

Fuelling Our Civic Imagination: How Foresight
Can Support Civic Engagement

by

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Abstract

Civic engagement and foresight are connected ideas, as citizens utilize their civic imagination to work towards a picture of a better future – their preferred future. There are some key ingredients to enabling civic engagement – social capital, a sense of belonging, and trust – which are building blocks of the development of a sense of agency. Agency is the belief that one is capable of action, critical for the world of today. New ideas and issues are always emerging that have an impact on society, and communities, civil society organizations and institutions need to be monitoring for potential impacts or threats to our democratic ideals. By engaging with our civic imaginations, or our alternatives to current social, political, economic or civic environments, society can start describing what it is we are willing to work towards together. Through a horizon scan and trends analysis, several drivers, strategies, opportunities and recommendations are put forward to enable civic engagement, by invoking our civic imaginations in order to ensure it remains part of our collective future.

Keywords: Civic Engagement, Citizen Engagement, Social Capital, Belonging, Trust, Agency, Civic Imagination, Foresight.

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Dedication

- To all the agents of change, you've shown what is possible when dreams come to life.

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Part I: Introduction

"The world doesn't change one person at a time. It changes as networks of relationships form among people who discover they share a common cause and vision of what's possible."

- Margaret Wheatley

Social change invokes ideas about human and societal progress as a result of transformations in behaviour, values and norms. My curiosity has always extended to the people part of social change, how they coalesce and take action. Take for instance, the Sixties - this decade signified new ideas and expressions, and massive cultural, political and social upheaval that has been unparalleled, arguably up until now. Over the last decade, we have been experiencing a similar uprooting of traditions, values, and norms, and challenges to the status quo, where people have come together and expressed a desire to move the needle and create change.

The changes that we wish to see in society cannot happen without networks of citizens acting in concert with one another. Citizen engagement makes social change possible.

1.1 Overview and Rationale

There are so many issues that deserve our attention; it is impossible to consider them all. What matters to each of us naturally differs, so does why we engage. Our motivations for our civic actions are deeply personal; whether based on the interests we have at stake, our hopes to see our preferred future made possible, where we have expertise or credentials to lend, or because we are in the pursuit of emotional fulfillment. (Chapman, Krontiris, Krontiris, Webb, 2015) Whatever this catalyst may be – I have come to the conclusion that it is the actions involved that are important. My intention was to study this pathway to engagement, in the hopes of tracing the similarities, to determine how the findings may be used to engage others. However, the differences for each individual are broad, and many of the motivations personal. For instance, a parent wants to improve their child's school, and joins the PTA; or an animal lover without frequent access to pets volunteers at the local animal shelter; someone new to the city wants to meet people joins a local running club. Whatever the motivation, there are organizations, groups and resources out there to match your interest. In Canada, for instance, there are over 170,000 non-profits and charities with which to get involved, you just have to go out and find them. (Imagine Canada, 2003)

The foundation of these causes and what has given them the traction to get established is citizen engagement. As a reinforcing lever of change, citizen engagement is a fundamental aspect of a healthy, democratic society. French political thinker and historian Alexis de Tocqueville noted that citizen

engagement was a distinguishing feature of the American way of life back in 1831, and it has been ever-present since. Although there have been fears of its decline, (Putnam, 2000) evidence of citizen engagement can be found all around us, as it is an underpinning factor of most great public spaces, social justice movements, strong communities, and vibrant cities.

To better understand the practice of citizen engagement, I completed an independent study in 2014 entitled “Citizen Engagement and Social Entrepreneurship”. Eager to understand the landscape, I researched the various definitions, frameworks, and typologies used to describe citizen engagement, and documented the changing nature of engagement through several case studies. Through the research, I found that there is no agreed-upon definition of citizen engagement, which has a lot to do with the fact that the practice of civic engagement is quite young. (Adler, Goggin, 2005).

For the purposes of this paper, I put forward my preferred definition of citizen engagement, which will be referred to through the document:

Civic engagement refers to the ways in which citizens participate in the life of a community in order to improve conditions for others or to help shape the community's future.
(Adler, Goggin, 2005)

What I like about this definition is that implied in it, engagement is not initiated by someone with power nor used as a tool. The reason for participation is geared outwardly towards others and for the benefit of the community.

Participation can also happen in a multitude of ways, it is not just based on voting or consultations, thus, it is not distinctively political – nor is it apolitical. It

feels organic and community-driven. The other curated definitions are presented in Appendix A.

Regarding the ways in which citizens participate, in Robert Putnam's seminal work, *Bowling Alone*, he lists numerous examples; from attending club or association meetings, to visiting friends, taking part in card games, committee service, attending church services, charitable giving and electoral turnout. These activities can be drawn down further, to five main categories of civic participation:

Service - including formal volunteering through an organization and less formal ways of helping others, such as working with neighbors to fix a community problem

Participating in a Group - including memberships in associations and community organizations

Connecting to Information and Current Events - including accessing news in print or online

Social Connectedness - including the informal ways that people interact with their family, friends and others in their community, such as exchanging favors with their neighbors

Political Action - including registering to vote and voting.

(Corporation for National and Community Service and the National Conference on Citizenship, 2010)

If civic engagement comprises aspects of each of these categories, many of us would agree that it is beneficial to ourselves and to society at large.

1.2 Why is Civic Engagement Important?

As a key component to a healthy society, civic engagement is important for several reasons. It is a core principle of democracy, per the UN International Covenant on Civil and Political Rights, which states that people have the right and opportunity to take part in public affairs, and participate in the election of freely-chosen representatives that form a legitimate government. (United Nations, 1966) Our Canadian system of government is one that is “representative” of the people. (Marleau, Montpetit, 2000) Furthermore, our political system requires participation in order to create and uphold a “government of the people” (Ruf, 2013) Without citizen engagement in political processes; these foundations of democracy would crumble.

Secondly, through civic engagement, representatives are able to process and understand various viewpoints – often through deliberation or consultation. When we become stakeholders in an issue, we aim to have a voice in the decision-making process and avoid an outcome where we feel more disadvantaged than the outset. In James L. Creighton’s “The Public Participation Handbook”, he uses an example of a government’s decision on how to clean up a polluted river to demonstrate the rationale for involving the public, particularly if there are two or more “values choices” (such as health, safety, risk, cost, etc.) to be made. Creighton outlines that if the decision-making process is democratic and various stakeholder views are considered, the ideal result is that there are better outcomes for a wider portion of the population.

When values choices are informed by the public, there is less of an issue of decision-making process being driven by the decision-maker's ideology or expert bias, and the result is less likely to leave a group of people feeling marginalized. (Creighton, 2005) This is also why civic engagement is important. When meaningful consultation and deliberation occurs, diverse viewpoints come together, and legitimacy is established through consensus building. (Creighton, 2005) Beierle and Cayford outline that the result is increased trust between stakeholders that participate in a meaningful process. (as cited in Creighton, 2005) The resulting trust is key to strong networks, and a foundation for civic engagement, as I will demonstrate later.

Finally, it should be noted that civic engagement is beneficial to society on a multitude of levels – from the societal level to the individual.

- From a societal perspective – it strengthens democracy. We can push institutions like government to create more benefits to society by informing public affairs.
- From an organizational perspective – it can help manage complexity by leveraging citizens as key stakeholders in issues, and working through processes and ideas in tandem with what people want.
- From a community perspective – it enhances a sense of connectedness and creates stronger communities through the building up of trust and networks.
- From an individual perspective – it is tied to our well-being and it empowers us.
- It creates change.

It is for these reasons that I was keen to explore civic engagement at length in this paper. I care about citizen engagement because I have witnessed the positive spin-off effects it has when I initiated and ran a festival of civic engagement called 100in1Day in Toronto in 2014 and 2015 while working at Evergreen, a national charity focused on greening cities.

100in1Day is a festival of civic engagement that has been hosted in over a dozen cities around the world since its inception in Colombia in 2012. Since its arrival in Canada in 2013, it has been hosted in Toronto, Vancouver, Halifax, Hamilton, Montreal and Edmonton in subsequent years. The festival is a grassroots, citizen-led event. The ethos of 100in1Day is that everyone has an idea of how to improve their neighbourhood or community, and thus, they should be able to imagine, create and act on these ideas, and participate in creating a better city. These small-scale actions are known as “urban interventions” that are intended to improve the public domain. For 100in1Day, they are coordinated to take place on one day, where the impact of an individual “urban intervention” strengthens through the participation and engagement of others in concert together. I managed and oversaw all aspects of the event, from defining its goals and objectives, to the recruitment of partners and volunteers, facilitating of workshops and crafting outreach strategies and marketing campaigns. When it was launched in 2014, it was a huge success, garnering over one hundred and eighty urban interventions that first year and engaging a few thousand people.

Through this process, I came to see that people generally are positive about the idea of civic engagement and agree with it in principle – although they don't always participate even if they support an issue or cause. While it has become much easier for organizations, movements and causes to reach people, we are facing barriers that threaten traditional notions of civic engagement, which will be explored later in this paper. In addition, organizations rely on the participation of volunteers and the engagement of their stakeholders, but often struggle for deeper or more meaningful engagement opportunities with their constituents beyond transactional means. (Murray, 2013; Imagine Canada, 2012) This means there is an alignment gap – there might be a desire or willingness to participate, but a missed opportunity in terms of plugging in to something that is meaningful for both parties – the organization and the individual.

When civic engagement manifests, new possibilities come to light as the people involved develop networks and additional capabilities, potentially yielding alternative solutions to existing problems. For this reason, I believe that it is something that needs to be protected, because social change and progress wouldn't happen without the participation of people. Therefore, my purpose for this research is to showcase to communities and organizations some of the challenges that individuals face in terms of participation, and to offer insights and potential leverage points that may open up new ideas on how to engage citizens; as constituents, stakeholders, and agents of change. I will also be demonstrating that while citizen engagement is a foundation in democratic societies, it also requires certain key ingredients that enable networks to develop

for participation to thrive. These networks are built on social capital - the links and bonds that bring people together. In order for social capital to exist between people and communities, it has to be built upon trust and a sense of belonging. When these elements are combined, an individual or collective sense of agency can be established – which allows for any sort of change to be initiated. One of my proposals is that people need to have a strong sense of agency in order to participate, and to collectively address and resolve the complex, systemic issues of today.

In addition, I seek to demonstrate a model of how civic engagement can be engendered at the individual and community level – through the building of agency. Fundamentally, organizations and communities are comprised of individuals, thus, we need to understand their changing needs, desires, and challenges. Once these are better understood, new strategies and opportunities become more likely to be developed. I aim to impart some recommendations towards the end of the report in this regard.

There are always opportunities for citizens to come together and engage on an issue or an idea. For instance, in 2017, Canada celebrates its sesquicentennial, the 150th anniversary of the founding of our nation. It is a moment where we can regard the past, but more importantly, look to the future and decide what it is that we want for our nation, our cities, and our communities. This can be accomplished by invoking our collective “civic imagination”, or the ways that

people individually and collectively imagine better alternatives to current social, political, economic or civic environments. (Jenkins, 2014; Baiocchi, Bennett, Corder, Klein, Savell, 2013) Civic imaginations are something that we all have. In fact, I witnessed, at scale, how people's visions and dreams can unite others to initiate change over the course of dozens of workshops in preparation for 100in1Day Toronto. People tapped into their imaginations to come up with visions of what they wanted to see in their city or community and leveraged their imaginations as a powerful tool - a way to execute an idea and create something that didn't exist before. 100in1Day catalyzed change for participants; they initiated small projects of transformation, and in the process, understood their own power and sense of agency. In this regard, civic imagination is an important concept regarding the future of civic engagement that it will be described in more detail in a subsequent section.

As humans, it is natural to question our purpose in life, on what we can DO to make it worthwhile. It is in our "doing" that we start to define ourselves – through our work, our roles in life, and in our hobbies and interests. We seek to make meaning in life, to ourselves, but more often than not, to others. Much of our life's work is in service to others - our families, our community, or our deity, which can give us a sense of purpose. By finding our purpose, we can find fulfillment. It is my hope that individuals can realize their sense of purpose through civic engagement, and that there is a catalyst out there that inspires

someone to get more involved. My wish is that we all find our sense of agency, our purpose, and the thing that makes us matter.

“In every man, heredity and environment have combined to produce a creature of certain abilities and desires— including a deeply ingrained need to function in such a way that his life will be MEANINGFUL. A man has to BE something; he has to matter.”
- Hunter S. Thompson

1.3 The Future of Engagement

In the broader backdrop of social and political change around the world, we have seen many examples where civic engagement has played an important role over the last decade. Events like the Arab Spring, the response of Occupy Wall Street to the 2008 financial crisis, the #BlackLivesMatter movement, the impact of mass migration of Syrian refugees, the affirmation of marriage rights of same-sex couples, climate summits, and countless other occurrences or issues that have demanded our attention or taken up our mindshare.

Against this backdrop, here in Canada in the past decade we have experienced our own changes that reinforce the presence of civic engagement, from the Toronto 2010 G20 summit, First Nations people self-organizing to create Idle No More, the rejection of the decade-long Conservative government, Calgarians that came together during record flooding, Toronto and Quebec Ice Storms that had people helping each other, and citizen groups that chose to welcome thousands of Syrian refugees through Canada’s private sponsorship program.

In the face of these changes, one thing that we can expect is that there is more to come. The last decade has presented the world with some tumultuous forces that have had an impact on civic engagement. As a result, new ideas, values, and beliefs are emerging that are affecting our systems (political, economic, education, healthcare, etc.), which respond by resisting, absorbing, or adapting to these changes. Like most living systems, society is capable of adapting and regenerating itself, and will naturally change and evolve. (Capra, 2002) To understand this evolution and its effects, we need to pay attention and recognize the patterns of change. Strategists do this all the time – survey the external environment, look for signals and trends, and understand what effects they may have on the organization or an institution. However, when an organization or institution benefits from the status quo and is incapable of responding to change, there may be profound effects to its reason for being. In Fritjof Capra's "The Hidden Consequences: A Science for Sustainable Living", he details a study carried out by a former Shell executive, who studied 27 corporations that existed for over one hundred years. What made these companies flourish was a sense of community and collective identity around a common set of values; wherein all members knew that they will be supported in their endeavours to achieve their own goals, an openness to the outside world existed, there was tolerance for the entry of new individuals and ideas, and an ability to learn and adapt to new circumstances. (Capra, 2002) I believe this is fitting with our current understanding of what makes society able to adapt and transform, and ultimately remain resilient. It is therefore important to recognize,

interpret and create meaning around the patterns of change that surround us, particularly in the face of driving forces that seem to be taking the world to new and unexpected places. The structure of society and its underlying networks helps us manage and adapt to change. Foresight plays a role in uncovering emerging issues, ideas, and trends that may impact the very structures that society is made up of. Thus, it becomes an important tool in understanding and interpreting patterns of change, in order to understand where and when to pivot, deviate, or innovate on the current trajectory.

Thanks to the internet, we are increasingly connected to one another. It has created a global audience – for firsthand news reports, where new forms of fundraising have emerged, and viral campaigns spread like wildfire, such as the ALS Ice Bucket Challenge in 2014, or KONY 2012. All of these have redefined engagement, where terms such as “slacktivism” have emerged as a result. People interact differently today than they did with each other nearly a decade ago, before the smartphone was introduced and social media became mainstream. We may not have expected this result a decade ago, thus, we need to keep looking forward for emerging developments, threats and opportunities so that our society can remain resilient and democratic, where civic engagement continues to play an important role.

In addition, our societies are more globally intertwined than ever before, affecting trade, immigration, and communication. The pace of technological

innovation today seems dizzying, and over half the world's population is considered urban. (UN, 2014) These factors are having an effect on the nature of engagement. It is for this reason that I was interested in surveying the landscape to identify the signals, drivers and trends that may have an impact on engagement, and to track ideas, issues and recommendations from engagement experts and practitioners, which will be detailed in Part III.

Every cause or organization has a goal or a mission that they work towards achieving. However, the nature of funding, reliance on voluntary labour, or other issues may dictate the need to be oriented around the present, where organizations shift and adapt to accommodate various stakeholders or viewpoints of today. This orientation on the present may mean sightlines are not positioned towards future challenges or opportunities. In order to remain nimble and effective, it is important for organizations to be aware of the external environment, and the trends and opportunities that might impact their work. It is also just as important for us as individuals to understand the “push” and “pull” factors in our lives – in context with what is going on in the external environment. This can help us better understand our role as citizens; in terms of our collective democratic ideals, and what our civic imaginations are calling for.

This brings me to my research question that will drive this report:

How might we better understand the forces that may have an impact on civic engagement in Canada over the next 15 - 20 years in order to uncover opportunities for innovation?

What follows is an outline of the conditions that are necessary for civic engagement to thrive, the present challenges and barriers that may have an effect on how people participate in shaping their community, and the various trends and driving forces that may shape the nature of engagement over the next twenty years.

1.4 Methods and Methodology

To pull together comprehensive insights on the future of civic engagement and understand where it is going over the next twenty years, a literature review, expert interviews and horizon scanning were the chosen methods. Nearly thirty experts in the field were identified and contacted and a total of fifteen individuals were subsequently interviewed. All of the experts are individuals who have worked in the non-profit, policy, community organization and social innovation landscape for much of their careers. They are either on the ground leading change, or directing the organization's efforts at the policy or management level. The organizations they represent utilize some method of engaging citizens, and most of the experts interviewed play a role in shaping those efforts. Over the course of six weeks, these fifteen individuals were interviewed either in person or over the phone/Skype. Of these fifteen, seven were female and eight were male, representing various age demographics (ie. Boomer, Gen X, Millennial). The objective of the interviews were to gain additional insights on the field of civic engagement, and what might be expected for the future of this field, from high level observations to tactical issues. Each interview lasted approximately thirty to forty minutes, for which a semi-structured interview guide

was used to probe for any additional thoughts, statements or insights. The interviews were transcribed and analyzed for insights by coding the interviews, pulling out various themes and quotes and using a thematic clustering method to surface any additional insights. Through these techniques, a set of trends, drivers and strategies emerged from the interviews, which were subsequently included in the secondary method, horizon scanning, to identify emerging signals, trends, drivers or strategies. As a product of this analysis I have outlined some strategies, opportunities and recommendations.

Part II: Evaluating the Present

2.1 Key Ingredients for Civic Engagement

To understand civic engagement, one has to be familiar with the conditions that allow it to flourish in communities. As part of my literature review into civic engagement, the more I started delving into the topic, the more I realized there are some key ingredients in civic engagement, or what makes an active citizen. From my own experience, it was often a result of a series of conditions or catalysts:

- Optimism
- A strong sense of self
- Social capital & a feeling of belonging
- Leadership
- Empathy

These conditions end up being an expression of our sense of agency when we participate, which is essential to civic engagement, as I will demonstrate.

Furthermore, as social creatures, people often rely on their networks to initiate an idea and to make something happen. We don't often have the resources to do something ourselves, and we come to rely on the support that others provide. Civic engagement wouldn't be possible without a group of individuals who have social ties that were developed through the building of trust between each other. These networks or communities of people are mutually reinforced by a sense of belonging.

Thus, my proposal is that the key ingredients for civic engagement are:

- Social Capital
- Belonging
- Trust

I also believe that these ingredients also form the building blocks of agency - in an individual and a community - and that agency is what is required in order to address problems and work towards solutions. I will be expanding on each of these concepts in this next section, as part of the literature review, which follows.

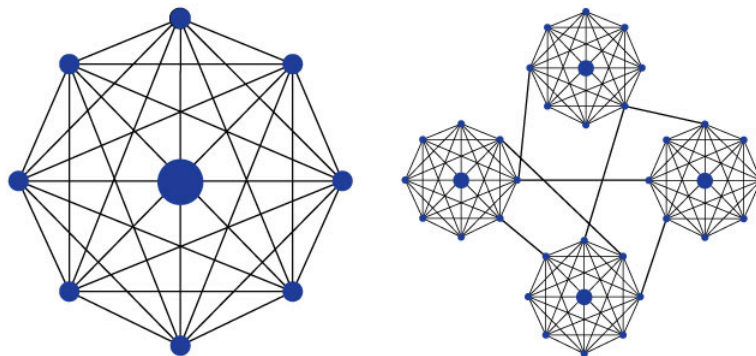
2.2 Social Capital

Civic engagement relies on social capital, which is what brings individuals, groups and networks of people together. Robert D. Putnam's "Bowling Alone", popularized the concept of social capital, although many great minds have

written about it prior to Putnam. Canada's own Jane Jacobs spoke about "eyes on the street" in *Death and Life of Great American Cities*, which was an initial concept that evolved into what social capital is known as today. (Dreier, 2006) Since then, researchers, policy makers, nonprofits and community organizers have realized that social capital is what makes communities and cities thrive. They have strived to understand its effects on community, civic engagement and broader society. But what is social capital? And why haven't we gotten a firm handle on it in the decades since? Social capital is the premise that our social networks have value, in both the strong and weak ties that link people together. (Putnam, 2000)

The ties have come to be known as bonding ties, bridging ties or linking ties.

Figure 1
Social Capital: Bonding and Bridging



Left: a representation of bonding ties. Right: a representation of bridging ties

(Simmons, 2013) Source: <http://www.forbes.com/sites/michaelsimmons/2013/12/03/why-being-the-most-connected-is-a-vanity-metric/2/#4a630dcd7b25>

Bonding ties exist between people that are similar along some key dimension (ie. families, ethnic groups, religion, activity, etc.), whereas *bridging ties* are those

between people that are dissimilar along historically dividing dimensions (ie. varying religions, races, classes), existing among colleagues and classmates. (Putnam, 2000) While *linking ties* are those “with power that provides one with the capacity to gain access to resources, ideas and information from formal institutions beyond the community.” (Sagauro Seminar, n.d.)

These ties are strengthened by the fact that the more social capital that is drawn on, more of it gets generated, like the “pay-it-forward” concept. (Coleman, 1988) Social capital is generally beneficial in societies, available as a public good where various individuals and groups are able to draw on (part of the reason it is known as “capital”). (Coleman, 1998) The generation of social capital espouses both private and public benefits. (Putnam, 2000; Fukuyama, 2001) For example, there are personal networks that can help an individual find employment (private benefit) or the networks that exist in a community that looks out for all residents, regardless of their participation (public benefit). (Putnam, 2000) These networks, and the activities that comprise the creation of social capital make communities stronger. The formation and sustainment of social capital is dependent on a number of anthropological, biological, sociological, political and economic factors, such as:

- The fact that humans have natural instincts for association and social order;
- We are driven by social norms and human motivations such as trust, norms of reciprocity and networks;
- Our need to maximize personal utility; depositing and drawing on social capital resources for individual interactions and group

activities; and

- The governing role of institutions and political norms that reinforce or shape human behaviour. (Côté, Healy, 2001)

From a community perspective, social capital can be referred as the moral resources of the community (Siisiäinen, 2000), of which there are three main components:

- Trust
- Social norms and obligations
- Social networks of citizens' activity (Siisiäinen, 2000)

When there exists a fortification of norms and obligations that are based on reciprocity, as well as high trust in a community, there is a lot of social capital at play. What makes social capital important is that it has spin-off effects that are mutually beneficial to both participants and non-participants. (Putnam, 2000)

Social capital enables many important individual and social goods (Saguaro Seminar, n.d.) such as the establishment of friendships, professional networks and partnerships. Furthermore, social capital allows individuals, groups and communities to come together and resolve collective problems more easily, and fosters a sense of identity and solidarity that can help shift the focus from “I” to “we”. (Côté, Healy 2011; Saguaro Seminar, n.d.) These are foundational elements of strong communities that are rooted in collective action. For example, a community with social capital is able to mobilize its members quickly, where word spreads quickly through dense social networks. This is also a community that is more likely to be civically engaged. As a precursor to citizen engagement, social capital strengthens the foundations of a community, while

civic engagement plays a role in shaping its future. “The difference is that social capital calls attention to the fact that civic virtue is most powerful when embedded in a dense network of reciprocal social relations.” (Putnam, 2000)

2.3 Belonging

Belonging is a core human need that is fundamental to our sense of self and deeply tied to our well-being. (Maslow, 1968) It helps us see value in life as a result of forming relationships and being accepted. (Baumeister and Leary, 1995) Our identities are formed from a feeling of belonging; by being loved by your family, comfortable among your peers, claiming membership to a community, and having an affinity to your city, country or to humanity. Belonging is another key ingredient in civic engagement. “Belonging is being part of a collective ‘we’. It’s about how much we believe we ‘fit’ in a place or group, but it’s also about how much that place or group welcomes and includes us.” (Community Foundations of Canada, 2015) Belonging can mean feeling like someplace is your home, and that you are welcomed and connected to others. It is also dependent on how much we each strive to find connections and similarities with others, through empathy, acceptance and a lack of judgment.

Social capital helps drive a sense of belonging. You can have ties to others or to a community through socializing, however a sense of belonging is built upon strengthening those relationships so that you know that you can find similarities in attitudes, values and beliefs through social bonding. The more we interact and

make an effort with one another, the more we will feel that we belong. When engagement is intentional, it fosters belonging, whereas social capital can be a byproduct of engagement. A sense of belonging increases meaningfulness of life for a person, which means that if they matter to other people, their view of their own life's worth increases. (Community Foundations Canada, 2015) As humans, we generally seek meaning in our lives, and a sense of belonging helps promote the idea of continuity and permanence - where belonging to something is feeling part of a larger whole. (Dean, 2013)

A community with a strong sense of belonging has participants that contribute to it - like a clean, well-kept residential street with residents that have a sense of pride, responsibility and ownership. (Community Foundations Canada, 2015) This level of conscientiousness and inclusion supports a sense of belonging, which can drive one's actions and determine a community's outcomes. (Riggs, 2013) When people feel pride or participate in their community, it is because they feel that they belong.

Mental health issues driven by isolation and a lack of a support network are growing issues in urban areas. For example, immigrants and young urban transplants, single mothers, and the elderly are vulnerable to isolation. (Cooper, 2013) In addition, discrimination can also affect belonging, which can unfortunately happen along many lines. For example, youth that identify as LGBT-Q report that they do not feel a part of their school. (Community Foundations of Canada, 2015) Inclusivity fosters a sense of belonging, and when people feel isolated, or worse, threatened, they are more likely to engage in self-

harming activities. (Wu, Chang, Huang, Liu, Stewart, R. 2013) While urban areas can offer people access to resources and diversity, they are much more anonymous, and it can either be harder or take longer to meet friends. A 2012 study by the Vancouver Foundation found that one third of survey respondents reported that it is difficult to make friends in Vancouver. One quarter said that they are alone more often than they want to be. Newcomers to Canada, newcomers to neighbourhoods and young people between the ages of 25 and 34 most often reported feeling a lack of belonging. (Vancouver Foundation, 2012) Unfortunately these findings usually mean reports of poorer health, lower trust and a hardening of attitudes toward other community members. (Vancouver Foundation, 2012.) While our neighbourhoods are central to community, good public infrastructure such as community centres, libraries, parks, and public squares can help create ties between people as staging grounds for interactions with others. Social capital is generated through good public infrastructure, which in turn, fosters a sense of place and belonging.

Thorncliffe Park

The transformation of Thorncliffe Park in Toronto is an example of how a sense of belonging can be generated through investment in physical infrastructure. Thorncliffe is a high-density neighbourhood of recent immigrants from around the world with a high proportion of children and stay-at-home mothers. These women had no gathering spot until a few community-minded individuals decided to clean up their local park, making it more attractive, and more likely to

be used. After the cleanup, the park played host to numerous events, which reinforced a sense of belonging to the community for these women, who in turn, played a role in maintaining the park. Belonging is seen as a two-way street; it depends on the perspective of the person and their willingness to engage, and how inclusive the community is. (Community Foundations of Canada, 2015)

Action is needed both sides. Like the women of Thorncliffe Park, citizen engagement arises from of a sense of belonging, and in order to support this, we have to learn how to welcome, integrate and include people into our communities.

2.4 Trust

Our sociability and ability to maintain relationships is dependent on trust. (Newton, 2001) Without it, there is no inclination to connect, and to make the social connections that underpin any collaborative action. (Helliwell and Wang, 2011) This extends between individuals and among groups, in a neighbourhood setting, and at an economic or even a political level. This is why trust is another essential ingredient in civic engagement – trust is foundational for connection.

For the purposes of this paper, trust is defined as “the commitment of resources to an activity where the outcome depends upon the cooperative behavior of others”. (Glaeser, Laibson, Scheinkman, Soutter, 1999.)

Trust gets built over time, or over a circumstance, often as a result of familiarity that is developed through in-person contact. It is foundational for conducting business, diplomacy, and good foreign relations. Since the dawn of mankind, we

have established rituals and offerings that have been the basis of building trust among groups, such as the offering of a handshake, or a gift to a host. Trust is the basis of peaceful and stable social relations that are the basis for collective behaviour. (Newton, 2001) A scholar named Russell Hardin made a qualified distinction between trust and trustworthiness. He states that trust on its own constitutes nothing, it is not valuable among people until trustworthiness is established and supported. (Hardin, 1996) To develop trust into trustworthiness, honesty and reliability become brokers of trust - usually as a result of the incentive of maintaining ongoing relations among people. (Hardin, 1996.) It is trustworthiness that begets trust. (Hardin, 1996) In addition, trust is both specific and general; we can trust another person or group, and it can also be extended towards government or humanity. Putnam calls this “thick trust” versus “thin trust”. Thick trust exists in established relationships, and thin trust is what is extended beyond our social circles. (Putnam, 2000.) The development of trust is linked to social ties, for instance, when you encounter someone and begin to acknowledge each other and converse, a social tie gets established between the two of you. As a result, it more likely that you would extend the benefit of the doubt to this person - a concept based on trust - and it is more likely that they will do the same. To a point where if you needed help, you might feel that you can rely on them in the moment rather than someone else you weren't familiar with. However, when trust is generalized towards others, this is known as social trust. “Social trust is a belief in the honesty, integrity and reliability of others – a ‘faith in people.’” (Pew Research Center, 2007)

Trust is something we begin to establish early on in our lives, as cooperation and working together is key to building relationships. It is also fundamental to a functional society, and to mankind's survival. Nothing good gets built without trust being established first, and this instinct is hard-wired in our DNA. (Dean, 2013) However, trust is subjective to each person, affected by our experiences and geographic, social and cultural distance. (Helliwell and Wang, 2011, Hardin, 1996.) When individuals are closer socially, trust and trustworthiness rise, (Glaeser, et al., 1999) which is why strong communities can be found to be working together more often - high trust exists among people who have established social bonds. Trust in others affects people's willingness to cooperate, and it can affect whether they enter into new situations or participate in an activity. (Hardin, 1996) In this sense, the levels of trust are tied to the concept of social capital, which is a determinant of a healthy community and society. (Putnam, 2000; Fukuyama, 2001)

"Trust is the expectation that arises within a community of regular, honest, and cooperative behavior, based on commonly shared norms, on the part of other members of that community... Social capital is a capability that arises from the prevalence of trust in a society or in certain parts of it."
(Francis Fukuyama, 1996)

The social trust that people extend to others is strongly associated with other forms of civic engagement and social capital - those that readily have social trust are among the most active community members. (Putnam, 2000)

These strongly linked concepts, social capital, trust and belonging, are enablers of engagement in an individual, as well when they exist in a community. When found, these are signals of a strong, healthy, democratic culture and society that

is based on the norm of reciprocity. Reciprocity is fundamental to civility, where our code of ethics is such that we extend to others what we would also hope to receive – like the golden rule that governs many religions. (Putnam, 2000)

Reciprocity is an underlying aspect in society. People and governments abide by the social contract in society because of the norm of reciprocity, whereby certain civic powers are “surrendered” to the government, who act on behalf of the citizens. However, when this power is abused, misused, or taken advantage of, citizen engagement is often quick to remind where the rights lie. In this sense, citizen engagement can at once be selfish or benevolent. A person or a small group of individuals may choose to act because they voice “what I want” or “this is what we would like to see happen”, however, without power, the only really possible way to get what you want is to have others want it with you. When people come together as a collective and exert their power, they are demonstrating their sense of agency.

2.5 Agency

Agency is the condition of activity, or; “referring to the experience of acting, doing things, making things happen, exerting power, being a subject of events or controlling things.” (Hewson, 2010; Mills, Durepos, Wiebe, 2009). Applied to the self, Albert Bandura, a scholar who has written extensively on agency, defines it as the ability “to influence intentionally one’s functioning and life circumstances”. (Bandura, as cited by Weibell, 2011) In order to develop agency, the aforementioned ingredients - social capital, a sense of trust, and belonging - need to act as the foundation. Agency is a critical component of

civic engagement, because it is the belief system that you are not only capable of action, but that your actions can produce an effect.

I believe that civic engagement really flourishes when individuals and communities have a sense of agency. In fact, I have watched it happen, as an organizer of 100in1Day, through the participation of the community at large. People hosted their own small-scale community events, which were known as “urban interventions”. It provided them an opportunity to do a civic action at scale, and for many, it was their first time organizing an event. As a result of their participation in festival, it awoke the possibility – their sense of agency – within themselves.

“At MASS we talk about civic literacy. But we also call it democratic fitness, which we joke is the kind of Erin Brockovich school of politics – a sense of moral courage, a sense of voice, of personal efficacy, of agency. And that’s actually what is required for democratic citizenship.”

- Peter MacLeod, MASS LBP (expert interview)

To solve the most pressing problems of our time and to progress to the better world that many of us imagine, people need to reaffirm their sense of agency in order to get civically involved – in doing so, realizing our true potential through our actions and by exerting power. Non-governmental organizations, non-profits and institutions have rightfully focused their resources on building capacity in individuals and communities over the last twenty-five years. However, the complexity of today’s challenges means it is simply not enough to have developed or enabled knowledge, skills and abilities anymore (otherwise known as capacity), because these don’t necessarily lead to action. Thus, agency is necessary to fill the void. A belief of one’s own influence or ability to control an

outcome is something that is progressively built up over time. Bandura states, “development of a sense of personal agency requires more than simply producing effects by actions. Infants acquire a sense of personal agency when they recognize that they can make things happen and they regard themselves as agents of their actions.” (Bandura, 2006)

Our sense of self is strongly tied to our social cognitive development from infancy to adulthood, where we perceive our environment, causal relations, events, and how our actions are tied to these. (Bandura, 2006) Our families and social supports aid us in this development by providing positive reinforcement from positive actions - which inspires additional action, resulting in the creation of capabilities and confidence in those skills, where skills are practiced through action. Through our actions, a philosophy of reflecting and learning from the outcome will allow one to develop an understanding or knowledge of how to proceed with additional behaviours. Instilling and building confidence is a fundamental building block to developing abilities – parents and teachers know this to be true. Through this ongoing interchange of practicing and acting, acting and reflecting, one builds belief in their abilities, develops the awareness of the outcome he or she may be capable of achieving, and thereby exerts a sense of control to acquire the desired outcome – demonstrating agency.

When we are raised in surroundings that allow for positive reinforcement and enablement, we safely develop skills and abilities without harsh judgement or penalty. The development of our sense of self is thus dependent on the social context of our influencers (ie. parents and family members). It is here that the

building blocks of social capital, trust and sense of belonging come into play. The networks, supports and surroundings that influence our environment also influence us in our development. Thus, social capital, trust, and belonging are necessary to create the social supports among individuals and in communities, which will allow a sense of agency to thrive.

While most of our endeavours require the participation of others, much of what we seek is only achievable through pooling our knowledge, skills, and resources and acting in concert to shape our future. (Bandura, 2006.). This describes the process of how citizens work together collectively towards an aspirational goal. Bandura details the four core properties that make humans an “agentic species” (Bandura, 2006):

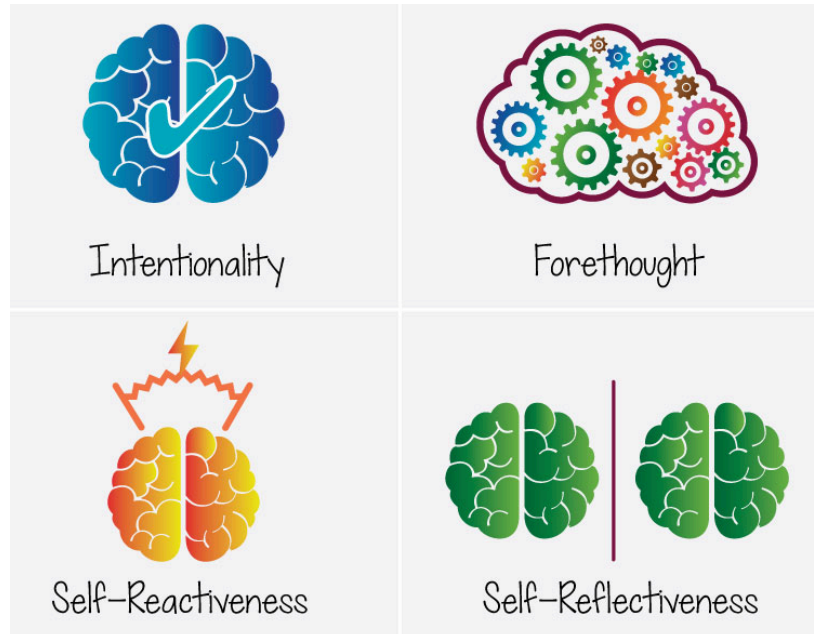
Intentionality: People form intentions and action plans with strategies for realizing them

Forethought: People set goals and anticipate outcomes through visualized futures that guide behaviour

Self-Reactiveness: People are self-regulators, constructing courses of action, regulating their execution through self-direction and motivation

Self-Reflectiveness: People are self-examiners; reflecting on one’s thoughts, feelings, actions and motivations, with the ability to self-adjust as necessary (Bandura, 2006; Weibell, 2011)

Figure 2
Core Properties of Agency



(Bandura, 2006; Image by Nour Bawab, 2016)

The core properties of agency outlined are a thoughtful, future-oriented process; where planning, strategizing and visualization guide our actions and following through shows that we are capable of shaping our lives and others'. The use of visual language and otherwise visualized futures have been utilized by generations of politicians, leaders, activists, teachers, and parents in order to motivate action and guide behaviour. When one considers the political reasons of why people get civically engaged, it is often to alter or influence a decision, change an outcome, or to otherwise shape a future that will propel us to action. For those that do participate, that future-orientation can be a strong motivator for present actions. For example, when Jane Jacobs famously campaigned against the plans for the Spadina Expressway in 1971, she hoped to preserve vibrant neighbourhoods such as the Annex and keep the urban fabric of the city

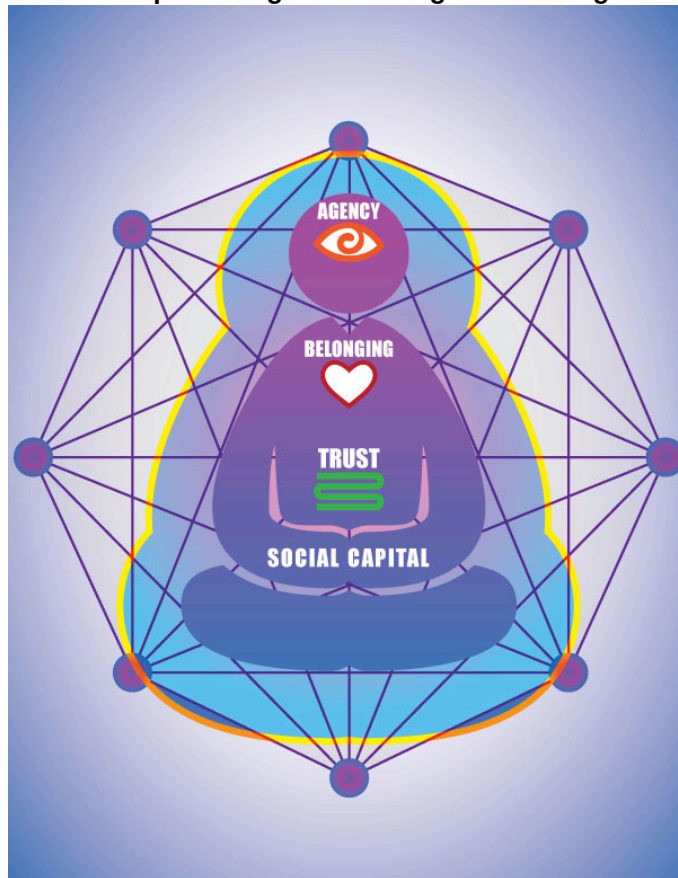
intact by stopping the expropriation of urban land for the purposes of highway travel. The campaign was based on both a present and yet a future outlook of the city – one that was for people instead of cars.

If it is the promise of a better future that often leads us to act now, then future-orientation has a strong connection to civic engagement. Social change movements are usually about progressing to a better future, or stopping a decision that may have negative implications down the road. For these ideas to take root, they need people who are capable of acting, which is why it is important to empower people so that they see themselves as agents of change, and work towards the future they desire.

If we regard the agent of change, or the empowered individual, it is someone who has within them the key ingredients that have been described - social capital, belonging, trust, and a sense of agency. In the conceptual diagram of this individual, showcased below, the ingredients are represented as follows:

- **Trust** – located in the gut because it is where we instinctually feel trust
- **Belonging** – located in the heart because that is where we know it to be true
- **Social Capital** – exists in the ties between us and others, and the networks that surround us
- **Agency** – a mentality, our way of thinking about ourselves and our abilities

Figure 3
Conceptual Diagram of an Agent of Change



(Image by Nour Bawab, 2016)

Agency is important because it is a mentality, a way of thinking about oneself. It moves beyond capacity, because capacity is about what ‘I can do’, and agency “is ‘I can do’ and ‘what I think I can do’”. Bandura writes, “unless people believe they can produce desired effects by their actions, they have little incentive to act, or to persevere in the face of difficulties. Whatever other factors serve as guides and motivators, they are rooted in the core belief that one has the power to effect changes by one’s actions.” (Bandura, 2006) If civic engagement is about participating and working towards a better future, agency is the critical

building block that is responsible for the initiation and the sustainment of collective action.

A Canadian Parliamentary background paper on youth civic engagement noted research that showed “civically engaged young Americans 12 to 24 years of age were more likely than unengaged youths to meet personal and social challenges and to **control their own lives**. They enjoyed higher self-esteem and a more acute **sense of their abilities**.” (Menard, 2010.) (emphasis mine). If the youths were more likely to meet personal and social challenges, control their own lives, and have a higher sense of worth and sense of abilities, then this is equivalent to having a strong sense of agency. Thus, the connection between agency and civic engagement is clearer.

Furthermore, the concept of agency is implied in Adler and Goggin’s definition of civic engagement:

Civic engagement refers to the ways in which citizens **participate** (*action*) in the life of a community in order **to improve conditions** (*belief in abilities and influencing a positive outcome*) for others or to **help shape the community’s future** (*forethought - one of Bandura’s core properties of agency*). (Adler, Goggin, 2005)

Future-orientation, agency, and civic engagement are therefore connected concepts, and it is within individuals and communities that they are expressed.

2.6 Civic Engagement & Foresight

Bandura uses the term forethought to describe agency, a synonym to the word foresight, which is similarly defined by Dictionary.com as care or provision for the future. Through this major research project, I chose to connect foresight and civic engagement, and explore the future as it relates to civic engagement.

When we engage, it is usually because of a set goal, ideal or dream we wish to see made possible in the future. As we set goals for the future, it is in the present that we develop the strategies and carry out the action plans for the future we want to see realized. Successful activists, change-makers and entrepreneurs anticipate potential challenges, barriers or conflicts and create strategies to overcome them. We have to understand the systems at play in the present if we are to try to affect, plan for, or provide for the future. Therefore, it is necessary to proceed with a future-oriented approach if civic engagement is to stay healthy, remain a part of our democratic ideal, and a key piece of how our society functions.

While the future might be uncertain, foresight makes it possible to understand what might influence the future by exploring the present. The practice of foresight encompasses looking for patterns of change; whether it is in the impact of global issues, the introduction of government policies or legislation, technological change, shifts in social attitudes or values, how we communicate, or do business. The practice usually involves monitoring for “weak signals” or “early indicators” on the horizon, and interpreting these signals. This is known as horizon scanning, and it is one of the methodologies that I have employed as

part of my research. Signals may be harbingers of trends in the future. The practice of foresight is dependent on the sense-making that occurs with the interpretation of signals and indicators, and our mental models play a role in shaping this interpretation. The dependency may lend itself to all sorts of futures that our imagination is capable of as one interprets and connect ideas. The practice of foresight is part art, and part science. Thus, it can be highly subjective. However, weak signals can eventually become trends, which may then be adopted in mass culture, which is why the practice of foresight is important. Foresight attempts to understand these patterns in order to inform strategic decisions on policy and in business. When people practice foresight, one of the strategies is the development of alternative or potential futures. Of these potential futures, four classes are distinguished:

Possible Futures – Everything that we can possibly imagine of what *may* happen (widest scope, including wildcards)

Plausible Futures – Given what we know today, what *could* happen (narrower in scope)

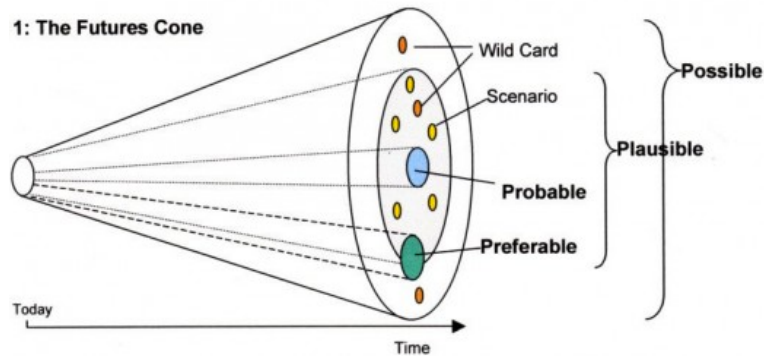
Probable Futures – Based on our examination of our present situation, what is *likely to* happen (narrowest in scope – a linear extension of today)

Preferable Futures – Based on our emotions or value judgements, what we *want* to happen

(Henchey, 1978; Adapted by and from Bezold, Hancock, 1994; and Voros, 2001)

These four classes of futures are most often visualized as the Futures Cone, shown below.

Figure 4
The Futures Cone



(Henchey, 1978) Source: <https://www.sjef.nu/theory-of-change-and-the-futures-cone/>

Probable Futures are represented as the most direct or likely outcome, out of all Possible Futures shown below. Plausible Futures are narrower than Possible Futures because the scope does not include wildcard events, which are unpredictable. Preferable Futures are represented with a dotted line because they are something that we want to happen, and if actions are coordinated, they become more likely, leading us away from the Probable Future.

Of these, it is the preferable futures that we try to make happen and often succeed, because they are “so desirable that we consciously seek to move them out of the realm of the merely possible and into the realm of the distinctly plausible by actively creating the knowledge needed to bring them about as reality.” (Voros, 2001) It is the vision of what is possible through a preferred future that can be a strong motivator for the present – where [futurists believe that] the future will be shaped by the decisions we make and actions we take. (Bezold, Hancock, 1994) Here we see the undertones of the concepts of

agency, civic engagement, and foresight blended together, which is why I think there is a connection between these concepts. When we engage in a civic action, we are working towards something that we feel lies within the realm of our preferred future. As a result, it is up to us as individuals, community members and citizens to work towards realizing our preferred future, and if we desire something, we have to develop strategies and actions to make that future a reality. We need to be in dialogue about what we individually and collectively desire for our future, and be willing to work towards it. So how do we invoke this collective desire? What is the common language that we can use that will help us express our agency?

2.7 Civic Imagination

“I like to start with the dreaming big part first. That’s where we can capture people’s imaginations...to get involved in something they might not otherwise have thought of doing.”

- Rosalyn Morrison, Toronto Foundation (expert interview)

As humans, we stubbornly pursue ideals. Our preferred future is made up of these ideals, becoming narratives that are motivational for us - from imagining and pursuing our idealized self to voting for the candidate that appeals to our political ideals for society. Our imaginations play a key role in these pursuits, where this ability can appeal to our rational and emotional selves, or as one might say, “capture the hearts and the minds of” people.

Engagement is the work that is fuelled by our imagination, where we try to achieve the outcome we want as a result of being able to visualize a different future. Great leaders are known for their ability to invoke and inspire with the use of visual imagery and metaphors, appealing to our hopes, dreams and aspirations, such that the visions become shared. (Gallo, 2012) In Martin Luther King's famous speech, his speech became very compelling as a result of consistent usage of "I have a dream" was always followed by a well-articulated vision or ideal that was shared by over two hundred thousand people, and still resonates today. (Carr, 2015; NCC, 2015)

Our imaginations are extremely powerful in that they:

- Help us visualize change
- Aren't limited by current reality
- Can be shared with others
- Are a basis of creative expression
- Can be communicated in a variety of ways; through art, spoken or written word

They are also important because when we are faced with despair, we have the capacity to dream something different; a scenario that can guide us to a different place than the one we are in. In uncertain times, people rely on their imagination to revisit the past, recreate ideals or dream up new narratives to help take them into the future. Politicians use such narratives to appeal to people. For example, the current Republican candidate for the 2016 US Presidential election, Donald Trump, is invoking a historical ideal with his use of the slogan; "Make America Great Again". What isn't definitive is precisely when

America was great, however, this is cleverly left up to the public to envision - using their own ideals, allowing them to establish and legitimize their own imagery. This is a kind of “civic imagination”, where people can individually and collectively imagine better alternatives to current social, political, economic or civic environments. (Jenkins, 2014; Baiocchi, Bennett, Corder, Klein, Savell, 2013)

“Civic imaginations are people's *theories of civic life*. They are the cognitive roadmaps, moral compasses, and guides that shape participation and motivate action. These underlying frameworks help people make sense of their place in the world, and help generate notions of what it means to work for change. Civic imaginations underpin the processes of identifying problems and solutions, envisioning better societies and environments, and developing a plan to make those visions of a better future a reality.”
(Baiocchi, Bennett, Corder, Klein, Savell, 2013)

Our civic imaginations can be activated because, as J.K. Rowling put it, we have the power to imagine better, and we carry within us the agency to work towards those solutions. In tapping into the civic imagination, we have to be able to visualize the future we want to work towards. (Jenkins, 2016)

The civic imagination can feed the imagination of an individual, but like any civic engagement activity, you need a collective to work with, or a collective vision to work towards. In fact, Baiocchi, Bennett, Corder, Klein, and Savell, through ethnographic research study conducted in Providence, Rhode Island, found and outlined three typical points of orientation for people’s civic imaginations:

- Power - a focus on reducing inequalities and redistributing political influence

- Solidary - a focus on fostering a sense of community
- Problem Solving - a focus on deliberations and dialogue about common problems

It is these orientations that inform or guide our civic actions, our desire to express agency, and as the authors note, often how we self-organize into communities or groups. Communities form around a common set of values and beliefs. As leadership expert Simon Sinek notes, we tend to surround ourselves with people who believe what we believe - it is how we can quickly establish trust among one another to the point of feeling safe - and this expression of safety runs from whom we choose to sit next to at an event, to what country we call home. (Sinek, 2013) We make this choice because it is where we feel we belong.

As I pointed out earlier in this paper, social capital fuels trust, enables a sense of belonging, where these factors form the building blocks of agency. The four aspects of agency include intentionality, forethought, self-reactiveness and self-reflectiveness. Agency is a fundamental component to civic engagement, and it is our imaginations, visions, and ideals that help guide our actions. In this manner, our future-orientation helps us make and achieve goals that are in line with our visions. Therefore, our collective civic imagination is a pathway to realizing better, alternative futures that we work towards achieving - social change in action. Our ideals help inform this process. I reckon that civic

imaginations work from a community level to encompassing a more national view - such as the “idea of a nation”.

From rising nationalism in Europe to the upcoming US election, our ideals help guide our decisions on what we believe of our country and its values. When we reside somewhere, we tend to adopt customs, values, norms and beliefs of the place we live in, just as we would with the communities that we are a part of.

When we become a citizen, it means more than just being an inhabitant. We are buying into the idea of that country, and the rights and privileges that being a citizen offers. The idea of nation, therefore, brings about what we want for the future of that country. From demographics, immigration, the structure of our cities, our economy, to the physical impacts of climate change and cultural influences - our civic imagination comprises varying influences of each of these.

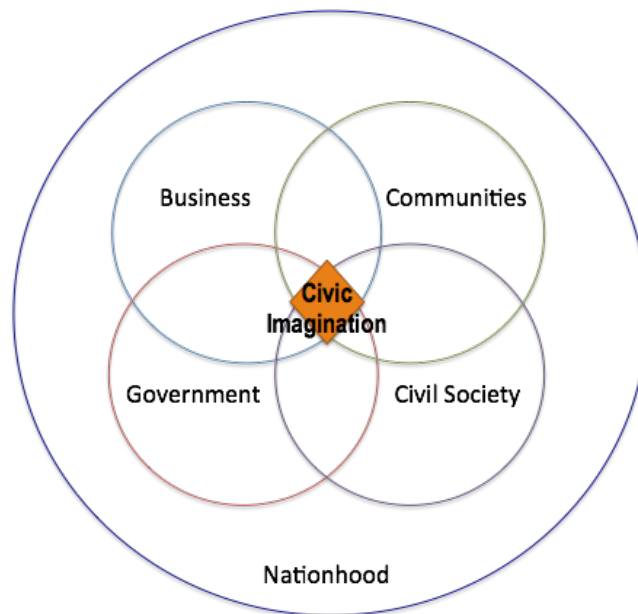
Therefore, as members of society, we must remain conscious to what or who is steering our ideals - be they drivers of change, our communities’ values and beliefs that we adopt as our own, the politicians or demagogues, or what we hear through mainstream or social media.

“Our civic society is really all we have by way of nationhood”
- Cokie Roberts

In Canada, we are fortunate enough to live in a democratic and civil society that espouses values of freedom, equality, and respect for all individuals - including the cultural differences that make up our diverse society. Every four years, we

are able to question the idea of Canada and the direction it is going in, and once in a while, we are presented with other opportunities to do so. The upcoming sesquicentennial is also providing us with the opportunity for dialogue and self-determination on the future of Canada. The idea of Canada is important because it drives foreign affairs, immigration, and our culture, and it influences the make-up of our civil society. In turn, this affects civic engagement. The dominant systems and structures of our nation, the sectors that influence how we live our lives, are outlined below. I believe that all of these contribute to and influence our collective civic imagination.

Figure 5
Civic Imagination and Nationhood



As a foundation to a democratic society, civic engagement plays into each of these structures. It shapes what we buy and how business is conducted through our consumer choices, it is invoked when we select our governments and inform

policies when possible, it is a feature of the communities we belong to, and the civil society organizations that we are involved with. At the core of each of these, it is our collective civic imagination that directs and shapes its future. If we are consider ourselves citizens, with that comes the responsibility of working towards our hopes, aspirations, and preferred future – as individuals, members of a community, and as citizens of a country. Thus, we need to invoke our collective civic imaginations to determine what it is we want in our communities, our cities, and our society and re-affirm our sense of agency in order to make those dreams a reality. When people think about the future they want, as Bandura states, it is our agency that allows us to create the strategies and action plans to make that future possible.

As part of the rationale for this paper, I believe it is important for each of us, as citizens of a country and residents of a community, to ask what ourselves what it is that we are willing to work towards. How are we going to collectively shape our community's future? What are you doing to make your city or your country a great place to live?

2.8 Internal Barriers to Civic Engagement

Each of us has faced barriers that don't allow us to get involved with everything we want. From general life demands, to inadequate scheduling, our participation is based on the time that we can give – where time is the new currency that no one seems to have enough of. Busy-ness is our ailment; where everyone has a constant to-do list that never seems to get

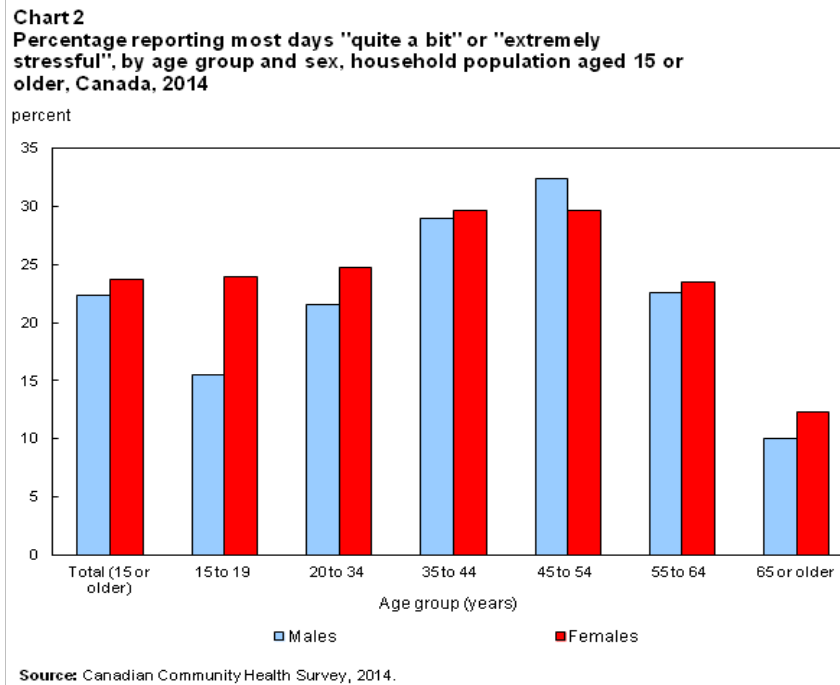
completely crossed off. We are preoccupied with work, school, family life and errands, which have all been steadily eating up our leisure time, to the point where we are truly left exasperated, never finding the time to do things we once seemed able to. Work in particular is creeping into our personal time; the instant access that email and smartphones provide means feeling the need to always be available to attend to work obligations. Companies have been steadily trying to do more with less to remain competitive - hiring less people, turning two jobs into one, merging departments and roles - in the search for efficiency. This has made them more productive over the last 30 years and produced great surpluses and profits - even in the face of the Great Recession of 2008, and often at the expense of the employee. (Economic Policy Institute, 2016) The reduction of secure jobs and employment opportunities has led to less economic freedom, where companies have increased power over our ability to provide. We are amidst the era of replaceable human capital - jobs that go overseas, living under the threat of layoffs, or securing only contract employment. People are overworked and overwhelmed, and it is having an impact on our health and wellbeing, not to mention our participation. While productivity has surged in North America, people are in less secure jobs than a decade ago. Self-employed workers increased almost 45 per cent between 1989 and 2007 in Canada, where this precarious employment means that people cannot count on a steady paycheck (Noakes, 2015). Meanwhile, in trying to make ends meet, average housing prices are up 11% in Canada (CBC

News, 2016) and as a result of the low Canadian dollar, food prices have been rising. These factors are not ones within our control, and as a result, they cause us a great deal of stress. Too much stress can diminish one's quality of life and is linked to disease, with the most common sources of stress being work, finances, and family life – all realities of our day-to-day experiences.

2.9 Stress

People in almost every income bracket are trying to do more with less - less money, less time, less security, less leisure - leading to the reality of having more responsibilities with less resources. This work overload takes a psychological toll on people, where burnouts are more frequent, mental health is more fragile, and stress and anxiety is more common. When stress and burnout are rampant in society, there is less interest in things beyond what you feel you are able to manage. Stress could therefore be viewed as a situation where the amount of expected responsibilities and obligations exceeds an individual's ability to manage them. (Cottrill, 2015) In 2014, 23.0% of Canadians aged 15 and older (6.7 million people) reported that most days were 'quite a bit' or 'extremely stressful'. (Statistics Canada, 2014)

Table 1
Percentage of People Reporting High Stress



(Statistics Canada, 2014) Source: <http://www.statcan.gc.ca/pub/82-625-x/2015001/article/14188-eng.htm>

However, this percentage has hovered around a quarter of the population for the last decade. (Statistics Canada, 2014) The effects of stress can diminish the quality of life of an individual, or in some cases, can be fatal; with heart disease, stroke, high blood pressure or autoimmune disorders as the body's response to constant stress. When the body is under stress, the hormone cortisol is released, which is closely associated with the "fight or flight" instinctual response. According to an endocrinological study conducted by the University of Nebraska, individuals that registered the highest levels of cortisol were the least likely to vote in an election, suggesting that stress levels are correlated to participation. (Alford, et al. 2011)

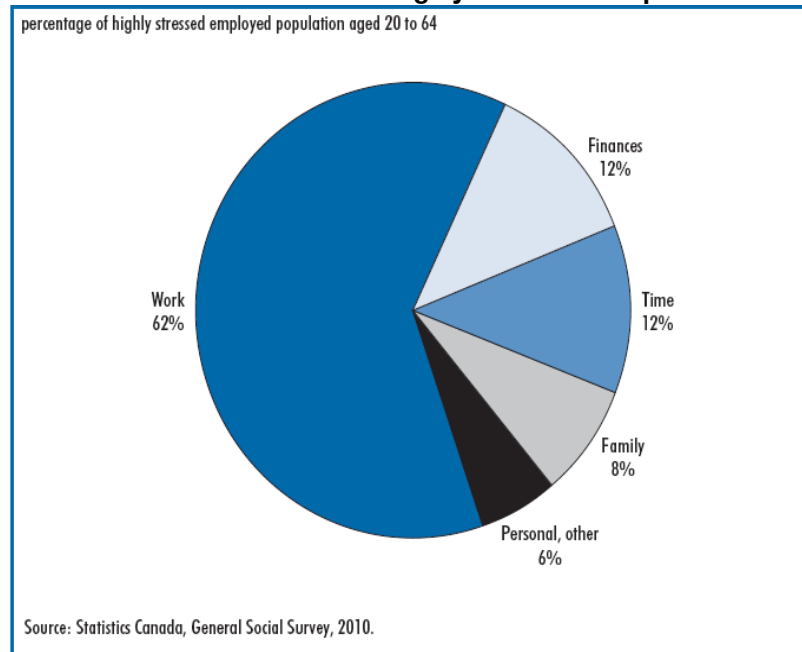
Therefore, participation rates in charitable, voluntary or community-building activities are adversely affected when people have less time or are stressed out. Using employee engagement as a comparison to civic participation, research shows that highly stressed employees are more likely to feel disengaged at the workplace. (Higginbottom, 2014)

You might therefore conclude that anything outside of an individual's scope of responsibility would be considered as excess - and that highly stressed people are less likely to get engaged in their community.

2.10 Sources of Stress

As for causes of stress, a 2014 Globe and Mail survey of 2,700 Canadians indicated that the top three stressors are work, followed by money and then family life. (McAlaster, McAteer, Sieniuc, 2014) That work is the biggest source of stress matches the findings from the 2010 General Social Survey. It shows that 62% of highly stressed Canadian workers ages 20 - 64 said work was the main contributor to their stress levels, distantly followed by finances and lack of time. (Crompton, 2011)

Table 2
Sources of Stress: Highly Stressed People



(Statistics Canada, 2010) Source: <http://www.statcan.gc.ca/pub/11-008-x/2011002/c-g/11562/c-g02-eng.htm>

2.11 Commuting

Commuting has also recently become a big source of stress for people due to the unpredictability of the commute and the loss of control that one experiences (Jaffe, 2015). A majority of Canadians now live in urban areas where commuting times have been increasing over the last decade due to population density. This has been negatively affecting people's wellbeing, where commute times of more than 20 minutes can make someone more likely to experience chronic stress.

(Richards, 2015) Average commute times in most major Canadian cities near 30 minutes one-way, for some 2.6 million workers, it takes 45 minutes or more on average to get to work, according to the 2011 National Household Survey.

(Statistics Canada, 2011) These stressed out commuters don't have the extra

bandwidth for engagement, with longer commutes having a negative impact on their interest in political participation. Researchers in the US have found that it is primarily the daily hassle of spending longer time in commute that erodes engagement in the political arena, whereas the time spent working had little impact. (Newman, Johnson, Lown, 2013) An NPR interview about commuting and civic engagement, the behavioural economist Daniel Kahneman was referenced as having found that commuting ranks as one of the most unpleasant aspects of people's day. The interviewer goes on to state; "There's something uniquely stressful about commuting, and so when you get home after a hellacious day, you really have nothing to give to other people in terms of civic engagement, in terms of getting involved in your neighborhood politics." (NPR, 2013)

2.12 Parenthood

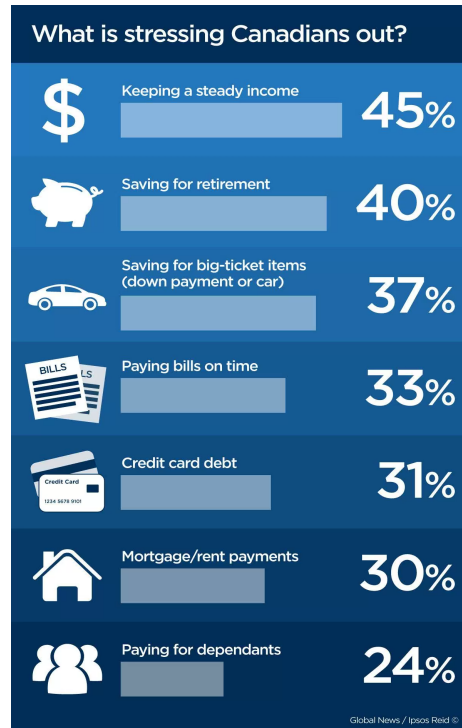
Parenthood is another stressful situation for adults - the responsibility of raising children while balancing work is a reality for a majority of Canadian families, where 69% are now dual-earners. (Statistics Canada, 2015) Balancing all of these demands is challenging for the working parent. Highly stressed Canadian workers without enough time are more likely to have a spouse and children. However, lone parent families are rising (Statistics Canada, 2011), and this segment of the population is most certainly to report challenges balancing duties of work and parenthood. In a Pew Research study in the US, 56% reported that it is difficult to balance the responsibilities of work with the responsibilities of raising children. (Pew Research, 2015) The responsibility of

raising children amongst everything else in modern life means that overall family work hours have risen, where the combined weekly work hours of Canadian couples went up to 64.8 in 2008, from 57.6 in 1976. (Luke, 2014)

2.13 Finances

Money can be a source of stress considering the average Canadian spends an average of 28 – 30% of their income on shelter. (Statscan, 2014) This figure is likely to be much higher in certain municipalities, considering the fact Toronto and Vancouver have been contending with overheated housing markets for quite some time (Sorensen, 2016). Factoring in housing costs such as mortgages, maintenance or or rent, combined with other bills, can lead to a feeling of lack of control over finances. Housing costs in particular are concerning for 30% of Canadians, who say that mortgage or rent payments are a significant source of stress. (Loney, 2015) Thinking about future financial needs as well as the present is a current cause of concern, whereby maintaining a steady income, saving for retirement, saving for a big purchase or paying bills or paying down debt are among the main considerations for Canadians. See figure below.

Figure 6
Sources of Stress: Finances



(Brown, 2015) Sourced from: <http://globalnews.ca/news/1819345/smart-money-canadians-stressed-about-finances-as-debt-levels-rise-exclusive-poll-finds/>

Embedded in most of this research are the gendered differences; the fact that women are much more likely to worry, feel stressed about finances, or express the difficulty in balancing workloads, spending time with children and maintaining the household. (Statistics Canada, 2016, FPSC, 2011, Pew Research Center, 2015) Given the increased demands on adults, from work and caring for members of family, to ensuring that everything is provided for (such as maintaining housing costs and paying bills on time), people seem to have little mindshare or bandwidth for anything else. This “time poverty” has an impact on civic engagement activities and ways that people are expected to participate.

These findings are important for the practitioner, agency or organization that is seeking to engage people, as traditional engagement processes usually requires someone to be present at a meeting or a consultation. If working age adults have other things to attend to, are stressed out, and lack a support system, this doesn't bode well for the kind of civic participation that is essential to our communities, or sought by organizations.

Thinking about these sources of stress indicates a person that is not outwardly focused on their community. Their internal sense of agency is guided towards their responsibilities – the things they have to manage – their work, finances and the family they support. How can social capital be generated if we are inwardly focused on ourselves and our families? If this is the reality for most working age adults, it paints a picture that everyone seems to be too busy keeping up with their lives to devote the time to participate in activities that strengthen community. If we weren't so stressed out, what could we actually be doing? Are there other factors that might impact how we engage? Are there other barriers that we might not have considered?

2.14 External Barriers to Civic Engagement

When citizens want to engage, they seek opportunities that are meaningful – striving to make a difference by participating and adding their voice. While there are thousands of possibilities in the voluntary sphere, there are other organizations seek citizen participation or input. These might be community consultations, townhalls, or citizen's juries or reference panels. These can all be

meaningful engagement opportunities, if citizens, as stakeholders, feel that their views have been accounted for, considered, and enacted upon. Otherwise the exercise risks looking “tokenistic”; where tokenism is defined by the Merriam-Webster dictionary as “the policy or practice of making only a symbolic effort.”

2.15 Tokenistic Exercises

The practice of civic engagement becoming a tokenistic exercise was one of the most often mentioned issues in my expert interviews. Tokenism risks alienating communities and delegitimizing this form of engagement if governments or agencies say they have gone out to communities and consulted with them only to check off a requirement.

“My concern about civic engagement in general is that sometimes it is not really genuine and can be formulaic, it is just only a check mark.”
– Dave Harvey, Park People (expert interview)

If consultations are used as a means of managing the public’s expectations, they become a disheartening exercise for people who have invested their time in this process. As mentioned previously, time is a precious resource, and people want to allocate it appropriately – to opportunities that are meaningful, that give them a sense of a return on their investment, and make them feel as though they have agency.

“One thing that is really discouraging – you still see a lot of civic engagement work happening because it is basically following the rules and where something has already been decided but they’re going through the motions of ‘managing the public’.”
– Liz Rykert, Meta Strategies (expert interview)

These “tokenistic” exercises are what lead to resentment and distrust on the part of the public, who participate in seemingly legitimate engagement efforts, only to see few, if any, of their suggestions implemented. Legitimizing engagement as a practice means taking into consideration what people say and acting on it.

“If people participate, and they realize that whatever they do is not taken into consideration, then they might become cynical and will stop participating.”

– Gil Penalosa, 8-80 Cities (expert interview)

Higher levels of cynicism might exist because previous attempts at engagement may have failed, results were not communicated back to constituents, or the right stakeholders were not engaged.

“Citizens being used as a source of information, but it is not a two-way – so people aren’t actually engaged or making decisions and influencing things, they are just consulted and surveyed and consulted and surveyed and they never know what are they are going to do with this information, where is it going to go and are we going to see changes because of what was said.”

– Anne Gloger, East Scarborough Storefront (expert interview)

In order to build trust, civic engagement experts felt that consultations have to be more meaningful and that governments need to build longer-term relationships with their stakeholders in order to determine what the community wants, and act on these recommendations.

“There are a number of communities we work in that people are really cynical about engagement sometimes. You are a well-meaning organization that comes around and asks about parks – and the response is ‘well you are the 10th organization to do so in the last few years. We’ve had lots of well meaning meetings about transit, jobs, crime, and this and that, and organizations that try to help, but we’ve seen nothing.’ Part of engaging people means you need to show results. And so that, it’s you have to build that faith in why – why get engaged, if nothing has changed.”

– Dave Harvey, Park People (expert interview)

Furthermore, these exercises cannot be public relations opportunities for institutions, agencies or governments to “sell” their ideas.

“I think governments have to stop doing civic engagement as a public relations campaign to sell their own ideas. I think engaging in meaningful public consultation and actually coming up with at least three or four things that they actually are going to act on, and not just doing it for the sake of doing is important.”

- Liz Rykert, Meta Strategies (expert interview)

Communities are more likely to see the value in engagement if they are empowered at the beginning stages of an issue, where their voice can have more of an impact. Barriers to civic engagement are created when the engagement opportunity feels inauthentic, and worse, disempowering if nothing is taken into consideration.

2.16 Professionalization

Another potential barrier, coupled with tokenistic exercises is the fact that there are many more civic engagement practitioners now than previously, potentially emerging out of proposal requirements of “going to the community” and hosting consultations and discussions for citizen input. Over time, this field of civic engagement has become more established with its own set of organizations, consultants, and employees.

“One of the things I’ve started to notice is that there are more city builders now and engaged in doing this kind of work as a professional practice, meaning leading civic engagement as a professional practice....I really hope that we figure out a way to make this a meaningful economy and a meaningful profession without over-credentializing it.”

- Civic engagement practitioner (expert interview)

Experts expressed fears of the practice of civic engagement becoming “professionalized”. The risk with professionalization is that civic engagement may be perceived as the domain of experts or professionals that have credentials (ie. architects, planners), thus making certain forms of engagement out of reach for ordinary citizens because of a perceived need for similar expertise. People may feel that their own knowledge or lived experience is devalued if they perceive themselves as without expertise on an issue, or are surrounded by experts who don’t speak the same language they do. This decreases an individual’s or community’s sense of agency, and becomes a barrier to participation.

“I never realized this could be a profession you could be in. I attended a conference in Chicago where people do what I do, there was five hundred people there, there is actually a big group of people are doing this over the last five to ten years, it’s much bigger in the States than Canada, but is also happening around the world, it seems to me that when I went to the conference – it was actually a place they actually trying to stop it from being a profession, but to keep it rooted to why these positions came to be in the first place, which is people were calling for an urgency and keeping alive the important questions that needed to be asked today. It was very much geared to social, political, democratic notions. It was much more radical than I thought this conference would be. I think in some sense if community, public engagement can stay rooted to those questions, I think it can be a very alive kind of area. There is also a fear that it can be subsumed by institutions - that it becomes an arm of communications and public relations. And when it does that it loses its vitality.”

- Am Johal, Simon Fraser University (expert interview)

Furthermore, it takes effort to continue engaging the community beyond the consultation, and if the practice is professionalized into a process that doesn’t involve building a relationship with the community, faith is lost in the process, and the actors involved.

“It is a fundamental change in that community consultation is not a process, it’s not part of a project development, that we have a budget, plan and consultation that it is a check and balance. It is a bottom-up of what people want...It is not just a public meeting when you are going to start a new a project. It’s at the beginning of discussion of what projects are needed and then shaping the project, during construction, and more fundamentally after it, so you are building in opportunities for civic engagement in all elements of a project and how we approach different neighbourhoods and civic engagement.”

- Dave Harvey, Park People (expert interview)

Civic engagement is up to everyone, and the risk with professionalization is that ordinary people may begin believing that things should be left up to the experts. If people feel excluded, either intentionally marginalized, or not made to feel welcome, they will start abandoning the very processes that seemingly seek their contribution. The result is that civic engagement loses its meaning, its credibility, and its force for change. It is important to be realistic about these barriers in people’s lives and in civic engagement in general. However, this can’t be the only thing preventing more participation. What’s really keeping us busy?

2.17 Are We all that Busy?

Leisure time feels scarce, as most of us would admit to feeling harried and overwhelmed, struggling to create a work-life balance. In 1930, John Maynard Keynes wrote that in a hundred years’ time, we would be eight times better off, and that we would be enjoying a 15-hour workweek. (Keynes, 1930) Although our economy is now doing better than Keynes predicted, society is not indulging in the life of leisure that he thought we would have been enjoying by now. Due to many of our stressors outlined, we can’t seem to sit back and relax and take the

leisurely approach to life, our minds otherwise preoccupied with work, family, money, errands and activities.

Finding time these days is about finding meaningful blocks that allow you to embark on a new project, hobby or idea. Uninterrupted blocks of time are so precious that many of us would admit scheduling them in order to ensure that they remain uninterrupted. Our ancestors, unburdened of the trove of technology and media that we have at our disposal, were able to access this resource much easier. While technology has greatly improved our lives, it is also something we devote ever-increasing amounts of time to.

From television to desktop computers, and increasingly ubiquitous smartphones, we spend a good share of our time in front of screens and using the Internet. The share of Canadians using the Internet is growing year over year. The latest data found reports that 87% of Canadians are now online. (CIRA, 2014) Compared to 2013, when 83% of Canadians aged 16 or over used the internet for personal use from any location, having grown from 80% in 2010. (Statistics Canada, 2013)

On a daily basis, Canadians spend at least 6 hours with a screen or major media source. (Thompson, 2014, eMarketer, 2016) This does not seem to account for the time spent at a computer at work.

Figure 7
Daily Use of Screens by Canadians (per minute, 2014)

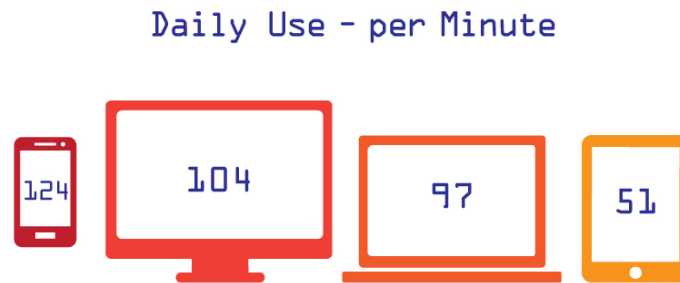


Image by Nour Bawab, 2016. (Meeker, 2014) Source:
<http://www.theatlantic.com/business/archive/2014/05/global-mobile-media-smartphones-tv-maps/371760/>

Prior to the recent 2016 Canadian census, Statistics Canada has data from the 2011 National Household Survey, and the 2010 General Social Survey. However, what was different about 2010 compared to now, was that the iPhone was just three years old and the Android operating system had celebrated two years. On the social media side, Facebook had been around for six years, Twitter for four and Instagram was newly launched in 2010. Netflix had also just launched in Canada that year. Since then, social networks and smartphones have come to dominate our lives – at work, at school, and in our leisure time. In 2015, there was 68% smartphone penetration in Canada. (Catalyst, 2015) With this number set to increase even more in the coming years, Canadians will be spending more time with mobile, changing our patterns in how we consume news, shop, and communicate. In fact, mobile accounts for 56% of time spent on the Internet, and 35% of that time is spent using social media (West, 2015). We are avid social networkers, with 82% of Canadians reporting that they use social

networking sites. (McKinnon, 2014) An increased share of our communications, social networking and connecting activities are likely being conducted online, which may account for where our leisure time goes and how we spend it.

The influence of the internet and work life that revolves around computers means that we are also becoming more sedentary. In 2013, StatsCan presented findings that indicated Canadians adults spend approximately 9 hours and 48 minutes being sedentary. Approximately 3 hours and 46 minutes were engaged in light activity, and 25 minutes in moderate to vigorous activity. Between 2013 and 2014, 200,000 fewer Canadians aged 12 and older reported they were at least “moderately active” during their leisure time. (55.2% of the population versus 53.7%, where ‘Moderately active’ would be equivalent to walking at least 30 minutes a day or taking an hour-long exercise class at least three times a week.) (Statistics Canada 2013, Statistics Canada 2014)

Due to the prevalence of internet, mobile and social media, our habits are changing. On top of all of this is Canadians’ voracious appetite for Netflix – which in 2014, was responsible for 30 - 40% of traffic in peak evening hours, rising from 13.5% of evening traffic in 2011. (Sandvine, 2014)

Access to all of this content has changed where and how we consume media (at home versus at the movies, for example), how we interact with others (mediated through messaging and social networking platforms), and our preferences for entertainment and relaxation. Could any of this be having an impact on our time and where it all seems to be going? We’ve all fallen into the traps of “binge-watching” television shows online, scrolling through social media, gone to look

something up online and forgotten what we meant to do in the first place - probably more than we'd care to admit. How much time are we devoting to our online activities? Would any of these factors have an impact on how we engage with our communities or in civic life? It is something that must be considered the next time we tell someone "I'm so busy", or that we don't have time to partake in an activity that can build social capital.

2.18 A New Hope

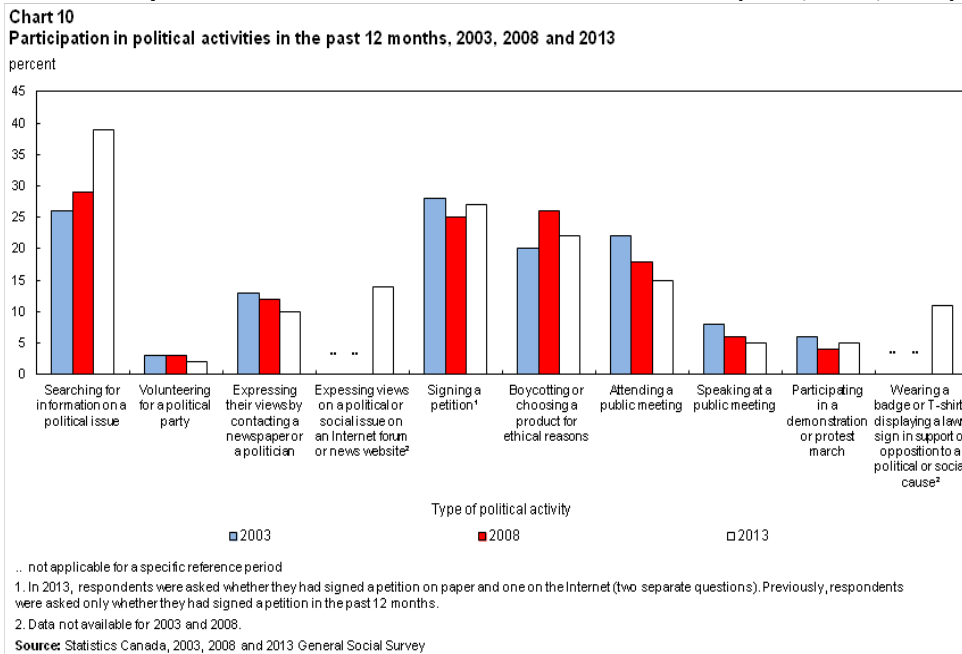
Just because we are spending more time online does not mean that all is not lost for civic engagement. It points to new ways of engaging, expressing views and opinions, and sharing approval or dissent. What this means for civic engagement is that how we reach people is changing. News gets shared quickly online; a video, a tweet or a post can go "viral" at any time. Events that used to be behind closed doors are now live-tweeted from the source, capturing quotes, expressions and the opinions of observers, and taking "the conversation" to the public in ways we've never had before. People can engage with an issue, discuss with their friends and colleagues and share opinions as the turn of events unfold. Civic engagement now means everyday engagement, if you count yourself as aware and interested in news and current events. People can share their opinions and views privately among their network, or potentially, with millions through the Internet. Engagement is changing, the story is unfolding, and how we devote our attention and the collective response helps shape the narrative of issues. Groups that are seeking to engage now count the Internet as **the** medium to deliver the message. From a McLuhan-ian perspective, the

Internet's effect on civic engagement is quite profound, considering that movements have emerged out of Twitter hashtags, such as #BlackLivesMatter, #IdleNoMore, and #YesAllWomen uniting previously disconnected voices. From a Canadian perspective, #IdleNoMore connected indigenous groups in First Nations communities. The physical and social divides among these groups previously prevented conversations on the scale that #IdleNoMore has created. Rural and remote First Nations can share their perspectives, opinions and take part in the conversation on social media and raise awareness. It has taken what were previously potentially local challenges and issues, united these voices, and propelled them into a national-level conversation that has caught international attention. (Donkin, 2013).

Statistics Canada reports that “the ways of being involved with groups have changed considerably over the past decade”. For example, a growing proportion of members (44%) had been active by using the Internet in 2013, compared with 23% in 2003.” (Turcotte, 2015). Looking at data (in the chart below) that shows Canadians' political participation, we see some trends towards a decrease in what calls for more active, or physical participation, such as attending a public meeting, volunteering for a political party, or expressing views by contacting a newspaper or politician. Although data was not collected prior to 2013, it is evident that expressing your views, whether online or in the form of a sign or badge is a form of engagement. Although what we might associate as traditional forms of engagement, such as attending meetings or

volunteering - may be on a downward trend, civic engagement appears to be alive and well.

Table 3
Participation in Political Activities in Past 12 Months (2003, 2008, 2013)



(Statistics Canada, 2013) Source: <http://www.statcan.gc.ca/pub/89-652-x/89-652-x2015006-eng.htm#a11>

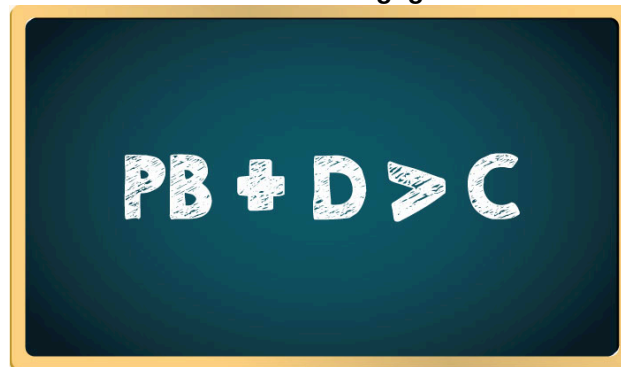
Data collected by Statistics Canada informs us “the level of civic engagement among Canadians was slightly higher in 2013 than it was a decade earlier. In fact, 65% of people aged 15 and over were members of a group, organization or association, compared with 61% in 2003. The types of groups most popular with Canadians were sports and recreational organizations, followed by unions or professional associations.” (Turcotte, 2015) Although these sorts of groups are not getting together to alter the outcome of a decision by the government, nevertheless association and social ties are an expected outcome. These groups may be pointing to the changing nature of association as a form of

engagement, where people align personal and professional best interests; namely staying physically active and professionally networked.

2.19 ROI of Civic Engagement

It is important to remember that we only have so much time for civic engagement, as “people still need to make dinner” (Strong, 2014). As I mentioned in the introduction, the reasons why people engage are personal - however, it is most likely that they have a preferred vision or future they want to make possible, where there is expertise or credentials to lend, or reputations to make. (Krontiris, Webb, 2015) Recognizing that people are busy and their motivators are individual, Anthea Watson Strong, a member of Google’s Civic Innovation team, offers up three levers that can impact engagement: the cost, probability of an effect, and sense of duty related to civic actions. (Strong, 2014) These are levers that can affect the value proposition of civic engagement. Strong details a useful equation created by William Riker and Peter Ordeshook in 1968 in the Calculus of Voting. Strong applies the equation in a more modern civic engagement context, which is shown below.

Figure 8
The Calculus of Engagement


$$PB + D > C$$

(Image by Nour Bawab, 2016)

P is the perceived Probability that an action will impact the outcome of a civic decision

B is the Benefit of a changed outcome [the citizen as an individual will receive if the civic decision swings in their favor]

D is the sense of civic Duty (feelings of goodwill, being part of something) person gets from an action

C is the Cost of taking a civic action (time, effort, financial cost)

Strong further states, that for people to engage, the sum of the left side of the equation has to overcome the potential or perceived cost of the civic action. In terms of overcoming the barriers to engagement, this $(PB + D > C)$ equation would also imply that:

- A person's grasp of the probability that their involvement will affect the outcome would impact their own decision to participate
- Their motivation, or the resulting benefit of a changed outcome is quite personal
- Their sense of civic duty has to outweigh the cost if P or B were zero
- All of the above has to outweigh the cost

The cost is the critical component in this equation, as it accounts for our time, effort or financial cost. The cost (C) part of the equation may be perceived as quite high if the individual is overworked, stressed or overwhelmed, and the expenditure of their personal energy and time are at a premium. Thus, it is important for organizations and communities to communicate the return on investment (ROI) of civic engagement. We need to show the ROI of civic engagement to society. There are so many distractions under the deluge of the internet, social media, smartphones, and our work-life balance, that we've lost the value proposition of civic engagement. It is important that we understand the benefits of civic engagement, remind ourselves that without it, we wouldn't have much of what we call social progress. Even so, people engage when they want to be engaged, when something matters enough to them to show up or speak out. They will also seek out where and how this will happen. Matters of lifestyle are increasingly important in this day and age, and people want to be reached where they are - not where governments or practitioners believe they should be. There is a whole world out there that begs for involvement, participation, and action. However, when one applies their own personal filter (often in the form of the equation) of what really matters to them, the potential benefit of the action, the feeling of the engagement or sense of civic duty may not be enough to get involved if the cost is *perceived* to be high. In addition, people may feel that they up against more powerful forces, and that their efforts may not yield much in the effect of a result even if they do get involved. Here again we see the need for agency – because people need to believe that their actions will produce a result.

Thus, organizations and communities rightfully need to build agency in their constituents and stakeholders, and be aware of the forces or factors that can undermine agency.

It is easier for individuals and communities to have an impact at the local community level (grassroots) than it is to go up against or to reach Provincial or Federal forces, against powerful stakeholders or global corporations. Collective organizing in these realms requires incredible energy and tireless will. Despite this, we have seen recent episodes of the will of the people prevailing against powerful interests after coordinated collective action.

No Jets TO

No Jets TO, a coalition of residents opposed to the expansion of the Toronto island airport prevailed after nearly three years of campaigning over the interests of two corporations (Porter and Bombardier), a crown corporation (Ports Toronto), and the federal government (the former federal Conservatives).

Although the announcement was made after the election of the federal Liberals who had the renewed authority to stop the project, the dedicated campaigning efforts of these citizens ensured that their opposition to the expansion project didn't go unheard. Studies were commissioned and renderings showcasing impacts were released, powerful voices such as former chief planners were engaged, City Council had a stake, and local residents put themselves in one of two camps – for or against. Ultimately, the interest of a healthier waterfront for

everyone prevailed over the development of more convenient business or destination travel.

No Jets TO is an example of a story of success that needs to be shared and celebrated, as it has the potential of inspiring others by showcasing that the concerted efforts of the collective can have an impact, where the Probability (P) can be perceived as a much higher number than we originally anticipated.

Successes demonstrate that civic engagement works, that it is possible to make change when a group desires and works collectively toward that achieving that outcome. While this kind of engagement still requires incredible effort in order to achieve an outcome, the perceived barriers may not be as high if we have more examples, more narratives, and leverage the learnings of successful outcomes.

The more people perceive themselves as with agency, with time, able to have an impact, and armed with things that guide them, the more likely it is that their civic interests will dominate over established interests. When we are no longer too stressed and overwhelmed we have the ability to take on other things in our lives other than providing for one's self and family. This is a hope of civic engagement.

“We’ve lost incalculable energy, talent and resources on solving complex problems because of the frustration, fatigue, and complacency that come from feeling overwhelmed and helpless”
- Andrew Slack, Harry Potter Alliance

While democracy is feeling increasingly frail in 2016, given the global forces of mass migration, the war in the Middle East, climate change, and rising

inequality, people may consider these kinds of changes in the realm of their own lives and feel a sense of futility. However, at the same time, what often makes us feel that we are part of the fabric of society is when we are civically engaged or contributing to our community. The result is that our thinking shifts to a more collective “we” versus “me”. (Côté, Healy, 2001; Saguaro Seminar, n.d.) If we disconnect from our community, or from these kinds of activities, we lack the feeling of belonging that allows us to get more engaged.

Sherry Arnstein, a pioneer thinker in the field of civic engagement spoke of the practice as “a little like eating spinach, no one is against it in principle because it is good for you.” However, I choose to equate the practice of civic engagement to exercise. Fundamentally, we know that exercise is good for our health, and that it makes us feel good. However, it is often hard to motivate ourselves to work out, particularly when we are busy. Once we’ve done it, we don’t regret it. The same goes for civic engagement.

Civic engagement can be a positive reinforcing cycle that builds our skills, networks, levels of trust, and feeling of belonging, leading us to feel empowered. The rush of endorphins from a good workout is similar to the feeling of empowerment that we get from civic engagement when we start to realize our individual and community potential. I have personally felt this, and have had stories shared to me by participants in 100in1Day Toronto, the festival of civic engagement. Participants have gone on to create new projects and subsequent ideas. People that participated in the first year have participated in follow-up

years hence, never realizing what they were capable of prior to their involvement.

At the end we feel better about ourselves when we make connections, contribute to a collective, express a shared vision and feel as though we are part of something greater than ourselves. The barriers, though real, are possible to be overcome, when we realize what is a priority in our own lives, or for our community. We have to get over the cognitive dissonance that we put on civic engagement in light of our sources of stress and where we devote our time – as that becomes the true barrier. It takes some practice, like dipping your toes into a cold pool and feeling the shivers, but once you've convinced yourself to jump in, you soon feel refreshed. Others see how good you are feeling and tend to follow suit. Civic engagement has that same ripple effect. Thus, community-building and civic engagement needs to be seen as something we practice in order to be an essential part of our democracy. The challenge is on us to make it part of our lives.

In fact, we think that the word 'citizen', while it automatically entitles us to certain basic rights and privileges, also demands something in exchange.

- Meslin, Palassio, Wilcox, 2010

If we consider that part of being a citizen in a country means being involved in society, there is a degree of responsibility that comes with it. In fact, when permanent residents take an oath to become Canadian citizens, they are swearing to fulfill certain civic responsibilities that include:

- Obeying the law
- Taking responsibility for oneself and one's family

- Serving on a jury
- Voting in elections
- Helping others in the community
- Protecting and enjoying our heritage and environment
(Citizenship and Immigration Canada, 2012)

This is what our government asks of us – to uphold our duties as Canadians. However, our communities and civil society benefit from our participation as well. Therefore, we need to take off our individual filter from the equation, and realize that an ROI for civic engagement will also exist for ourselves. Through participating, we will gain confidence and become empowered, create networks based on social capital, trust and belonging, and ultimately demonstrate our sense of agency that is required to make change.

Part III - Trends in Civic Engagement

To hear it from those in the field, civic engagement in Canada suffered a blow in the '90s. Canada was in the midst of a recession, the federal government was making significant budget cuts across the board, and social programs and voluntary organizations suffered especially as a result. Elsewhere, layoffs were happening, driving up unemployment and the general sentiment was quite morose. At that time, suburban living was the goal and the preference for working age professionals, and even though interest rates were much higher, housing was relatively affordable for the young professional. The last of the Boomer generation were having children, and the rest were focused on raising

families, their “Echo” progeny who would come to be known as the influential “Millennial” demographic. Following the 1990s, the Internet age was upon us after the commercialization of the World Wide Web. In the early 2000’s, people started flocking back to cities – the engines of economic growth. Thanks in part to Richard Florida’s “Rise of the Creative Class” and its influence on policy planning, cities became even more desirable places of investment - as a result, government policies started to recognize urban issues and those that lived in urban economic centres. (Moss, 2009) In addition, the influence of the Boomer generation had effectively shifted to the sizable “Generation Y” or “Millennials” around this time. The global forces under which they came of age include decades of rampant corporatism, the push for globalization, rising costs of living, less secure employment, war in the Middle East is a known constant, and episodic incidents and threats of terrorism. These are the kinds of forces that have left an indelible mark, where the status quo seems like it is no longer good enough. While how we live in Western democracies is quite similar to two decades past, there is no denying that the influential forces of change have shifted our perspectives and potentially, our values.

The particularly recent confluence of changes in 2016 such as the Brexit referendum, police brutality, bombings and terrorist attacks in urban centres around Europe and the Middle East, and a historically significant election campaign in the US may even signal that there are other changes to come. This speaks to the concept of emergence, which has roots in complexity theory,

where it refers to “the arising of novel and coherent structures, patterns, and properties during the process of self-organization in complex systems.”

(Goldstein, 1999) Emergent phenomena are generally observed at the macro level; although individual actors each play a role, the phenomena only occurs when the assembly forms as a system (Goldstein, 1999; Wheatley, Frieze, 2006). Biological examples of emergence include ant colonies or termite hills, and on the human side, emergence usually arises as a result of dense networks that can form powerful social change movements. What is interesting to note about emergence is that it can come unexpectedly, it is difficult to predict, and it arises because the sum of the parts self-organize and coalesce over time to form coherence. (Goldstein, 1999)

Margaret Wheatley and Deborah Frieze have applied the idea of emergence to social innovation; where its origins begin with disparate local efforts that converge into networks, strengthening into intentional communities of practice and then evolving into a system, which is capable of greater change than may have materialized otherwise through planned, incremental change. (Wheatley, Frieze, 2006) Wheatley and Frieze suggest that setting the right conditions for emergence can help foster and scale social innovation. For this to occur, human networks need to be nurtured and connected by actors in the network to form communities of practice. These separate communities of practice then become intentionally linked to each other, forming larger systems capable of powerful influence. (Wheatley, Frieze, 2006) When people are connected with ongoing

feedback loops, the system of networks is capable of producing the kind of change that was previously unimaginable. Examples include the toppling of a government or the fall of a corrupt regime, or an event that becomes a lightning rod for change.

What I believe is powerful about the concept of emergence is that in the context of futures studies, disparate actions can coalesce into communities of practice. Or in the case of horizon scanning, various signals can be observed to become trends. While no one really knows whether or how various weak signals will coalesce into trends, it is possible that when they do, these can eventually also become drivers of change. If you take Goldstein's definition of emergence, which includes the "arising of novel and coherent structures, patterns, and properties during the process of self-organization", it is these patterns (signals) and properties (trends) that can self-organize and develop over time into what becomes our future, through a process that resembles emergence. (Goldstein, 1999)

As humanity, although we don't know where we are going, we know we are going somewhere – every day is a step towards our future. If emergence can occur through the intentional formations of human networks, it is likely that the emergence that has happened is something that this networked group sought to achieve. Take the Arab Spring – dictators who had held power for decades in the Middle East were toppled in the mere matter of months because of the

power of citizens coming together. When people unite as a result of their networks, there is a greater possibility of achieving a preferable future through civic engagement and collective action. These participants exerted their sense of agency in order to move towards their desired future. Their civic imaginations were in play while they acted. This is the fundamental piece of civic engagement that I am interested – the question of, what future are we willing to **work** towards, together? Our society is built on our participation, and we should have a vested interest in ensuring that civic engagement thrives.

Therefore, it is important for governments, civil society organizations and individuals to be aware of the changing environment, and what influencers are out there that might have an impact on how and why we engage. If society is to remain resilient and democratic, it is because we are networked, and our communities are capable of expressing their agency in the face of changes in the external environment. In addition, our networks help us stay aware and keep on top of changing conditions so that we know if and when a response is necessary, or when to stand up and say we've had enough.

Through the practice of foresight, communities, organizations and institutions can develop a practice of asking; “what could happen?” and “what do we want to happen?” We can reap the rewards of our preferred future only if society collectively starts to engage with their civic imaginations, and understand the potential impacts of emergent issues, novel ideas, and changes at play. There is a case to be made for practicing foresight in relation to civic engagement, and in

upholding civil society and democracy. Our individual and collective future is not written – we will remain active participants in making our visions a reality.

“People need a motivating vision of what comes next and the awareness that more will happen after that, that the future is a process not a destination. The future is a verb, not a noun.”

- Bruce Sterling, as quoted in (2004) *The Singularity: Your Future as a Black Hole*

The value of foresight is in the process and the exploration of the possibilities, and giving people the freedom to explore alternatives. This can help create capacity, where participants are empowered as a result of the process, and can leverage this kind of thinking to create the futures that they desire. (Inayatullah, 2007) Additionally, foresight and futures studies can be a useful criticism of the dominant social consciousness and institutional structures (Nandy, 1996) which is why we need to be in dialogue with our civic imaginations. To further this point, Ashis Nandy, a social theorist and critic writes, “by avoiding thinking about the future, you hand over the future, as a prisoner, to the presently dominant political economy and to unthinking, docile professionals and academic bureaucrats.” (Nandy, 1996) By understanding the present, the changing landscape that emerging issues may present, and exploring the future, we become more adept citizens and stakeholders in society. Exploring the future presents an opportunity to build up a competency, and ultimately our own sense of agency (Inayatullah, 2007) – where the future no longer happens to us, but we become active players in shaping it.

I chose to explore foresight through horizon scanning, a common practice that is used to outline potential changes in various environments. Through the

scanning, monitoring and tracking of trends over time, trajectories of change can be analyzed, and potential impacts better understood (Stein, Goodman, 2007) Through trends and drivers analysis, Stein and Goodman write, “the difficulty lies in determining the specific impacts and implications of these, as well as ensuring that the knowledge is transferred and retained for activation when needed.” (Stein, Goodman, 2007) Thus, the resulting trends and drivers analysis presented in Appendix C and Appendix D, respectively, are meant to be taken into consideration as a jumping-off point to question how these might affect civic engagement and its processes. The resulting trends and drivers are presented in order for individuals, communities, and civil society organizations to consider questions such as: how can we create and realize strategies that will make society more connected, cohesive and resilient? How do we make sense of arising opportunities in relation [to this issue]?

3.1 Horizon Scan and Trends Analysis

As foresight practitioners search for signals that indicate trends, the findings from their environmental or horizon scan are often categorized into a framework known as STEEP, which encompasses Social, Technological, Economic, Environmental, Political - where some like to include Values (STEEP-V). While there is often overlap, trends are sorted because they may have an impact in these spheres of life. The thirty-six trends that have been identified are those that may influence how or why we participate in the next 15 - 20 years.

I have included Health as an additional category that I think is important enough to distinguish, as it will impact our demographics and play a bigger role in how we live. Descriptions of these trends and their implications can be found in Appendix C.

Figure 9
List of Categorized Trends

S Social	H Health	T Technological	E Economy	E Environmental	P Political	V Values
Aging Epidemic	Mental Health Breakdowns	Internet of Everything	Purposeful Economy	Idle No More Around the Earth	Infrastructure as Catalyst	Microliving
Assisted Death	Public Health Crises	We All Live in Public	Slave Economy	Hot Hot Earth	Privately Funded Cities/ Services	Sober Times
MultiCultural is Mainstream	Stressed Out	Peak Stuff, 3D Printing & the Customized Economy	Cost of Children	Healthy Food Revolution	Rise of Resentment	Cities are Communities
Zero Growth Rates	Co-Living, Co-Enjoyment	Maker Generation	Universal Basic Income	Nature Deficit Disorder	R & D Like ABC's	Community Watch
Sandwiched Situation			Salary Parity & Living Wages		Lost Generations	Experience Economy
Gender Tug of War			Drowning in Debt		Community Development (is a Sound Investment)	
					Micro-Engagement & Stewardship	

(Image by Nour Bawab, 2016)

While these thirty-six trends showcase strong enough signals to make them noteworthy for the purposes of this report, it is important to know that not all trends that emerge become dominant themes, bigger issues or mega-trends. The trends presented are also not forecasts of the future, however, they warrant some discussion as to their implications – which are outlined in Appendix C. How these trends behave in the future depends on whether the trend wavers or

thrives based on socio-economic, socio-political, socio-cultural, environmental or technological conditions, as captured by the STEEP-V framework. A detailed analysis of the trends can be found in Appendix C. In addition, whether or not they thrive often depends on the drivers of change behind them.

3.2 Drivers

What leads to emerging trends? There are usually underlying forces at play that alter how society works, how markets function, and what we prioritize. They are known as drivers and they are influencers of trends, existing at a more macro scale, catalyzing a series of events or leading to shifts and changes. Drivers are important to recognize because they are often powerful enough to be bringing the world we know to a new place that was previously unknown. They help explain why certain things might be happening, and how we got to where we are because of them. A group of trends can often be attributable to a single driver, such as a technological innovation like the smartphone, although the impact of certain drivers can vary.

3.3 Driver Identification

Over the course of the 1) environmental scan and analysis, and 2) through my expert interviews, several drivers of change were identified that are having an impact on how we live, work, play, and engage. As a process of identification, I assembled various trends together that seemed to comprise an underlying core theme through an affinity mapping technique, where seemingly separate ideas are grouped together as a result of an underlying theme. This technique helps

determine possible drivers of these groupings of trends. These groupings were then analyzed to determine what might be connected to each of the trends and responsible for their emergence. In addition, my primary research through the expert interviews became a valuable source of information to help establish key drivers of change. After transcribing and codifying the expert interviews, additional themes resulted from the fact that certain issues or ideas were expressed over several interviews. Through the primary research process, certain emergent themes demonstrated a strong enough presence to be considered as drivers that are impacting civic engagement, how it is practiced, and what might affect how we engage. Together, these techniques (affinity mapping and expert interview analysis) yielded ten drivers of change, which are demonstrated below.

Drivers:

- Individualism
- Collaboration and Systems Thinking
- Bureaucracy and Declining Trust
- Internet-Enabled Shifts in Technology
- Climate Change
- Neoliberalism & Corporatism: Changing Economy, Changing Values
- Urbanization & Migration
- Changing Demographics & Aging Population
- Indigeneity
- The Social Web

These drivers were categorized according to their dominant influences on socio-economic, socio-political, socio-cultural, environmental or technological conditions and reinforced because of the trends that are related to the individual driver.

Figure 10
Drivers of Change



(Image by Nour Bawab, 2016)

A further analysis of these drivers resulted in potential strategies and opportunities in the realm of civic engagement and participation, which are captured in Appendix D. The identification of the driver and the resulting analyses are aimed at the organizations and institutions that see themselves as responsible for building community and engaging people in their work, and for the community leaders that want to build interest and more momentum around their community work. By being aware of the circumstances of the changing environment, these drivers and the resulting recommendations can help leaders in organizations contextualize their role in shaping directions for themselves and

the constituents and stakeholders that find meaning in their work. By leveraging these ideas and being deeply aware of the current environment, we can find ways to engage with our civic imaginations, develop a shared vision, and to help people find and develop their sense of agency in the midst of changing circumstances.

It is important to be mindful and consider how these drivers currently will affect public, private, and societal life and their impact on our individual engagement levels and society's desire to be civically involved. If society is to remain resilient and democratic, it means that people need to see themselves as part of the processes that make it such – which necessitates their participation in political affairs, social justice issues and community needs. These drivers ultimately create the kind of world we live in, thus shaping our attitudes, values, and beliefs that transcend through culture and society. In addition, trends also help us anticipate changes, to see what direction things may be moving towards. Anything that may affect our sense of agency will affect civic engagement. If people are unable to express agency, they succumb to the external forces that will diminish our sense of community, and perhaps even democracy. Thus, each driver has an accompanying strategy that is offered as a way to either: combat its dominance or facilitate more engagement, by offering up new ideas and alternatives to traditional notions of civic engagement. The strategies and opportunities related to each driver are potential leverage points or areas for innovation. They are purposely left at a high level as they are intended to be a

jumping off point for further discussion and development by the individual, community, or civil society organization as they tap into their civic imagination.

Some of the key themes from the drivers analysis include building a stronger culture of engagement, through inculcation at a young age, where people see themselves as *members* of society, and with that membership, a responsibility. Understanding the ecosystems that make up society will help key actors illuminate all the stakeholders, and bring these diverse viewpoints together to determine the leverage points that can help drive change. Sometimes this might mean dismantling the very systems that have been created, or proposing and prototyping new ideas as low-risk opportunities. Technology can be an enabler for many new civic innovations, particularly in the realm of open data, but sometimes the best things come out of disconnecting and re-engaging with one another. No problem has a silver bullet solution, and it will likely take the collaborative effort of various cities, regions, and countries, especially in the face of climate change. The global issues are just as important as the local ones, and a balance is required between both. As far as local goes, there are lots of opportunities for social capital creation in the communities we live in, especially in rapidly urbanizing centres where anonymity reigns. We need to make the space for this social capital creation, and sometimes priorities may need to shift. Grassroots or hyperlocal activities are great ways to get involved, however, in order to scale, they may need to merge into communities of practice. There might be a tension that exists as a result of the effort to scale in order to have an

impact. However, cities are complex systems that are demanding on the people that live in them, and collectively, we need to be more demanding of our structures that are meant to support people, not just the systems and their activities. By supporting people, it is acknowledged that everyone has needs, but inclusivity is the way forward. It is important to design for the general interest, and look for ways that can enable yet bridge diversity. Diversity is something our country views as its strength, and way forward. This means an appreciation of what peoples have shaped its past, and with whom our future will lie, as a diverse, indigenous country. As citizens, we need to account for certain responsibilities that we have made in exchange for the rights granted to us as members of our democratic nation. There is always room for competing viewpoints, while we can express these in many more ways than ever before, it is important that bridges are built through listening and understanding when considering options and possible solutions to the issues that we collectively engage with.

The table below summarize the complete list of drivers, and the strategies and opportunities related to the drivers that are outlined in Appendix D.

Table 4
Driver, Strategy & Opportunity

Driver	Strategy	Opportunity
Individualism	<ul style="list-style-type: none"> • Educate & Inculcate • Roots of Empathy 	<ul style="list-style-type: none"> • Membership
Collaboration & Systems Thinking	<ul style="list-style-type: none"> • Action Labs • Charrettes, Hackathons & Service Jams 	<ul style="list-style-type: none"> • Map & Define the Network
Bureaucracy & Declining Trust	<ul style="list-style-type: none"> • Dismantling Systems • “Pilot” Projects 	<ul style="list-style-type: none"> • Civic Leadership
Internet-Enabled Advancements in Technology	<ul style="list-style-type: none"> • Educate & Inculcate • Roots of Empathy 	<ul style="list-style-type: none"> • Middle Ground
Climate Change	<ul style="list-style-type: none"> • No Silver Bullet 	<ul style="list-style-type: none"> • Globally United
Neoliberalism & Corporatism	<ul style="list-style-type: none"> • By the Block • Less is More 	<ul style="list-style-type: none"> • RE:Start
Urbanization & Migration	<ul style="list-style-type: none"> • Umbrella & the City • Global vs. Local Engagement 	<ul style="list-style-type: none"> • Redesigning Cities
Changing Demographics & Aging Population	<ul style="list-style-type: none"> • Bridge the Gap • Return on Investment 	<ul style="list-style-type: none"> • Common Interest
Indigeneity	<ul style="list-style-type: none"> • Cultural Impacts of Taking Responsibility 	<ul style="list-style-type: none"> • Dismantling of Colonialist Attitudes
The Social Web	<ul style="list-style-type: none"> • [Inter]mediation 	<ul style="list-style-type: none"> • A Virtual Affair

Part IV: Conclusion

“We do not need magic to transform the world. We carry all the power we need inside of us already. We have the power to imagine better.”
- J.K. Rowling

New ideas and issues are always emerging that have an impact on society. A big impetus for this research is to build an understanding of these forces, and to consider that the nature of engagement may be changing as a result. How we perceive democracy and our role in it as citizens and members of society should be a reflective practice. Therefore, communities and civil society organizations need to be monitoring for potential impacts or threats to our democratic ideals. We need to remain resilient as arising trends and drivers of change shape our society and influence our actions, because our actions lie in the heart of progress. It is necessary to tap into our civic imagination – because then we start describing what it is we are willing to **work** towards, and to continue to build agency at the individual and community level – because that is where the work will come from.

If engagement is work that is fuelled by our visions of the future, we need a stronger connection to our civic imaginations. I propose that foresight processes be the tool that we use to consciously tap into our civic imagination to ask ourselves what it is we want for the future of our communities, our cities, and our nation. We need to be in continuous dialogue about our individual and collective desires.

Figure 11
What Will Your _____ Look Like?



(Painting by Audrey Weidenfelder, 2014, photo: Cherie Daly)

By leveraging our civic imaginations, as society, we can be more daring in our visions of what we want for our social, political, economic or civic environments. However, agency will be the critical component that will help enable what we work towards. We need foresight and futures studies to help create the conditions for a paradigm shift (Inayatullah, 2007) which many of us recognize is what is needed today, in light of the challenges and opportunities posed by:

- Individualism
- Systems Thinking
- Declining Trust
- Advancing Technology
- Climate Change
- Neoliberalism & Corporatism
- Urbanization & Migration
- Aging Populations
- Indigeneity
- Internet & Social Web

Incidentally, an awareness and understanding of these drivers can yield new ideas, opportunities or strategies to help bring about that paradigm shift, where civic engagement is what drives the change. Therefore, by marrying agency with our civic imagination and futures work, we become agents of change, capable of making and achieving goals that are in line with our visions.

There is a common language that needs to be built in order to begin the work needed to move to our preferred future; that is one of agency, engagement, civic imaginations, shared visions, and the expectations and responsibilities of citizenship. As outlined, the return on investment for civic engagement spans from the individual to the society, and it is therefore a meaningful practice. In light of the forces driving change, it is in society's best interests to enable civic engagement, because it is what is responsible for creating the future we desire.

"We need to do a cultural shift that says we all have a role to play in the future. And civic participation is going to be the cornerstone of that."
- Anne Gloger, East Scarborough Storefront (expert interview)

4.1 Recommendations:

To conclude this major research project, based on the insights gleaned through my extensive research, I have included a set of recommendations for community leaders, civil society organizations and institutions that seek to work with people and engage communities to fulfill their mission. These are outlined below.

- **Build Trust**
 - Through outreach, through networks. Civic trust needs to be re-established in our communities, between people, and at the institutional level.
- **Connectors and Brokers**
 - Social capital that exists between groups (*bridging* capital) is the result of connectors and brokers that can help establish trust, communication and the sharing of ideas between and among networks. (Simmons, 2013)
 - Civil society organizations need to encourage and develop more connectors and brokers in order to strengthen democracy.
- **Expand the Circle of Belonging/ Radius of Trust**
 - We all need to expand our circle of belonging, welcome others and invest in diverse relationships to strengthen our networks.
 - “If a group's social capital produces positive externalities, the radius of trust can be larger than the group itself”. (Fukuyama, 1999)
 - Organizations, agencies and leaders can start by listening to gain empathy and find ways to work together. From local police forces to city mayors (See: Black Lives Matter) communities need to be heard, leaders need to listen.
- **Agency > Capacity**
 - If there was ever a time for a bias towards action, it is now. Experts are welcome, but agents of change are needed.
 - Find early stage community innovators and match them to resources – mentors, funding, knowledge.
- **Actions are Louder**
 - Experts talk, leaders act.
 - Actions speak louder than words; focus on getting people to *work* together.
 - Design, test, iterate – at the community level
- **Integrate Tech**
 - Tech is here to stay, organizations need to learn how to use and continuously evolve it.
 - Leverage tech to reach people where they are – through social

media, text or other emerging platforms.

- **Give Communities Autonomy**
 - Self-determination theory states that our core needs are: relatedness; which should be established in communities; competence; our need to be effective; and autonomy; the need to be in control of our lives. (Tran, 2014)
 - Communities know what is best for them. Therefore, allow for investment that isn't dictated, build skills and offer mentorship to sustain the investment.
- **People need Parks, Spaces, Places**
 - Parks, quality public spaces, and vibrant places enhance social connections in communities, making them worthy investments.
 - The value of these places is demonstrated when community groups come together to maintain and support them.
 - Every neighbourhood and/or community deserves a place they can call their own.
- **Civic Leadership**
 - Create a pathway from civic engagement to leadership.
 - Continue working to identify, develop and invest in civic leaders.
 - Show that a bias towards action is valued, and guide appropriately.
- **Civic Buddy/ Civic Mentor**
 - Civic engagement isn't as scary when you have someone to show you the way.
 - Pair people up with a buddy or mentor, letting skills and abilities to develop.
- **Stories of Change**
 - Great stories deserve to be shared. Find the platforms where people are listening (ie. Medium.com, etc.), employ writers, and develop the narratives.
 - Inspire the public (not just funders) by showcasing the possibilities, and the value of community efforts.
- **Legislation Changes**
 - Rapidly growing [urban] populations meet outdated legislation

- and stifle community. (see: Ontario Municipal Board)
- Major overhaul and investment in by-law updates, zoning changes, regulation updates are needed because cities and communities will be otherwise trapped of new opportunities or avenues for innovation.

In short, community leaders, civil society organizations and institutions should focus on activities or infrastructure that can generate a combination of social capital, trust and a sense of belonging. There are a lot of tactics that can be employed in ensuring that society remains resilient and strong through civic engagement, although they should have a strong connection to furthering individual and collective agency.

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Appendix A

Definitions of Civic Engagement (chosen for independent study)

Civic engagement refers to participation aimed at achieving public good, but usually through direct hands-on work in cooperation with others.
(Zukin, Keeter, Andolina, Jenkins, Delli Carpini, 2006)

Civic engagement is an individual's duty to embrace the responsibilities of citizenship with the obligation to actively participation, alone or in concert with others, in volunteer service activities that strengthen the local community.
(Diller, 2001, as cited in Adler, Goggin, 2005)

Civic engagement means working to make a difference in the civic life of our communities and developing the combination of knowledge, skills, values and motivation to make that difference. It means promoting the quality of life in a community, through both political and non-political processes.
(Ehrlich, 2000)

Civic engagement is individual and collective actions designed to identify and address issues of public concern. Civic engagement can take many forms, from individual voluntarism to organizational involvement to electoral participation. It can include efforts to directly address an issue, work with others in a community to solve a problem, or interact with the institutions of representative democracy. Civic engagement encompasses a range of specific activities such as working in a soup kitchen, serving on a neighbourhood association, writing a letter to an elected official or voting.
(Delli Carpini, n.d.)

Civic engagement is the participation of private actors in the public sphere, conducted through direct and indirect interactions of civil society organizations and citizens-at-large with government, multilateral institutions and business establishments to influence decision-making or pursue common goals.
(The World Bank, n.d.)

Civic engagement... is for people who can see a better community and are willing to work towards it.
(Meslin, 2010)

Appendix B

Timeline

In order to make meaning of the future, we have to understand the past. With respect to citizen engagement and social change, there are influential events to note as they either have had an impact on how we engage, or have become the issues that people have become engaged with. Some of these have catalyzed subsequent events, and may even be or become drivers of change. The purpose of creating this timeline is to remind us of the historic significance of some of these events. When viewed in relation or in connection to other events that have subsequently happened, it tells the story of the world as it came to be today. The timeline begins with the rise of Neo-liberalism in the 1970s, as it is an ideology that persists to this day - playing a dominant role in nearly all aspects of our society - from our politics to our economy, effectively shaping our culture over the decades. (Monbiot, 2016)

1970s

Rise of Neo-Liberalism as a political and economic philosophy / system of government in Western democracies

1980s

Thatcher, Reagan and Mulroney's economic reforms that cut government spending for social welfare and government programs, leaving legacies that last to this day.

1994

NAFTA Agreement ratified, allowing for free trade throughout North America.

- Signals the beginning of the globalization era. Globalization has been blamed for the decline of the middle class due to the outsourcing of manufacturing jobs and rising inequality.

1995

The Internet is commercialized and over the next 5 years, reaches millions of Americans and Canadians who can connect through chat rooms, email and the World Wide Web.

- Signals the beginning of a transformation in connectivity, communication, and knowledge-sharing

October 30

Quebec Referendum - Canadians rejected, for the second time, a sovereignty movement by the Province of Quebec, and voted to keep Quebec as part of Canada.

- Signals inclusivity and pluralism

1997

Kyoto Agreement adopted by 150 countries around the world, the first major environmental pledge to reduce greenhouse gas emissions.

- Signals the first global pledge to address climate change

1999

April 1

Nunavut territory is established via the Nunavut Act, carved out of the eastern Northwest Territories, comprised of a majority Inuit people. This territory was the outcome of the largest aboriginal land claims agreement between the Government of Canada and the Inuit peoples, who fought for and achieved rights of self-government of their land, resources and people.

- Signals the rise of indigeneity in Canada

May 1

The European Union becomes effective after the Amsterdam Treaty is signed (1997) by 15 member nations who agree to transfer certain national powers to the newly formed European Parliament.

- Signals transnationalism and unity; a globalized balance of power to the US

June 1

Peer-to-Peer File Sharing

Napster is established, allowing people to easily share and transfer MP3 file formats amongst one another.

- Signals the origination of “sharing” through the platform of the Internet.

November 30

Seattle WTO protests

Anti-globalization themed protests take place in Seattle, Washington where over 40,000 protestors gather at the WTO Ministerial Conference.

- Signals the early civic response to globalization and corporatism

2001

January 15

Wikipedia is launched

- Heralds the era of user-generated content

September 11

The largest of any terrorist attack on US soil in history. The security response through sanctions for international travel fuels the rise of racial profiling of Arabs and Muslims. An ongoing “fear-based” dialogue publicized through popular news sources.

- Catalyzes a renewed war in the Middle East

2002

Canada ratifies the Kyoto Accord

2003

February 15

Millions participate in coordinated protests across 600 cities against the war in Iraq. Despite protests, American and British troops invade Iraq. Canada refuses to accompany UK and US in a military mission in Iraq.

2004

December 26

Indian Ocean earthquake triggers tsunami that leaves over 200,000 dead primarily in Indonesia, Sri Lanka, Thailand, Malaysia, and the Andaman Islands.

- One of the largest natural disasters in modern history

2005

Same-sex marriage becomes legal in Canada. Canada is the fourth country in the world to recognize same-sex marriage.

2006

January

Stephen Harper, Progressive Conservative candidate, becomes 22nd Prime Minister of Canada.

May

The Indian Residential Schools Settlement, Canada's largest class action settlement is signed between the federal government and Residential School survivors.

Spring

Al Gore's "An Inconvenient Truth" documentary brings international public awareness of the effects of global warming, galvanizing people into action around increasing education and awareness of climate change.

- Signals a re-invigoration of the environmental movement.

2007

Apple launches the iPhone

- Ushers in a new era in smart computing

2008

June 11

Formal apology issued by Prime Minister Stephen Harper to First Nations people for their treatment in Canada's residential schools. Indian Residential Schools Truth and Reconciliation Commission is launched

Fall

The 2008 global financial crisis, centred in the US, spreads to countries around the world, sparking the biggest financial recession to hit the globe since the Great Depression in 1930s. Housing equity bottomed out in the US due to subprime mortgage lending, banks had to be bailed out, leading to a severe decline in consumer wealth.

November 4

Barack Obama elected President of the United States

America's first African American President, elected on a message of hope and change through a grassroots social media and small campaign donation movement.

2009

Kickstarter crowdfunding platform is launched, rival businesses such as Indiegogo and GoFundMe also become dominant players.

- Connects people to start-up businesses, ideas, projects and charities and establishing a new, credible fundraising avenue.

2010

January 12

Haiti struck by massive earthquake, devastating what is already one of the most impoverished countries on the planet, killing over 100,000 people and sparking a global outpouring of donations and disaster relief to the country.

June 26 - 27

Toronto hosts the G20 Summit

The G20 protests and anti-G20 activism leads to the largest mass arrest in Canadian history, with reports of rampant police brutality.

December 10

Tunisian protests erupt after Mohamed Bouazizi's self-immolation.

- Catalyzes protests in the Middle East that will come to be known as the Arab Spring.

2011

January 25

Massive protests staged in Tahrir Square in Cairo, leading to the eventual imprisonment of President Hosni Mubarak

March 11

Japan struck by massive tsunami triggered by an undersea earthquake off the coast of Japan, leading to the Fukushima nuclear disaster in which hundreds of thousands of people had to be evacuated from areas surrounding the power plants.

- The earthquake was the costliest natural disaster in history.

September 17

Occupy Wall Street protests begin in New York City's Zuccotti Park, signalling a global movement against social and economic inequality. The protests had an anti-corporate

and anti-elite message that pitted financial institutions, big business and decision-makers as the 1% and the people as the 99%. It sought to get big business out of politics, and bank reform - aiming to get rid of corrupt practices that led to the 2008 recession.

December

Canada withdraws from the Kyoto Protocol, the first nation to ever do so

2012

October 10

Suicide of Amanda Todd, a Canadian teenage victim of online stalking, blackmail and bullying.

Her death helped increase awareness of the mental health impacts of bullying, generating support and funding for anti-bullying organizations and awareness strategies.

December

Idle No More First Nations movement begins in Canada - uniting First Nations, Inuit and Metis people in a peaceful protest to protect Indigenous rights, the environment and uniting against provisions in Bill C-45.

2013

May 20

Edward Snowden, a former employee with the National Security Agency exposes thousands of classified documents that proved widespread NSA surveillance of American and international citizens, raising awareness of the abuse of power by government organizations

July

Following the acquittal of George Zimmerman's shooting death of African American teenager Trayvon Martin, #BlackLivesMatter, the hashtag and phrase is coined online.

2014

July 17*

Death of Eric Garner, an African American in New York City as a result of a chokehold during his arrest by police officers.

August 9*

Police shooting of Michael Brown, an African American teenager that sparked outrage and unrest in the city of Ferguson, Missouri.

*After the acquittals of the white police officers involved in the deaths of Eric Garner and Michael Brown, dozens of protests and street demonstrations are staged around the world, uniting people in the Black Lives Matter movement.

July

Ice Bucket Challenge launched

Created by the ALS Association, the Ice Bucket challenge goes viral, inspiring hundreds of thousands of people, including celebrities, to participate in the challenge. It helped raise awareness of ALS and donations to ALS charities around the world. Over 2.4 million challenge videos were uploaded. (Source)

2015

October 19

Justin Trudeau, son of former Prime Minister Pierre Elliott Trudeau, becomes the 23rd Prime Minister of Canada after a landmark election

- Announces the return of the Census in 2016
- Establishes Canada's first ever gender-balanced Cabinet

December

Truth and Reconciliation Commission releases its final report.

The federal government vows to renew the relationship with Canada's indigenous people, and begin a path towards reconciliation between indigenous and non-indigenous people.

2016

April 22

Paris Climate Change Agreement Adopted and signed by 195 countries. This global climate deal is unique in that it is universal and legally binding. The agreement takes effect in 2020.

June 12

Mass shooting takes place in Pulse nightclub in Orlando Florida, killing 50 people.

- Worst mass shooting in US history.

Appendix C

Horizon Scan - Trend Descriptions

SOCIAL

1. The Aging Epidemic

How do we care for the coming gray wave?

In twenty years, one quarter of Canada's population will be over the age 65. (Statistics Canada, 2015) This "gray wave" of aging Boomers will transform how government services will be funded and delivered. Demands on the healthcare system are expected to be great, good governance of the pension system will be important, and the expected declining economic capacity of this demographic will be concerns for governments and citizens alike.

Signals:

1. The Price of Prosperity (and the threat of an aging population) - <http://time.com/4356425/aging-population/?iid=sr-link1>
2. Pew Research Attitudes about Aging: <http://www.pewglobal.org/2014/01/30/attitudes-about-aging-a-global-perspective/>
3. More Canadians are over 65 than under 15: <http://www.cbc.ca/news/business/statistics-canada-seniors-1.3248295>

Implication: Robust systems and infrastructure that enable the elderly are needed now to accommodate their growing future needs. Strategies to engage and support seniors will ensure that they remain a net gain to our communities and our economy.

Furthermore, the potential for this to be an engaged demographic is huge. Currently, the Boomer generation is likely to be considering their legacy as they approach retirement - what impact they want their lives to have, and how they might continue to contribute and give their lives meaning. Faced with the reality of a world where their children and grandchildren may not be as well-off as they are, this generation may be more likely to volunteer, contribute, and make a lasting impact on society in their later years - just as they did when they came of age.

2. Assisted Death

What is the impact of death as a choice?

When aging and disease leads to severe and medically irremediable suffering, Canadians, backed by a Supreme Court decision in 2016, have the right to physician-

assisted death if they meet eligible criteria. (Health Law Institute, 2016). Boomers who have taken care of sickly parents may be less likely to want to persist through debilitating diseases, or a reduced quality of life, or put their children through their fate. Physician-assisted death is becoming more common in jurisdictions around the world, and end of life may become a choice for many more people.

Signals:

1. Dying with Dignity Canada, an advocacy group for the right to die: <http://www.dyingwithdignity.ca/>
2. Guiding how Ontario doctors and nurses can provide medical assistance in dying: <https://www.ontario.ca/page/medical-assistance-dying-and-end-life-decisions>
3. Assisted Dying Bill is now law: <http://www.cbc.ca/news/politics/assisted-dying-bill-senate-approval-1.3640195>

Implication: It's still a question of if rather than when assisted death will become more widely accepted, however our senior population may decline if it becomes a more accessible choice.

Therefore, more robust policies around death and last wishes are likely to come about in the next 15 - 20 years. Expect to see more advocacy for or against this issue, with the potential of being a hot-button topic like abortion, which generates its own kinds of public engagement on the matter. With the Boomer generation facing the reality of end of life, the influence that they had in their youth may once again be activated as they near death.

3. MultiCultural is Mainstream

When all the lines are blurred, do our differences matter?

With new migration patterns, products of war, changing climate and economics - our societies have never been so diverse. Previous generations of immigrants that have become citizens, whose children are inter-marrying and blending ethnicities in a way that Canada has never experienced. Cultural knowledge is heightened, diversity is celebrated, and multiculturalism is mainstream.

Signals:

1. Toronto is named the most diverse city on earth by the BBC. <https://ca.news.yahoo.com/blogs/good-news/toronto-declared-the-worlds-most-diverse-city-184641259.html>

2. Peterborough residents fundraise to support the rebuilding of a mosque that suffered from arson in their community: http://www.huffingtonpost.ca/2015/11/15/peterborough-mosque-fire-fundraiser_n_8571016.html
3. Voters in Canada rejected the decade-long rule of the Harper Conservatives & their politics of hate: <http://www.crescent-online.net/2015/11/canadians-reject-harpers-politics-of-hate-tahir-mahmoud-5154-articles.html>

Implication: The result may be a more accepting and diverse society that celebrates differences. People will not fear “the other” as much, and may be much more likely to participate with and support different communities and foster a more collective identity. Rather than using political rhetoric as an act of division and narratives of fear and hate, people are showing a preference for positive messages and inclusion. With anti-bullying campaigns and acceptance being taught at schools, youth are more likely to see the past “old-style” of politics and embrace more positive and enlightened campaigns.

4. Zero Growth Rates

How do you fund societal needs with a shrinking tax base?

A number of countries around the world, including Canada are experiencing extremely low population growth rates. If the current population trajectory is not balanced by increases in births or immigration rate increases, Canada’s future growth rate could be close to zero. (Statistics Canada, 2011)

Signals

1. Growth and quality of life – lessons from Japan’s economy:
<http://www.economonitor.com/dolanecon/2013/02/15/growth-and-quality-of-life-what-can-we-learn-from-japan/>
2. Hungary needs refugees (but rejected them):
<https://www.thestar.com/news/world/2016/07/11/hungary-does-180-on-migrants-amid-severe-labour-shortage.html>
3. Low population growth posing challenges to advanced countries:
http://www.huffingtonpost.ca/salman-sakir/oecd-population-growth_b_7958124.html

Implication: Economic systems rely on “fresh blood”, whether through immigration or population replacement. Governments will find themselves unable to sustain economic or social growth, and coupled with the aging epidemic - the tax burden on the working population will be significant.

Industries and their jobs are sustained and the tax bases that governments rely upon are maintained through population growth, and these key factors enable each other. However, globalization has reached new levels and human and capital migration has brought about its own set of repercussions. Nations are increasingly threatening isolationist policies (see Brexit and Donald Trump) in order to protect safety, national security, social welfare systems and infrastructure or systems such as housing. The xenophobia that these approaches are based on may exacerbate the very systems politicians are trying to protect and further erode local economies. (See impact from Quebec's language policies) Immigration is deemed successful if new residents get established and feel integrated with society. This takes effort on the part of civil society organizations, governments and local communities to welcome new immigrants.

Antecedent: Italian town that brought in African refugees and reinvigorated the local economy (Kington, 2013)

5. Sandwiched Situation

Will "Generation Squeeze" ever get relief?

The sandwiched generations are squeezed between raising families and taking care of ailing parents, and managing sky-high housing costs. Retirees that have not saved enough for retirement may become dependent on their children to pay for care as they get frail while their offspring manage jobs and raise young families.

Signals:

1. Generation Squeeze advocacy group: <http://www.gensqueeze.ca/>
2. The Sandwich Generation & financial burdens for middle-aged Americans: <http://www.pewsocialtrends.org/2013/01/30/the-sandwich-generation/>
3. Nearly 1 in 10 people over age 40 are "sandwiched": http://news.nationalpost.com/health/sandwich-generation-worries-about-own-care-as-they-age?_lsa=3a5c-78c8

Implication: Families may not be able to contribute to their own retirement savings and feel burdened in caring for both children and parents, causing stress and potential burnout. Besides providing for and caring for their loved ones, this demographic may be at risk of losing touch with issues that they have a stake in. Young couples may decide to have fewer children. Investing in this generation will ensure a return, as the relative size of this demographic means that they will command attention. Generation Squeeze

is comprised of working age populations who are in their prime, yet they are more at risk of being shut out of playing a role in shaping policy and being involved in community-building activities - simply because they lack the time and resources to participate. Eventually those that are overburdened do react, and when they do, the result is unknown.

6. Gender Tug of War

Gender storming, gender norming - when will gender be performing?

Gender, in the form of equality neutrality has come into the forefront. Prime Minister Justin Trudeau formalized his 50/50 gendered Cabinet. After public attacks against women in cities around the world, lawmakers are considering how they can make cities safer for women. (Bachelet, 2013) Gender mainstreaming, pioneered in Vienna, Austria in the 90s came after the realization that women use transit and public space differently. (Foran, 2013) Transgendered people are commanding more attention as the concept of gender is becoming more fluid, yet more pronounced.

Signals:

1. TTC investigating how to make transit safer for women:
<https://www.thestar.com/news/gta/transportation/2016/07/10/ttc-board-takes-up-womens-safety.html>
2. "Genderless" baby Storm arouses debate:
http://www.huffingtonpost.ca/2016/06/30/baby-storm-gender_n_10756806.html
3. Ninety-three UN member states pledge equality for girls and women through national commitments to gender equality by 2030: <http://www.unwomen.org/en/get-involved/step-it-up>

Implication: One size fits all no longer works. Gender accommodations are becoming a more necessary consideration, particularly in public space design, in the provision of services through public transit, libraries, and childcare and community centres. While there is a push for equality, there is also a realization that the lived experience for males, females and genders in between are different and that spaces and services should reflect that. Just as businesses have found success in designing for niches, urban spaces and public infrastructure needs to reflect this reality. Some facilities are considering removing gender specific facilities altogether. Compounding the issue will be the Aging Epidemic, which means that accessibility and inclusion will be core themes for all to consider down the road.

HEALTH

1. Mental Health Breakdowns

Have we arrived at a breaking point?

Mental health is an issue, a consideration, and something individuals recognize needs caring for. One in five Canadians will experience a mental health issue, and healthcare systems are seeking to meet the needs of these cases. (CAMH, n.d.) Poor mental health in society, if unaddressed, can lead to public health issues. (Pollett, 2007) First-responders are having trouble dealing with these cases. Mental health breakdowns are exposing the cracks in our system, as a result of unaddressed issues in society.

Signals:

1. Ontario passes legislation for front line workers with PTSD:
<https://news.ontario.ca/mol/en/2016/04/ontario-passes-legislation-to-support-first-responders-with-ptsd.html>
2. Bell “Let’s Talk” mental health campaign for Centre for Addiction and Mental Health:
<http://letstalk.bell.ca/en/>
3. La Loche shooting – First Nations community in need of support for mental health:
<http://www.theglobeandmail.com/news/national/la-loche-shootings-the-victims-the-town-and-the-tragic-tale-sofar/article28368674/>

Implication: Governments need to address the root causes of mental health. From poverty to stress, this situation is not one to go away without deeper examination as to why mental health is increasingly fragile. Government involvement will be necessary in determining whether to treat root causes such as poverty. Collaboration from governments at the education and health system level, academic, research, business and nonprofits will be required. Mental health issues will require training of all public-facing employees from teachers to police officers, who may need to be increasingly attuned to people, and will require their own support systems. If mental health is left unaddressed, other systems will be increasingly impacted (see: health and legal systems), and once it reaches a breaking point - expect citizen response.

2. Public Health Crises

Everyone’s health is whose concern?

Chronic diseases are costing governments billions of dollars. Rising obesity rates, sedentary lifestyles, an aging population and high-risk populations continue to drive increases in healthcare spending. (CIHI, n.d., PHAC, 2011, CDA, 2011) For example, diabetes, a precursor to other chronic conditions, now accounts for about 3.5% of public healthcare spending in Canada. (Canadian Diabetes Association, 2009)

Signals:

1. WHO's global report on diabetes estimates that 8.5% of adults have diabetes around the world:

http://apps.who.int/iris/bitstream/10665/204871/1/9789241565257_eng.pdf?ua=1

2. China has the highest proportion of diabetics in the world:

<http://qz.com/756585/diabetes-is-chinas-next-public-health-crises/>

3. Obesity is making healthcare more expensive:

<http://www.theatlantic.com/health/archive/2013/11/obesity-not-old-people-is-making-healthcare-expensive/281444/>

4. Map of obesity in America: <http://www.fastcoexist.com/3056020/visualizing/this-animated-map-shows-how-obese-america-has-grown-in-25-years>

Implication: If public health isn't addressed from multiple levels such as in the education system, from a work-life perspective, and in our transportation system, these costs are going to continue ballooning and will affect our quality of life at the individual and societal level. Although people are armed with more health data and research than ever before, the disparity to a truly healthy lifestyle has never been larger. We obsess over calories but sacrifice our health for convenience. Workplaces need to realize that a healthy employee is more productive and offer incentives and create policies to ensure people are able to recharge and remain active in light of demands from employers. Governments would be wise to enable people to take charge of their health by investing in better urban design (walkable communities) and public transit, and citizens need to step up to maintain their health.

Antecedent: Sweden 6-hour workday, France not allowing workers to send/answer emails after 6pm.

3. Stressed Out

How much is too much stress?

Levels of stress are at all time highs - from one quarter of adults at work to a majority of post-secondary students, and even anxious children, people are worried about their

future and feeling the effects of chronic stress. (Crompton, 2011; Versaavel, 2014)
Academics, work, poverty, health issues and unemployment; these stressors out wrecks havoc on immune systems and shuts people down from leisure, exacerbating the problem and creating a society that is dysfunctional.

Signals:

1. Stress in America survey by the American Psychological Association to understand the impact of stress across the US:
<http://www.apa.org/news/press/releases/stress/index.aspx>
2. Workplace stress – perceptions from employers and employees:
<http://www.benefitscanada.com/human-resources/communication/employers-and-employees-diverge-on-what-causes-stress-in-the-workplace-survey-84078>
3. Workplace stress consequences:
<http://www.theatlantic.com/business/archive/2015/02/the-alarming-long-term-consequences-of-workplace-stress/385397/>

Implication: A generation that is too stressed out will not have the mental capacity to engage, nor will they desire to do anything extra beyond the requisite stress-reducing activities they may be doing to remain healthy. Stress leads to an array of symptoms that can wreak havoc on a health care system that is already ballooning to accommodate people's needs. Since work is such a huge factor in people's stress levels, countries such as Sweden, France and China are considering options that reduce the workweek or the off-hours availability of employees. Ensuring that people remain productive usually means measures that increase satisfaction or happiness, such as questioning the existing workweek standard.

4. Co-Living, Co-Enjoyment

What can we teach each other? How can we support one another?

In order to combat isolationism in the elderly population, in various jurisdictions, new models are developing that aim to decrease loneliness through forging of new connections. From co-living among seniors or between generations, to daycare that is integrated in retirement homes – this trend is creating intergenerational connections and responding to affordable housing needs and better care for children.

Signals:

1. Seniors Home-sharing Program: <https://nextcity.org/daily/entry/bed-stuy-seniors-home-sharing-combat-displacement>

2. Co-Housing takes root:

- 1) <http://www.theguardian.com/society/2015/feb/16/co-housing-people-things-common-live-together-older-people>
- 2) <http://www.cbc.ca/radio/thesundayedition/trading-with-saudi-arabia-co-housing-for-seniors-edith-piaf-syrian-christians-juan-felipe-herrera-1.3307316/bc-seniors-build-a-new-way-to-age-in-place-a-karin-wells-documentary-1.3307387>

3. Daycare and Senior home shares a roof:

<https://www.thestar.com/news/gta/2016/02/09/magic-abounds-when-daycare-seniors-home-share-roof.html>

Implication: The path to happiness is in social connections, which is particularly important for seniors who are more at risk for isolation and loneliness. Health outcomes can be improved by closer contact through co-living and closer living as new models of care are established. As demand for living spaces in urban areas increases, particularly vulnerable seniors and young people are at risk of getting priced out of the market. A new revenue stream for seniors/retirement homes to rent out underutilized rooms and opportunity for increased connection can result.

TECHNOLOGICAL

1. The Internet of Everything

What do we do when our devices do it for us?

Our devices are interconnected and “talking” to one another, shifting how we interact at home, at work, and in public spaces. Smart systems will be programmed to know our habits, behaviours and needs. Currently, thermostats and lighting can be controlled via smartphone remotely. Sensors will program other things to be ready at our convenience. New experiences will be programmed through virtual reality and artificial intelligence.

Signals:

1. Amazon develops the Echo, a standalone “Siri”: <https://www.amazon.com/Amazon-Echo-Bluetooth-Speaker-with-WiFi-Alexa/dp/B00X4WHP5E>
2. Nest & Ecobee thermostat wars: <http://www.forbes.com/sites/aarontilley/2015/09/28/thermostat-wars-with-help-from-apple-ecobee-takes-number-two-place-behind-nest/#2edc8ee51940>
3. CNet’s best smart home devices of 2016: <http://www.cnet.com/topics/smart-home/best-smart-home-devices/>

Implication: New forms of communication and interaction are only a few years away with the onset of virtual reality and smart living. We are starting to experience it through Amazon Echo and other connected devices. From a privacy and security perspective, legislation and new security products will need to be developed to ensure that our data and details are not sensitive to hacking as this connected future may make our information more vulnerable. While nothing is purported to replace face-to-face interactions, new digitized communication may transform how we connect to each other even more than in this social media age. While this revolution is upon us, we don't quite know how it will change how we live, but it is sure to change our lives.

2. We All Live in Public

How will our behaviour change if we know we are always monitored?

From living our lives online through social media, to CCTV surveillance in our cities, smartphones are with us at every moment, we have GPS in our cars, and we have traded privacy for access to information. People are living in public and being observed by eyes everywhere - we are no longer ever truly alone.

Signals:

1. FBI warns on risks of car hacking: <https://www.ic3.gov/media/2016/160317.aspx>
2. How police body-cams are changing the justice system:
<http://www.independent.co.uk/news/uk/crime/how-the-polices-body-worn-camera-technology-is-changing-the-justice-system-a6905691.html>
3. A culture of surveillance - one CCTV camera for every eleven people in Britain:
<http://www.telegraph.co.uk/technology/10172298/One-surveillance-camera-for-every-11-people-in-Britain-says-CCTV-survey.html>
4. The future of automated surveillance: <http://www.wired.co.uk/article/one-nation-under-cctv>

Implication: While we don't feel the "eyes" on us in our day-to-day, surveillance does have its implications. Privacy hacks known as "doxing" and identity theft are a threat to how we live in our Internet-enabled society. Malicious people can ruin lives (see Amanda Todd) while we are under the guise of more information is always better. Hyperconnectivity has its threats. As citizens, we need to monitor our own governments, particularly when they claim that surveillance will "make us safer". Edward Snowden

exposed the breaches of the NSA, and we haven't begun to think about what that means for how we conduct ourselves. While public conduct can be policed easier this way, overzealous governments can use technology to their own advantage.

3. Peak Stuff, 3D Printing & the Customized Economy

Have we reached "Peak Stuff"?

The impact of over 7 billion on the planet and rising middle classes in developing countries, people are realizing that we need to change how much we consume. With goods being manufactured, consumed and disposed of in ever-shorter lifecycles, people may have finally reached "peak stuff". Businesses are betting on the rejection of disposable trends. (Maheshwari, 2013), and traditional notions of consumption are changing to reflect our new values.

Signals:

1. Peak Stuff? IKEA executive thinks so.
<http://www.theguardian.com/environment/blog/2011/nov/01/peak-stuff-consumption-data>
2. Digital Innovation Hubs at the Toronto Public Library:
<http://www.torontopubliclibrary.ca/using-the-library/computer-services/innovation-spaces/3D-design-print.jsp>
3. Toronto Tool Library: <http://torontotoollibrary.com/> and The Kitchen Library:
<http://thekitchenlibrary.ca/>
4. Michael Kors says teens will reject disposable fashion:
<http://www.buzzfeed.com/sapna/michael-kors-says-teens-will-reject-disposable-fashion#.veqYyaOjd>
5. Canadian retailers that have closed in recent years:
<http://www.styledemocracy.com/list-retailers-closed-locations-canada/>

Implication: Repair cafes and "tool libraries" are giving people alternatives to owning and 3D printing is allowing us to customize goods.

This aspect of the sharing economy allows people to invest in memberships rather than belongings, forging a more communal mentality. Barter markets are re-invigorating the idea of community. Libraries are pioneers of this concept and have paved the way for sharing to thrive.

While people will surely continue to innovate on this concept, libraries, community centres, and other public buildings (ie. de-commissioned schools) would be wise to align with this kind of engagement by connecting to civic groups seeking to share.

4. Maker Generation

Will entrepreneurs build the next economy?

The rise of entrepreneurialism and Maker/DIY culture is something that has been occurring over the last several years - given the ease of starting a business online these days. More people are opting for entrepreneurship, in which strong economies are made.

Signals:

1. More than half of DIYers are under 35: <https://gigaom.com/2013/11/02/the-millennial-marriage-of-tech-diy/>
2. National rate of new entrepreneurs in US on the slight increase: <http://www.kauffman.org/microsites/kauffman-index/profiles/national>
3. Entrepreneurship in Canada ranks 2nd in world: <http://www.cbc.ca/news/business/entrepreneurship-in-canada-ranks-2nd-in-world-report-says-1.3093290>

Implication: What goes up does come down. Ninety percent of businesses fail, and many who have “founder” on their resume will be culled from the realization of what takes to build a business. Success means scaling, and only a small proportion of these founders will end up on that path. However, the entrepreneur’s interests and talents can evolve into new forms of participation, if the avenues are there to match opportunity, interest and talent - for example into voluntarism and mentorship. The spin-off effect from entrepreneurship has meant new associations, groups and mentorship has bloomed as a result, forging stronger networks of collective aspiration, and potentially inspiration.

ECONOMY

1. Purposeful Economy

Can businesses be in the business of giving back?

Business is realizing the need to refocus their efforts. Instead of the solitary purpose of maximizing profit and shareholder value, their models need to encompass human needs; from the perspective of customers and employees, as well to generate wellbeing for the

planet. Several global companies are pursuing this approach, realizing that their business models need to adapt to changing economic and environmental circumstances. People are willing to pay more for sustainable goods – indicating that they will vote with their wallets. (Nielsen, 2015) By choosing to lead rather than fall behind, some businesses are creating the conditions for a purposeful economy.

Signals:

1. B-Corps – businesses that meet standards of social and environmental performance, accountability and transparency: (<https://www.bcorporation.net/what-are-b-corps>)
2. Big Food's change to more ethical sourcing: McDonald's commitment to cage-free eggs (<http://www.cbc.ca/news/business/mcdonald-s-switching-to-cage-free-chickens-for-its-egg-mcmuffins-1.3220487>) & Chipotle ethical sourcing (<http://www.chipotle.com/food-with-integrity>)
3. Imperative's Workforce Purpose Index is the first study of the state of purpose across the U.S. workforce: <https://www.imperative.com/index>

Implication: The millennial drive for a values-match (PWC, 2012, Deloitte, 2016) opens up a wider opportunity for business to participate in building a better society. While community service days are an offering at many workplaces, the shift has to be made from a reliance on the individual employee's actions in the service of community to the business' actions to serve the community. A more equitable society is one that is more just, happy, and productive. Measures taken by business can help connect to people's values - particularly the younger generations' notions of what a better world could look like.

2. The Slave Economy

Where have all the good jobs gone?

Precarious employment is rising in the form of increased temp and contract jobs. (Grant, 2013) Companies touted as being part of the sharing economy employ "independent contractors" and are not passing off any real employee benefits, besides freedom to set your own hours and earn money when convenient. (White, 2015) The internet platform makes it easier for people to connect to one another and perform services to a wider and more accessible network, however, the net positive effects on the economy are yet to be realized. (Hill, 2015; Kosoff, 2016) because of spin-off effects from peer-to-peer. If

these companies are not regulated, the underbelly of all of this access might just be a slave economy.

Signals:

1. Austin, Texas bans Uber and Lyft: <http://kxan.com/2016/05/07/prop-1-fails-marking-defeat-for-uber-and-lyft-in-austin/>
2. LA, New York State and San Francisco are cracking down on Air BnB: <http://money.cnn.com/2016/06/22/technology/airbnb-regulations/>
3. Precarious employment a way of life for many Torontonians: <http://www.metronews.ca/news/toronto/2014/12/03/shaky-employment-and-job-insecurity-becoming-way-of-life-for-many-torontonians.html>
4. More than half of US workers predict most will have multiple jobs in the future, and other survey findings on employment: <http://www.fastcompany.com/3060326/the-future-of-work/in-the-future-we-all-have-multiple-jobs>

Implication: While some people enjoy the earning freedom under these new models, the giants that control the platforms are growing into monopolies that threaten traditional services and tax structures. This requires some serious thinking from everyone participating in the system.

Levelling the playing field for those that are tied into regulation-heavy industries and for these emerging economies will be necessary. Governments cannot ignore the potential externalization of job security or wages as society adopts convenience en masse while starving themselves of revenue if they don't adapt quickly and regulate these industries. The trend to less stability and benefits in exchange for freedom means that people and governments are at risk of becoming economic slaves to those that control the modes of employment.

Antecedent: The Living Wage movement:

<https://www.thestar.com/opinion/commentary/2016/05/27/the-promise-of-the-living-wage-movement.html>

3. The Cost of Children

Who minds our children when it becomes unaffordable?

The cost of educating children is skyrocketing, from daycare to tuition, children are proving to be expensive. In Canada's most expensive city for child care, the average

cost for one preschool spot and one toddler spot was \$28,300 a year in 2015. (McDonald, 2015) Tuition is projected to be on average, approximately \$7,590/year by 2019. (McDonald, Shaker, 2015) These costs put significant pressure on young families and are a big consideration for people starting families.

Signals:

1. How Canadian tuition fees have changed over the last five years:
<http://www.macleans.ca/interactive-how-canadian-tuition-fees-have-changed-in-the-last-5-years-by-province/>
2. Rising daycare fees across Canada:
<http://www.theglobeandmail.com/life/parenting/bearing-the-rising-cost-of-child-care-in-canada/article27674463/>
3. The real cost of raising kids in Canada: <http://www.moneysense.ca/save/financial-planning/the-real-cost-of-raising-a-child/>

Implication: Families have to budget for daycare costs and plan for tuition fees in their later years. If wages rise nominally over the next two decades and fees continue to rise, working age adults will have to earn more in order to provide for their families, taking them out of the equation of other engagement opportunities in order to sufficiently save. In Canada, previous governments have brought down national childcare initiatives. The timing is ripe for this conversation to reopen, particularly because if low growth is the new reality. Any support that parents could have will go a long way in resourcing across generations.

4. Universal Basic Income

An idea whose time has come?

As automation and technology advancements start replacing more workers, a broader social safety net needs to be cast. Bureaucracy in delivering the safety net has become unnecessarily complicated and meeting the needs of millions that are getting pushed into poverty has created momentum for a minimum income. Entrusting people to meet their own basic needs such as food and shelter, a universal basic income is meant to deter the effects of poverty on mental health.

Signals:

1. Ontario to experiment with a basic income pilot project:
<https://news.ontario.ca/mcss/en/2016/06/ontario-moving-forward-with-basic-income-pilot.html>

2. Poverty & mental health are linked:

<http://www.cp24.com/news/ohrc-report-strongly-links-mental-illness-to-poverty-unemployment-1.2754681>

3. Machines will replace routine work, positing the need to decouple income from work:

<https://medium.com/basic-income/deep-learning-is-going-to-teach-us-all-the-lesson-of-our-lives-jobs-are-for-machines-7c6442e37a49#.d8excj368>

Implication: Universal Basic Income has the potential to reinvigorate economies and alleviate the social determinants of health. A concept that was borne in the 70s on a very small scale (See: Mincome in Manitoba) is seeking wider application, for example through a pilot project in Ontario. (Tencer, 2016) By reducing social stigma and investing in people, universal basic income can give people additional options to become higher-performing citizens, rather than resulting to social assistance or precarious employment. It may reduce the trend towards the Slave Economy.

5. Salary Parity and Living Wages

Why has salary parity not happened yet?

The gulf between employee and CEO pay has grown to atmospheric proportions, while metrics on gender, race and ethnicity are coming to light. Women, for instance, earn less in many occupations in comparison to men, and minority female earn significantly lower than white women. (Hegewisch, DuMonthier, 2016, United States Census Bureau, 2016) With US cities raising minimum wages and employers are joining a Living Wage movement (Ontario Living Wage Network, Associated Press, 2015), a shift towards parity is a positive thing for all.

Signals:

1. Glassdoor.com salary page gives transparency on employee salaries

2. Gravity Payments CEO raises employee salaries to \$70K/yr:

<http://www.cbc.ca/news/canada/british-columbia/gravity-payments-ceo-dan-price-of-seattle-cuts-his-salary-to-boost-company-s-minimum-wage-to-70k-1.3035051>

3. Ontario Living Wage Network: <http://www.ccpaontario.ca/ontariolivingwage.ca/>

4. Yelp Employee Letter to CEO about her pay: <https://medium.com/@talajane/an-open-letter-to-my-ceo-fb73df021e7a#.eumstjope>

Implication: Forward thinking employers know the value of investing in their employees. While pay is one aspect of employee well-being, many would admit, it is one of the most

important. People are sensitive to imbalances with peers and big margins between management, and the younger workforce is increasingly transparent with pay levels, raising awareness to any discrepancies. Salary parity for employees and living wages are a way to ensure that employees believe their contribution is valued, which can increase engagement and decrease turnover. (Taylor, 2015)

6. Drowning in Debt

Can our debts be managed?

Canadians are more leveraged than ever, with credit-market debts worth a record 165.4 per cent. (Parkinson, 2016) Residential mortgage debt in Canada is a record \$1.3-trillion, rising from \$423-billion in 2000 (McMahon, Grant, 2015). Low interest rates, hot housing markets and a “keeping up with the Jones” mentality is pushing debt to unsustainable levels. Unfortunately, real wages have not been increasing for the middle class over the last 20 years and young homeowners are at risk of a housing correction, particularly if they are over-leveraged.

Signals:

1. Canadian households now owe a record \$1.8 trillion:
<http://www.theglobeandmail.com/report-on-business/canadian-households-now-owe-a-record-18-trillion-and-more-debt-statistics/article24322565/>
2. Tales of the shadow mortgage industry: <http://torontolife.com/real-estate/how-private-lenders-and-debt-crazed-homebuyers-are-pushing-torontos-real-estate-market-to-the-brink/>
3. “For many, debt becomes a necessity” – Canadians’ dependence on credit
<http://www.theglobeandmail.com/real-estate/the-market/canada-debt-risks/article24327561/>

Sources:

<https://www.thestar.com/business/2016/06/03/toronto-house-prices-up-157-in-may.html>

<http://www.news1130.com/2016/02/02/vancouver-house-price-new-record/>

Implication: Governments have to tread carefully when it comes to monetary policy, at a time when our economy appears to be precariously predicated on the health of the real estate market. Housing policy and affordable options are in need. Millennials have only known low borrowing rates, and although market gains over the last 20 years have

propelled the housing agenda, markets are fuelled with emotion while often defying logic. Large purchases should be saved for and made with careful consideration, but that is not what historically low lending rates have generated.

ENVIRONMENTAL

1. Idle No More Around the Earth

“First Nation’s Peoples —and the decision of Canadians to stand alongside them— will determine the fate of the planet.”

—Guardian, UK

Aboriginals and indigenous tribes around the world are leading in environmental protesting against resource extraction and infrastructure projects such as dams, pipelines and mines. Various groups have banded together who have historically been disparate, effectively amplifying their united voice. Idle No More, a movement founded in Canada, aims to defend the environment and our resources by inspiring a peaceful revolution that brings all people together for the sake of future generations.

Signals:

1. Great Bear Rainforest Treaty: <http://www.cbc.ca/beta/news/canada/british-columbia/great-bear-rainforest-bc-agreement-1.3426034>
2. Protesting Kinder Morgan Pipeline: <http://www.cbc.ca/news/canada/british-columbia/b-c-first-nations-protest-kinder-morgan-pipeline-1.2054039>
3. Protesting Mount Polley mines: <http://www.vancouverobserver.com/news/first-nation-group-launches-protest-halt-re-opening-mount-polley-mine>
4. Amazonian tribes protest UN Rio20 Summit: <http://www.telegraph.co.uk/news/earth/earthpicturegalleries/9349129/Indigenous-peoples-from-Brazil-protest-at-the-UN-Rio20-summit.html?frame=2255967>

Implication: Our government’s relationship with First Nations people is troubled. After suffering decades of systemic racism, aboriginal people need to be empowered and enabled to succeed in the livelihoods of their choice. They have great potential to reinvigorate the collective Canadian identity, and the rest of us would be wise to support efforts of indigeneity. A collective mentality can be forged under the threat of destabilization from climate change. It is those that are closest to the land that will be paving the way to environmental activism which could spur new action on resource protection.

2. Hot Hot Earth

When will the warming planet catalyze efforts to stop its effects?

The past 5 years on this planet have been some of the hottest on record. The effects on oceans, forests, glaciers, and water reservoirs is wreaking havoc on our climate.

Humanity is facing devastating losses of species of flora and fauna as a result of the warming climate. People will have to get used to new weather patterns that will have an impact on food and water supplies for years to come, and cities, states and countries are at increasing risk of climate catastrophes.

Signals:

1. Warmest years on record: <https://www.ncdc.noaa.gov/sotc/global/201513>
2. Global warming visualization: http://climate.nasa.gov/climate_resources/139/
3. Loss of fauna due to climate change:
<http://news.nationalgeographic.com/2016/06/first-mammal-extinct-climate-change-bramble-cay-melomys/>
4. Biodiversity loss - how much is too much?
<http://science.sciencemag.org/content/353/6296/220>

Implication: Governments and industry are the primary stakeholders in this systemic issue. Climate change affects us all, but it will require a significant shift in how business is done, how our economies are run, what investments are made, and how we live our daily lives. It has been a decade since Al Gore's *An Inconvenient Truth* raised mass awareness about the impacts on global warming and climate change, and catalyzed individual action. We need to re-establish the urgency through concerted efforts from industry, government and citizen action. Stronger communities will be necessary in order to remain resilient. Ignore it at our own peril.

3. The Healthy Food Revolution

Will everyone have access?

Nutritious food and knowledge of where it comes from is increasingly factored into food purchasing decisions. Consumers want to know how it was grown or raised, if it was GMO, if there are additives or whether it is organic. (Consumers Union, 2016; Fleishman Hillard, 2014) In cities, we are especially removed from the food chain, and this gap is leading to ecologically and health concerns as consumers seek trust in their food supply. This trend is spreading across income levels, with a desire to address the "food

deserts” that exist in low-income communities through mini-markets, connecting many more people with farmers and local food sources.

Signals:

1. Moss Park Market, a fresh food shipping container market, opens up in a low income neighbourhood: <http://torontoist.com/2016/03/shipping-container-produce-market-coming-soon-to-moss-park/>
2. Bowery Project, a mobile urban farm launches in Toronto: <http://www.boweryproject.ca/projects/>
3. A Halifax-based mobile Bus farm starts up: <http://www.cbc.ca/news/canada/nova-scotia/mobile-food-market-launch-1.3562458>
4. Millennials have grown up on healthy food and grocers are shifting: <http://www.forbes.com/sites/lauraheller/2016/01/28/aldis-organic-plan-is-great-for-consumers/2/#4998f0c358ce>
5. Barcelona, a “Market City” with strong networks for distribution of local food: <http://www.pps.org/reference/market-cities-barcelona-offers-a-hopeful-glimpse-of-the-future/>

Implication: With education and awareness, people’s understanding of the food system and how it affects our environment and our health grows. While access is often a socio-economic issue, there are grassroots-level changes taking place that democratize healthy food. Zoning, development and education all play a role in guaranteeing safe and quality food for the population. Food has the potential to connect people as it is both a powerful tool and an experience. Our urban spaces are primed for a food movement. With food security being a huge concern in dense cities, community gardens and underused corridors can be transformed to foster connections and offer healthy solutions to urban residents.

4. Nature Deficit Disorder

Is access to nature a human right?

Children have less and less exposure to nature as a daily part of their routine. From schoolyards that look like prison grounds, urbanized landscape that crowds out trees and large natural expanses and manufactured plastic playgrounds, kids are growing up without the calming effects of nature, resulting in a wide range of behavioural issues. Classrooms need consider how children can learn in nature, not just about nature.

Signals:

1. Children are spending less than 60 minutes outdoors each day: <https://www.theguardian.com/environment/2016/mar/25/three-quarters-of-uk-children->

[spend-less-time-outdoors-than-prison-inmates-survey](#)

2. Time in nature boosts creativity:

<http://news.nationalgeographic.com/news/2013/06/130628-richard-louv-nature-deficit-disorder-health-environment/>

3. Kids need exposure and interaction with nature in cities: <http://phys.org/news/2016-06-nature-cities-key-healthy-urban.html>

Implication: Natural corridors need to complement urban areas and regular exposure benefits us all. We risk losing touch with the natural world, and the peace it can bring in our lives. If children are not sufficiently exposed to nature, they grow up without that connection. Urban development needs to plan for parks to offer people stimulation. (Ma, 2016) Schools also need more greenery on their playgrounds. Policies to support this need to be enacted at the provincial or municipal level, and parents can support children through more outdoor play.

POLITICAL

1. Infrastructure as Catalyst

Will infrastructure save the economy?

The infrastructure supply is rapidly aging showing the need for increasing budgets towards maintenance and renewal of these assets. Essential to vibrant communities, infrastructure projects have the potential to spur economic development and can increase wellbeing through investing in communities and the provision of jobs. The Canadian government has recently doubled their investment towards infrastructure projects in the hopes of catalyzing the economy.

Signals:

1. Canada 2020 report on time for investment in infrastructure:

<http://canada2020.ca/crisis-opportunity-time-national-infrastructure-plan-canada/>

2. America's Infrastructure Report Card: <http://www.infrastructurereportcard.org/>

3. Where to start investing in infrastructure: <http://www.wired.com/2015/01/time-fix-americas-infrastructure-heres-start/>

4. Canada's infrastructure needs & investments:

http://publications.gc.ca/collections/collection_2015/parl/x27-1/XC27-1-1-412-9-eng.pdf

5. Infrastructure makes a comeback:

<http://ipolitics.ca/2016/01/17/social-housing-among-top-infrastructure-needs-mayors/>

Implication: The federal government's share of public infrastructure in Canada has declined in the past 50 years. (Miller, 2015) Cities are particularly lagging when it comes to public transit to support their growing needs. Infrastructure investment has a big ROI when it comes to connecting people and communities, especially as our cities densify and sprawl. Certain infrastructure projects have spin-off community benefits that have the possibility of awakening our imagination when it comes to public spaces. If the investments are made at a community level, we may see neighbourhood groups erecting additional infrastructure (social or otherwise) that can reinforce the government investments made.

2. Privately Funded Cities/ City Services

Can philanthropists fill the gap of bankrupt governments?

Philanthropists have been in the business of contributing to cities since the dawn of the industrial age. Rockefeller, Carnegie and Ford have left their mark by funding universities, hospitals, libraries and other civic assets. More recently, the rich have been funding the creation of public parks and urban projects such as the High Line in New York, The Bentway in Toronto, and Millennium Park in Chicago. Mark Zuckerberg has donated \$100M to the Newark, New Jersey's school system. These engaged leaders invest their money into the cities that have provided for them in turn.

Signals:

1. Private Companies Stepping In for Government - Providing Basic Services
<http://www.theatlantic.com/politics/archive/2016/01/flint-water-crisis-walmart/427062/>
2. Mark Zuckerberg gift + lessons: http://www.huffingtonpost.com/entry/mark-zuckerberg-newark_us_5640bebee4b0411d3071a8a5
3. Private sector providing services to Flint, Michigan:
<http://www.theatlantic.com/politics/archive/2016/01/flint-water-crisis-walmart/427062/>
4. Which causes billionaire philanthropists support:
<http://www.cbc.ca/news/world/world-billionaires-philanthropy-1.3408769>

Implication: Governments need to be in the business of sustaining cities with good services, however, there is ample opportunity to re-invigorate how they are delivered. Nonprofits often step in to fill the void in the social safety net. However, we need to be wary of the seemingly good intentions of donors - they hold sway and may have other expectations on their gifts. Regional, provincial and federal governments have realized

opportunities for tax deductions and donation rebates to offset decreased government funds, which could spur a new type of engagement with urban infrastructure.

3. Rise of Resentment

Have our institutions failed us?

People are angry and disappointed in the institutions and systems that have failed them. After year after year of promises of change while the status quo seems to remain, the population is more disenchanting than ever. From the uncertainty of the future, to the failure of the rebounding economy to deliver wage increases to the middle class, rising costs in almost all areas of life - people feel that they are left to fend for themselves.

Signals:

1. "Rigged Justice" Report on weak federal enforcement:
http://www.warren.senate.gov/files/documents/Rigged_Justice_2016.pdf
2. America's Persistent Economic Gloom:
<http://www.theatlantic.com/business/archive/2016/01/american-pessimism-economy/431574/>
3. Rigged System: <http://www.forbes.com/sites/stevedenning/2016/01/23/why-the-system-is-rigged/#127d553d8223>
4. "Half of all Americans are angrier today than they were a year ago." American Rage Survey: <http://www.esquire.com/news-politics/a40693/american-rage-nbc-survey/>

Implication: Democracy hinges on everyone's participation, and when people are marginalized or feel disempowered, this undercurrent of hopelessness will eventually translate into something more powerful when they feel they've had enough. Status quo is no longer enough after decades of insignificant change. Additional voices and representation, such as young people, females and minorities would go a long way make our institutions more representative of the society that they are meant to serve. These diverse viewpoints need to be better integrated into decision-making bodies. Trudeau's gender-balanced Cabinet was a good start, this approach should be applied across the boards of all institutions.

4. R & D Like ABC's

Can investment in research and development catalyze the economy?

Scientific research and development needs to be a governmental priority to develop the economy. Without investment, the brightest move elsewhere to pursue their work, and

Canada does not benefit from research, technological advancements, patents or scientific discoveries. Research & development is a numbers game and successes often parlay into new ventures, companies or even new industries.

Signals:

1. Canada needs to invest in R&D: <http://www.theglobeandmail.com/report-on-business/economy/canada-falling-behind-in-research-and-development/article21605656/>
2. The Science Race: <http://news.nationalpost.com/full-comment/melvin-silverman-losing-the-science-race>
3. \$1.33B investment in Canadian scientific research infrastructure to narrow productivity gap: <http://www.theglobeandmail.com/opinion/why-ottawas-investment-in-research-will-touch-all-canadians/article24252734/>

Implication: Partnerships between academic research and government-sponsored research can spur new jobs, generate wealth and new tax revenue. Seed money invested by government can go a long way to increasing entrepreneurship and employment opportunities, translating into better and more secure jobs for people. Research and development findings can instigate engagement when produced in a way that can educate people and also give them an outlet for action (ie. green economy vs. fossil fuels). Raising awareness to discoveries through the press helps establish and promote the research or the industry involved. In addition, other forms of media such as documentaries can also raise awareness and engagement around issues.

5. Lost Generations

How do we ensure we integrate newcomers?

Without proper integration strategies, immigrants who feel they do not belong are at risk of being left behind. Witness the struggles of former migrants who have lived for a generation in Europe, and feel no sense of identity with their adopted country. On our own soil, the imbalance of social investment and lack of services to First Nations people and lower-income communities can lead to prospective lost generations.

Signals:

1. Failure to integrate Muslims in Europe: <http://www.faiobserver.com/region/europe/has-europe-failed-to-integrate-muslims-02488/>
2. Obama slams Europe's failure: <http://foreignpolicy.com/2015/01/16/obama-slaps-europe-for-failing-to-integrate-muslims/>

3. Swedish Integration: <http://www.migrationpolicy.org/article/assessing-immigrant-integration-sweden-after-may-2013-riots>

Implication: Resources need to be allocated to better educate and integrate and invest in these groups and individuals and help them realize their own potential. (See Paris, Brussels) Forging a sense of belonging will take efforts from various systems early on and ongoing to ensure discrimination isn't repeated throughout one's life. By building on people's sense of place, investing in their communities and ensuring that feelings of belonging endure will foster an identity rather than a mentality of "us vs. them". Outreach, integration strategies and good role models are all possible interventions in integrating communities. Recognition of foreign credentials will allow people to find meaningful work, decreasing unemployment, which is a barometer in this matter. (Journalist's Resource, 2015) Support within communities, and more importantly, outside will strengthen social bonds and ensure that there is a bridge to belonging.

6. Community Development is a Sound Investment

Can financial institutions play a role in community development?

Rather than loans and lending for cars, mortgages, and other big-ticket purchases, some forward-thinking credit unions are investing in social ventures, community development initiatives and keeping capital in the local, and often underserved community. Numerous community development financial institutions (CDFI) have cropped up all over the US and UK, and there are over 1000 banks, credit unions, loan funds and venture capital funds that loan underprivileged or economically disadvantaged populations.

Signals:

1. Mission-driven Credit Unions: <http://cityminded.org/urban-innovator-of-the-week-napoleon-wallace-14847>
2. US Department of the Treasury CDFI Fund: <https://www.cdfifund.gov/Pages/default.aspx>
3. Borrowell, a lender that helps Canadians access personal loans and credit scores much easier: <https://www.borrowell.com/>

Implication: Canada's five big banks no longer seem to serve the public, with rising fees and charges that all seem to add up to too much for the privilege of holding our money. Competitors such as Apple Pay and Square could disrupt traditional banks and pave the way for new financial institutions that are more aligned with our values. An opportunity

exists to create a more socially-aligned financial system. The public image of our banking system has been maligned since 2008, and disinvestment of community events doesn't help, such as Scotiabank's not renewing community event sponsorships.^{Footnote} These institutions should be investing in their customers instead of pushing rising fees onto consumer accounts. New programs and investments may help their image.

FOOTNOTE: <http://www.cbc.ca/news/canada/toronto/scotiabank-ends-sponsorship-three-more-events-1.3272753>

7. Micro-Engagement & Stewardship

Can stewardship save our cities?

Community groups are taking an increased role with City-owned assets by offering to maintain community centres, gardens, murals, parks, and the requisite infrastructure such shelters, benches, or sports fields as adequate resources are not allocated to maintenance. Innovative stewardship has arisen such as tree or bench adoptions, community garden maintenance, and nurturing habitats.

Signals:

1. Bologna's policy of collaboration between citizens and administration:
<http://cityminded.org/how-a-regulation-turned-bolognas-civic-pride-into-action-14650>
2. Toronto's Park People serving over one hundred citizen-driven park groups:
<http://parkpeople.ca/project/friends-of-city-parks>
3. Jutta Mason's stewardship of Dufferin Grove Park:
<http://www.theglobeandmail.com/news/toronto/group-given-100000-grant-to-upgrade-rinks/article1320841/>

Implication: Hyper-local stewardship opens new avenues for citizen engagement and care of community spaces. Unlatching the traditional municipal model of maintenance can transform places, making them more vibrant and enduring. Municipalities around the country need to shift their thinking around risk and liability, otherwise an important opportunity to re-imagine the intersect of infrastructure, community and public space may be lost or eroded. Giving people the opportunity to experiment, prototype solutions and iterate upon these may herald a new era of urban living that welcomes participation as a core part building a resilient city.

VALUES

1. Microliving

Will living in smaller spaces push us out in public space more?

As urban centres densify and grow, and there are increased premiums for space, micro-living is becoming the norm in these large cities. People are trading in space for convenience and opting to live in cities, with average new condo builds shrinking to as small as 450 square feet.

Signals:

1. Living with a LOT less, a personal account:

http://www.nytimes.com/2013/03/10/opinion/sunday/living-with-less-a-lot-less.html?_r=1

2. Micro-condos and the Torontonians who live in them:

<http://torontolife.com/style/home/toronto-micro-condos/>

3. Ready to order tiny homes: <http://www.curbed.com/2015/8/18/9929218/where-to-buy-tiny-houses>

Implication: The smaller living space means that there is an increased need for a vibrant public commons for people to gather. Urban planners would be wise to hold developers accountable to creating better indoor / outdoor or public spaces to ensure that the dense, urban lifestyle doesn't just cater to the young - further exacerbating the sprawl problem when people realize they need more space, but can't afford it and have to move elsewhere.

2. Sober Times

Has alcohol clouded our consciousness?

Young people are increasingly disinterested in alcohol as a centre of social activity.

Sobriety is becoming a "thing" in today's social culture, where people turn to activities like silent movement dances, morning raves fuelled by caffeine and smoothies, guided meditation, coffee culture and board game cafes. Young people are finding meaning with each other in other ways besides social libations.

Signals:

1. Toronto alternatives to drinking: <https://nowtoronto.com/food-and-drink/drinks/you-dont-have-to-get-wasted-all-summer-toronto/>

2. Morning raves/ Conscious clubbing: <http://morninggloryville.com/about-us/>

3. Chocolate snorting as a “party drug”: <http://www.ozy.com/fast-forward/the-party-drug-that-will-give-you-a-sweet-high/68579#.V0dapdpKCjk.facebook>
4. Alcohol-free bars or “dry-friendly” bars: <http://www.dryscene.com/alcohol-free-bar-london/>

Implications: A more enlightened generation that connects being social to being conscious can help spur new ideas, launch new projects and help pave new paths to connecting to each other.

Should this trend continue, social spaces that can cater to evening activities other than those involving alcohol will grow in demand.

3. Cities are Communities

Is the age of the automobile in decline?

Cities are starting to realize the negative effects of the automobile and are grappling with how to release the stronghold it has on all forms of infrastructure. As more people choose to walk, take transit or ride their bicycles, the streetscape is being choked by cars, and cities are starting to fight back with restrictions. Vibrancy is reclaimed by cities, our communities.

Signals:

1. London and Stockholm have enacted congestion charges. Transport for London: <https://tfl.gov.uk/modes/driving/congestion-charge>. Stockholm charges: <http://www.transportportal.se/swopec/CTS2014-7.pdf>
2. New York City declared a busy stretch of Broadway avenue to be car-free: <http://www.pps.org/reference/broadway-boulevard-transforming-manhattans-most-famous-street-to-improve-mobility-increase-safety-and-enhance-economic-vitality/>
3. Los Angeles is experimenting with car-free events: <http://www.discoverlosangeles.com/blog/guide-car-free-events-los-angeles>
4. Oslo plans to go car-free by 2019: <https://www.theguardian.com/environment/2015/oct/19/oslo-moves-to-ban-cars-from-city-centre-within-four-years>

Implication: By reclaiming streets from automobiles, cities are safer, air is less polluted, and people are healthier as they have a better opportunity to walk or ride their bicycles. Cities become more vibrant when there are more people walking about as new kinds of interactions are generated. Pilot projects are a “low risk” introduction or prototyping of an idea, from “Open Streets” days in the summer, to trying something out once a month in a community that seems ripe for it. Urban residents can rally around these projects

and get naysayers on board. The spin-off benefits are huge, and realized once the idea is put to action.

4. Community Watch

Can citizens be made responsible for the safety of the community?

An undercurrent of mistrust of police has grown due to the perceived lack of accountability of urban police forces. Reports of police violence and brutality are at record levels. People are questioning whether our police can keep our communities safe if violence is in their hands. (See: Alton Brown, Philando Castile, Tamir Rice) In Richmond, CA, the first-ever Office of Neighbourhood Safety has been established as a non-law enforcement government agency inside city government with the mandate to reduce firearm assaults and associated deaths.

Signals:

1. Offices of Neighbourhood Safety in the US
<http://www.uixcities.com/innovators/devoneboggan.aspx>
2. Toronto-area residents alerting neighbours on suspicious activity in a modern “Neighbourhood Watch”: <http://www.insidetoronto.com/news-story/5837991-neighbourhood-watch-gets-modern-twist-in-etobicoke-thanks-to-the-internet/>
3. Residents take on community patrolling in Malaysia:
<http://www.thestar.com.my/metro/community/2016/07/26/pj-residents-keeping-neighbourhoods-safe-ras-and-rtis-use-safe-city-funds-by-mbpj-for-patrolling-effo/>

Implication: Police budgets are out of control, and reform has been difficult to establish. 24% of Toronto’s revenue goes towards policing, yet a lack of accountability continues. (Preville, 2016) Consultants have tried to identify measures to cut costs, however it may take the public’s involvement to ensure community safety and police accountability.

Consideration: Could “Community Watch” make a comeback? It relies on engaged citizens who are embedded in their communities and can help empower others in crime reduction strategies rather than furthering the divide between those that are meant to be protecting us.

5. Experience Economy

How will you measure your life?

People have been shifting their consumption towards experiences, driven by the rise of social media, the sharing of photos and videos of experiences rather than purchases.

Research also shows that people's satisfaction with things they buy goes down over time, whereas their satisfaction with experiences they spent money on went up. (Cassano, 2015)

Signals:

1. Bunz trading zone – a place for Torontonians to trade goods and forge connections: www.bunz.com
2. Young people not buying houses: <http://torontolife.com/city/life/spend-generation-manifesto/>
3. Millennials outspend on dining experiences: <http://www.cnbc.com/2016/05/13/millennials-outspend-older-people-on-this-one-item.html>

Implication: From the shift from building your music library to attending concerts to the allure of travel - certain experiences are going to be more in demand, and thus, will get more expensive. People are beginning to measure a life lived by what they have done rather than what they have collected, particularly as other trends such as minimalism and decluttering take hold. In addition, engagement with your community is an experience, from volunteering to networking. These kinds of experiences enrich people's lives and don't cost anything besides time. Marketing this as an offering is an opportunity for organizations, and can reach a new demographic.

Appendix D

Drivers Analysis

Category	Driver	Related Trends
Sociocultural	Individualism	<ul style="list-style-type: none">· Lost Generations· Drowning in Debt· Rise of Resentment

Driver Description:

Individualism is playing out as a foundation of our changing world; one where the collective mentality has given way to a “winner takes all attitude”. With individualism as the predominant view, people are less likely to care about others that are unlike themselves, as a result of having to make their own way. As Pedro Barata noted in our interview; “young people are coming of age with fewer assets, more debt, less attachment to the state and place of work and a more individualistic attitude because that’s how they’ve had to fight through the last twenty years.” The rise of Individualism has been exemplified over several decades through growing inequality, tax reductions, policies of disinvestment and the declining social safety net. Individualism necessitates an attitude of self-reliance, characteristic of the “American Dream” that has been the dominant metaphor in the North American way of life. However, what it appears to be really leading us towards is the sort of “lifeboat ethics” and tragedy of the commons. (Hardin, 1974; Hardin, 1968) In cities, this is often expressed as NIMBYism (Not in My Backyard), where residents often feel their personal interests (ie. property values) should supersede projects such as affordable housing, shelters or rehabilitation centres. (Stein, 1996) The fear of Individualism’s effect on civic engagement was expressed by a few of experts interviewed:

“I think this conflict between the individual and the collective is pretty concerning to me.”
– Laura Anthony, Samara Canada (expert interview)

“I worry that civic engagement and engaging people will be tougher because people will be more individualistic.”
– Pedro Barata, United Way Toronto & York Region (expert interview)

While the pendulum that swung so far towards Individualism is likely to swing back, Individualism is a prevalent attitude in today’s political and economic realm. It has ramifications on how organizations try to build community, raise awareness for their mission, find stakeholders, and communicate to the public. In an individualistic society, who gets behind your rallying call?

Strategies:

Attitudes get reinforced through personal experience as well exposure to popular media. (Council on Communications and Media, 2009) For example, scholars have used Google’s Ngram to track the frequency of individualistic and collectivist themes in published books to track the frequency of the dominant theme. (Grossman & Varnum, 2015) In order to begin tackling individualism, strategies should target young people. A more collective view is a mentality that could be taught at home and reinforced through education and community service.

Educate and Inculcate

Civic engagement needs to be embedded into our education system so that children experience what it means to be part of society - where different groups of people are inherently connected.

“My biggest hope for the next 20 years is that we will be recognizing creativity and civic participation as one of the fundamental skills of an active citizen.
So encouraging that, teaching that, and recognizing that.”
– Chiara Camponeschi, Enabling City (expert interview)

“Starting early – share with our 5 year olds, 4 year olds, right from the beginning, the sense of what they can do together...to dream together and figure out how to work together.”
– Rosalyn Morrison, Toronto Foundation (expert interview)

“Education at the very beginning – civic engagement needs to be something that we tell that our future is important.”
- Laura Anthony, Samara Canada (expert interview)

Allowing children to see that connections between issues through the early development of civic literacy will demonstrate an increased awareness to the responsibility humans have to each other in order to make society function. If this was a compulsory part of their education, young people will have learned through collaboration, volunteering, and working alongside others, and it is likely that one’s morality will have matured earlier, and creating new pathways to civic engagement.

Recommendation: The forty-hour requirement of civic involvement to graduate high school should be increased, and started in elementary school, as early as 8 years old.

Roots of Empathy

This award-winning program, started in Canada by Mary Gordon, teaches children emotional literacy through building empathy with an infant and fellow classmates, guided by a facilitator and the baby’s parent. This model has successfully been applied to young people who are in the midst of developing their social skills, however, in the deeply individualistic world, a model like this one seems appropriate for college-age adults, who reportedly experienced a sharp drop in empathic skills since 2000. (Zaki, 2011) This cohort is nearing entry into the workforce, a competitive environment where teamwork is increasingly important, and job skills such as communication (verbal and non-verbal), emotional intelligence, adaptability and other soft skills are key to success in the workplace. In addition, these young people are voting age, which is a critical time to consider their values, civic involvement in politics, and what democratic ideals they ascribe to.

“For me, democracy is fundamentally about empathy – it’s the ability to put ourselves in one another’s shoes and to make decisions about resources together in ways that everybody feels a degree of ownership over the decision.” - Peter MacLeod, MASS LBP (expert interview)

Recommendation: The Roots of Empathy program should be adapted and tailored to young adults between the ages of 18 – 24.

See: www.rootsofempathy.org

Opportunities:

Civic engagement offers an opportunity to leverage our human nature to form tribes and be members of a collective, while maintaining our sense of the individual, through membership.

Membership

Robert Putnam notes that membership to associations and religious affiliation has been on the decline since the late 60’s, when a collectivist attitude may have last peaked. (Putnam, 2000) Individualism is closely connected to competition and an “us” versus “them” mentality. In the US, for example, people claim membership to the Democratic or Republican party and feel an association to their values. One opportunity is to leverage the mental model of association and membership, and translate this to actual membership of organizations that build bridging social capital – across backgrounds, knowledge, race, religion and abilities. These include Scouts and Guides, Junior Leagues and Rotary Clubs. These organizations can embark on membership drives and lower the barriers to entry for people who may traditionally not participate. The mixing of different groups of people that these organizations allow for promotes a more collective membership, identification, and way of thinking. In addition, as a result of the membership to these associations or groups, one of the societal benefits is that they often produce more active citizens. (Jang, Johnson, Kim, 2010)

Category	Driver	Related Trends
Sociopolitical / Sociocultural	Collaboration & Systems Thinking	<ul style="list-style-type: none"> · Infrastructure as Catalyst · Community Development is a Sound Investment · Co-Living

Driver Description:

Rising collaboration among institutions means more opportunity for systemic change, mostly due to the fact that, as Rosalyn Morrison at the Toronto Foundation notes, “the issues are so big... I think that we are going to have to collaborate in ways that are even more significant than the collaborative processes we’ve developed thus far.”

Within various social change ecosystems there are organizations emerging that are starting to define themselves as “backbone” organizations or “connector” organizations that can focus on fostering the conditions for agency, engagement and emergence.

“I think we have to develop a culture where multiple ways of engaging civically are honoured and celebrated. I think we need....organizations designed to help the people engage civically in the way that they want to. That is, which is more or less what a chunk of what the [East Scarborough] Storefront is designed to do. And do that at multiple levels – so have backbone orgs, connector organizations that whose sole purpose is to see the connections between all the different efforts that are going on and intentionally bringing them together and convening and connecting them.”
– Anne Gloger, East Scarborough Storefront (expert interview)

As a result, new partnerships are emerging, and it is the result of realizing that it is only through the pooling of resources such as knowledge, talent and expertise that a shared vision can be achieved.

“so we need to get deeper, and can we can only do that if we pool our resources, and think collectively about the shared experience we have and our shared vision for the future and these perspectives.”
– Aryne Sheppard, community engagement specialist (expert interview)

Strategies:

Understanding networks, systems and leverage points are crucial for organizations that are seeking to have an impact. This is notably an emerging driver, as Tim Draimin, a

social innovation expert, stated “we are on the early curve of understanding the role of system change. We grew up in a world of projects, it got more sophisticated and grew to programs and so now we have finally arrived at talking about systems.” This means that literacy around systems is essential for individuals and organizations, as Aryne Sheppard related: “I’m starting to see more literacy in terms of systems perspective and systems thinking in activists in particular and social change leaders and even funders that are starting to kind to dip their toe into this idea of innovation in systems thinking.”

Some of the ways that individuals and organizations can simulate or participate in experiences that help shape a more systemic view can be through offerings such as Action Labs, Charrettes or Hack-a-thons.

“Action” Labs

Collaboration is relatively new for many traditional institutions, which have not yet solved the issue of how to sufficiently shift resources to collaborative projects while focusing on their main mission. The challenge of adapting to systems-thinking gives rise to the need for new types of governance models, and metrics for evaluation, continuous improvement and success. The transformation to systems-work is being led by organizations, think-tanks and foundations who convene working groups around a problem that is believed to be worthy of being addressed. The approach results in the convening of various stakeholders in the issue, co-developing of a framework and the issues that they seek to address, and working alongside together in the development of strategies and solutions to the issues that have been collectively identified. This approach is seeing some successes, and has resulted in the formation of new collaboratives, working groups, and partnerships.

Examples:

Move the GTHA: Transportation Lab: <https://www.evergreen.ca/blog/entry/working-together-to-move-the-gtha/>

Housing Action Lab coordinated by Evergreen CityWorks to address systemic issues of affordability, supply and sustainability. See: <https://www.evergreen.ca/our-impact/cityworks/housing/gta-housing-action-lab/>

Charrettes, Hackathons and Service Jams

When groups of people are convened to work together on an issue across traditional divides of expertise and non-expertise, ability, class, gender and race, a systems-approach begins to emerge as a result of the various stakeholder viewpoints coming together. These views, articulated through the design-led charrette, hackathon or service jam enables a more systems-view to be embedded in the participant's way of thinking. The practice of gathering these groups together allows new and innovative ideas emerge, where the solutions are more likely to be connected, and the players to see themselves as part of the network.

Examples: Institute Without Boundaries, a year-long in-depth academic program organizes itself across skill-sets to bring a holistic view to a systemic issue through a design-led approach involving a charrette process. <http://institutewithoutboundaries.ca/>

Opportunities:

For people to understand the system, it is beneficial to map how it works. This reveals the hidden connections and potential leverage points for the industry/sector and its stakeholders. By mapping the networks, organizations can understand the ecosystem.

Map and Define the Network

Network mapping showcases the various actors that comprise a network or a system, highlighting flows of information, funds, power or decision-making. Whether formally or

informally, it is good for individuals and organizations alike to know who are the players involved in what issues, and what kinds of projects other people are involved in. It helps align interests, connect people, and understand all the connections in between.

“I think when we are talking about systemic change, we are talking about all levels of systemic change. Including change in organizations, including communities, residents organizations, faith based organizations, that affecting change in those small places, and seeing it as connected to bigger change.... but it can't all happen up here, it can't all happen down here - we have got to figure out the middle pieces.”

– Anne Gloger, East Scarborough Storefront (expert interview)

Organizations embedded in an issue are realizing the power of mapping the system, to understand the players and the leverage points within the system, or to foster connections and stronger allies.

Examples: Shape My City - a project “mapping” tools that allows residents to explore city-shaping initiatives, an online and offline network that invites users to submit the projects they are working on - thereby mapping the network.

See: <http://shapemycity.com/>

“There is so much going on in the City of Toronto and it's hard for someone to stay on top of it...so you will have things like the network we develop with Shape My City and it will be working in a way that you don't need to know everything, you just have to know a few people in the network and you can just check in and find out what's going on in Toronto right now about an issue. That's going to be our goal, to build really healthy, strong, civically engaged groups and networks across the city that I think we've seen come together.”

- Liz Rykert, Meta Strategies (expert interview)

Citizens Committee for New York City – Community Map showcasing the different neighbourhood group projects. See: <http://www.citizensnyc.org/community-map>

Category	Driver	Related Trends
Sociopolitical	Bureaucracy and Declining Trust	<ul style="list-style-type: none">· Micro-Engagement· Privately-Funded Cities· Rise of Resentment· Community Watch

Driver Description:

As government and other institutions have grown, in many ways they are too encumbered to be able to make changes. The bureaucracy embedded in these institutions doesn't often support clear ownership, and big decisions that are riskier or have large impacts tend to stall. (Spangler, 2003) There is a fear of failure because of public shaming, dismissals, or scandals if the wrong decision is made. These bureaucratic patterns have become a systemic problem, leading to a lack of trust. The unease with big organizations has made way for new opportunities for funders who have credibility and a drive to get things done to step in and take helm. The lack of trust on the part of communities and the broader public allows resentment to fester as institutions appear to no longer represent the "everyperson's" interest.

"As the world continues to be more and more complex, government does have the tools to mediate a whole lot of these things. But in order for government to do that, they need the legitimacy from citizens that they have their best interests in mind and that between elections they are driving these things in a way that is in everybody's interests. And right now, there's a bit of a crisis of confidence."

- Pedro Barata, United Way Toronto & York Region (expert interview)

The lack of movement has also opened up avenues for new forms of engagement such as micro-engagement, although organizations need to find better ways to allow for citizen group-driven decision-making, as the lack of trust on either part is self-reinforcing.

Strategies:

Rebuilding trust is difficult to do, for anyone that has experienced it on a personal level. The relationship between institutions and individuals needs to be rebuilt through better service to stakeholders and constituents, and by making resources available to emerging ideas.

"When we look at social movements in the 60s and kind of how public institutions, foundations, governments dealt with that that, it was that they

tried to make resources available for what was viewed as legitimate grievances that were brought up by the women's movements, the civil rights movement etc. Women's centres were opened up, community centres were opened up, and community organizing centres were funded and so resources were made to civil society for these grievances to be aired publicly and for organizing among these groups to happen so that policy changes could happen."

- Am Johal, Simon Fraser University (expert interview)

Dismantling systems

Conventional thinking over the last few decades has led us to increased mergers in the pursuit of efficiency and eliminating redundancy. From mega-cities (Toronto to the GTA) to mega-regions (Greater Toronto and Hamilton Area), politicians have sought additional efficiencies in transit, education, housing and health areas. The result of the mergers is that often the needs that have been unaddressed as a smaller system have just doubled because of the combination of the portfolios. (Morrow, 2015) The institution is less nimble to address pressing issues, because of increased bureaucracy as a result of the various embedded hierarchies. There are more layers of red tape decisions have to travel through, and decision-makers become out of touch with both the front-line and the stakeholders the system is meant to serve. A strategy that is being considered is a dismantling of the system by breaking it up into smaller pieces so that it can yet again serve the local needs, or better serve the interests of its stakeholders and constituents.

Examples: It has been recommended that the Toronto District School Board be broken up into smaller portfolios that are better able to address local needs. (Morrow, 2015)

"Pilot" Projects

Positioning a decision or an initiative as a "pilot" project allows decision-makers to feel less encumbered with the risks related to rolling out a larger scope, longer-term project. It is meant to allow decision-makers to study the impacts and effects through a more

experimental lens, helping to increase the chances of adoption or achieving permanence if the pilot project is successful. This has become a strategy used by urban planners to initiate ideas to risk-averse city councillors. For example, the pedestrianization of a portion of Broadway Avenue in New York City was positioned as a pilot project, which later became a permanent installation. (Cruz, 2014) In cities that have embraced Open Streets, or closures of traffic thoroughfares for several hours of pedestrian-focused activities, the growth was due to the ever-increasing scope of successful pilot programs. (Pelley, 2015; Skinner, 2014)

Opportunities:

People rise up to challenges, and in the face of distrust in institutions comes the hope in citizens – that we have the solutions, and are capable of creating the change that is necessary. This necessitates leadership, which can come out of engagement.

Civic Leadership

Civic engagement experts are noticing how civic engagement has been transforming into something deeper, that seems to be more embedded in who we are.

“We’re noticing that more and more people actually do want to be engaged in some way.”

– Rosalyn Morrison, Toronto Foundation (expert interview)

“What I am seeing is a trend in deeper engagement, in citizen leadership engagement is what I am seeing now.”

– Aryne Sheppard, community engagement specialist (expert interview)

“I’m not sure if civic engagement has changed much, but it has become more trendy. That may have something to do with people’s feelings of their right to have more ownership over their communities and the direction of those communities....I think maybe what’s changed is that people seem to be more interested in civic engagement in general.”

– Taylor Gunn, CIVIX (expert interview)

There exists an opportunity to leverage this interest into a transformation that can combat bureaucracy.

“I think there is a big crisis of legitimacy in democracy, in political and public lives, there is a mistrust of institutions and so in the context of mistrust of institutions, how can we engage in those public conversations where people can connect the decisions being made and they can be a part of that process and be more engaged.”
– Am Johal, Simon Fraser University (expert interview)

This desire to participate can now be connected to organizations, charities and social missions that are helping people develop their own personal leadership skills. Some organizations are shifting resources to develop this generation of civic leaders, targeting networked community leaders who work to involve and inspire others in the shift to a “can-do” mentality, also known as agency. The development of one’s sense of agency into civic leadership is a key theme and an opportunity to combat the inertia of large systems.

“We are seeing upsurge of people that have traditionally been on the margins, and recognizing the power they have to affect change. That’s really exciting.”
– Anne Gloger, East Scarborough Storefront (expert interview)

Category	Driver	Related Trends
Technology	Internet-Enabled Advancements in Technology	<ul style="list-style-type: none">· Maker Generation· Internet of Everything· We All Live in Public· Sober Times· Slave Economy

Driver Description:

The shifts in technology over the last decade has allowed for entrepreneurship and enabled a “maker” generation to flourish. The internet’s global audience means ample opportunity for individuals and small businesses to connect with new markets, and

everyone who wants to be a freelancer or entrepreneur can attempt to do so. Platforms such as Uber, AirBnB, and Etsy enable this “gig” economy. We have a wealth of information at our fingertips, in exchange for personal data. We have been brought closer together, although mediated by screens. Technology can support and enhance civic engagement efforts, and new platforms and solutions are emerging for us to engage with one another.

Strategies:

Technology is both an enabler, and a distraction, and civic engagement efforts need to understand and incorporate the enabling effort in order to maximize its utility in our modern lives. Similarly, as individuals, it is important for us to know when we need to shut down our screen time and engage in the offline world so that we value the connection that it creates for us.

Human (Dis)Connection

Technological ubiquity is facing a backlash - from performers such as Adele calling out people recording their performances, or Alicia Keys who wants to “lock” people’s smartphones, to adult summer camps that don’t allow technology to infiltrate experiences. (Edgers, 2016; Associated Press, 2016, Bredin, 2016) People are finding new value in the shared human experience. Technology was meant enhance experiences, not replace them.

“One of the big challenges around civic engagement has been how, unlike the predictions of 60 years ago, technology hasn’t freed us up. We haven’t learned how to control it and it’s controlling us.”

– Tim Drainin, Social Innovation Generation (expert interview)

“I don’t think the electronic systems are ever going to be a replacement particularly when you are talking about at a basic human level as people are looking for more of these opportunities, more interactions.”

– Dave Harvey, Park People (expert interview)

We need to find the spaces that help us shift the focus away from technology, and sometimes to remind people, this strategy needs to be enforced. This will help people will find their way back to what we as humans truly value - connection.

Civic Tech & Open Data

Technology is bound to play an increasingly important role in how we engage, but there is a widespread view that it will never replace face-to-face engagement. There may be a threshold of how technology-based solutions can support engagement efforts, however, it may create avenues where additional voices can be heard, people can interact with one another, collaborate much easier, and new monitoring or opinion-taking tools will develop that will bring decision-makers and the public closer together.

“I think technology will help create new platforms to help people problem solve and talk to each other, interact, figure out how to collaborate differently. I think that the same time I hope technology will help give us some solutions to health stuff and pollution, transit and other things that just make life easier and also make us more sustainable into the long haul.”

– Pedro Barata, United Way Toronto & York Region (expert interview)

Governments are starting to realize the potential of releasing data to a new generation of civic tech “hackers” who are producing new solutions, apps, and maps with the data. By opening up their data, groups can mine the information, creating new opportunities for engagement, and insights into what people are really doing - as collected by governments, who neither had the resource, nor the talent to act on this information. Groups such as Code For America have spawned similar “brigades” across borders, where people are eager to use their software skills for good. Partner organizations or third party agencies can be established in order to support the efforts of gathering, cleaning, and releasing data to organizations and civic groups that are willing to work with it. Examples include Civic Tech Toronto and Code for America:

<https://www.codeforamerica.org/brigade/>.

Opportunities:

Somewhere in between technology and face-to-face engagement lies a middle ground, where people can connect the knowledge and communication they are sharing online with opportunities that are best-suited offline.

Middle Ground

With how quickly new technologies are developed, governance structures are struggling to catch up. Political systems in particular haven't been able to find ways to adapt to a world where lives are mediated by technology. There is a common realization that technology can support civic engagement and that there is a huge opportunity here - however the limitation is that it will never replace face-to-face engagement.

“Certainly I think that online tech and interactive platforms will continue to have a lot of impact. Ideally they will also facilitate offline action and offline engagement and not just virtual engagement.”
- Chiara Camponeschi, Enabling City (expert interview)

“Technology platforms can enable sophisticated collaboration, innovation and community engagement because they can reach people in new ways, and engage people who don't normally engage but technology will never replace face to face dialogue. Complex issues require face to face interaction.”
- Geoff Cape, Evergreen (expert interview)

A middle ground exists that has yet to successfully be adopted by policymakers and promoted to citizen groups. Opportunities exist to transform in-person townhalls to online townhalls, to engage citizens in participatory budgeting exercises, to enable people to influence and create policies and legislation through technology. People would be able to tap into the processes if policymakers started providing the tools.

Examples:

Popvox.com - a civic engagement platform that meshes real-time legislative data with users' personal stories and sentiment, delivering public input to government in a format tailored to actionable policy decisions.

Participatory Budgeting Project - helps governments, institutions, and organizations to implement participatory budgeting processes and campaigns.

Textizen – a platform that enables organizations to send, receive and analyse text messages to inform decision-making by connecting with people through their mobile phones.

Tele-Town Halls – a way to participate in a town hall meeting or discussion by listening in through your home phone or mobile.

Category	Driver	Related Trends
Sociopolitical	Climate Change	<ul style="list-style-type: none">· Hot Hot Earth· Purposeful Economy· R & D Like ABC's· Idle No More· Peak Stuff

Driver Description:

Climate change is shifting our values and how we live more than we may realize.

Consumers want to see companies take action and play a more responsible role in the realm of the environment and the economy. These two aspects in particular are more connected now than they ever have been. In order to get us off fossil fuels, investments need to be made in green and clean technologies and research into new solutions. The status quo is no longer acceptable - and corporations need to be doing their part.

Research & development will be a necessary investment to get us out of the climate mess, although there is worry that it might be too little, too late.

Strategies:

No Silver Bullet

We haven't found a silver bullet solution to climate change, and one will probably never exist. Instead it will take lots of hard work on the part of legislators, sacrifices and changes enacted by businesses, and a realization on the part of citizens that we need to do our part. Humanity is well past the wake-up call that has been ringing from climate scientists for over a decade, and earth is very likely to be warming past the 1.5 - 2 degree danger threshold that invokes all kinds of uncertainty. (Mann, 2014)

Business: Sustainability is a key business strategy. Young people are willing to pay more for goods from a company that is known to be environmentally friendly. (Neilsen, 2015) They are more likely to engage with and be loyal to brands, giving companies an incentive to act sustainably. (Smith, 2015)

Individuals: With energy production and transportation creating the biggest share of greenhouse gas emissions in the US, (EPA, 2014) any reduction in emissions will require behaviour change. Movements such as "Transition Towns" enable local resilience, where citizen groups and networks of residents to organize around the transition model.

See: <https://transitionnetwork.org/about>

Opportunities:

Globally United

We are united by the challenge of climate change, although separated by backgrounds, wealth, access to resources, and politics. Once we truly see that we are truly a global society - we may be able see the issue that faces all of us. While the politics of today divides us, it may take a tragedy to unite us. Unfortunately, there are so many interconnected issues related to climate change, that there will be no silver bullet, no one nation that will lead the way, no one person to commit us to change our deeply-

ingrained habits. The opportunity for all of us is now, but it will take something of significance to get us there.

Category	Driver	Related Trends
Sociopolitical/ Socioeconomic	Neoliberalism & Corporatism: Changing Economy, Changing Values	<ul style="list-style-type: none"> · Drowning in Debt · Universal Basic Income · Zero Growth · The Cost of Children · Public Health Crises · Mental Health Breakdown · Salary Parity · Experience Economy

Driver Description:

Over the last 30 years, neoliberal and corporatist agendas have driven our economies and public services towards increased privatization and marketization, where consumers have replaced citizens as a result of unbridled capitalism. (Monbiot, 2016)

“The issues around neoliberal capitalism and inequality in the western world continue - it’s growing.”
– Aryne Sheppard, community engagement specialist (expert interview)

People are working harder and longer, and despite gains in productivity, wages are not increasing. (Economic Policy Institute, 2016) Our work-life balance is off-kilter because technology enables us to be reachable all the time, adding stress to our lives. The push to productivity is eroding leisure time, impacting mental health. Faith in market forces and neoliberal policies has changed our economic system.

“Capitalism has really become an entrenched part of our society in ways that I didn't see when I was growing up. Unfortunately, one of the effects of capitalism has been individualization: we've created a culture where each person is expected to take care of themselves, and success is measured by how much money they have.”
– Anne Gloger, East Scarborough Storefront (expert interview)

Strategies:

Neoliberal policies and capitalism reinforce competition and an individualistic mentality where community suffers. Strategies need to connect the individual to the community, so that a more collective mindset can be reinforced through social capital generation, and a sense of belonging can be created.

“The key thing will for Toronto will be to reach out to newcomers, make people who live in all areas of the city feel they are part of the city, and we have to do that right. We have to do that right otherwise this won’t be a city you want to live in.”

– Dave Harvey, Park People (expert interview)

By the block

“If it’s true that everybody moves on an average of once every four years, how do we fast track the insertion of people into new communities?”

– Tim Draimin, Social Innovation Generation (expert interview)

People are disconnected from their most local community and isolated from their neighbours – it is something that concerns leaders at community organizations.

(Vancouver Foundation, 2012) Community-based organizations and community foundations have long known the value that doing things locally helps build connections, strengthen networks, and create an empowered community.

A “by the block” initiative is something that might restore our sense of goodwill and generosity, where we are able to take steps to build trust with the people that live closest to us. “Connections and engagement are two sides of the same coin. It is only through strong relationships that we can care enough to work together to make our community a better place for everyone.” (Vancouver Foundation, 2012)

Some inspired groups of residents are using social media to connect with one another, through Facebook, by setting up a Google email group, or in the US, a social network platform called Nextdoor. In addition, some organizations and governments are funding

neighbourhood groups who seek to improve their blocks, such as the “Love Your Block” initiative, from Citizens Committee for New York City.

See: <http://www.citizensnyc.org/grants/love-your-block>

Locally, Toronto Foundation has initiated Playing for Keeps, which encourages neighbourhood games around the city: <http://playingforkeeps.ca/games-calendar>

By encouraging people to connect locally, ties can strengthen, networks develop and communities are more capable of becoming resilient.

“Doing the Syrian refugee [sponsorship] together, I got to know them in a whole new way. I could not have anticipated that. And that’s special. What was a tight street, now stands together to do anything, which is really powerful. It feels very exciting... the experiences of bonding that comes together over an intense period of time, lets you build that deep trust.”
– Liz Rykert, Meta Strategies (expert interview)

Less is More

Starting with accumulation, and ending with accomplishments, we need to focus on less to get more out of life. Burnout rates are happening at very young ages because of the “schoolization” of our society, where children are enrolled in more courses and extracurriculars than ever before, (Wente, 2016) seemingly to provide a leg up. Too much homework does not make a more productive generation, leading to more stress and declines in health. (Parker, 2014) Children learn through play and adults can benefit from it as well. However, space now needs to be carved out for it, and we have to resist the adult-oriented urge to fill the calendar or to keep up with the Joneses. If we make a concerted effort to focus on less, we can give more. We need to re-create the values set, starting at the family level, for people to seek out connections, and time for connecting.

Recommendation: Families should create a dedicated “family day”, once a week, where no chores or extracurricular activities are done so that time is made for one another.

Other opportune moments include having dinner together, rather than rushing off to a program or extracurricular.

Opportunities:

It is possible to people to come together to make demands for change, it is what civic engagement is capable of, and often functions for. Instead of witnessing changes that happen to us, we have to opportunity to ensure that changes happen for us. It is how unions got started, and improved working conditions for the average worker. (Domhoff, 2013)

RE:Start

From the demands on our time at home, to the demands placed on us by our employers, it is time for a civic-led re-start, where we shift the focus onto what is best for the majority (of employees, of families, etc.), not the minority (shareholders, company owners). As Gil Penalosa at 8-80 Cities noted during our interview, “the general interest must prevail over the particular”. When the general interest is left behind, it can rise back up and remind everyone what values we should be leading with.

Category	Driver	Related Trends
Sociocultural/ Sociopolitical	Urbanization & Migration	<ul style="list-style-type: none">· Microliving· Co-Living· Cities Are Communities· Nature Deficit Disorder· Lost Generations· Infrastructure as Catalyst· Community Development is a Sound Investment

Driver Description:

Over the last two decades, urban areas have seen a lot of growth as cities have become more desired places to live, and global migration has generally brought immigrants to cities.

“We are going into probably a century of many different types of conflict that relate to weather and civil war and those types of things and so in many ways, our cities need to be come more resilient both physically in terms of infrastructure but more importantly in terms of socially and democratically.”

– Am Johal, Simon Fraser University (expert interview)

With more people and less land to work with, governments and individuals have had to make trade-offs. For instance, car-centric areas are changing to accommodate more cyclists and pedestrians in denser environments. With the intensification of urban life, competing needs emerge. Community development is worthy of investment, as is our aging infrastructure, issues related to urbanization and migration.

Strategies:

More people means more representation requirements, increased needs, and more diverse viewpoints to consider. Compounding this are the influences from local issues to further-reaching issues as a result of globalization and the internet. Organizations need to understand how to cut through the noise, align stakeholder interests, and work through competing needs.

Umbrella and the City

As cities continue to grow, they will increasingly become hotbeds of innovation, particularly because the infrastructure built to support previous populations are rapidly being outgrown, providing a huge opportunity to engage citizens in what is best for them. From a grassroots neighbourhood level to the city level, the needs are often outgrowing government’s ability to serve them. Umbrella groups are forming to give a stronger voice and representation at City Hall, and in other cases, City staff are working

in tandem with community members to facilitate new ideas. This dynamic is allowing for new power through the collective.

Examples:

Park People: <https://parkpeople.ca/>

Cycle Toronto: <https://www.cycleto.ca/>

Global vs. Local Engagement

As our world globalizes and new issues are presented to us - from a natural disaster on another continent to an issue on our street - there are several avenues for engagement.

This is both a positive and a negative, where people and communities are able to decide what matters most to them.

“So there’s the tension between, it’s the think local and act global kind of thing. Some people are most likely to get involved in what happens on their street, and other people get really riled up about something that’s happening two continents away. And so, as we continue to have this globalized world - where it is increasingly - what you are exposed to on a daily basis is so beyond your street, but yet you still live on a street, so how are people going to manage that in terms of what they care about?”
- Pedro Barata, United Way Toronto & York Region (expert interview)

Issues are always in competition for our attention, and the potential for participation is diluted because of the various messages we receive due to the twenty-four hour news cycle, the decline of local newspapers and news sources, and the barrage of things we read on the internet.

“One of the biggest trends that’s happening right now across Canada is, the CRTC has been talking about, is the demise of local news. So it’s local news, whether it’s the TV news, I don’t know how many jobs have been lost, but it’s huge, it’s enormous. So basically because of the whole reinvention of news, local is being lost and what is going to replace it? I don’t know. It hasn’t been invented yet. So that’s a really, really difficult thing.”
- Tim Drainin, Social Innovation Generation (expert interview)

Engagement is affected by the global versus local, and we have to ensure there is space for the local (where our community resides), while paying attention to the global.

“Hopefully we as a society will figure out how the very local connects with the regional and connects with the provincial, federal and global. We need a both/and approach. We have seen a resurgence of local in the past 5 years, which is great. We need to do more to support a local place based focus, but not in isolation from global forces. The two are connected and we need to work in ways that reflect the interplay between the local and the global.”

– Anne Gloger, East Scarborough Storefront (expert interview)

Community leaders and local organizations need to communicate the value of the local – the connections that we thrive on as members of a community.

Opportunities:

As cities continue to swell with population growth, we have to reimagine the systems that make them function, and more specifically, redesign them to suit people better.

Redesigning Cities

“In Canada, for example, all the big cities will have grown, between 30 – 50% in 20 years, which is huge, huge, huge growth. Probably the fastest growing cities in the developed world are Canada’s.”

– Gil Penalosa, 8-80 Cities (expert interview)

From more human-centred architecture, to loosening the dedication of space that has historically been allocated for cars, cities are undergoing rapid changes as a result of migration and increased density, in an effort to better serve the very constituency that makes cities great - its people.

“I think broadly about civic engagement – there has been significant evolution over the last years on using public spaces to bring community together. Not just parks but all public spaces, and how people are mixing together, they are using public spaces as a way to gather and create community in different ways than the past.”

– Dave Harvey, Park People (expert interview)

Policy-makers, urban planners, engineers and technology experts are all aware of the changes needed in legislation and zoning, for instance, and it is going to take hard work to update these policies. Governments need to make the investments in the places that

are drivers of their economies, from the “sexy” projects such as transit, to the very unsexy - legislation change. There is an opportunity for others to participate in these efforts - from foundations that have served communities for many years, to charities and academic institutions that call the city home. Government needs to be able to unleash the additional talent that is locked up within, and embrace the changes that are needed to redesign our cities effectively.

Category	Driver	Related Trends
Sociocultural	Changing Demographics & Aging Population	<ul style="list-style-type: none"> · Sandwiched Situation · Gender Tug of War · MultiCultural is Mainstream · Aging Epidemic · Assisted Death

Driver Description:

With the aging Boomers and the coming of age Millennials, these two generations are impacting how we live, as their predominant values will predicate our culture. The globalized world and a continuously developing culture have created more fluid norms - from families, gender, relationships and careers - matters of both life as well as death and how we die. Different generations leave their mark on the way that society functions through their dominant values set.

“I think that the older adults are going to play a major role in civic engagement...The older adults are healthier, wealthier, more educated, more travelled, and also more engaged. I think this will be forcing more and more civic engagement.”

– Gil Penalosa, 8-80 Cities (expert interview)

Strategies:

The Boomer and Millennial cohorts are large enough that they need to be engaged by organizations and policymakers – as the issues they are stakeholders in will likely require their input, and favour both of their needs.

Bridge the Gap

Connecting with and understanding each other and the issues various groups and demographics face means opening up to the fact that government is meant to serve us all, not just ourselves. With the recent Brexit decision, the demographics at play behind the vote demonstrate the difference in opinion between older and younger generations. (Bearak, 2016) If older generations understood that their votes are going to disproportionately affect their children and grandchildren, they might think twice before voting in a way that only serves their interest. One strategy is to communicate the impacts of decisions on certain demographics before the vote as a way to get the youth vote out there, and targeting older generations that it might be time to put their interests aside for the benefit of a larger cohort that will live with decisions much longer.

Return on Investment

“One of the hopeful things that I see are the degree to which people in their late teens to early thirties have really stepped up and said that this our world, this is our future.”

- Liz Rykert, Meta Strategies (expert interview)

By focusing on building bridges across generations through community service to the elderly, visits to nursing homes, and situating demographics among one another, not away from one another may help cross any potential divides. Political conversations where we speak about the future, and opening up about our fears might help shift our understanding of the issues. From story-telling sessions and personal narratives - anything that can help us understand each other better will ensure that we are able to find avenues for investment in the various demographics. Certain populations have certain needs, and it is important to meet them.

“It worries me that we are not giving young people what we’ve been given and what they probably should have.”

- Rosalyn Morrison, Toronto Foundation (expert interview)

However, investment in young people will provide a high return as this is the demographic that will be supporting the aging population. A group in Canada called Generation Squeeze is trying to influence government policies and provide member benefits for young people under forty.

See Generation Squeeze: <http://www.gensqueeze.ca/>

Opportunities:

We all have something in common with our fellow citizens, and we need to figure out ways to make things work for a majority of people. Rather than looking at how things should best serve us as individuals, we should be looking at how things can best serve society.

Common Interest

A potential for inter-generational issues between the Boomers and their Millennial progeny was identified by several experts, as the world that young people have inherited is not healthy. Resentment around management of issues such as employment, taxes, health care, climate change and housing are all potential lightning rod intergenerational issues because of how they will disproportionately affect young people. By trying to work together to a common interest, especially one that will support younger generations and their needs may help resolve any potential backlash. Older generations may have to evaluate their needs as well as those of their children and grandchildren to find a common interest when they cast their votes or try to influence policy.

Category	Driver	Related Trends
Sociopolitical/ Sociocultural	Indigeneity	· Idle No More

Driver Description:

“I think the biggest issue in the next ten to twenty years in Canada is our indigenous issue. It is our indigenous issue, and our indigenous youth issue.”

- Laura Anthony, Samara Canada (expert interview)

Indigeneity and the role for Indigenous people in Canada's identity is being increasingly recognized, seeing as our relationship with these communities has been fraught as a result of land claims, natural resource extraction, and human rights issues on reserves. Many believe that Canada's relationship with First Nations, Metis and Inuit people is key to its future.

Strategies:

“We have to have a conversation about indigeneity in this country.”

- Peter MacLeod, MASS LBP (expert interview)

Cultural Impacts of Taking Responsibility

Canada's indigenous people have long been suffering under poor living conditions on federal reserve land. The systemic racism that indigenous people have endured has come to a head, and it is up to governments, politicians and our citizens to embrace the responsibility we have to indigenous people, the land we share, and the environment as a whole.

“I think there are a lot of geographic challenges with our north and our northern communities, and they are isolated.... people whose voices are isolated and they are disengaging from the political system. I think that those kind of communities need to be better incorporated into our political system.”

- Laura Anthony, Samara Canada (expert interview)

There will be cultural impacts of embracing this responsibility, and it begins with relationships. Other communities are exhibiting a desire to help and show solidarity with First Nations, Inuit and Metis people as exemplified by the Standing Rock Sioux protests

in the US. (RT, 2016) A deeper understanding of the history and present state of Canada is needed, and some of this will occur as a result of curriculum changes that educate Canadian children on the Aboriginal heritage of our country. (Ontario Ministry of Education, 2014; Meissner, 2015) The aim is for the next generation to be more enlightened of the past. Canada, as a very prosperous country, must be more generous to our fellow inhabitants, mindful of the role that indigenous people played in our history, and hopefully, our future. To fully embrace our cultural heritage, engagement will be necessary on the part of the civil society organizations to connect and bring the indigenous view to the forefront of their work, and efforts on the part of business to work with indigenous communities.

“The great project of Canada in the next 20 years, if it is to succeed as a modern country is a project of renewing ourselves as an indigenous country. And it’s no less, it’s no smaller of a project than what we embarked on in the late 60s and 70s when we decided to become nominally bilingual, but now quite radically multicultural....That is work that’s going to have to be done in a myriad of ways at all levels of society. It is going to be messy. But I think it is the most essential conversation for Canadians. Period. No, that’s it. That’s the only conversation for Canadians to have. Inevitably.”

- Peter MacLeod, MASS LBP (expert interview)

Opportunities:

Our culture is made up of a values and beliefs system, and some of these are based on old or outdated notions. We have an opportunity, through education to correct this and dismantle these notions in order to renew relations with indigenous people.

Dismantling of Colonialist Attitudes

The undoing of colonialism is a process that will involve reforms in law, politics, and the environment. Indigenous people in Canada are coming together to raise awareness and speak up against environmental disasters, the lack of remediation, resource degradation, and destructive infrastructure projects. In order for us to truly integrate

indigenous people into our landscape, our economy, and our politics, natural resources and protections will be a large focus of the conversation.

“I think that questions related to indigeneity are very important across the country but in Vancouver it is a particularly active conversation, because we are on unceded territories here - there is a modern day land claims process because treaties were never signed. So there are big questions around language reclamation, indigeneity, of land claims, decolonization as a process that are much more mainstream than other parts of the country...”
– Am Johal, Simon Fraser University (expert interview)

The timing is ripe for a longer-term vision that incorporates indigenous views in light of climate change. Should Canada embrace the unique opportunity it has to make Indigeneity a key signifier of our nation, it will mean dismantling of colonialist attitudes, constitutions, and policies, and reforming our ways (economically, culturally and environmentally) that engages both Indigenous and non-indigenous people across the country.

Category	Driver	Related Trends
Sociocultural	The Social Web	<ul style="list-style-type: none">· Maker Generation· Internet of Everything· We All Live in Public

Driver Description:

The social web has transformed how we interact and communicate with each other. Our social media feeds have become news sources, conversation platforms, storage of memories and a source of entertainment. In this transformation, what was meant to connect us has led to a more individualistic world, which is increasingly supported by our social media feeds. The algorithms that are the basis of the social web increase our confirmation bias and only offer us selective information based on our interests. (Ward, 2016) Echo chambers have disastrous potential should they construct our mental models of the world based on limited narratives or a lack of diverse viewpoints.

“Downsides of internet and social media is that people are more and more narrow - because people are able to target exactly what they like.... you are never, even by accident going to see or read a columnist that you don’t like, because you didn’t click on that columnist and each time we are focusing on more and more instead of diversity, we are becoming much more narrow-minded, and that is a major concern. People watch specific movies, and specific TV, and read specific newspapers and columnists, and each time it is more and more targeted.”

– Gil Penalosa, 8-80 Cities (expert interview)

Strategies:

To build understanding, we need to listen to one another, and to do that in our social media dominated culture, we have to look for the perspectives that we might not always agree with.

[Inter]mediation

“Realizing that we need to have an open space for competing inputs, and reminding people that their views are different and that they are not wrong.”

– Laura Anthony, Samara Canada (expert interview)

In order to read, hear or see a different viewpoint, today, we have to go looking for it. In our confirmation bias bubble of today, opposing views are insidious, and facts don’t matter. (Ignatius, 2016) We need to build bridges rather than cast away the other side, and find ways to encourage diverse viewpoints.

“Civic engagement is going to be crucial and critical to help people identify and respect their differences and acknowledge their differences and to find a way to work together. Because it is going to be out of the coming together of opposing points of view that new things will be born.”

– Liz Rykert, Meta Strategies (expert interview)

Social media has the power to start conversations, however, it is easy to hide behind an identity that is not authentic. When dialogue can be unencumbered by identity politics or biased media, unmediated screens or algorithms – there is tremendous potential for new perspectives, fresh ideas, and solutions to the problems of our time. It is up to us to be

open to it and embrace the “other” through exposure, conversation, and listening, in order to develop an understanding.

Opportunities:

A Virtual Affair

“Social media is helping a lot, even more than social media, the internet has really transformed, because it has made it a lot easier for people to participate w/out having to physically be in places.”

– Gil Penalosa, 8-80 Cities (expert interview)

Our desire to be social online can meld our offline world interest of engaging with issues in a virtual-reality type setting. New forms of participation can emerge through avatars, where we don’t need to be physically present somewhere in order to be represented virtually. This may allow for the creation of an altogether different concept of civic engagement.