er city. The project leaders note in their report that "civic assets
resist simple classification such as 'public.' Commercial private
enterprises can become civic assets, when their open and public
nature makes them become focal points of convergence for
multiple communities and users." Montreal's Schwartz's Deli,
for example, is an exemplar of the city's vibrant Jewish cul-
ture and attracts local and international visitors in the tens of
thousands.

One can also think of civic assets as "strategic infrastructure."

A specific project conducted by a different set of actors shares
a similar focus on breathing new life into old buildings. St.
Joseph's Church in Little Burgundy is one of the oldest religious
buildings in Montreal. Built by the Sulpicians, it was finished
in 1861 and became a key pillar of a local, vibrant community.

RE-IMAGINING THE CIVIC COMMONS

"At a global convening at Manhattan's Civic Hall, the Municipal Art Society of New York (MAS) released **Re-Imagining the Civic Commons**, a first-of-a-kind analysis on the state of the 'civic commons' – the constellation of shared assets like parks, libraries, post offices, public pools and churches, which have historically served as the backbone of urban life. The analysis was produced with the support of the Miami-based John S. and James L. Knight Foundation.

MAS Vice President for Strategy Mary Rowe said, 'Here in New York, the critical role of these gathering places was made all too clear in the wake of Hurricane Sandy, when libraries and Starbucks coffee shops transformed overnight into disaster relief hubs. But neighbors know that these civic assets help knit communities together in quiet, every day ways as well. When we shutter our libraries and turn our churches into condos, what's left of the creative community collision that draws dreamers and innovators to cities in the first place?'

The report was released to an audience of urban leaders from Montreal, Toronto, Chicago, Boston, Philadelphia, and New York as part of a global conversation entitled '**Building a Sustainable Civic Commons**.' During this two-day event, participants explored the role that civic commons play in urban livability and economic competitiveness, and discussed investment and programming strategies to strengthen them.

The event was hosted by MAS in partnership with Evergreen CityWorks, **Cities for People**, Community Design Resource Center, Boston Society of Architects, Chicago Architecture Foundation and the Fairmount Park Conservancy, and with the support of TD Bank, Maytree Foundation, Ideas That Matter, The J.W. McConnell Family Foundation, Metcalf Foundation, and Stantec."

From a 2015 press release by the Municipal Art Society of New York (MAS).

PRNEWSWIRE.COM/ NEWS-RELEASES/ RE-IMAGINING-THE- CIVIC-COMMONS- 300098340.HTML

"

The revitalized space will support Montreal's burgeoning ecosystem of social innovators, entrepreneurs and economic developers."

But a century and a half later, with religious participation declining in all of Quebec, St. Joseph's had become chronically underutilized.

Natalie Voland, of the real estate company Quo Vadis, saw an opportunity. Voland negotiated with corporate, non-profit, university and municipal representatives in and around the neighbourhood to develop a shared vision for how St. Joseph's could be turned into a multi-purpose community hub, retaining the building's historic function of bringing people together. A deal was inked in 2015 and Quo Vadis became the new owner of the beautiful, neo-Gothic building.

To be known as *Le Salon 1861*, the revitalized space will support Montreal's burgeoning ecosystem of social innovators, entrepreneurs and economic developers. It will provide a co-working space and serve as a venue for workshops, events and networking. It will collaborate with McGill University to offer applied learning opportunities for students and researchers, and will have active partnerships with several local organizations, including a fitness centre and the Tyndale St-Georges Community Centre , which provides educational programming for youth and adults in this predominantly lower-income area.

In the spring of 2015, the McConnell Family Foundation approved an investment in Le Salon 1861, seeing the project as an innovative approach to repurposing this vital piece of Montreal history for the public good.

CHAPTER 7

CURATION

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"Cities are an immense laboratory
of trial and error, failure and success,
in city building and city design."

— Jane Jacobs

How can we enhance social, ecological and economic well-being and help civic cultures thrive? *Cities for People* was designed as an urban innovation network of curators to facilitate collaborative action and systemic change.

Why curation? This term best describes the work of identifying promising approaches, connecting them with each other and testing new strategies and tactics in a diversity of ways. How did it work out? As with any experimental approach, there was success and failure. In the first 18-month phase, here are some of the lessons that were learned along the way.

CITIES FOR PEOPLE DESIGN JAM

In February 2015, **Cities for People** held a "design jam," facilitated by the MaRS Solutions Lab. This was geared toward the generation of ideas and leverage points to serve as a source of input to the Foundation's planning process. The Solutions Lab team led the group through several exercises, including brainstorming, issues mapping, collective visioning and design principles. This allowed the group to transition from big picture thinking about cities to focusing on audiences and the nitty-gritty of possible structures.

EVENTS.TAMARACKCOMMUNITY.ORG/ LATEST/CITIES-FOR-PEOPLE-DESIGN-JAM

EMERGENT STRATEGY

When adopting an emergent strategy approach, it's important to have robust support, structure and processes in place so that the learnings can surface and inform strategy. It is also important not to expect clear strategy as an input, but rather as an output of an emergent process.

There was some uncertainty among *Cities for People* participants about the extent to which there should have been a more comprehensive strategy on the front end. On the one hand, using the *Cities for People* platform as an open invitation to collaborate allowed curators to work effectively in their realms, drawing on their organizational strengths and interests. On the other hand, shaping strategy as a group requires a set of guidelines and processes for sharing learnings and emerging intentions that were not laid out early in the process. This type of evaluation serves the purpose of developing or adapting especially innovative programs or initiatives that are unfolding in dynamic and complex conditions. Mark Cabaj and Jamie Gamble, experts in Development Evaluation, played a pivotal role in *Cities for People*. They were part of the team and collaborated to conceptualize, design and test new approaches in an on-going process of adaptation and intentional change.

CONTENT VS. STRATEGY

Content and strategy are different. Which one is subject to experimentation – and when – are important matters to clarify.

Experimenting with both the *what* (emergent strategy around broadly defined resilience, livability and inclusion objectives) and the *how* (decentralized governance, curatorial model of project delivery) sometimes led to inefficiencies and uncertainties. When both the working model and emerging output were experimental, it became difficult to track learnings and develop concrete actions from those learnings. Without predetermined outcomes, it becomes necessary to identify the kind of checkpoints necessary to ensure that we are heading in the same direction, yet still open to unanticipated learnings and opportunities. The initiative could have benefited from collectively defining minimum specifications about curation to ensure learnings that inform emergent strategy would surface at critical moments.

POWER DYNAMICS

Understand that power dynamics are still a part of distributed governance.

While a goal was to break up the usual power dynamics in a grantor/grantee relationship by trying out a decentralized governance model, with the hope that a system of shared accountability would emerge, there was not enough consideration given to interpersonal dynamics. Over the course of the experiment, it became clear that curators and the Foundation differed in expectations of the central coordination role, making the double layer of national curation – stewarding both projects and the network of curators – tricky to navigate. More concerted efforts to develop common understandings of interpersonal dynamics within the network, which shifted and evolved over the course of the experiment, would have alleviated tensions arising from miscommunications about roles and responsibilities.

COMMUNICATION

Don't focus too much on external communications too early in an emergent strategy or experimental context.

Launching a website and public-facing communications at the beginning of the experiment when communications goals and audiences were not yet agreed by partners was a challenge. In addition, because the notion of *Cities for People* resonated with so many different stakeholder groups and interested citizens, curators sometimes struggled to keep up in responding to requests for information, presentations and involvement. Having a public-facing communications platform was advantageous for getting the word out but inopportune for presenting a clear picture to outsiders about the work.

VALUES

Embed values deeply in an initiative and ensure there are clear mechanisms to allow those embedded values to come to life, especially if the initiative is dispersed.

From the beginning, *Cities for People* wanted to focus on social inclusion as a cross-cutting theme, as well as ensuring the work was pan-Canadian, that is, reaching across geographies and engaging with both anglophone and francophone Canada. While individuals within the *Cities for People* network were on board with these two objectives, they struggled to integrate them deeply into their work as a collective.

In order to build a platform grounded in social inclusion and a pan-Canadian orientation, it is important to develop deliberate measures and actions that influence resource commitments and the work that participants undertake.

WHAT'S NEXT?

"There is no single answer to any problem in the city. The solution comes from a multiplicity of answers."

— Charles Montgomery, author of *Happy City*

"Create a plan for **tomorrow**, not yesterday or today."

— Brent Toderian, city planner

During its first phase, *Cities for People* **supported demonstration projects that have the potential to contribute to larger-scale improvements to our cities. In its next phase,** *Cities for People* **will focus on innovations that increase equality, revalue the civic commons and support cities' social and economic innovation and transformation on a larger scale.**

Economic and social inequalities are increasing in most Canadian cities, manifested by a lack of affordable housing, a more precarious labour market, a weakening social safety net and a decline in confidence in the capacity of governments to address these challenges. Given the need to address the issue of inequality, we will make it one of the pillars of the ongoing initiative.

Another vital pillar – revaluing our civic commons – is born out of the belief that disused or underused hospitals, churches, post offices, schools, libraries and the like represent opportunities to meet a range of needs in our cities for social enterprise incubators, co-working spaces, intergenerational learning centres and more. These assets are the backbone of our cities and provide opportunities to reimagine the cities of tomorrow.

Complementing the work with cities on the challenges above, we propose to support interventions around specific challenges and opportunities in a few selected cities using *City Labs* for innovation and transformation. In each case, a consortium of governments, businesses, community organizations, academics and affected populations would come together to co-create breakthrough possibilities for change. The goal of the labs would be to improve the ability of such cross-sectoral collaborations to achieve measurable, durable impact.

There is lots of work ahead, and we know that no single organization, agency or government can make a lasting impact alone. This report is not just a retrospective on what we have accomplished so far, but also an invitation to join us. Quite simply, we cannot do this without you. Help us build the cities for people that Canadians of all backgrounds need and deserve.

To find out more, please visit
CITIESFORPEOPLE.CA

ABOUT CITIES FOR PEOPLE

Cities for People is an initiative that seeks to make Canadian cities more resilient, inclusive and innovative, as well as better equipped to rise to the social, economic and environmental challenges of our times. Our goal is to foster change so that cities can embrace the needs and aspirations of their populations and come up with ways to meet them. Because there are already so many great transformations underway across Canada, one of the ways we work is to amplify the effects of other movements to achieve greater impact.

During our experimental phase (from January 2014 through June 2015), *Cities for People* focused on four core "curated" themes: Art and Society, New Economies, Citizen Spaces and CityScapes. We tested approaches that would increase the reach and impact of urban innovation activities by:

- Supporting promising innovations and demonstration projects through collaboration, training and knowledge exchange.

- Connecting people and organizations who have common goals but different approaches to develop complementary activities and new institutional alliances.

- Raising the profile of resilience and livability activities through various means, such as special events, conference presentations, and the CitiesForPeople.ca web site and social media.

- Fostering cross-sectoral (public, private, community) contributions to sustaining civic innovation locally, nationally and internationally.

FOUR THEMES OF THE EXPERIMENTAL PHASE

Cities for People focused its work on four core "curated" themes, which were seen as critical areas of engagement.

Art & Society

Transforming public narratives and community practices through socially relevant arts. The Arts and Society theme was curated by *Musagetes* in Guelph.

Sample Demonstration projects: *SenseLabs; People of Goodwill; Into the Street: Avenues for Art; A.RT: Artist Round Tables; Musical Improvisation Project; Disruptive Imaginings*

New Economies

Making economies and money work better for people, cities and the planet. The focus was on promoting sustainable consumption and production, social finance and local economic development, particularly collaborative and environmentally-friendly economic and business models.

Sample Demonstration projects: *New Scoop YYC; Binners' Project; Local Governments* and the *Sharing Economy Project; National Industrial Symbiosis Program (NISP) Canada; Get2Gether Grants*

Cityscapes

Addressing housing, infrastructure and transportation needs, as well as greening neighbourhoods, brownlands development, agriculture, energy and water; all the while integrating social, cultural and economic values.

Sample Demonstration projects: *Tower Renewal Project; Block Captains Project; 100In1Day; Cities for People Forum; We Are Cities; ALERT Hackathon*
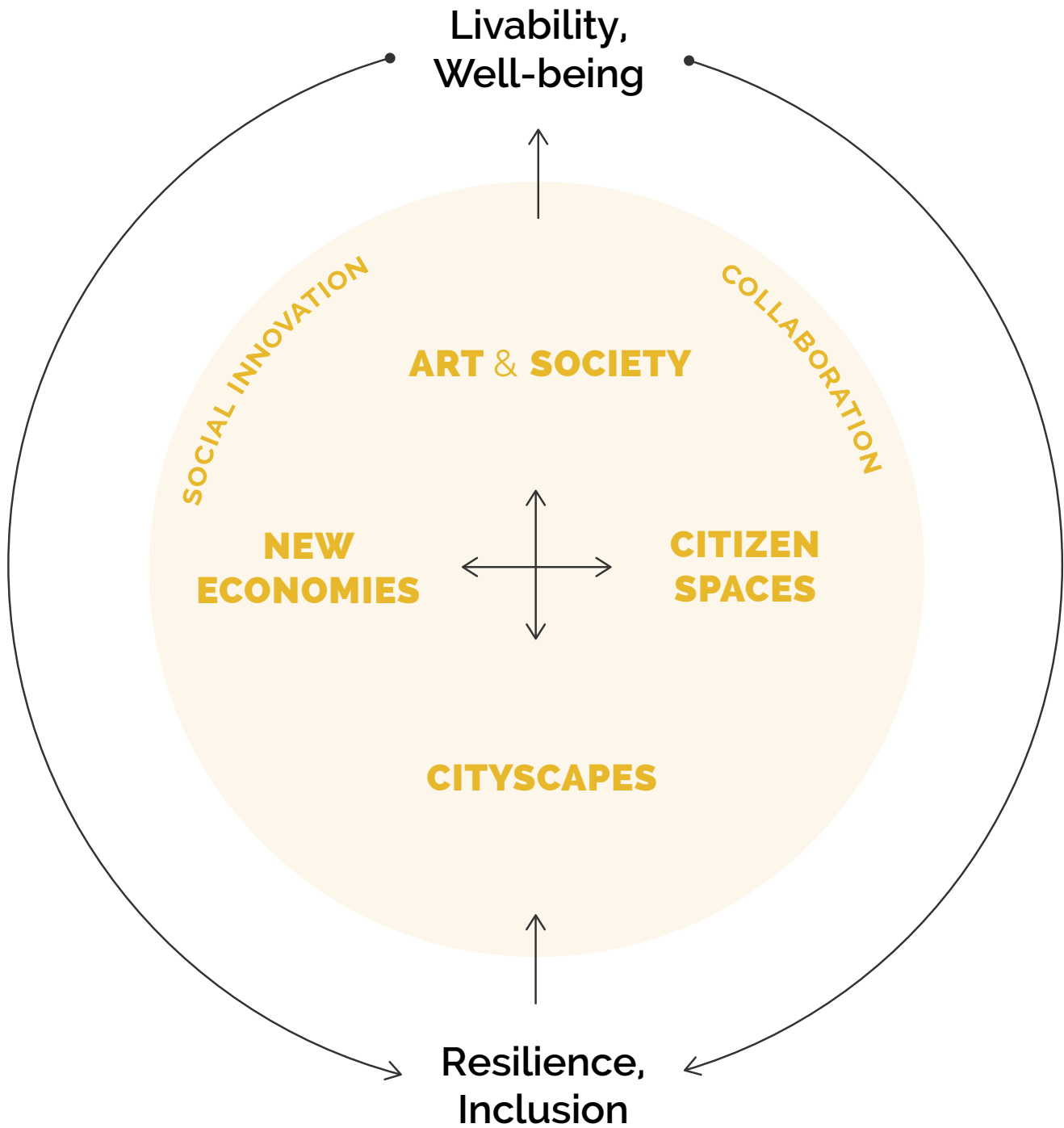
Citizen Spaces

Animating public spaces and exploring ways for citizens to engage more meaningfully in local decision making.

Sample Demonstration projects: *Transforme ta ville; Jane's Walk; Jardins pour tous; Get2Gether Grants* with One Earth; *La ville, c'est nous*

Livability,
Well-being

SOCIAL INNOVATION

COLLABORATION

ART & SOCIETY

NEW ECONOMIES

CITIZEN SPACES

CITYSCAPES

Resilience,
Inclusion

CURATORS

A national curation team supported the network of thematic curators and led coordination, communications and strategy activities. This team also played a central role in representing *Cities for People* as a whole and in curating the cross-cutting themes of resilience and livability.

Jayne Engle

National Curator
The J.W. McConnell
Family Foundation

John Brodhead

Former Executive Director
Evergreen CityWorks

Cityscapes

Shawn Van Sluys

Executive Director
Musagetes

Arts & Society

Vanessa Timmer

Executive Director
One Earth

New Economies

Véronique Fournier

Executive Director
Montreal Urban Ecology
Centre (MUEC)

Citizen Spaces

CURATORS

Evergreen CityWorks, part of the Evergreen national charity, is devoted to changing how we plan and design our cities to transform the way we live, and reduce the environmental impact of urban areas on a large scale. We bring together the public, government and private-sector innovators to experiment with new ideas and build coalitions to ensure their adoption in order to accelerate the shift to green infrastructure in cities across Canada and beyond. Our main focus areas are housing, transportation and city building. With innovative projects like *Tower Renewal*, the *Greater Toronto Area Housing Lab* and *We Are Cities*, we are testing new approaches to urban development that incorporate convening new stakeholders and implementing systems thinking to address these complex problems.

Evergreen CityWorks curated the Cityscapes theme.

⬀ **EVERGREEN.CA/CITYWORKS**

The **Montreal Urban Ecology Centre (MUEC)** is an activist non-profit organization that develops and proposes urban practices and policies to help create green, democratic and healthy cities. For nearly two decades, we have been acting to transform cities, which we view as ecosystems created by and for humans, where citizenship serves to build ties and drive change. Our work explores citizen engagement through transformative actions and participation in public decision-making processes. Our expertise is utilized in the areas of urban agriculture, greening, active transportation, urban planning and participatory democracy. Through various projects, such as *Transforme ta ville* (Transform Your City) and participatory budgeting, we seek to "ignite the flame" of citizen gestures, spontaneity and direct actions in the city. We also explore what these actions can teach us about the levers and obstacles involved in the transformation of cities for and by citizens.

The Montreal Urban Ecology Centre curated the Citizen Spaces theme.

⬀ **ECOLOGIEURBAINE.NET**

one earth

One Earth is a Vancouver-based non-profit organization focused on sustainable consumption and production across scales. The team is working toward North American leadership in consumption and production and new economies with such partners as the Urban Sustainability Directors Network (USDN), Sustainable Consumption Research and Action Initiative (SCORAI), Canadian Community Economic Development Network (CCEDNet), the Center for a New American Dream and the New Economy Coalition. From 2013 to 2015, One Earth was the curator of the New Economies theme of *Cities for People*, where they supported initiatives such as the *Binners' Project* (connecting waste pickers across Canada) and led the development of a road map for local governments on the sharing economy. One Earth, a member of the City of Vancouver Greenest City Advisory Committee, is on the Board of the National Zero Waste Council and is promoting eco-industrial networking through the *National Industrial Symbiosis Programme (NISP) Canada*. With international partners, One Earth is catalyzing a global initiative aimed at producing positive and compelling visions of life in sustainable futures. One Earth is also a co-founder of the *Global Research Forum on Sustainable Production and Consumption* and the *North American Roundtable on Sustainable Production and Consumption*.

One Earth curated the New Economies theme.

▢ **ONEEARTHWEB.ORG**

musagetes

Musagetes promotes the arts and artistic creativity as tools for social transformation. Musagetes is a catalyst for ideas and actions that make the arts more central and meaningful to people's lives, in order to promote healthier democracies and creative societies, "to start sparks, cause explosions…and make a difference in the world." Musagetes creates living experiences, some small, some large, that bring people together to articulate social needs, generate ideas and spark action. Musagetes' artistic projects consist of aesthetic, social, critical and pedagogical elements. The critical often takes the form of societal critique, spatial reorganization or social-justice activism. The pedagogical hones the spirit of contemplation; practices the acts of seeing, listening and feeling; and investigates forms of articulation. We engage in sense-making processes whereby we begin to understand more deeply how individuals make sense of the art they are experiencing.

Musagetes curated the Art and Society theme.

▢ **MUSAGETES.CA**

PHOTOGRAPHY CREDITS

DESIGN

Studio Jaywall

To view an online, interactive version of this report, including videos and links, visit:
PHASE1.CITIESFORPEOPLE.CA