

Summary | April 2018

FUTURE CITIES CANADA ROADSHOW

December 2017 - March 2018

TABLE OF CONTENTS

1	INTRODUCTION
1	Background
1	Future Cities Canada Roadshow
2	Participating Cities
3	ROADSHOW SUMMARIES
3	Cape Breton / Unama'ki
4	Halifax / K'jipuktuk
5	Six Nations of the Grand River
6	Regina / Wascana
8	Winnipeg
9	London / Kotequogong
10	Ottawa
11	CONCLUSION & NEXT STEPS
12	APPENDIX: PARTICIPATING ORGANIZATIONS

BACKGROUND

Three years ago, Evergreen and Cities for People began the groundwork for Future Cities Canada with the We Are Cities campaign. We engaged thousands of citizens by asking them to imagine an agenda for the future of our cities.

Five priority areas for action were identified through this campaign, including the establishment of a Canadian civic commons strategy. The need for a collaborative infrastructure to catalyze inclusive urban innovation for flourishing cities was soon realized in a subsequent report by Evergreen on the civic commons. It became clear we needed Future Cities Canada.

Future Cities Canada is a nation-wide initiative that will accelerate innovation in three ways: We will re-imagine futures, connect innovators and scale solutions to transform cities for the benefit of all. To advance our efforts, we have started to craft a broader engagement strategy based on the research findings and citizen networks developed as a part of the We Are Cities and civic commons work. The Future Cities Canada initiative aims to mobilize communities across the country to voice their visions of a better future for cities and become part of a global movement to trigger systems change. Some of the early initiatives that empower citizens to explore opportunities to be a part of the initiative include the 100In1Day platform and the Future Cities Canada Roadshow.

FUTURE CITIES CANADA ROADSHOW

From late 2017 to early 2018, Future Cities Canada worked with partners across the country to host a series of roundtable conversations and meetings with municipalities and communities to gather insights about the opportunities and challenges facing their cities and regions and collectively build a vision for equitable, regenerative and prosperous 21st century cities. These conversations brought together diverse stakeholders including city councillors, municipal bodies, indigenous organizations, business and tech companies, academia, local artists and civil society organizations.

The Roadshow had four core objectives:

- To gather knowledge of the current opportunities and challenges within cities
- To collectively create a vision of what the future of our cities can and should be
- To learn from public and civic sector leaders the types of capacity-building tools, resources, skills and relationships they need to be impactful city builders in their communities
- To build relationships and discuss opportunities for collaboration in advancing the vision and programs within Future Cities Canada

PARTICIPATING CITIES



CAPE BRETON / UNAMA'KI

December 4-6 2017

OVERVIEW

Cape Breton Regional Municipality in Nova Scotia is an amalgamated region of dispersed communities, each with their own identity and unique needs. Similar to many small to mid-sized Canadian cities, they are in a period of transition with a declining working population and a stagnant aging population. A notable exception to the area's declining population is Cape Breton's Mi'kmaq communities.

There is a new wave of leadership that has evolved within the region that is thinking innovatively about existing governance models and fostering new relationships. For example, entrepreneurs have greatly impacted Cape Breton's food systems and are also addressing housing issues.

Cape Breton has a unique Indigenous/non-Indigenous relationship that the rest of the country can learn from. Membertou First Nations is the third largest employer in the community after hospitals and schools. Their economic frontier was built on the innovations of today while incorporating indigenous knowledge-based principles of conservation, sustainability and reverence for the land and the waters. All four levels of government work in a collaborative manner. Participants identified the Membertou story and economic model as a useful case study for the Canadian context.

Roadshow Convener: New Dawn Enterprises Limited

New Dawn Enterprises Limited is the oldest Community Development Corporation in Canada and is a Founding Member of the Canadian CED (Community Economic Development) Network. New Dawn seeks to identify community needs and establish and operate ventures that speak to those needs. The organization employs over 175 people from the Cape Breton community and services 600 Cape Bretoners every day through its companies and projects.

INSIGHTS FROM THE ROADSHOW PARTICIPANTS

Roadshow participants¹ identified the need for a national convener that can facilitate the type of systems thinking and action required to create cities that reflect our collective needs. They emphasized community engagement as fundamental to our vision for building equitable 21st century cities. They expressed the need to invest more in human capital and capacity building to enable citizens to become co-creators in initiating this change process.

Participants highlighted the importance of a platform that supports learning and connecting community leaders to universities and post-secondary institutions, where research informs practice and vice versa, and information is disseminated to the right set of influencers and decision makers to support evidence-based decision-making.

Participants also recognized the importance of connecting existing hubs that drive urban innovation in cities regionally and nationally to share best practices and explore opportunities to work collaboratively.

¹ See Appendix for list of participating organizations from all cities.

HALIFAX / K'JIPUKTUK

December 7-8 2017

OVERVIEW

Halifax Regional Municipality (HRM) is a mid-sized city and the capital of Nova Scotia. Halifax is a major economic centre in Atlantic Canada with a large concentration of government services and private sector companies.

Roadshow participants highlighted an urgent need for a cultural shift within government to enable financial and political support for new ideas. They noted the spread of resources and programs are unequally distributed across the region, which is perceived as a major obstacle to building an equitable city. The demographics in the region are complicated, with a long history of racial divide leading to entrenched divisions and lack of trust.

Roadshow Convenors: CoLab and City of Halifax

CoLab and the City of Halifax were the local co-convenors. While the City of Halifax represents the municipal body, CoLab is a collaboration laboratory that provides spaces for people to innovate, experiment and strengthen their practices for leading in the world. They both weave together diverse backgrounds in sustainability, facilitation, research, systems thinking and public engagement. CoLab is a leader in design and strategic thinking and provides for meaningful collaborations to solve complex urban challenges.

INSIGHTS FROM THE ROADSHOW PARTICIPANTS

Roadshow participants expressed the importance of needs-driven data and evidence-based decision making for creating equitable cities that can address the needs of all residents, building on the vision of Future Cities Canada.

Municipal bodies who participated in the roundtable conversations felt they lacked the tools, time and capacity to facilitate meaningful engagement with the public. They also identified a need for research and best practices to de-risk innovation for municipalities and reduce the culture of fear.

Participants further identified a need to bring in experts to support local learning and inspire action. They saw value in connecting community leaders to universities and post-secondary institutions, ensuring that research informs practice and vice versa. They voiced their support for a learning platform within the Future Cities Canada context that would allow them to share stories of local success with other municipalities regionally and nationally. They also noted that they are in need of better tools to evaluate, document, and share best practices and cases studies on a national scale.

SIX NATIONS OF THE GRAND RIVER

February 23, 2018

OVERVIEW

Six Nations of the Grand River is the largest First Nations reserve in Canada, with a total of 25,660 members, with some 12,271 reported living on the reserve. It is the only reserve in North America that has representatives of all six Iroquois nations living together. The main reserve is located approximately 25 km southwest of the city of Hamilton, Ontario between the cities of Brantford, Caledonia and Hagersville.

Six Nations has built capacity in the community to collect and use data for their work. They recognize that proper records and data is critical for reconciliation. They are currently working on a five year GIS project with the University of Waterloo to redesign and regenerate the Haldimand Tract. They noted that information has not been documented and shared accurately, particularly around indigenous history.

Six Nations of the Grand River is also taking a leadership role in the green energy space. They are already involved in 16 wind and solar ventures in Canada.

There is a sense from local leaders that observations gained from community consultations are not properly documented and shared. Government and community groups continuously ask the same questions but nothing seems to change. Municipalities are often unable to deliver on their promises. Additionally, there is a sense that federal departments do not communicate with one another and are not aware what the other departments are doing with respect to First Nations communities.

It was observed that certain specialized knowledge areas are often inaccessible to Indigenous communities. Specialists and lawyers are needed but resources are limited. Existing Six Nations administration have limited capacity and need to deal with three levels of government on a daily basis.

INSIGHTS FROM THE ROADSHOW PARTICIPANTS

Within the context of Future Cities Canada, participants identified capital innovation as a need and recognized “revenue-sharing” as an effective approach for Indigenous and non-Indigenous communities to benefit from investments in the long term and generate a constant and sustainable source of income.

Participants also recognised the need for education and awareness generation in non-Indigenous communities. They noted that planners should have a greater understanding of treaty rights and historical context. There exists little to no documentation of best practices and success stories on Duty to Consult and Accommodate², for instance. Municipalities need success stories and better tools to evaluate, document, and share best practices and cases studies nationally. They also highlighted their committed interest to needs-driven data and evidence-based decision-making.

² In Canada, the duty to consult and accommodate with Aboriginal peoples arises when the Crown contemplates actions or decisions that may affect an Aboriginal person's Aboriginal or Treaty rights.

REGINA / WASCANA

February 26-27, 2018

OVERVIEW

Regina is the capital of Saskatchewan. The city is the second-largest in the province, after Saskatoon, and is the cultural and commercial centre for southern Saskatchewan.

Municipalities in this region do not feel they have the autonomy to address their own unique challenges, resulting in a “disconnect between needs, design and development” of infrastructure and provincial and municipal planning.

Among the many challenges of the city, housing is a major concern. Rental costs are high in the downtown area and units are of low quality and in dire need of restoration. Participants reference the need to implement the research and development strategy identified in the Civic Commons report³, which was considered fundamental in building inclusive cities.

Winter weather in Regina lasts from November to March with an average temperature of -12 degrees Celsius. Despite these conditions, Regina does not currently have a winter city strategy. Traditional urban development tools do not usually address these unique challenges, but planning for winter is essential to making communities more vibrant and livable. There was a sense that the prairies cannot afford to continue designing car-oriented cities. For many residents in Regina, sprawl was perceived as an inevitable reality. The municipality is grappling with how to influence residents and demonstrate the benefits of density in a region where these benefits are not at all obvious in the daily lives of residents.

The City of Regina often looks to much larger cities for models and best practices, yet these examples do not shed light on the unique needs and challenges of a municipality of their size.

Regionally, Saskatchewan has the fastest growing Indigenous population in Canada. Despite this fact, Indigenous people in Regina often do not have the support and resources they require to be leaders in reconciliation efforts within Canada. However, this racist environment in the province could pose a serious threat to Indigenous leaders as they are brought to the forefront of these conversations.

Roadshow Convenors: City of Regina and Common Weal Community Arts

City of Regina and Common Weal Community Arts were the local co-convenors. Common Weal Community Arts (CWCA) is a provincial arts organization that collaboratively engages professional artists with communities to promote social change and cultural identity through creative expression. CWCA also led the Civic Commons Research in Regina and contributed to higher level findings.

INSIGHTS FROM THE ROADSHOW PARTICIPANTS

Participants spoke of a need for inclusive civic engagement in the city building process, driving the vision for 21st century cities. They pointed to the need to redesign and leverage civic assets to meet the needs of the broader community and to learn from other cities.

In this context, they definitely saw value in the Future Cities learning platform that aims to share best practices and case studies on a national scale. Similar to the existing mid-sized cities research collaborative, participants recognised the benefit of building a cohort of researchers that focus on topics of research relevant to

3 https://www.evergreen.ca/downloads/pdfs/2016/EG_Mc_Civic_Commons_Report_MAY_2017.pdf

their local context.

As a winter city strategy was considered crucial, participants identified that research needs to be done on how to design walkable cities in the winter, the effects of winter on the homeless population, and more.

Participants saw value in Regina being recognized as a mid-sized city (MSC) and working with other MSCs. They saw a need for best practices and policy records from similar cities with comparable zoning, civic infrastructure, community engagement, etc.

WINNIPEG

February 28-March 1, 2018

OVERVIEW

Winnipeg is the capital of Manitoba. The city has a strong winter identity, it is an accredited member-city of the World Winter Cities Association for Mayors as of February 2018. The City of Winnipeg and Economic Development Winnipeg have been implementing projects to get the public engaged and excited about winter but participants stated that more needs to be done. There is a need to develop Winter City Design Guidelines according to Winnipeg's size and unique regional considerations.

The University of Winnipeg is an anchor institution rooted in community engagement and able to bridge gaps. It is addressing key infrastructure challenges faced by Indigenous communities and newcomers. The University of Winnipeg Community Renewal Corporation creates mixed-use rentals and 2-3 bedroom apartments for Indigenous students, who are mostly parents. There is more that needs to be done. Participants indicated that access to the university by public transit is abysmal and improving mobility is crucial to addressing issues of safety and accessibility.

Many Indigenous leaders are struggling with what they consider as an injustice and don't feel reconciliation is the resonant language. It was challenging to speak with participants about the future of cities and reconciliation given their view that existing structures, including the justice system, continue to fail Indigenous people on a basic human rights level.

Roadshow Convenor: MNP Consulting

MNP is a leading national accounting, tax and business consulting firm in Canada.

INSIGHTS FROM THE ROADSHOW PARTICIPANTS

Participants identified inclusive and active engagement in city building as a key element for building 21st century cities. They acknowledged the need for collaborative structures and processes that foster representation of diverse voices. Participant also stated the need for tools and forms of engagement to make systemic change. They voiced the need for more programs that serve Indigenous families and youth and educate and build capacity among non-Indigenous communities. The concept of "indigenizing spaces" resonated with participants.

Participants expressed the need for higher levels of monitoring, accountability and transparency through improved data aggregation and management tools as well as indicators that demonstrate process design and impacts. They identified a need to tie evaluation and indicators to larger collective efforts on national (Vital Signs) and global (Sustainable Development Goals) scales.

Participants also felt that municipalities and community organizations already understand the challenges facing the city as well as potential solutions but are unable to advance them due to limited sustainable funding streams.

LONDON / KOTEQUOGONG

March 19, 2018

OVERVIEW

London is a mid-sized city in South-Western Ontario and seems well positioned to lead in the field of social innovation. The city is perceived as a viable test market for Canadian products and ideas. As a mid-sized community, it can afford to experiment in ways that larger cities, under the closer scrutiny of higher levels of government and large number of residents with a national or international audience, may find difficult.

London has an engaged Downtown. Downtown is an association made up of two complementary organizations—the London Downtown Business Association (LDBA) and MainStreet London—that occupies an interesting space in the conversation about re-imagining the city. They strive to regenerate aging urban cores, encourage density, mixed-use redevelopment and appropriate amenities for residents and the broader community. They work closely with municipalities, collaborating where they can on community improvement plans to move the neighbourhoods forward.

In 2014, London initiated Canada’s largest civic engagement exercise called ReThink London to produce a new official plan. The London Plan provides direction to accommodate growth over the next twenty years, with the goal of improving connectivity between streets and enhancing mobility options. The London Plan also emphasizes preserving and improving agricultural lands, the natural environment, and local cultural heritage.

Roadshow Convenor: UnLondon

UnLondon operates as a creative incubator that provides tools, resources and support to turn ideas into results. They focus on the intersection of art, media, digital, technology and “maker” culture and facilitate unconventional ideas and innovative solutions. UnLondon host classes and workshops, organise conferences and help spread digital literacy around southwestern Ontario.

INSIGHTS FROM THE ROADSHOW PARTICIPANTS

London is currently reviewing their open data strategy and looking for a potential opportunity to engage in the data conversations of Future Cities Canada. There is widespread recognition that data and technology are increasingly becoming vital components of city building and London is already having active conversations about the federal government’s Smart Cities Challenge and what it means within their local context.

Participants also observed that knowledge about programs and processes is often held by a single individual, hence there is a need for effective project management tools and program documentation to enable knowledge sharing more widely. For effective decision making practices, they also intended to disseminate research to the right influencers and decision makers to support more evidence-based decision making. They saw value in connecting community leaders to universities and post-secondary institutions to ensure that research informs practice and vice versa.

OTTAWA

March 28, 2018

OVERVIEW

Ottawa is the Capital of Canada and the fourth largest Canadian City.

Last fall, the Federal Government announced the Smart Cities Challenge, a pan-Canadian competition open to communities of all sizes. The Challenge encourages communities to adopt a smart cities approach to improve the lives of their residents through innovation, data and connected technology.

By 2022, Canada is also renewing its safe data site certification which means that all data and tech initiatives need to be General Data Protection Regulation (GDPR) compliant. On a more global scale, it significant work is already happening on data and smart cities. Many of the Scandinavian countries, Germany, Austria, France, Singapore and Spain, among others, have been working on smart cities for many years. There are initiatives in the UK like Hyper Cat and Catapult that have done considerable work. On a local scale, ISO standards are being developed with the Federation of Canadian Municipalities and the City of Calgary is championing an IT infrastructure strategy. It has become imperative for new players to determine whether they are duplicating efforts or competing with existing ones.

Roadshow Convenor: Invest Ottawa

Invest Ottawa aims to deliver economic development programs and initiatives that increase entrepreneurial momentum, wealth and jobs in the City of Ottawa and its surrounding region. Its goal is to make Ottawa the most innovative City in Canada. Invest Ottawa services include start-up incubation and mentorship, acceleration for existing companies, global business attraction and local business retention, targeted sector development, commercialization, and marketing Ottawa's diversified economy and high quality of life.

INSIGHTS FROM THE ROADSHOW PARTICIPANTS

Roadshow participants were particularly interested in smart cities and data and shared key insights, concerns and observations related to the topic.

Building the conversation on data as a part of Future Cities Canada, participants felt the importance of understanding data as a large ecosystem, rather than viewing data and subjects in siloes. They identified the need for an accounting system for data across the country that is similar to Hypercat in the UK. They emphasized that understanding real needs and challenges is a prerequisite to selecting technological tools and an implementation process.

They also stated that currently there is a lot of broad policy around data and smart cities but little regulation in place. Such policies can often prevent municipalities from taking on smart cities initiatives and mentioned the example of Toronto that pulled away from smart light installations because it was considered too risky.

Participants identified a need and opportunity to work with unsuccessful candidates from the Government of Canada's Smart Cities Challenge. They identified that capital, whether equity funds or other investment sources, are key to supporting the move to smart cities nationally.

An emerging gap around tools for engagement was also identified. Participants saw value in learning platforms that would enable them to engage better and share best practices, tools and case studies on a national scale.

CONCLUSION AND NEXT STEPS

From all the roadshows, we learned that Canadian cities are facing global and local pressures that are rapidly influencing urban complexities and providing a window of opportunity to collectively build a vision for equitable, regenerative and prosperous 21st century cities. The conversations brought together diverse perspectives on the needs, challenges and opportunities facing our cities and potential areas of intervention aligned with the objective of Future Cities Canada.

Inclusive civic engagement was considered fundamental in building the overall vision for future cities. Participants expressed a greater need for capacity building to enable citizens to become co-creators and highlighted the importance of sharing best practices, case studies, knowledge exchange and research, and evidence-based decision making. They stressed the need for effective project management tools and documentation to enable knowledge sharing more widely. Participants were interested in the mechanisms being built through Future Cities Canada—labs, hubs and learning networks—and were keen to explore possible opportunities to work together.



Figure 1: Potential Areas for Collaboration with Future Cities Canada

The Future Cities Canada Roadshow was just the start of the conversation. We acknowledge the limited geographic scope through which these insights have been collected and recognize that these findings and insights are not exhaustive. However through the Roadshow, we have developed new and exciting relationships across communities that we intend to cultivate further as we continue to work with partners to co-create projects and further advance the programs under Future Cities Canada.

APPENDIX: PARTICIPATING ORGANIZATIONS

CAPE BRETON

New Dawn, Innovacorp, Membertou Heritage Park, Bras d'Or Collaborative Environmental Partnership Initiative, Office of Aboriginal Business at Cape Breton University, Cape Breton University, Pan Cape Breton Local Food Hub, Cape Breton Regional Municipality, Cape Breton Partnership, Sydney Waterfront District, Common Good Solutions, Sydney Downtown Regeneration.

HALIFAX

City of Halifax, CoLab, Common Good Solutions, MP Andy Filmore's Office, North End Business Commission, Halifax Partnership, Waterfront Development, Placemaking Canada, Ecology Action Centre Advanced Environmental Group

SIX NATIONS OF THE GRAND RIVER

Elected leaders that may not necessarily reflect the perspective of the entire nation or neighboring Indigenous groups such as the Mississauga of the New Credit.

REGINA

City of Regina, Common Weal Community Arts, Heritage Community Association, independent consultants, Sâkêwêwak Artist Collective, Regina Folk Festival, John Howards Society, University of Regina, Knox Metropolitan United Church and Regina Downtown Business Improvement District.

WINNIPEG

MNP Consulting, Winnipeg Regional Health Authority, Winnipeg Transit, Winnipeg Foundation, Chamber of Commerce, Number 10, Manitoba Association of Landscape Architects, Winnipeg Trails Association, City of Winnipeg, Synonym Consulting, Fortune Block, International Institute for Sustainable Development, Bike Winnipeg, Stantec, University of Manitoba, University of Winnipeg, United Way Winnipeg, True North, HTFC Planning and Design, Economic Development Winnipeg, Winnipeg Boldness Project, University of Winnipeg Community Corp, Manitoba Professional Planning Institute, and Folks North Portage Partnership.

LONDON

UnLondon, Urban League of London, Pillar Non-Profit, Downtown London, Growing Chefs, City of London, MLD Solutions, Sustainability Colab and Western University.

OTTAWA

Invest Ottawa, Impact Hub, Carleton University, University of Ottawa, Amazon, Ottawa Civic Tech, Government of Canada and Nokia