First Nations, Métis and Inuit play a pivotal role in the ongoing development of our country.

This report respectfully acknowledges the traditional territories of Canada’s Indigenous people and their stewardship of the land upon which our cities and country have been built.

In order for our cities to thrive Indigenous communities must also thrive.
This report offers an overview of the activities we undertook during the development of a Canadian civic commons strategy.

While creating the Civic Commons strategy, the scope of our work evolved, transitioning from a narrow focus on civic commons to a broader plan. This change is explained in greater detail on page 19.

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>What we did</td>
<td>4</td>
</tr>
<tr>
<td>Placemaking Week</td>
<td>5</td>
</tr>
<tr>
<td>Civic Assets Fund</td>
<td>7</td>
</tr>
<tr>
<td>Research on the state of the Civic Commons in 10 Canadian Cities</td>
<td>10</td>
</tr>
<tr>
<td>National opportunities</td>
<td>11</td>
</tr>
<tr>
<td>Inculsion and Engagement</td>
<td>13</td>
</tr>
<tr>
<td>What we learned</td>
<td>17</td>
</tr>
<tr>
<td>Emerging Strategy - Future Cities Canada</td>
<td>18</td>
</tr>
<tr>
<td>Appendix A</td>
<td>20</td>
</tr>
<tr>
<td>Appendix B</td>
<td>40</td>
</tr>
</tbody>
</table>
WHAT WE DID

3 advisory groups created
+ 4 events delivered
+ 150 organizations engaged
+ 10 cities studied
+ 14 potential projects
+ 1 civic engagement festival delivered in 6 cities
+ 1 impact report

1 CIVIC COMMONS STRATEGY
PLACEMAKING WEEK

PLACEMAKING WORKING GROUP
We assembled a working group of Canadian placemakers, city builders and practitioners from across the country working to advance civic asset revitalization and placemaking projects. They supported the development of a “Made in Canada” placemaking event that brought together practitioners to build cross-country connections, share resources and provide strategic insights into the development of the civic commons strategy. The event was held in Vancouver and coincided with an International Placemaking gathering.

Leading up to the event (June – September 2017) they collectively identified the key issues and opportunities for the future of placemaking and civic commons in Canada, created the agenda for the event and initiated a framework for a National Placemaking Learning Network.

PLACEMAKING “MADE IN CANADA”
Leveraging Project for Public Spaces’ Placemaking Week in Vancouver, we organized a one-day conference for Canadian placemakers to leverage the ideas and momentum that the week generated and advance our work both locally and across the country. A gathering of almost 100 Canadian placemakers attended, including government, NGOs, private sector, philanthropy, business, arts and academic institutions across seven provinces, in addition to international placemakers. They worked together to build cross-country connections, share resources and initiate a framework for a Placemaking Network to strengthen Canadian cities and communities through improved urban public spaces and places: their civic commons.

PLACEMAKING ARCHETYPES
During Placemaking “Made in Canada,” participants created eight placemaking archetypes to describe different core approaches. These eight archetypes, like Pollinators, Platform Builders and Intrapreneurs, are explained in detail in Appendix A.
WHAT WE LEARNED

84% of people surveyed believe that a National Placemaking Network will help advance placemaking innovation and prototyping.

PLACEMAKING LEARNING NETWORK PRIORITY AREAS

<table>
<thead>
<tr>
<th>Share knowledge</th>
<th>Build capacity</th>
<th>Fund and resource</th>
<th>Incubate ideas and projects</th>
<th>Advocate</th>
</tr>
</thead>
</table>

Who we engaged

- Non-profit organizations
- Small businesses
- Local government
- Corporate community
- Civil society institutions
- Provincial and federal government
- Philanthropy

Barriers for local placemaking initiatives

- Access to funding & resources
- Municipal regulations
- Community engagement
- Insurance and liability
- Political support or community buy-in
- Lack of information and tools
- Promotion

Key desired placemaking outcomes

- Neighbourhood engagement
- Transform public spaces into inviting places
- Diversity and social inclusion
- Environmental sustainability
- Economic opportunity/sustaining the local economy
- Beautification
- Reconciliation

FRAMEWORK FOR A PLACEMAKING NETWORK

**FOCUS**

**GOAL:** Advance placemaking nationally and strengthen the impact of existing groups.

**USERS:** Canadian placemakers, local government, non-profit organizations, small businesses.

**RESEARCH AND EVALUATION**

- Develop a common understanding of the network concept and tools.
- Understand the impact and identify gaps.
- Build the capacity of the network and practitioners.

**KNOWLEDGE SHARING NETWORK**

- Create a platform for placemakers to connect and collaborate.
- Develop shared resources and tools to advance placemaking nationally.

**FUND PLACEMAKING PROJECTS:**

- Support the piloting and scaling of placemaking projects across Canada.

**HOW IT WORKS**

Centralized infrastructure and backbone support

Create a common agenda

Develop and share evaluation tools that assess:

- Network Connectivity
- Network Health
- Network Impact

**DESERVED YEAR 1 OUTCOMES**

- 150+ placemaking practitioners sharing resources and learnings
- Ability to measure network's collective impact
- 5 pilot projects identified in 5 Canadian cities, scaling placemaking initiatives
To advance thinking on how to best bring capital to enable the retention, reuse and programming of built-form civic assets, we undertook two mutually reinforcing initiatives.

First we submitted recommendations to the Ministry of Infrastructure and Communities. The Ministry of Infrastructure and Communities approached the McConnell Foundation to help inform design parameters for a Community Hubs fund they were considering introducing into their 2017 budget. On behalf of the foundation, we framed a position paper and convened a workshop to provide the Government of Canada with input on the development of this fund. We submitted a memorandum “RE:Fund to Support the Development of Community Hubs.”
It must be flexible (in terms of asset eligibility, forms of capital, etc.) with the ability to adjust as needed. Funding is often missing at the predevelopment level, so funds should perhaps focus on that step in the development process. The fund should be open to public, private and philanthropic investors. It should be run by an intermediary. The fund should have three components: 1) Grants for project development/delivery 2) Capacity capital for acquiring and holding assets 3) Financing for eligible projects.

It should provide a variety of instruments like loans and grants for its many end users. The fund should explore taking equity positions.

Interest rates should vary according to project risk, with loan interest deferred until project initiation. It should have patient repayment terms.

Ongoing investment in an asset, including land and buildings, should be eligible. Projects must include a viable business plan, including operations and maintenance. Upgrading existing facilities should be eligible, provided they make new uses possible. Projects that can attract other funding should be given preference, as well as projects that benefit diverse populations and meet high environmental standards. It should consider measures to keep the asset within public use. Projects must have local government involvement. Successful projects must have capital and operating stacks of funds.

Need a mixed portfolio of investments across communities, regions and project size to maximize learning.

Consider establishing targets in project criteria to ensure appropriate balance.

Encourage other partners to invest in upfront capacity training to ensure potential proponents are equipped and ready and a robust applicant pool.

Local convenor(s) to build the project and steward all the partnerships is critical (e.g. local community foundation, United Way the mayor, a regional transit authority a public health department etc.) to catalyzing and then managing the process.

These ‘community catalysts’ will help determine local partnerships and capacity gaps and can be funded by partners of the fund (i.e. CHBA).
Building off the work that began with the memo to the Federal Department of Infrastructure and Communities, Purpose Capital (“PC”) was engaged to develop a conceptual model for an investment fund focused on supporting the retention and enhancement of built-form civic assets that bundled government, financial institutions, pension funds, philanthropic and other sources of capital.

**Summary of Outcomes of the Concept Development**

**A Canadian Civic Assets Development Corporation**

Designed as a modification of the affordable housing development corporation (HDC), a Canadian Civic Assets Development Corporation would operate as a legal entity independent of any particular government or stakeholder group. A CADC (much like an HDC) would offer the ability to build a core team of experts outside of the complex bureaucracies and policy frameworks that may otherwise hinder civic asset investment.

A key challenge to the development of the fund mechanism was found to be the tremendous variation in situation and financing needs among civic assets owners and operators, which makes structuring a fund somewhat complex. To address this variation and inform fund design, Purpose Capital proposed to prototype 2-3 specific investment opportunities with the aim of building the specific selection and evaluation processes, decision-making frameworks, investee oversight and other features that could be re-purposed as the foundation for the Civic Assets Fund.

**RECOMMENDATIONS INCLUDED:**

- Build selection and evaluation criteria for selecting 2-3 civic asset pilot sites.
- Profile the need and investment opportunity.
- Assemble experimentation capital to be deployed in the pilot sites. Deploy funds and oversee pilot outcomes.
- Structure and capitalize a Civic Assets Fund.
- Establish a National Civic Assets Development Corporation.

Potential exists to move this ahead in relation to a partnership opportunity with the United Church of Canada outlined later in this report.
10 CITIES

We engaged 10 cities across Canada to understand the barriers, opportunities and initiatives for our civic commons. In Halifax, Hamilton, Montreal, Regina, Toronto, Vancouver, St. John’s, Calgary, Edmonton and Winnipeg we engaged individuals and organizations that have their fingers on the pulse of their city to conduct interviews and host round tables to provide input on the strategy.

Each city identified trends and issues central to that city, and possible opportunities and partnerships surfaced. We provide an overview of the research results from each city in Appendix A.

While each of these cities have differing populations, geographies, histories and challenges, a larger-scale national picture becomes clear when assessing the trends. There are emerging concerns of reconciliation, accessibility and inclusion, social isolation, access to nature and spaces for citizens to be active socially and physically. Many cities are undergoing similar shifts: increased real estate prices, privatization of assets, a post-oil crisis recession, aging infrastructure and limited budget for programming.

Each of these Canadian cities have identified a consistent desire for a national network of community-building projects and policies that enhance the civic commons as a way to:

- **Optimize existing infrastructure to serve community benefits.**
- **Develop hybrid governance models that enable public, private, philanthropic and community based partnership.**
- **Engage the disengaged, increase the diversity of voices and test new models that build community capacity.**
- **Develop the means to pool resources and attract capital to projects and programs that foster equity and strengthen the commons.**
CIVIC COMMONS ASSETS

We set out to study the role, opportunities and challenges of leveraging what we call commons anchors: assets that might provide opportunities to develop an architecture of commons networks that exist in communities across the country.

This produced four briefs on the subjects of public markets, faith institutions, public parks and community or innovation hubs. Other community anchors include schools, libraries and police stations.

These assets had their own specific challenges and opportunities, but there were common threads that emerged from all of them. The tables below describe these challenges, but more robust descriptions of each can be found in Appendix C.

<table>
<thead>
<tr>
<th>SHARED CHALLENGES</th>
<th>SHARED OPPORTUNITIES</th>
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<tbody>
<tr>
<td>• Under-utilized.</td>
<td>• Increase access by illustrating how the civic commons assets can be centers of innovation and entrepreneurship.</td>
</tr>
<tr>
<td>• Not realizing their full economic, social and environmental potential.</td>
<td>• Increase awareness and education about the Civic Commons Ecosystem including its role, opportunity and impact.</td>
</tr>
<tr>
<td>• Bureaucracy, excessive or inefficient regulations</td>
<td>• Find alignment and develop supportive policies that enable interdepartmental collaboration.</td>
</tr>
<tr>
<td>• Under-resourced.</td>
<td>• Enhance funding opportunities, especially to those serving lower income communities.</td>
</tr>
<tr>
<td>• Lack of knowledge and understanding of the broader role, opportunities and impact of assets and systems.</td>
<td>• Build knowledge and skills by creating and supporting learning networks.</td>
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SNAPSHOTS OF FOUR NATIONAL OPPORTUNITIES

Public Markets Learning Network

The City of Toronto is in the process of developing a public market strategy and action plan. There is opportunity to build on this work and the range of public market initiatives in Canada that are currently disconnected.

There is a possibility to create a Public Market Learning Network that connects Canadian cities and provides them with the opportunity to explore the role of markets as key drivers of economic development and job creation, social cohesion, sustainable living and urban regeneration.

By using a participatory approach and engaging a broad range of stakeholders, each city will develop their own strategies and action plans. The cities will get to collaborate and learn from one another to understand different management styles and cultural approaches to markets, sharing and accelerating on-the-ground implementation.

Urban Parks Network

The Toronto Park Friend Group model has proven effective, and other cities are interested in establishing similar programs to addressing the limitations of conventional municipal park engagement programs and maximizing park benefits to the community.

Parks deliver tremendous local benefits to communities and the benefits only get better when communities are involved. Park People’s network of community park groups animate and care for their local parks by organizing events and activities and advocating for improvements.

Park People has expressed interest in expanding this program. They require funds to expand the group model nationally as they see value in strategic partnerships to leverage each organization’s assets and network.

Faith Institutions

Across Canada, there are nearly 27,600 faith buildings, many of which are struggling to keep their doors open. Due to aging congregations, increased operating costs and declining membership, nearly 30% of faith buildings are at risk of closing in the next 10 years.

Faith institutions like the United Church of Canada, which has a real estate portfolio valued at ~$5.3 billion, are considering how to use these assets to meet current needs. The church is currently conducting an inventory of their 3000+ real estate holdings to better ascertain whether some could be better used as affordable housing or other community services.

Once completed, the inventory will equip the church to develop more effective partnerships in public, not-for-profit and development sectors. They can then use their real estate assets to tackle big issues facing Canadian society, like affordable housing, food security, racism and community resiliency.

Hub Network

Innovation hubs and networks of hubs are increasingly seen as a means to build capacity of cities to innovate. We looked at the practices of international and Canadian urban innovation hub networks that are prototyping solutions, developing the evidence base for policy makers, elected officials, other practitioners and residents to make informed decisions, collaborating across sectors and providing coaching, training and knowledge sharing activities.

There is potential for an existing hub network to provide an innovation infrastructure for inter-city capacity building.

What Works Centres
Boston Office of New Urban Mechanics
The Future Cities Catapult
Civic
What Works Cities
City Studio

Read more in Appendix B on page 40
At the heart of the concept of the commons is a fundamental premise that a participatory culture is essential to enable inclusion, social cohesion and equity.

“The city itself is a commons—a shared resource that is generative and produces goods for human need and human flourishing.

The city as a commons means that the city is a collaborative space in which urban inhabitants are central actors in managing and governing city life and urban resources—ranging from open spaces and buildings to neighbourhood infrastructure and digital networks.

Moreover, the city (as a public authority) can and should be one partner in a polycentric system creating conditions where urban commons can flourish.”

Sheila Foster (November 2, 2016). The Co-City: From the Tragedy to the Comedy of the Urban Commons. The Nature of Cities.
SPOTLIGHT ON
100IN1DAY

6 cities across Canada

35 additional community partners
supported 100in1Day by donating space, time and services, amplifying the message to their networks, hosting workshops and engaging their staff and volunteers to lead interventions of their own.

100+ ideation and skills-building workshops
held across the six participating cities from March through May.

561 interventions across Canada

Total budget $120,000

Stronger city-to-city networks as well as peer-to-peer learning opportunities.
Though the emphasis of 100in1Day is on small actions, it is a movement that challenges the entrenched cynicism and culture of risk aversion that says regular people can’t get involved or have an impact in their community. The result of hundreds of people coming together to make a difference can extend well beyond the one day celebration—it inspires people to act, build connections and capacities, develop innovative solutions and even support policy change.

In terms of impacts in their ability participants reported that they became more action oriented, felt reduced fear around active participation, felt more confidence in ability to have an impact, felt strong desire to use their experience to inspire others and they built stronger networks and ties to the community.

Participants get and stay involved in 100in1Day for different reasons, including the volunteer opportunities, to practice or learn new skills, to be a part of something, to have an impact and contribute positively to their community, to challenge cynicism and embrace hope, to do something creative and exciting, to meet new people and to make new connections.

100in1Day generates impacts at the community level by enhancing neighbourhoods and spawning new ideas, solutions and initiatives. They inspire dialogue, challenge the status quo and raise awareness of new possibilities.
SPOTLIGHT ON DEMOGRAPHIC BASED APPROACHES

In addition to hosting 100In1Day in six cities, we developed relationships with a number of organizations and individuals conducting placemaking work. We highlight three of these projects below.

RAISING PLACES

The Robert Wood Johnson Foundation initiative, Raising Places, seeks to build healthier communities where children and families can thrive in places with obstacles like violence, unsafe housing and limited job opportunities. It creates action labs where local leaders can collaborate to build supportive environments for children.

WELCOMING INTERNATIONAL REFUGEES

This initiative focuses on fostering inclusion for newcomer refugees. When refugees enter a new community, they often live on the margins, alienated or discriminated against by hostile hosts. In reaction, immigrant communities often try to make connections to their new home in public spaces. Despite being open and accessible in theory, most public spaces in host cities are places for discrimination, danger and exclusion, especially for refugees and racialized immigrants. A community-based placemaking process could counteract this, strengthening the connection between people and the places they share. While planning public spaces in Canada, it is important to assess how placemaking could be a strategy for promoting social inclusion, especially considering the recent influx of refugees.

REINDIGENIZING PUBLIC SPACE

This reconciliation initiative addresses the extreme polarization and economic inequality that exists between Indigenous and non-Indigenous peoples and reposition our identities as Canadians. This initiative will facilitate the creation of unique, iconic gathering spaces by Indigenous people throughout Canadian communities. It aims to create urban equity and social cohesion that brings together Indigenous perspectives, culturally relevant services and spaces by Indigenizing Canada’s cities. It has a particular focus on highly visible places where Indigenous and non-Indigenous people come together, such as sites of education, governance and public space.
WHAT WE LEARNED

There are no shortage of commons-based projects and models to connect to and draw from.

A sound strategy should be build on existing assets and people. Where participants contribute value to the whole and gain tangible benefits for their own projects. Projects should seek to solve a pressing issue within a city that reflects national or municipal challenges and be anchored in these four programmatic areas:

- **KNOWLEDGE EXCHANGE PROGRAM**
- **FINANCING AND FUNDING**
- **PROTOTYPES AND PROJECTS CIVIC**
- **ACTION NETWORKS**

and focus broadly across the following four areas of innovation:

**INFRASTRUCTURE**

Optimize existing infrastructure to serve community benefits.

**GOVERNANCE**

Develop hybrid governance models that enable public, private, philanthropic and community based partnerships.

**PARTICIPATION**

Engage the disengaged, increase the diversity of voices and test new models that build community capacity.

**CAPITAL**

Develop the means to pool resources and attract capital to projects and programs that foster equity and strengthen the commons.

RESULTING IN INCREASED SOCIAL, ECONOMIC AND ENVIRONMENTAL EQUALITY.

These ambitious goals can be achieved by enabling policy support, public-private collaborations, integrated networks of practitioners and advocates, city-to-city cooperation, broad-based information sharing and local grassroots action in the civic commons across communities.
While working on the details of the Civic Commons Strategy, we began to see the opportunity and need to expand our scope. We found ourselves at the intersection of a number of opportunities to craft a broader strategy for urban innovation. Along with receiving strong governmental, business and foundational support for the redevelopment of the kiln building at Evergreen Brick Works, we saw a number of other promising developments. The federal government announced the Smart Cities Challenge, the Maison de L’Innovation Sociale was further developed, and we were nurturing emerging relationships inside and outside of the civic commons framework. Together, these factors led us to a new idea: for Canada’s cities to flourish, we didn’t just need a Civic Commons Strategy, we needed to build a new form of collaborative infrastructure to address all our urban challenges. The infrastructure could be focused on scaling up successful programs and approaches that tackle issues like building the low-carbon economy, advancing reconciliation between Canada’s Indigenous and non-Indigenous populations, and creating dense, complete communities. We call this new collaborative infrastructure the Future Cities Canada.
We appreciate the support of those who helped produce this report. This paper was prepared by Evergreen with the help of the following people who led key research pieces of this report:


We engaged multiple individuals across seven provinces in Canada through different stages of the project. Below are the list of individuals and organizations who helped inform our work:


We would like to thank anyone else we might have missed and the attendees of Placemaking: Made In Canada, Public Markets Engines of Sustainable Urban Development, Tamarack Institute Summit and the City As A Commons event.
### CALGARY

#### TRENDS

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Reconciliation</strong></td>
<td>Aboriginal Awareness Week is celebrated annually and 2014 was proclaimed a year of Reconciliation by the Calgary Mayor. The city is focused on building bridges between Indigenous and non-Indigenous cultures.</td>
</tr>
<tr>
<td><strong>Art and Culture</strong></td>
<td>An arm’s-length Arts Development Authority supports and strengthens the presence of the arts in new buildings and developments. The City funds cultural facility development from a large capital infrastructure program.</td>
</tr>
<tr>
<td><strong>Breaking Down Silos</strong></td>
<td>The Integrated Civic Facility Program breaks down interdepartmental and governmental silos. They are creating a framework to ensure all community members are represented and all facilities and programs meet individual needs. The Recreation Department is forging new partnerships and collaborating to deliver relevant recreation, art and cultural programming.</td>
</tr>
<tr>
<td><strong>Supercentres</strong></td>
<td>Three new recreation supercentres are being built and are undergoing zoning considerations to allow for multiple activities and uses.</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>The municipal government is partnering with nonprofit organizations to deliver services to growing communities. The City is also investing in declining neighbourhoods (around downtown) to address safety, cleanliness, transportation, public spaces and community. Recent legislation allows for a mix of affordable housing and semi-commercial use, and there are several community hubs that combine recreational facilities with education, libraries and sports.</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>There is an extensive network of off-street, multi-use pathways, but on-street bicycle lanes are lacking due to large, low-density spread. New communities often lack effective connection to existing transit so Calgary is working towards developing concepts for mixed transit/community hubs.</td>
</tr>
<tr>
<td><strong>Schools</strong></td>
<td>School properties are jointly owned by the City, the Board of Education and the Catholic School Board. Provincial legislation gives schools reserve status under land titles, eliminating traditional borrowing as a funding mechanism. Closed schools are leased for other publicly funded educational programs,</td>
</tr>
</tbody>
</table>
**Funding Barriers**

Civic property is often not habitable or safe, with no funding to make improvements. Groups who want to utilize space encounter too many regulatory (and economic) barriers to apply for infrastructure funding in cultural facilities.

**Culture of Fear**

Partnerships between nonprofits and the municipality are uncommon, and therefore overly hierarchical. The municipalities use a risk model to allocate community assets, creating a level of mistrust. Residents push hard against repurposing unused amenities like golf courses and schools.

**ASSETS**

Vacant swimming pools, schools (limited), heritage buildings, the riverfront, vacant office space, golf courses, vacant lots and large parcels in the downtown.

**OPPORTUNITIES**

**Saddledome Site**

The 30-year-old arena is not fulfilling its potential and is used for limited events. A feasibility study is underway to assess options for the building, replacing it with a new multi-sport and entertainment centre. This presents an opportunity to build a community around the site.

**Connecting Neighbourhoods**

In a master plan competition, $357 million was invested in infrastructure improvements in the East Village, transforming the area into a vibrant community (e.g. River Walk, public art, parks and streetscapes, new homes and bridges). This redevelopment should be connected to Victoria Park and to the Saddledome area.

**Olympic Plaza**

This downtown urban area surrounded by cultural institutions like City Hall is undergoing repurposing to incorporate stronger social components.
## Edmonton

### Trends

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>Intentional Expansion</td>
<td>Edmonton is a growing city, thoughtfully expanding, with many municipal initiatives focusing on aging neighbourhoods. Edmonton's long and entrenched structure of city-scale neighbourhoods features many small local libraries.</td>
</tr>
<tr>
<td>Municipal and Provincial Alignment</td>
<td>Municipal and provincial governments are aligned in revitalization efforts, providing funding for neighbourhood initiatives. The City approved a Master Transportation Plan (2009) promoting healthy active lifestyles and shifting transportation modes away from single occupancy vehicles.</td>
</tr>
<tr>
<td>Repurposed Facilities</td>
<td>In response to the downtown commercial vacancy rate (13%), businesses and building owners give tenancy to coworking and maker spaces with flexibility on lease arrangements. Churches and defunct buildings are being leased by the City to theatre groups, artists and other non-profit uses. The majority of repurposing of city-owned assets has thus far been for service agencies.</td>
</tr>
<tr>
<td>Rethinking Development</td>
<td>The City's Economic Development Arm is convening the players to creatively support conversions (e.g. micro suite apartments, supportive housing, co-working spaces, maker spaces) to overcome administrative barriers.</td>
</tr>
<tr>
<td>City Strategies</td>
<td>The City's Recreation Department has assigned community building staff to be local community leads. They are paid and mentored to work with communities and connect residents at the local level. The City has embarked on several initiatives, including the Corner Store Initiative to create walkable neighbourhoods, and CityLab to provide planning and resources for place-based activities.</td>
</tr>
<tr>
<td>Repurposing Closed Schools</td>
<td>When a school is closed, it is offered to the School Board, then the Department of Education, then the City of Edmonton. School buildings are often sold rather than being modernized or renovated by the School Board. Schools have been repurposed with non-profit tenants in the service industry, creating &quot;service&quot; hubs and cultural facilities (mixed-use sharing). However, most closed school buildings require repairs and maintenance that nonprofits or small businesses can’t afford.</td>
</tr>
</tbody>
</table>
OPPORTUNITIES

Tower Road Connections Society

A closed school will be home to the Prince Rupert Community League, the Terra Centre for Teen Parents and the Alberta Thai Association. Using a combination of partnership and public grant contributions, this will become a neighbourhood hub, housing three organizations and offering new outdoor social and recreation areas.

Reconciliation

In the absence of ongoing recognition of the Truth and Reconciliation Hearings in Edmonton, community members (Indigenous and non-Indigenous) are working together to ensure ongoing acknowledgment through art, media and events.

Bicycle-Vehicle Collisions

Council recently approved a bicycle grid network downtown, advocated and planned by local cycling advocates Stantace and Paths for People.

Aging Facilities and Regulations

Community leagues run aging recreation facilities and lack funds to upgrade to contemporary needs. Community-owned recreation facilities are unable to be creative with amenities in their buildings due to prohibitive city regulations; they need more flexibility so they can have more diversity.

ASSETS

Empty office buildings, closed schools, churches, aging recreation structures, The Boyle Renaissance.

OPPORTUNITIES

Community Development Corporation (ECDC)

The City of Edmonton voted to form the arm's-length CDC (June 2016) to serve community needs that are not being met by developers. The ECDC will be given vacant City land and is mandated to meet the needs of the community by building energy efficient buildings including housing. The City is compiling an inventory of civic assets, including surplus school sites. A civic commons partnership with the ECDC is advised, as they have a Board of Directors (chaired by the Mayor) and are in the process of finalizing the forming of the corporation.
## TRENDS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Reconciliation</strong></td>
<td>Communities need to build empathy between each other, through integrative and affordable events in public spaces (e.g. Point Pleasant Park is a natural space with two unrecognized and unprotected Indigenous burial sites).</td>
</tr>
<tr>
<td><strong>Gentrification of “Two North Ends”</strong></td>
<td>Gentrification in the north end is creating a division between mid-income residents and those in social assistance housing projects.</td>
</tr>
<tr>
<td><strong>Exclusive Public Spaces</strong></td>
<td>Spaces need to be more inclusive to a more diverse population that includes varying age, race, socioeconomic status, gender and sexuality.</td>
</tr>
<tr>
<td><strong>Lack of Municipal/Provincial Collaboration</strong></td>
<td>Without a shared vision between the municipal and provincial governments, assets are underutilized and opportunities are missed for enhancing community wellbeing. Government needs should connect with community needs like infrastructure and socioeconomic health outcomes.</td>
</tr>
<tr>
<td><strong>Underutilized Community Assets</strong></td>
<td>Halifax has many aging municipal and provincial buildings that are often underfunded or sold to developers instead of transitioned to community owned and operated,</td>
</tr>
<tr>
<td><strong>Outdated Regulations and Bylaws</strong></td>
<td>The municipal government has the right mandate, but the wrong tools (outdated municipal designs, engineering, and road standards).</td>
</tr>
<tr>
<td><strong>Low Arts and Culture Investment</strong></td>
<td>Minimal investment for culture and the arts in common spaces. Public art is lacking and is often exclusive or inaccessible, telling a story of colonial pride. There are no subsidized artist studio/living spaces in Halifax.</td>
</tr>
<tr>
<td><strong>Public Investment Allocation</strong></td>
<td>Provincial and municipal governments are investing in large-scale public and recreational assets in the urban and ex-urban city fringes. There needs to be greater investment in local neighbourhood-scale parks and streetscaping.</td>
</tr>
<tr>
<td><strong>Outmigration</strong></td>
<td>Halifax has a declining population and is struggling to retain people,</td>
</tr>
</tbody>
</table>
**Urban vs. Rural Investment**

HRM has a large geographic span, implying a management of the starkly differing needs of urban, suburban and rural communities.

**Mistrust of Municipal Government**

The power of the government is compromised by scrutiny and there are few opportunities to work collaboratively with the government.

**Policies of Fear and Risk Aversion**

Government needs to support change rather than dehumanizing public spaces with overbearing policies to eliminate risk and limit liability.

**EXISTING POLICIES TO LEVERAGE**

The Halifax Centre Plan, Integrated Mobility Plan, Healthy Communities, Urban Forest Plan and Capital Health’s Community Health Plan.

**ASSETS**

Vacant lots and buildings, the Khyber, the Bloomfield Centre, the Old Spring Garden Library, Halifax and Dartmouth Commons, libraries, Oval Skating Rink.

**OPPORTUNITIES**

**Civic Commons Strategy Alignment**

Establish a group to connect and evaluate civic commons and placemaking plans/departments. This group would mediate and support strategic policy alignment among the influencers in holistic community building. Processes would include regular sessions to connect individuals, groups and organizations in the field to explore needs share resources to maximize impact.

**Create Inventory of Assets**

Create an open inventory of public properties, including surplus or underutilized spaces that could provide services. This would lead to better coordinated planning and decision making at all levels. Enable policies to empower the transition of municipally managed public assets to community managed assets for community benefit. Develop the process for assessing, circulating and disposing of surplus properties to be more accessible to community and nonprofit groups.
### TRENDS

<table>
<thead>
<tr>
<th>Lack of Funding</th>
<th>A lack of sustained funding for programming, public art and community-driven projects.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Market</td>
<td>Gentrification and inflating housing market conditions add complexity to the geography of poverty, housing stress and social need.</td>
</tr>
<tr>
<td>Suburban Social Spaces</td>
<td>Civic assets and programming in these areas is not perceived to be well-aligned with emergent needs. Informal social interactions in the suburbs often occur in privately-owned commercial facilities.</td>
</tr>
<tr>
<td>Silos</td>
<td>There is a need for coordinated planning as policy, funding and regulatory fragmentation creates disconnects between stakeholders with individual needs.</td>
</tr>
<tr>
<td>Legal Liability</td>
<td>Public spaces are often divided in terms of ownership (e.g. a school is divided between the City, School Board, and a nonprofit organization). Zoning and regulations become an issue and land ownership and liability concerns affect the outcomes of these spaces and the physical changes made to them.</td>
</tr>
<tr>
<td>Public Investment</td>
<td>Public investments are directed towards major public facilities, parks and public open space amenities. However, there is a fear of taking on new liabilities and operating costs with increasing complexity in programming.</td>
</tr>
<tr>
<td>Lack of Awareness of Civic Commons</td>
<td>Public perception holds that basic necessities need to be addressed first (e.g. crumbling roads, water and sewage systems), deferring progressive initiatives that enhance civic commons.</td>
</tr>
<tr>
<td>Disposition of Surplus</td>
<td>Surplus publicly-owned properties are sold at market value without consideration of the return on investment (socioeconomic or cultural benefits); diminishing commitment to social needs/benefits.</td>
</tr>
</tbody>
</table>
ASSETS

Hamilton Farmers' Market, Art Gallery of Hamilton, Royal Botanical Gardens, Mohawk College, McMaster University, Hamilton Health Sciences, the new West Harbour GO Station, bus stops, Social Bikes (SoBi) stations, surface parking lots, roads, libraries, schools, recreation/community centres, parks, the Pipeline Trail, Waterfront Trail, Escarpment Trail, and Wentworth Stairs.

OPPORTUNITIES

Civic Commons Collective

A committee in Hamilton that can help raise awareness and understanding for civic commons. Stakeholders should include the City of Hamilton, anchor institutions, the business community, neighbourhood associations, cultural groups and grassroots and nonprofit organizations. The collective would need institutional support and resources, as well as wide buy-in and participation by stakeholders.

Evergreen Storefront Collaboration Station and Engagement Hub

The Evergreen Storefront (294 James St. North) is a proof of concept to be replicated in other city locations. This site is a focus of public-sector planning and investment, offering an access point to make city planning more engaging, collaborative and community-driven.

Reuse of Underutilized Assets

Focus on the adaptive reuse of strategically important but underutilized assets (e.g. Municipal works building, Sir John A. MacDonald Secondary School, marine buildings/sheds on Piers 6-8) or partner with an existing reuse project (e.g. Ball Packaging Building, Cannon Cotton Mills, St. Mark’s Church).

Naturalization Projects

A civic commons initiative that connects existing initiatives using location to leverage proximity to existing attractions and transit hubs (e.g. Red Hill Valley, the Windermere Basin, the McQuesten Urban Farm and the proposed Roxborough Park redevelopment).
**MONTREAL**

## TRENDS

<table>
<thead>
<tr>
<th>Sector</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Municipal Government Policies and Programs</strong></td>
<td>Sectoral policies garnering stakeholder interest include: river bank reclamation, greening and public space maintenance, vacant land acquisition, food safety and urban agriculture. The municipal government integrates programs and supports organizations dedicated to civic commons.</td>
</tr>
<tr>
<td><strong>Provincial Government Support</strong></td>
<td>Quebec's provincial government provides incentives to organizations enhancing civic commons. These incentives include capital works adding value to heritage buildings and the encouragement of social economy enterprises.</td>
</tr>
<tr>
<td><strong>Regulations</strong></td>
<td>Strict regulations on public space use prioritize security and liability and heavy administration diminishes innovative policies and programs. There is little openness to shared governance, ownership and responsibility. Standards for public use in the Quebec Construction Code are also very strict and limit transformation projects. Enhancing civic commons or repurposing assets doesn't directly profit the government or increase property values, so there is little interest in funding such projects.</td>
</tr>
<tr>
<td><strong>Reform</strong></td>
<td>Provincial reforms in 2015 now allow municipalities to exercise their role as local governmental bodies, increasing their jurisdiction in taxation and more. This reform redefines the status of the municipality, expanding its powers in public transportation, infrastructures, social housing, etc.</td>
</tr>
<tr>
<td><strong>Nonprofits</strong></td>
<td>Actors influencing transformation can be catalysts providing links between stakeholders or prime movers of projects. Said groups create relationships among actors with similar goals (e.g., local commercial development corporations, eco-quartier projects, social development labels) and initiate projects (e.g., transformed public spaces, cultural activities, civic literacy programs, co-working spaces, temporary markets, festivals).</td>
</tr>
</tbody>
</table>
## Assets

Municipal buildings (e.g. libraries, public parking, cultural venues, roofs, vacant land), parapublic buildings (underused schools, schoolyards, hospitals), public land (residential alleys, commercial alleys, neighbourhood parks, large parks, tree pits), private buildings (underused churches, banks, post offices, theatres), urban infrastructures (public rights-of-way, railway corridors, former marshalling yards, overpasses, urban highways, bridges).

## Opportunities

<table>
<thead>
<tr>
<th>Two-Tiered Civic Commons Strategy</th>
<th>Must focus on the tangible civic assets/resources, as well as the conceptual framework of enhancement, management and co-creation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>National and Local Network</td>
<td>Establish a National Learning Network of practicing communities to showcase Canadian initiatives. This would support the creation and growth of a local network (like the Vancouver Public Space Network) to connect Montreal initiatives, advocate for media and policy, engage actors, educate and guide community groups.</td>
</tr>
<tr>
<td>Document and Disseminate</td>
<td>Identify examples of enhanced civic commons. Discover collective action processes and emerging models for funding, management, operations and technologies.</td>
</tr>
<tr>
<td>Influence Decision-Makers and Organizations</td>
<td>Compile work that has been done and structure discourse to reach a wider audience. Lead a campaign to influence multiple sectors and levels of innovation. Involved organizations must learn the vocabulary and framework of the civic commons; its assets, roles, policies and components for management.</td>
</tr>
</tbody>
</table>
Underutilized Physical Assets

City Square is a host to major community and cultural events, but is not fulfilling its potential. There are challenges in creating independent programming (e.g., rental rates and building bylaws), disempowering community groups and creating barriers to access. There are few public bathrooms and there are many vacant spaces on the border of the plaza and in the Central Zone, a symptom of the disconnect between programming practitioners and asset holders.

Liability and Risk Aversion

Liability and insurance requirements create a major barrier in expanding the uses of underused public buildings outside of primary hours. Organizations must provide their own insurance and staff in order to use these spaces during off-hours.

Inaccessible Parks

Public parks are widely present, but lack vibrancy and commitment to creating a welcoming atmosphere. Lack of infrastructure diminishes year-round use, and discourages active, outdoor or social interaction with minimal seating, art or engaging design.

Art Venues

Lack of art venues including spaces for rehearsal, performance and emerging artist showcase. There is less financial support for local arts, culture and heritage initiatives compared to funding for larger arts venues and out-of-province programming.

Art Administration

Provincial and municipal governments provide funding for the arts; however, the funds are insufficient, restrictive, and do not cover the administrative costs associated with community-building organizations.

Mobility

Lack of diverse, accessible transportation options. Buses are unreliable and infrequent, there are hardly any dedicated bike lanes for commuters and the city primarily accommodates drivers rather than pedestrian traffic.

City Bureaucracy

Difficulty in navigating city public spaces permitting, applications and approvals from various departments, with no dedicated role to support event organizers.
Increased Cost of Living
The cost of living in Regina has risen dramatically over the past decade, affecting people’s capacity to do volunteer work and appreciate arts and culture.

ASSETS
City Square, facilities (schools, community centres, churches), public parks, outdoor spaces (parking lots, alleys, bus stops, laneways, pocket parks), vacant properties (Central Zone, Travellers Building, Municipal Justice Building, 11th Ave storefronts, 12th Ave storefronts, Hill Towers), art venues, Regina Farmers’ Market, Regina Folk Festival, and more.

OPPORTUNITIES

National Network
A network would allow practitioners to communicate and support each other, and would allow for resource-sharing across Canada.

Physical Asset Liaison
Establish a liaison role between City and event planners to support organizers, offer more consistent community programming at various times, and to integrate stakeholder feedback. Create networks between programming practitioners and asset holders and strengthen municipal policy around property development and use. Help organizations develop long-term partnerships with public asset building managers so both parties can benefit from sharing the space, build trust and alleviate risk. Transform the vacant Gordon building into a multi-use community space as the first pilot project of this network and policy change.

Outdoor Space Activation
Support four-season use and improve programming in parks. For other outdoor spaces, develop more projects to activate and draw attention the spaces.

Placemaking
Support Artesian Presents to develop a communications strategy to engage broader participation in the arts-focused placemaking work in Regina.
# ST. JOHN'S

## TRENDS

### Unemployment

St. John's has experienced decline as a result of falling oil prices – more than 3,000 residents of NFL and Labrador lost their jobs between 2015 and 2016. As large companies such as Target, Future Shop and Loblaw Stores (three in St. John's) have closed their doors, the buildings sit empty. The offshore oil boom, which began in the 1990s, has evaporated, leaving high rates of unemployment and vacancy rates in its wake. Many young people find work in the west, leaving a growing population of seniors.

### Vacant Commercial Real Estate

The vacancy rate rose from 4.8 to 7.7% between 2015 and 2016. At the peak of oil production, the provincial government directed new oil revenue into badly needed infrastructure and social programs across the province, but did not set aside a “rainy-day” fund. The province has had to cut jobs and services in the public sector at a time when unemployment rates are high. Prior to the global oil crisis, the City of St. John's presented a new Municipal Plan to improve St. John's and its citizens' quality of life, which included the development of vibrant neighbourhoods and quality urban design. This plan has yet to be passed by the Province.

### Safety


### Food Security

Newfoundland has the highest usage of Food Banks in the country.

### Downtown

St. John’s protects its built heritage and applies heritage regulations in the downtown area. Prior to the oil crisis, the development community was pushing to ease height restrictions on downtown buildings, which resulted in a commercial zone at the edge of downtown that allows for greater height (12 storeys). Building Management Companies who bought at the height of the boom are responding to the market by creating a flexible environment to allow for the creation of co-working spaces, which have been hugely successful.

### Indigenous Communities

Indigenous people represent 4.5% of St. John’s population (2011) however until recently, because the Indian Act was not applied when NL joined Canada in 1949, the Indigenous population do not have reserves, status or benefits that other First Nations people in Canada have access to.
Reconciliation

Residential school victims in NL and Labrador are still in limbo, having been left out of the Canadian Government's 2008 apology to survivors and victims of Canada's residential school system. The Federal Government at that time argued that Newfoundland was not a part of Canada when the schools began operating. Legal action against the Federal Government's omission is ongoing between the more than 1000 victims and survivors in the Province, and the Government of Canada.

Repurposing Civic Assets

Building owners are responding to the demand for shared office space. The City is moving away from prescriptive based code for buildings to performance based code – this is unique in Canada.

ASSETS

Heritage buildings, churches, large-scale retail buildings, low-rise office buildings and warehouses.

OPPORTUNITIES

Work with developers and building owners to repurpose vacant buildings and find a way to connect them with the innumerable residents who would love to have urban space but cannot afford locked-in lease arrangements or housing. Make sure transportation is factored in as this is an issue for outlying communities to access services in the city. Access to other services such as libraries, food banks/community kitchens, and re-employment services is needed for the increasing number of citizens in St. John's who are sinking below the poverty line.
The City of Toronto has identified transit/congestion, housing, homelessness and poverty as their priorities, leading to a stretched city budget limiting funds to civic commons including decreased library funding, reduced community centre hours, reduced park maintenance and programming, and disposition of public land.

Municipal public space usage regulations limit placemaking opportunities (e.g., mandatory licenses and permits). Non-profit organizations and grassroots groups are particularly burdened by bureaucracy and liability insurance in community-driven placemaking initiatives.

A disconnect exists between owners of underused public assets and the organizations that seek to revitalize said assets. The groups revitalizing civic commons often cannot afford to acquire or operate property-based assets.

Green Belt Act and Places to Grow Act protect areas of green land from development and encourage brownfield redevelopment and intensification, leading to appreciation of land values, population intensification and strain on civic assets.

Suburban residents are often excluded from public space innovation and progress. The Planning Act (Section 37) enables property owners to develop their land in contradiction of zoning bylaws if they provide community benefits (e.g., cash or amenities). This bylaw has not been equally beneficial for Toronto’s inner suburbs.

The Toronto region is among the world’s top cities for lengthy commuting times and yet a low percentage of commuters opt for forms of transport other than driving.

City building conversations often exclude the communities that most benefit from renewed civic commons. Indigenous communities face barriers to accessing public space, culturally relevant services and spaces to practice traditions. Refugees are excluded from the conversation, with concern as to Canada’s capacity to support and settle these newcomers.
Publicly owned properties (1500 parks, 100 libraries, places of worship, post offices, school grounds, parking lots, under bridges, rooftops, hydro corridors, ravines, civic buildings after hours, and “in-transition” spaces), vacant/underutilized space (250+ km of laneways, rail deck, Downsview Park, the Rouge Valley National Park), and privately owned properties (brownfields, vacant strip malls and plazas, 2000+ residential towers, Honest Ed's).

Formalized Network

Scale out (partnerships among institutions, integrated innovation networks) and scale deep (make policy recommendations at multiple governmental levels, refine principles to create a framework for academic partnerships).

Partnerships

RAC zoning permit allows for small-scale commercial and community uses on apartment building sites (e.g. shops, food markets, cafes, community centres). Tower Renewal can collaborate with Public Markets to create a network of Farmers’ Markets and Tower communities (e.g. RAC Burger Shack pilot project in tower apartment 3947 Lawrence Ave. E).

Further Research

Ensuring that gentrification through civic commons improves wellbeing and includes disadvantaged groups. Engaging Indigenous communities and promoting reconciliation. Seeking creative methods of funding projects without grants.
### TRENDS

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Reconciliation</strong></td>
<td>All stakeholder communities (cultural, socio-economic, LGBTQ+, age or gender-specific) need access and inclusion. As a City of Reconciliation, Vancouver must recognize and involve Indigenous populations in decision-making around civic commons.</td>
</tr>
<tr>
<td><strong>Isolation</strong></td>
<td>The 2012 report &quot;Connections and Engagement&quot; by the Vancouver Foundation found that many people in Vancouver feel isolated and lacking social connections.</td>
</tr>
<tr>
<td><strong>Real Estate</strong></td>
<td>As land value has skyrocketed, community-owned spaces must be used as efficiently as possible, often requiring financial investment to renew buildings.</td>
</tr>
<tr>
<td><strong>Curation not Prescription</strong></td>
<td>Publicly funded activations of the civic commons are perceived as over-prescribed, clean and risk-averse.</td>
</tr>
<tr>
<td><strong>Articulating the Benefits</strong></td>
<td>A need to measure the tangible, short-term outcomes of civic commons to measure participation, social and financial benefits.</td>
</tr>
<tr>
<td><strong>Funding Constraints</strong></td>
<td>Tax-based financing limits the municipal civic commons investment. Vancouver is exploring ways to leverage additional investment in civic assets (e.g. development levies, offering land as part of key social projects such as non-market housing and establishing partnerships). There is a lack of funding from the provincial government for non-profit community groups, diminishing the civic commons conversation.</td>
</tr>
<tr>
<td><strong>Renewal of Aging Infrastructure</strong></td>
<td>Facilities are encouraged to co-locate as they age to enable greater cost efficiencies and to centralize community services (e.g. Mt. Pleasant Community Centre offers mixed uses and services. Britannia is another community centre undergoing a master planning process to bring a similar mix of services and space).</td>
</tr>
<tr>
<td><strong>Reclaiming Underutilized Spaces</strong></td>
<td>Land value and a growing/diversifying population pose challenges for creating new public spaces. Some initiatives (e.g. Viva Vancouver) and policies (Greenest City, Transportation 2040) are converting road space to enhance underutilized spaces and improve public gathering areas. The Public Space Network and CityStudio project identifies vacant and orphaned spaces in need of activation.</td>
</tr>
</tbody>
</table>
OPPORTUNITIES

Formalized Network

Partners and stakeholders should advance civic commons strategies and eventually expand to encompass the region of Metro Vancouver. Identify immediate actions to strengthen the civic commons and participate in initiatives and plans.

Demonstration Sites and Funding Models

Identify under-utilized assets and create a partnership network to activate these space through new programming - use a lab model to test ideas (e.g. the informal economy). Research the potential of a civic commons fund allowing community groups to provide space, programming and opportunities to the public. Civic commons strategy should identify easy and low barrier ways to connect.

Experimental Governance and Economic Structure

Community groups with strategic and programmatic ties to civic commons should be given opportunities to steward spaces and create more connection to community. Local groups and businesses can run concessions and manage rentals of space while the site owner or municipality covers operating costs. Third spaces (e.g. coffee shops, private courtyards) can also play a role in a civic commons strategy. A model for Vancouver can be established wherein foundations buy real estate as an asset to give to the commons. Alternative economies including sharing services and spaces, informal economy (e.g. binning, trading, street markets, local currencies) should be a focus of new civic commons strategy.

Future Research

There is a need to assess the Cross-Canadian psychology, regulation and approach to public space use. There is interest in the public perceptions of activating use of public spaces, the ownership of civic commons assets in similar cities across Canada, and the national demographics and history of public space and civic commons usage.

ASSETS

Plazas, parks (230 in the city, 1300 hectares of parkland), community centres (24, including fitness centres, pools and arenas), libraries and archives (23), ethnocultural facilities (e.g. Vancouver Aboriginal Friendship Centre, the Korean Cultural Centre), civic buildings, neighbourhood houses (6 houses administered by non-profit organizations and coordinated by the Association of Neighbourhood houses BC), museums, galleries and civic theatres.

Revamping Consultation

Public consultation and engagements processes are being revamped by organizations to be more democratic and responsive to citizens’ needs.

Future Research
## Winnipeg

### Trends

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Culture Infrastructure</td>
<td>Winnipeg has a thriving arts and culture environment with a high concentration of national historic sites, many music and theatre venues, art galleries and museums.</td>
</tr>
<tr>
<td>Downtown Connectivity</td>
<td>Downtown covers a massive area and is not densely populated, accessible or well connected, leading to many chronic problems. Access to food and services, particularly for low-income individuals is markedly limited. The downtown area is perceived to be unsafe, despite significant revitalization efforts over the past 20 years (largely characterized by condominium developments).</td>
</tr>
<tr>
<td>Recreation Supercentres</td>
<td>Efforts are being made to form recreation “supercentres.” The city has facilitated the upgrading of outdated and aging city-owned buildings into multi-purpose, non-profit centres that incorporate amenities such as libraries, multi-use spaces, and sport and leisure facilities for joint uses.</td>
</tr>
<tr>
<td>Indigenous Communities</td>
<td>Indigenous people account for 11% of the population (the highest percentage for any major Canadian city) and are the fastest growing population in Winnipeg. The National Centre for Truth and Reconciliation recently opened at the University of Manitoba. A purpose-built healing centre (The Circle of Life Thunderbird House) is situated at the edge of Winnipeg’s downtown and serves as a healing centre holding weekly sweat lodges and drum circles.</td>
</tr>
<tr>
<td>Refugee Access</td>
<td>The city’s openness to newcomers (particularly Syrian refugees) has resulted in a significant increase in the refugee population.</td>
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</table>

### Assets

Winnipeg is at the confluence of two major rivers, and has good building stock, extensive turn of the century warehouse buildings, schools, churches, field houses, police stations, recreation centres and post offices. Some underutilized sites include:

- The Bay (built in 1926): has a massive floor plan, sits virtually empty (utilizing 2 of 8 floors) and is not protected and thus vulnerable to being demolished.
- Sports Arena at the old Eaton’s Store: brings people downtown for performances and eating/drinking but does little to improve the quality of life in the downtown area.
- Portage Place (built in the 1980’s): a downtown mall spanning 3 blocks, with no storefront access.
## OPPORTUNITIES

<table>
<thead>
<tr>
<th>Redefine and Connect to Winnipeg's Waterways</th>
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<tbody>
<tr>
<td>Winnipeg's downtown merging point of its two rivers provides an opportunity to re-think how the waterfront is used and to connect people and places using bridges, walkways and water taxis.</td>
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<table>
<thead>
<tr>
<th>Connect all to Amenities</th>
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<tbody>
<tr>
<td>Make The Forks recreational and social activities more accessible to a diverse inner-city population (seniors, people with low incomes, Indigenous people and refugees) by making broader loops, bike lanes, free shuttles, protected bike lanes on major routes and safe winter walking and cycling paths.</td>
</tr>
</tbody>
</table>
Food shapes our cities. Public markets connect food, culture and community.

We have identified that the majority of the Canadian public market networks are related to the delivery or managements of farmers’markets and occur both at the municipal and provincial levels. Their primary functions are: advocacy, marketing and promotion, support for market organizers, capacity-building and training, providing networking opportunities, supporting farmers and vendors, and providing insurance programs. Our research indicated that Montreal is the only Canadian city with a public market network and Toronto has a strong food market network of 30+ markets.

Public markets are facing a number of challenges, including:

- Limited funding available for public markets operations and program delivery
- Limited understanding of different types of public markets and their role
- Limited research on the social, economic and environmental impact of public markets in neighbourhoods and in the city
- Lack of or limited city support
- Missed opportunities to align city and public market priorities
- Entrepreneurs & innovators have limited access to public markets

Key opportunities for public markets:

Toronto Public Food Market Network | Toronto
Toronto City Council has created a Public Food Market Committee that works together with a TFPC Public Market Working Group to engage city staff from a number of key divisions with community, businesses, and market stakeholders to collaborate in identifying opportunities for and barriers to the development of public markets.

Corporation de Gestion des Marchés publics de Montreal | Quebec
The Corporation Public Markets of Montréal (MPM) is a corporation of 250 members, vendors and merchants from the city’s 15 markets. Founded in 1993, the mission of the corporation is to give Montreal residents access to local produce at public markets that correspond with their identity.

FoodShare The Good Food Markets | Ontario
Good Food Markets are community markets that sell high quality, culturally appropriate, affordable vegetables and fruits. The priority of these markets is to bring healthy food into neighbourhoods where healthy grocery stores don’t exist.

La Tablée des Chefs’, The Brigades Culinaires | Montréal, Quebec
This project puts young people between the ages of 12 and 17 at the heart of the food action. The program consists of three main areas: social, multicultural and nutritional autonomy. Helping prevent the loss of knowledge and culinary skills among future generations, The Brigades Culinaires represents a beautiful image of social cohesion and openness toward the world of culinary discoveries.

International Public Market Conference | Toronto 2018
City of Toronto has submitted a proposal to Project for Public Spaces to host the International Public Market Conference in 2018. We have the support of three levels of government, five City of Toronto departments and 20 confirmed partners.
Evergreen commissioned Park People to create a report on city parks in the context of strengthening the resilience and livability of Canadian cities through civic commons.

Most major Canadian cities have extensive municipal park systems. Urban parks are generally well used and appreciated in Canada and are increasingly viewed as a crucial gateway to connect Canadians to nature. They also deliver social, economic and mental and physical health benefits.

However, Canadian parks are facing a number of challenges, including:

- Lack of community involvement in park programming, design and decision-making
- Budgets for park programs and services have not kept up with urban population growth, resulting in reduced resources for animation and engagement activities
- Constrained municipal budgets limit funding for operations and capital maintenance of city parks
- Institutional barriers to activating parks for multi-use functions that prevent citizens from playing an active role in shaping their parks
- Funding silos (such as parks, recreation or school grounds) prevent leveraging other investments effectively
- Parks are not adapting to accessibility standards for an aging and diversifying population

Continued urban growth, increasing density and new building developments provide the impetus to expand park systems and improve existing parks. As space for new parks becomes scarce and expensive in intensifying urban areas, cities are turning to unconventional methods to create new parks. In addition, there are emerging needs and opportunities for a network, new funding models and resources.

Key opportunities for public markets:

**Park People Network**
A national network to connect, support and unite park champions across Canada, building public awareness and appreciation for parks and placemaking. The network showcases new models for park design, governance and community engagement in different Canadian cities.

**Park People’s Group**
The park friend group model (Toronto) has been proven effective, and other cities are interested in establishing similar programs, addressing the limitations of conventional municipal park engagement programs and maximizing park benefits to the community.

**Creating Best Practices Resources**
There is an opportunity to create resources linking municipal park staff, elected officials and community members through shared learning opportunities to develop innovative park programs and plans.
Evergreen commissioned Donna Lang to create a report on surveying faith institutions in the context of strengthening the resilience and livability of Canadian cities through civic commons.

Places of worship have a long history of bringing communities together. They were, and in many cases still are, the place where members of the community came together on a weekly basis and provided a network of support. Faith communities have large physical space and capacity that allows them to serve as neighbourhood hubs. They have large infrastructure, including auditoriums, gyms, meeting rooms, kitchens, and provide important social services to neighbourhoods like food banks, child care, recreation and social service counselling. Faith communities contribute 4-5 times more socioeconomic value than what is estimated in their financials, totaling $4.5 million in value per faith community. The variables used to measure socioeconomic impact include open space, direct spending, education, individual impacts, community development and social capital/care.

However, faith institutions are facing a number of challenges, including:

- Increasing operating costs
- Aging congregations
- Declining faith membership demographics as Canada becomes increasingly secular

Key opportunities for faith institutions:

**EDGE/A Network for Ministry Development (2011)**
Helping renew and repurpose properties of the United Church of Canada with a focus on ministries.

A multi-sectoral partnership between Faith & The Common Good and National Trust for Canada to support and provide solutions for struggling faith communities and congregations to reinvent themselves and better serve the community. Helping faith groups maximize space use, explore governance models, evaluate capacity and capitalize on new innovative opportunities for future regeneration. Next steps for this program include supporting capacity-building, curating success stories and best practices, establishing a network of cross-functional professional service providers, encouraging community-centred dialogue and stakeholder collaboration, and outreach to faith regional portfolio managers to develop a regional strategy.

National study on churches research is currently being carried out by United Church.