

THE BEATRICE AND ARTHUR MINDEN
SYMPOSIUM ON THE ENVIRONMENT

FutureTalks
Design Workshop:
Best Practices in
Citizen Engagement
for a Sustainable Future



School of the Environment
UNIVERSITY OF TORONTO

2016

2016 MINDEN SYMPOSIUM ORGANIZING COMMITTEE

Prof. Kimberly Strong

Director, School of the Environment, University of Toronto
director.environment@utoronto.ca

Prof. John Robinson

Professor, Munk School of Global Affairs and School of the Environment,
University of Toronto
johnb.robinson@utoronto.ca

Prof. Tamer El-Diraby

Associate Professor, Department of Civil Engineering, and
Director, Center for Civil Informatics, University of Toronto

Ms Mary Pickering

Vice-President, Programs and Partnerships, Toronto Atmospheric Fund

Ms Kim Slater

PhD Candidate, Department of Geography and Planning, University of Toronto

Mr. Steve Williams

PhD Candidate, Institute for Resources, Environment and Sustainability,
University of British Columbia

Prof. Wendy Wong

Associate Professor, Department of Political Science, and
Director, Trudeau Centre for Peace, Conflict and Justice, University of Toronto

Ms Aubyn O'Grady

Minden Symposium Coordinator
aubyn.ogrady@utoronto.ca

<http://www.environment.utoronto.ca/MindenSymposium.aspx>

Photo credits: Daniel Joseph

Cover photo: Alex Hakonson

December 2016

The Second Annual Beatrice and Arthur Minden Symposium on the Environment

FutureTalks Design Workshop: Best Practices in Citizen Engagement for a Sustainable Future

Hosted by the University of Toronto's
School of the Environment
October 12 - 13, 2016

Symposium Proceedings

CONTENTS

- 1 MESSAGE FROM THE DIRECTOR
- 2 MESSAGE FROM JO-ANN MINDEN
- 3 **DAY ONE**
- 4 INTRODUCTION
- 6 PARTICIPANT COMMENTS
- 7 EXPERT VIEWS: DAVE BIGGS
- 8 EXPERT VIEWS: JAMES GOLDSTEIN
- 10 EXPERT VIEWS: ARNIM WIEK
- 11 EXPERT VIEWS: PATRIZIA NANZ
- 13 KEYNOTE SPEAKER: SYLVIA CHEUY
- 15 **DAY TWO**
- 16 WORLD CAFE DISCUSSION
- 17 FINAL DISCUSSION
- 19 MINDEN PARTICIPANTS
- 21 SPEAKER BIOGRAPHIES
- 23 ORGANIZING COMMITTEE BIOGRAPHIES
- 25 GENEROUS DONATION

MESSAGE FROM THE DIRECTOR



The School of the Environment was pleased to host the second **Beatrice and Arthur Minden Symposium on the Environment** in October 2016. Two years ago, the School was privileged to receive a very generous endowment from the Beatrice and Arthur Minden Foundation. This endowment was used to establish two new programs: a Symposium on the Environment and a Graduate Research Fellowship for PhD students enrolled in the School's graduate programs. The Beatrice and Arthur Minden Symposium on the Environment is intended to be an annual event intended to 'make a difference' by enabling scholarly and public discussion and debate on environmental issues of the day, particularly those of relevance to Canada.

This initiative has given the School of the Environment a huge boost to its educational and research capacities. The School encourages interdisciplinary study of a range of environmental issues, bringing together scholars from a wide range of disciplines and students interested in the environment. With events such as this, we are working to increase opportunities for engagement and interaction between faculty, students, and the wider community beyond the University. Our goal is to have this annual event catalyze meaningful new collaborations on critical issues, leading to new ideas and insights, proposals for workable solutions, and much needed impetus for action. I would like to again express my deep appreciation to Cynthia, George, Jo-Ann, and Robert Minden for their generosity and for choosing the School of the Environment to honour the memory and philanthropic spirit of their parents.

This year's Minden Symposium, **FutureTalks Design Workshop: Best Practices in Citizen Engagement for a Sustainable Future**, brought together academic researchers and professionals in government, business, and environmental organizations, to explore the potential for creating a large-scale community engagement program—FutureTalks—on urban sustainability and climate change issues. We are pleased to acknowledge additional sponsorship of the 2016 Minden Symposium by the Toronto Atmospheric Fund. The Toronto Atmospheric Fund invests in urban solutions to reduce greenhouse gas emissions and air pollution, with the goal of reducing Toronto's greenhouse gas emissions by 80% by 2050.

This report provides a summary of the proceedings of the Symposium, serving as a record of the discussions that we hope will be of value as the FutureTalks program continues to develop.

I would like to take this opportunity to thank my co-organizers, all of whom were instrumental in making the Symposium a reality. John Robinson proposed the topic for this year's Symposium and was the driving force behind it and the FutureTalks concept. Mary Pickering was an enthusiastic supporter who made many useful suggestions as the program developed and secured the sponsorship from the Toronto Atmospheric Fund. Steve Williams and Kim Slater were key participants, with Steve serving as the facilitator for both days of the workshop while Kim acted as a rapporteur. Tamer El-Diraby and Wendy Wong also contributed to the program, and Aubyn O'Grady was invaluable as our Minden Symposium Coordinator. Thank-you to all of our invited speakers (Dave Biggs, Sylvia Cheuy, James Goldstein, Patrizia Nanz (in absentia) and Arnim Wiek) for their insightful remarks and active participation in the discussions and roundtables. The organizing team thanks everyone who participated in the Symposium; your questions, comments, and contributions all served to make this second Minden Symposium on the Environment a great success.

Kimberly Strong

Director, School of the Environment

MESSAGE FROM JO-ANN MINDEN



I am happy to be here today to open the second annual Beatrice and Arthur Minden Symposium on the environment. My brothers, sister, and I were fortunate to have inherited our parent's Foundation, begun in the early 1970's by our late mother. But we wanted to do more than support causes we felt strongly about, we wanted to help create a catalyst for change. We decided to direct the entire corpus of the Foundation to make a significant difference and found a match in the new School of the Environment at U of T. After discussions with Dr. Strong about the possibilities of directing these funds in a meaningful way, we decided to establish this annual Symposium to bring together top thinkers and scholars to discuss and debate urgent environmental issues. The idea was to reach beyond a scholarly conference, to engage the public and to facilitate ideas for positive change.

In a recent news report announcing the Federal government's ratification of the Paris Climate Agreement and the intention to impose a carbon tax on the nation, it is clear that all of us will need to live, work, play and do business differently. The old way of doing things, needing things, wasting things, growing things, will have to change. We need tools as citizens to engage in this re-thinking. How do we bring the citizenry into the centre of this process? Such a transformation will need the engagement of many. This is what I think this Symposium is to address in the next two days, and I look forward to hearing from those here today in the expectation and hope that your work and ideas can lead to some powerful tools to make Transform Toronto a success. And that this success will then be used as a template for other cities in their efforts to bring citizen engagement to the environmental crisis at hand.

On behalf of my brothers and sister, I want to thank the organizers and you, the participants, for taking part in this effort.

Jo-Ann Minden

Former Director of the Beatrice and Arthur Minden Foundation

DAY ONE

The focus of Day One was to identify key challenges in developing large-scale public engagement programs. Participants, who had been invited based on their experience and expertise, were invited to make comments, along with our invited experts. The day started with welcoming remarks and setting the context for our discussions. We then moved into a series of interactive sessions where we heard from all participants on the key lessons, from their experience, on large-scale public engagement. We also heard from our invited experts who shared their experience in community engagement processes. The day closed with a seated dinner event for speakers and participants, with a keynote address.

- 8:30 Opening and Welcoming Remarks: Kimberly Strong, Jo-Ann Minden, and Mary Pickering
- 8:45 Context Setting: John Robinson
- 9:00 Participant Comments: All participants have three minutes to provide their views on the question, **“What do you think is the biggest challenge and/or opportunity in trying to achieve meaningful community engagement about the future of the city across the diversity of citizens in Toronto?”**
- 10:00 Break
- 10:30 Participant Comments resumed
- 12:00 Lunch
- 1:00 Expert Session: Each invited expert (see below) has 15 minutes to answer the same question, with reference to their experience in community engagement processes
- 2:30 Break
- 3:00 Open Discussion: What are the three most important things you have heard today?
- 4:30 End of daytime session
- 6:00 Seated dinner event for speakers and participants with keynote speaker Sylvia Cheuy

INTRODUCTION

Toronto is in the midst of a major transition: the city has committed to reducing greenhouse gas (GHG) emissions to 80% below 1990 levels by 2050. This move toward deep reductions and enhanced sustainability in the city requires that citizens grapple with the implications for public services, infrastructure, and urban lifestyles. Given Toronto's expansive political, economic and cultural diversity, engaging residents in the process of transition is both a necessary component and a central challenge for the city.

In October 2016, the Minden Symposium on the Environment was held on the topic of large-scale community engagement in urban sustainability and climate change issues in the city of Toronto.

In particular, the Symposium focussed on the proposed FutureTalks project, which aims to engage 100,000 to 200,000 Toronto citizens in an interactive community engagement process that enables participants to express their views on the desired future of their city.

The Minden Symposium invited 50 organizations and agencies across Toronto interested in the issue of large-scale community engagement, and five experts from Europe and North America with expertise in community engagement activities to meet for two days to explore the challenges and opportunities involved in trying to create the FutureTalks project.

The FutureTalks Concept

Citizen engagement and participation is crucial to achieving the kinds of major changes required for a sustainable future. Such processes are intended not simply to inform participants, but to co-construct a future that reflects the values, aspirations, and preferences of those involved. The FutureTalks project will contribute to our understanding of citizen engagement and participation for sustainability, and to shifts in collective thinking and behaviour that will support and accelerate the city of Toronto's trajectory to a sustainable, low-carbon future.

To that end, we propose to leverage the diverse populations of Toronto, including traditionally under-represented and under-consulted populations, in a large-scale, dynamic, and interactive community engagement process that enables participants to express their views on the future of their city. Achieving such a bold vision requires an engagement process that goes beyond traditional approaches, such as public education

programs or social marketing campaigns. It also requires partnerships among academia, non-governmental organizations, government, and businesses. We propose an engagement strategy co-created and co-managed with our partners that features a variety of channels (social media, mobile apps, computer games, simulations, pop-up kiosks, art interaction, landscape visualization tools, simulation workshops, etc.) and creative tactics (appreciative inquiry, play, reflection, story-telling and dialogue). FutureTalks will engage a diverse cross-section of Toronto citizens in expressing their preferences on the trade-offs that confront us, and on the strategies and actions required to achieve our sustainability goals.

The outcomes of this project will inform three key audiences: academics, community organizations, and policymakers. First, our process will generate a database of participants and their views, which will be particularly useful for informing climate change and sustainability policy and for developing future engagement processes. It will identify the kinds of futures different citizens want,

what their main concerns are, and what sorts of trade-offs are acceptable or problematic. Second, it will also enable us to test the effectiveness of the various approaches and tools in engaging different audiences, and determine how input coming from different channels and different demographics can be successfully aggregated. We will develop online and offline tools for use in different communities. Third, FutureTalks will expand the city's network of sustainability champions and engaged citizens. We will contribute to fostering multi-sectoral working groups around key tensions involved in creating sustainable communities and the necessary trade-offs for creating engagement in a city as diverse and large as Toronto. Finally, FutureTalks will produce strategies to encourage collective action and behavioural change in support of our climate change and sustainability targets.

The Symposium

The conversations initiated in the 2016 Minden Symposium reinforced the importance of public engagement for the process of transitioning Toronto to a low emissions future. Despite the excellent work on this front being done across the city, there are gaps remaining. A key insight from the Symposium is the importance of partnerships going forward. Achieving meaningful public engagement that can inform future policy development, requires that Toronto build on local capacities and partner with the expanding network of community organizers and engagement opportunities throughout the city.



Top to bottom: John Robinson, Mary Pickering, and Steve Williams.

MINDEN PARTICIPANT COMMENTS

*“Engagement” has got a nice sound
But challenges around it abound.
Make it personal and local,
With outcomes quite focal,
Or solutions will never be found.
(John Robinson)*

Participants were asked to respond to the question: **“What do you think is the biggest challenge and/or opportunity in trying to achieve meaningful community engagement about the future of the city across the diversity of citizens in Toronto?”** Each participant was given time to express their understanding of this question, and the answers provided a range of perspectives. There were several recurring themes that point to the importance of a thoughtful approach to community engagement.

Several participants emphasized the importance of **tying climate change and environmental issues to people’s every day experiences**. Climate change can seem very abstract and removed for many people, and may not, as a result, be a high priority. In order to meaningfully engage a large group of Torontonians, the issues under discussion should be tied to people’s health, daily lives, and communities. Most people have time constraints that will limit the meetings they are able to attend in their free time. The more personal, local, concrete, and relevant the issues on the table are, the more likely people will want to engage.

Toronto is a very diverse city geographically, demographically, and culturally. Many participants emphasized the importance of **tailoring messages and outreach efforts to these different communities**. Convenors should work hard to avoid making assumptions about what people’s needs are, how they are able to access information, and the capacities they are bringing to the discussion. Some opportunities in this context include using multi-channel approaches to community engagement,

and leveraging the wide array of existing programs and activities under way in the city.

Many participants stressed the importance of an **explicit focus on outcomes**, and the fact that engagement processes are likely to be more effective if participants sense that their involvement will lead to change or a policy decision of some kind. People may lack a sense of agency in decision-making processes, which can discourage their participation. If convenors are able to demonstrate to participants that there are real choices for the city at stake, those who may otherwise feel disenfranchised may have a greater incentive to participate. Similarly, systems of accountability in the process can further motivate and catalyze engagement.

Finally, participants identified **community engagement barriers and opportunities at the institutional level**. Convenors may be relying on outmoded engagement processes and have varying levels of commitment to the community engagement enterprise. This makes it difficult to do community engagement at the scale and duration that is necessary to truly gain insight into the views and experience of Torontonians. Large-scale engagement processes demand resources (both time and money) that may be lacking in the context of constrained budgets and packed agendas. There may be opportunities to partner with the private sector to leverage additional resources, and to include businesses as participants in engagement processes.



Mr. Dave Biggs

Chief Engagement Officer, MetroQuest, Vancouver, Canada



*There's lots of examples to teach.
A key lesson is that we not preach.
The bow-tie is one option,
And through its adoption
Different scales we maybe can reach.
(John Robinson)*

Dave largely focussed on a methodology for combining face-to-face community engagement (high touch) with online community engagement (high tech) to leverage the best aspects of each. He outlined a three-step approach called the “bow-tie” that recommends beginning with a broad online engagement to gather input on priorities and values followed by more focussed face-to-face engagement to create scenarios or alternatives, and then finally a broad online engagement to allow the community to weigh in on the alternatives or scenarios created.

He suggested that this broad⇒focussed⇒broad approach (hence the metaphor of a bow-tie) can leverage the best of each tactic. High-tech enables broad engagement possibilities that are optimal at the start of a process to gather community input (values, priorities, choices, trade-offs), and that can then be refined and transformed into alternatives or scenarios during high-touch engagement sessions. The results

of these high-touch sessions can then used online to collect public feedback from a broad demographic via a second phase of high-tech engagement. This can be repeated as necessary. Dave recommended developing a savvy marketing approach to promote FutureTalks based on the fact that “you’ve 5 seconds, then you’ll get 5 minutes, then they tell 50 people.”

Dave suggested that online engagement should be no longer than 5 minutes and be as convenient as possible (no upfront registration required, available on many kinds of devices) and delightful to use (visual, insightful, intuitive). He also stressed the need to include educational features that help people quickly learn about choices, trade-offs and constraints to ensure that the input that is gathered is as informed as possible. For high-touch engagement, Dave highlighted that it should be designed for the motivated, those participants who turn out to meetings and will offer more of their time.

Dave demonstrated MetroQuest, an online survey tool specifically designed for the challenges of planning projects. MetroQuest is specifically optimized to collect informed input from a broad and diverse demographic and is a tool that could be considered for the online components of the community engagement process of FutureTalks.

Dave demonstrated a number of different examples of how clients have used MetroQuest to gather input using a variety of interactive screen types: <http://metroquest.com/how-it-works/>.

For more information, these two short videos help to introduce MetroQuest and provide some candid feedback from clients: <http://metroquest.com/candid-client-interviews/>.

Mr. James Goldstein

Senior Fellow, Tellus Institute, Boston, USA



*At both the macro and micro scale,
The challenges may make us quail.
Think at small and big gears,
Deal with conflicts and fears,
And be embedded, or else we will fail.
(John Robinson)*

In surfacing challenges to large-scale engagement, James highlighted “macro challenges” like sparking **imagination**, proving **relevancy** and ensuring participants have **agency** for implementing concrete actions. James described other macro challenges that confront large-scale visioning processes, namely: **inertia** or system lock in; **conflict** among participants and groups; fear of major change and fear of “the other” (i.e. people of different backgrounds); and **embeddedness** whereby a process is subject to external conditions and the larger political ecosystem in which it is situated. James detailed “micro” challenges as well; the more tractable problems related to **resource constraints** and the logistical difficulty of engaging a very **diverse** population in the Greater Toronto Area at a massive **scale**, and **aggregating** or synthesizing the various visions in a meaningful, cohesive way that can serve as the basis for policy and action.

James offered some thoughts on three possible opportunities FutureTalks should use as building blocks: the Planning Act, which encourages public involvement in the planning process, including community consultation for specific project proposals; the Toronto Official Plan, which also recognizes the need for broad public involvement; and Growing Conversations – “a process to improve the relationship between the City of Toronto and its residents and stakeholders through a better community engagement process.”

James shared his experience with two public engagement and visioning alternative futures projects he was involved with through the Tellus Institute in Boston: MetroFuture and the Boston Scenarios Project. MetroFuture, led by the Metropolitan Area Planning Council (MAPC), the regional planning agency, began with a year-long process inviting people to share their vision for the Boston region via meetings, surveys, interviews, and online processes. Many issues surfaced related to housing, education, transportation, jobs, and water supply, as well as things that are a little harder to classify, like preserving the region’s special character, and improving the way communities make decisions about growth and development. Despite engaging thousands, certain groups (older, white, suburban, wealthy) were over-represented, while others (youth, people of colour, certain city neighborhoods, low-income people, business community) were under-represented. In light of this, James highlighted the important question of how to evaluate or measure successful engagement processes, as it’s not really about numbers, but quality of engagement, legitimacy of outcome(s), breadth of buy-in, and linkage to policy/action. James also discussed the Boston Scenarios Project,

a Tellus project sponsored by the U.S. Environmental Protection Agency that he managed, which had a more limited engagement process featuring a multi-stakeholder Project Advisory Committee that included representatives from state and local governments, MAPC/MetroFuture, local and regional NGOs, academia and other groups.

Based on these two experiences, James offered insights that should be considered and issues to be resolved in developing FutureTalks. These include: the difficulty of involving all relevant parties in stakeholder engagement processes; the need to undertake data collection at the metro level; the management of complex relationships between sectors and building adequate models; the need for technology plus values/lifestyle changes for transformative change/sustainability; the development of long-range scenarios with normative visions that have potential for significant impact, and finally; the critical importance of local partners, knowledge and data.



Dr. Arnim Wiek

Senior Sustainability Scientist, Julie Ann Wrigley Global Institute of Sustainability, and Associate Professor, School of Sustainability, Arizona State University, Arizona, USA



*Our goals must be made very clear,
And our methods from them must not veer.
Link across scales
And use local tales.
Cognitive bias is what we should fear.
(John Robinson)*

Arnim identified many challenges to community engagement; notably a lack of clarity of vision and goals, ineffectual scaling of engagement, engaging the usual suspects, focussing only on a cognitive level of engagement, and having conversations that ignore the wishes of the public. The opportunities he identified were the inverse of the challenges, such as clarifying goals and visions, engaging the disengaged by engaging their “heads, hearts and hands” and linking abstract visions with specific ones. To realize these opportunities, Arnim stressed the need for a strong vision with experimental and/or experiential elements; setting clear goals supported by a matching process design; and moving across scales by linking relevant local engagements with more abstract city-level engagements.

Arnim recommended an adaptive framework or pathway for developing suitable processes beginning with the co-determined selection of goal(s) and participants, leading to appropriate participatory activities, and resulting in outputs and outcomes. Arnim identified opportunities for process designers to make choices throughout the process, including ways of selecting types of participants (groups or individuals), level of engagement (information, consultation, collaboration), whether engagement is agreement-based or open to a diversity of outcomes, and tools (digital or in person). Outputs and outcomes may include knowledge creation, capacity building, expanding and enhancing networks, and concrete decisions. Arnim noted that deciding what changes are desirable can be challenging and it points to the tension between inclusive engagement and creating change.

Arnim shared some examples of participatory visioning processes, including an example of an “experiential” process in which participants visited a different city that had the biking infrastructure that was being deliberated on in their process. Recognizing this is not feasible for every process, Arnim said there’s no shortage of engagement tools that designers can and should use creatively in service of process aims.

Prof. Dr. Patrizia Nanz

Scientific Director, Institute for Advanced Sustainability Studies, Potsdam, Germany

Patricia sent her regrets for not being able to attend the Symposium, but sent along some excellent insights, which were read aloud to the group by John Robinson.

Future Talks outlines a unique and bold vision of citizen participation. As a long-term and socially broad undertaking within the context of a common living area, it offers unique opportunities for a truly comprehensive and inclusive participation process, while igniting processes of social learning and understanding. There are many reasons to push towards greater participation: Political decision makers opt for participatory processes, because they believe that the short term costs of citizen participation will be mitigated in the medium term by easing implementation and preempting conflict. More normative motivations for citizen participation include the strengthening of social cohesion and solidarity, the re-legitimization of the political system and the deepening of democracy. It is important to understand, however, that participation is neither per se democratic nor per se effective. Self-evidently, only well-conducted processes justify the costs they incur.

The following sections highlight important points to consider in the design of the process:

1. The invitation and the purpose must be intuitively powerful. It is advisable to consciously slow down to find a suitable purpose. Use a lot of energy to get in contact with people in Toronto in order to discover a truly powerful purpose and develop a set of questions. Start the bigger process only once the question visibly “pulls” and excites. Otherwise, it is impossible to reach such a large number of people. Especially because recruitment is difficult either way: In different participatory processes in Europe, we experienced return rates of about 5%.

2. While it is admirable to involve many citizens and non-citizens, the number of people to be involved in total should be re-evaluated once the purpose is set: **How broad do we need to go to achieve the purpose at hand?** This includes acknowledging conflicting goals concerning the width and the depth of the process. Once these questions have been resolved, formats can be designed. How do we reach all the groups that are important in this endeavor? How can we be inclusive? In transnational citizen participation in Europe English has been used as a “lingua franca” which was not ideal, but translations have (most often) turned out to be worse.

3. **Online discussions are often superficial** and can be dominated by powerful groups. Use them wisely and with moderation.

4. Then, **start with the question that moves people deeply today**, even if the connection to sustainability is not evident. Find what people are interested in outside the gaze of the city administration and reach out to them right where they are – are they interested in job security? Migration? Refugees? Climate Change? Then, the connection to sustainability can be added when contextualizing and framing the discussion.

5. **Outline the overall process and its phases:**

- a. In the beginning, announce the process, channel attention, use quick wins such as viral gadgets, fun & joy. This may include creative “scoping” sessions with exaggerated questions: “Suppose we have reached a million

people – how did we achieve this?” or “How should the process look like so that people would pay for being able to participate?”. The opening phase may also include experiencing the future in playful ways (“a Future Week”) in television, a project week at schools ... or all household receive a utopian gadget/gift which will make only sense in the future or a time capsule that will be excavated in 200 years (what would citizens like to give/tell kids of a future generation?) etc. etc.

b. Offer formats which open space for content to be explored and discussed as well as space for encounter and connection, strengthening a sense of trust and communality (see for example wisdom councils).

c. The core phase takes place in the “grown zone”: Space for argument, considering different options, for conflict and crises; ideally this has many elements of self-organization.

d. Space for aggregation and consolidation: perhaps use graded dialog formats comparable to participatory budgeting with messengers or new forms of decision making such as sociocracy or systemic consensus etc.

6. What happens with the outcomes of the process? Without politicians and administration making a documented and liable commitment with a satisfying answer to this question, a process of participation is bound to fail. Moreover, the political elite should underline their commitment to the process symbolically, in public spaces and institutions, in the form of rituals and symbols.

7. There must be a strong and dedicated core group, which is connected to the purpose and monitors whether the process is still connected to the purpose. Ideally, this core group needs

external facilitation itself. The core group acts on behalf of a broad and reliable base of stakeholders. This stakeholder groups must include marginalized and/or difficult-to-reach communities. Get in touch with them and ask what they need, make concrete agreements on the number of participants that will join on their behalf.

8. Join forces with the well connected: Include multipliers (also networks and bloggers) and the organized public early on and give them a say in the process design. Negotiate how many participants they may mobilize. Partner with the media, feed in to talk-shows or even create own formats.

9. The public administration must be able to absorb the whole process. Is this a given in Toronto? Negotiate a certain number of staff members of the city (5-10?) that should be part of the core group. Is capacity building necessary here?

10. Formats must be suitable to target audiences – and some for audiences must be targeted directly. For example, in my experience young people are more prone to join formats exclusively for youngsters (than for a mixed audience).

11. How to bundle the outcomes of different channels? Some parallels must structure the process across all channels. For example, use the same question in every format and compile all outcomes immediately in an online database. Otherwise, there is a high risk of achieving a mass of outcomes without a basis for comparison and compilation.

Ms Sylvia Cheuy

Director, Deepening Community, Tamarack Institute, Waterloo, Canada



Sylvia provided a keynote address, sharing her excitement for FutureTalks and her wisdom from her work with Tamarack Institute for Community Engagement, a national charity that works across Canada and around the world. Tamarack's goal is to create a connected force for community change by supporting and connecting community change leaders to one another, to resources, and to educational opportunities to make their work easier and more effective to accomplish. Tamarack focuses on five big "idea areas": Collective Impact, Community Engagement, Collaborative Leadership, Community Development, and Evaluating Community Impact, and it works to translate theory into action.

Sylvia stressed the importance of meaningful engagement, which encompasses working across sectors and integrating diverse perspectives to address complex neighbourhood challenges and generate innovative solutions. Meaningful engagement also helps engage and reconnect residents to one another, helping people to rediscover the powerful act of caring. Engagement processes should tap collective wisdom, foster shared ownership, and mobilize the gifts and assets of individuals and organizations to create well-being for all, transforming isolated individuals and organizations into powerful networks of shared

action. Done right, such processes can help to combat loneliness and restore neighbourhood resilience.

Engagement must be built on strong relationships, which requires — in the words of Sylvia's colleague Liz Weaver — "going at the speed of trust." This engagement work is highly relational and depends on the efficacy of a convener who, according to renowned social innovator Al Etanski, must employ civility and hospitality, while engendering personal agency and holding space through curiosity. Once strong relationships are in place, the success of an engagement effort relies on a number of other factors. Sylvia referenced the factors identified by David Chrislip, a thought leader in community engagement, which include: good timing; strong stakeholder group; broad-based involvement; overcoming mistrust; clear need; credibility; open process; commitment & involvement of high-level, visible leaders; support or acquiescence of "established" authorities; strong leadership of the process; and a shift to broader concerns and interim successes. When these components fall into place, the result can engender networks of relationships among people who share a common cause and vision of what's possible and work in a cohesive and coordinated fashion to effect deep and lasting change.

Finally, Sylvia questioned the intention of FutureTalks (is it seeking input from community members or involving them as co-creators of community change?) and advised that the process must be designed with the answer in mind. Anticipate and remember that the process should leave its leaders and designers changed as a result of the diverse perspectives engaged — a healthy sign that the fundamental components of collective wisdom have been embraced.

DAY TWO

The focus of Day Two was to synthesize the discussion from Day One and to propose solutions to the challenges of public engagement at scale. We began with a presentation of the initial concept of the FutureTalks project. We then moved into a World Café style conversation about five key questions, followed by a general discussion about how to put some of the ideas and proposed solutions from the Day One discussion into practice in the context of the FutureTalks proposal. To close the day, the research team explained the follow-up to the Minden Symposium and SSHRC grant, and discussed opportunities for participants to engage with FutureTalks as partners and collaborators.

- 8:30 Opening and Welcoming Remarks: Steve Williams
- 8:40 Presentation of SSHRC research proposal by research team
- 9:00 World Café: Participants are invited to split into groups and discuss six key topics related to design of the FutureTalks program
- 10:00 Break
- 10:15 Invited speakers respond to the results of the World Café
- 11:00 Final comments from participants
- 12:00 Concluding Session: Research team will discuss the follow-up to the Minden Symposium and SSHRC grant, and make requests to participants for FutureTalks partners and collaborators
- 12:30 Closing remarks: Kimberly Strong, Steve Williams
- 12:40 Networking lunch
- 1:30 FutureTalks SSHRC proposal working session with project team and invited experts

WORLD CAFE DISCUSSION

In the morning and afternoon of the second day, participants took part in a World Café-style conversation, moving between tables to answer a series of five questions. Each group built on the discussion of the previous round.



Question 1: How can we best work across diversity of Toronto? e.g. With multiple Torontos, does everything need to be in multiple languages?

The conversation at this table focused on the need to engage existing groups who are already doing public engagement and to connect with “community ambassadors” who reflect diversity along a number of dimensions such as language, race, age, mobility, etc. These community leaders (acting in a distributed leadership model) can be connectors to diverse groups of people on the ground.

Question 2: How do we know if we have done a good job/what does successful large scale public engagement look like?

In addition to metrics such as number of engagements and the number of re-engaged people, this conversation highlighted the long-term nature of such a project, suggesting that enduring broad-based community engagement builds advocacy that impacts decisions as well as accountability of public

officials. Accountability for decisions becomes key and evaluation should include questions such as were decisions really informed by the results of the process? And has City Council acted on the vision that resulted from the engagement?

Question 3: Who isn't in the room and how do we connect with them?

This table started with asking the broader question of what is the definition of community and developed a list of the “unengaged and under-consulted” including youth, seniors, faith communities, and schools, and suggested a number of groups that might help in creating connections. The idea of “community animators” again surfaced here. An additional suggestion was to look to groups such as Environics that do data analytics and already have pre-defined groups and clusters that we could compare against.



Question 4: Where are the success stories and what can we learn from them?

This conversation talked about process success (where had the engagement process itself gone well, how did that work and what can we learn from that) and outcome success (where the process led to meaningful outcomes). Potential measures of success could include health improvements, GHG reductions, and people feeling a sense of community. Examples of success stories include the Obama campaign, the Sanders campaign, the Occupy movement, Cycle Toronto (building bike lanes), the Blue box program – recycling, the campaign to ban smoking in restaurants (in Ontario), and Food Secure Canada – “people’s food policy” Kitchen Table Talks.

Question 5: How do we build community among and between participants within and beyond the process?

This conversation, similar to questions 1 and 3, focused on community ownership & empowerment to lead the process that reflects natural ways of interacting & engaging. A key element is to piggyback on what’s already happening in the community. A recommendation was to build ongoing citizen & community advocacy capacity in a process of ongoing discovery by the community beyond the project. Note that this has implications for design of the project – how to build in post-project legacy and have that funded and co-produced?



FINAL DISCUSSION: FUTURETALKS OBJECTIVES

A discussion of possible objectives for FutureTalks followed the World Café activity on day two of the Minden Symposium. Attendees began by writing down recommended objectives for the project after five minutes of reflection. These were shared in groups of two, then with the table group. Attendees then volunteered to share what they heard with everyone in the room, and some people provided their notes, which are collectively summarized below.



Different types of objectives were suggested: Some were process-oriented and included building trust and community; fostering self-learning and self-identification; demonstrating legitimacy; being adaptable/flexible/replicable; and engaging a broad spectrum of participants across the diversity of Toronto. Other objectives were outcomes-oriented, related to FutureTalks achieving TransformTO outcomes specifically and climate action in general, with several suggesting that FutureTalks should hold leaders accountable for their decisions and strategies, as articulated through TransformTO and other planning documents. Finally, other objectives could be classified as research-oriented with suggestions for developing an evaluation framework for measuring which engagement strategies/channels are most effective; and what motivates [climate] action.

A recurring theme in discussing the aforementioned objectives was that of selecting appropriate

temporal and spatial scales for FutureTalks. There was a diversity of perspectives on an appropriate temporal scale for the process, with some attendees advocating deep engagement over many years that would change the engagement culture of the city, while others recognized funding and time constraints, and the necessity of promptly getting to work on climate action and TransformTO's objectives.

Regarding spatial scales, many attendees stressed the importance of orienting the process and its objectives around specific projects (neighbourhood-scale housing development) or issues (transit) that would be highly relevant to participants and would lead into a broader visioning exercise related to the city's future.

Building on existing conversations and leveraging social capital / networks of partners and participants were identified as two important strategies for achieving process goals.

Next Steps

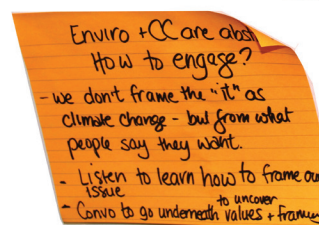
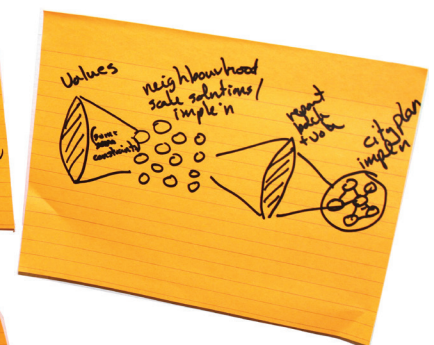
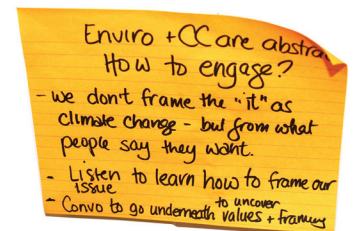
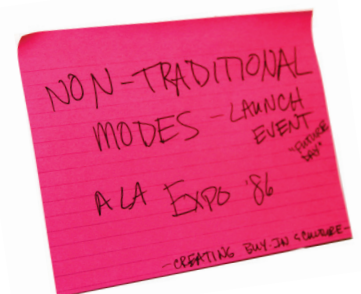
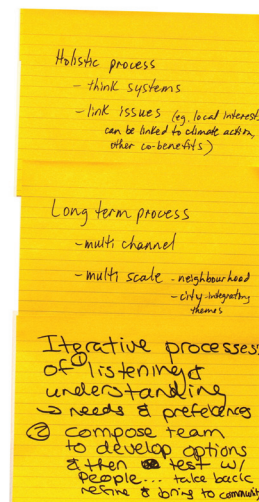
The results of the 2016 Minden Symposium will feed directly into the process of developing a Letter of Intent for a Partnership Grant for the FutureTalks project, which will be submitted in February 2017 to the Social Sciences and Humanities Research Council of Canada (SSHRC). If successful, this will lead to the submission of a full grant proposal in November 2017, for a project that would start in March 2018.

“Partnership Grants support formal partnerships between academic researchers, businesses and other partners that will advance knowledge and understanding on critical issues of intellectual, social, economic and cultural significance. By fostering mutual co-operation and sharing of intellectual leadership, the grants allow partners to innovate, build institutional capacity and mobilize research knowledge in accessible ways.” (http://www.sshrc-crsh.gc.ca/about-au_sujet/partnerships-partenariats/partnership_grants-bourses_partenariats-eng.aspx)

Partnership grants provide funding for 4-7 years, at maximum of \$500,000 per year, up to \$2.5 million in total. We will also be approaching other funders for additional funding for the project.

We anticipate two kinds of partners in our application: academic partner organizations active in community engagement research, and community organizations in Toronto with an interest in community engagement and in the intersection of climate change, social justice, health and economic development.

The results of the Minden Symposium summarized in this report provide many powerful lessons and ideas for the FutureTalks project, and will strongly shape the design of the project and the Letter of Intent. We will be discussing partnership possibilities with many of the Minden participants, and a range of other organizations in Toronto. We hope to secure commitments to explore formal partnerships in FutureTalks from a core group of organizations by February 2017, when the LOI is due. From February 2017 until the full grant proposal is due, we plan to continue discussions with prospective partners, hold several workshops to refine the goals and methods of our work together, and develop a full application to SSHRC.



2016 MINDEN SYMPOSIUM PARTICIPANTS

Antze, Paul
Co-Founder and Chair, Toronto Climate Action Network

Bekkering, Mark
Manager, Implementation & Support, Toronto Environment Office, City of Toronto

Biggs, Dave
Chief Engagement Officer, MetroQuest, Vancouver, Canada

Burchfield, Marcy
Executive Director, Neptis Foundation

Cheuy, Sylvia
Director, Deepening Community, Tamarack Institute, Waterloo, Canada

Ehl, Tracey
Principal, Ehl Harrison Consulting Inc.

El-Diraby, Tamer
Associate Professor, Department of Civil Engineering, and Director, Center for Civil Informatics, University of Toronto

Forman, Gideon
Climate Change and Transportation Policy Analyst, David Suzuki Foundation

Gleason, Tom
Executive Director, Toronto Youth Cabinet

Goldstein, James
Senior Fellow, Tellus Institute, Boston, USA

Hughes, Sara
Assistant Professor, Department of Political Science, and Senior Fellow, Global Cities Institute, University of Toronto

Kramarz, Teresa
Director, Munk One, Munk School of Global Affairs, University of Toronto

Kulendiren, Kiruthiha
Communications & Administration Coordinator, Toronto and York Region Labour Council

Leach, Julie
Communications Manager, Toronto Atmospheric Fund

Mah, Emmay
Director of Programs & Policy, Dignitas

Meagher, Sean
Executive Director, Social Planning Toronto

Meek, Sonja
Senior Manager, Sustainable Neighbourhoods, Toronto and Region Conservation Authority

Minden, Dewi
Head, Communications & Digital Media Marketing, Toronto Notary Public

Minden, Jo-Ann
Former Director of the Beatrice and Arthur Minden Foundation

Murray, Sheila
Community Resilience to Extreme Weather (CREW)

Nanz, Patrizia
Scientific Director, Institute for Advanced Sustainability Studies, Potsdam, Germany

O'Grady, Aubyn
Minden Symposium Coordinator, University of Toronto

Ouellette, Robert
Editor, Mesh Cities

Paz, Peter
Manager, Regional Partnerships, Metrolinx

Pickering, Mary
Vice-President, Programs and Partnerships, Toronto Atmospheric Fund

Powell, Rosemarie
Executive Director, Community Benefits Network

Robinson, John
Professor, Munk School of Global Affairs and School of the Environment, University of Toronto

Shyllit, Robyn
Senior Public Consultation Coordinator, City of
Toronto

Slater, Kim
PhD Candidate, Department of Geography and
Planning, University of Toronto

Sritharan, Dusha
Toronto Environmental Alliance

Strong, Kimberly
Professor, Department of Physics, and
Director, School of the Environment,
University of Toronto

Ueta, Charlotte
Solid Waste Management Services, City of
Toronto

Vlachoyannacos, Effie
Lead, Engagement and Leadership, Maytree
Foundation

Young, Paul
Health promoter, South Riverdale Community
Health Centre

Wiek, Arnim
Senior Sustainability Scientist, Julie Ann Wrigley
Global Institute of Sustainability, and
Associate Professor, School of Sustainability,
Arizona State University, Arizona, USA

Williams, Steve
PhD Candidate, Institute for Resources,
Environment and Sustainability, University of
British Columbia

Wong, Wendy
Associate Professor, Department of Political
Science, and Director, Trudeau Centre for Peace,
Conflict and Justice, University of Toronto

Mr. Dave Biggs

Chief Engagement Officer, MetroQuest, Vancouver, Canada

Dave Biggs is an internationally recognized expert in stakeholder engagement, public outreach and the use of software tools to enhance community participation for planning projects. As a co-founder of MetroQuest, he has authored several books and papers on planning, sustainability and stakeholder engagement and has facilitated over 200 workshops and community forums for planning and visioning projects on four continents.

Ms Sylvia Cheuy

Director, Deepening Community, Tamarack Institute, Waterloo, Canada

Sylvia is passionate about community engagement and the unique role that citizens play in creating dynamic and well-connected neighbourhoods and communities. She delights in delivering learning opportunities that profile, disseminate and share the resources, tools and experiences to Tamarack's vast network of learners primarily via the Tamarack Deepening Community Learning Community. From 2005 until 2013 Sylvia was the founding Executive Director to Headwaters Communities in Action (HCIA), a grassroots citizen initiative that fosters collaborative leadership and action in support of a long-term vision of well-being for Ontario's Headwaters region. Tamarack played a key role in launching HCIA and it has given Sylvia first-hand experience implementing a collective impact initiative. Sylvia recently completed her Masters Diploma in Social Innovation at the University of Waterloo where she explored opportunities to create change within regional food systems.

Mr. James Goldstein

Senior Fellow, Tellus Institute, Boston, USA

James Goldstein is a Senior Fellow at Tellus Institute, where he directs the Sustainable Communities Program. His research centers on the development of analytic methods and stakeholder processes for community-based initiatives to integrate environmental protection, economic development, and social well-being. He has over thirty years of experience in the assessment of environmental problems and policies, with a particular emphasis on integrated approaches for water resource planning, solid waste/materials management, and long-range scenario analysis. His current focus is incorporating a global perspective in the design of local and regional sustainability efforts. He has developed sustainability scenarios for the Boston metropolitan area, advised on integrated resource planning for provision of regional water management, and advanced sustainable urbanization as a key component of the future UN Development Agenda

Prof. Dr. Patrizia Nanz

Scientific Director, Institute for Advanced Sustainability Studies, Potsdam, Germany

Patrizia Nanz is Scientific Director of the Institute for Advanced Sustainability Studies (IASS) and Professor of Transformative Sustainability Studies at the University Potsdam as well as Chair of the European Institute for Public Participation (EIPP). After her doctoral studies at the European University Institute in Florence, she was researcher at the Max-Planck-Institute (Bonn) and at the Centre for the Study of Democracy, Westminster University (London). Since 2002 she holds a professorship in Political Theory at the University Bremen. Patrizia Nanz has also been Fellow at the Institute for Advanced Studies/Wissenschaftskolleg Berlin as well as at MIT (Cambridge, Mass.), and is a member of the Executive and Research Committee of the Wiki-Platform Participedia.net, a database on democratic innovations worldwide initiated at Harvard Kennedy School of Government.

Dr. Arnim Wiek

Senior Sustainability Scientist, Julie Ann Wrigley Global Institute of Sustainability, and Associate Professor, School of Sustainability, Arizona State University, Arizona, USA

Arnim Wiek is an Associate Professor in the School of Sustainability at Arizona State University. His research group focuses on participatory solution-oriented sustainability research and education. Main topics are water, food, urban development, and climate change. All projects are conducted in close collaboration with government agencies, non-profit organizations, businesses, and the public. Dr. Wiek was the Principal Investigator of the Phoenix General Plan Update 2009-2011 and the Reinvent Phoenix grant 2012-2014 – two undertakings with broad public engagement in future visioning and scenario building. Dr. Wiek holds a Ph.D. from the Swiss Federal Institute of Technology Zurich, and had research and teaching engagements at the University of British Columbia, Vancouver, the University of Tokyo, and Leuphana University of Lüneburg, Germany.

Prof. Kimberly Strong

Professor and Director, School of the Environment, University of Toronto

Kimberly Strong has been Director of the University of Toronto's School of the Environment since July 2013, and a Professor of Physics since 1996. She has a B.Sc. from Memorial University of Newfoundland and a D.Phil. from the University of Oxford, and has held postdoctoral appointments at the University of Cambridge and York University. Her expertise is in atmospheric remote sounding using ground-based, balloon-borne, and satellite instruments for studies of greenhouse gases and climate, air quality, and stratospheric ozone chemistry. She is the Deputy Principal Investigator for the PAHA (Probing the Atmosphere of the High Arctic) network, which runs the Polar Environment Atmospheric Research Laboratory on Ellesmere Island. She is Director of the NSERC CREATE Training Program in Arctic Atmospheric Science; founder of the University of Toronto Atmospheric Observatory; Co-Investigator on the ACE and Odin satellite missions; and Principal Investigator of the Canadian FTIR Observing Network. She also co-chairs the School's Environmental Finance Advisory Committee.

Prof. John Robinson

Professor, Munk School of Global Affairs and School of the Environment, University of Toronto

John Robinson is a Professor at the Munk School of Global Affairs, and the School of the Environment, at the University of Toronto; an Honorary Professor with the Institute for Resources, Environment & Sustainability at The University of British Columbia; and an Adjunct Professor with the Copenhagen Business School. Prof. Robinson's research focuses on the intersection of climate change mitigation, adaptation and sustainability; the use of visualization, modeling, and citizen engagement to explore sustainable futures; sustainable buildings and urban design; the role of the university in contributing to sustainability; creating partnerships for sustainability with non-academic partners; and, generally, the intersection of sustainability, social and technological change, behaviour change, and community engagement processes.

Prof. Tamer El-Diraby

Associate Professor, Department of Civil Engineering, and Director, Center for Civil Informatics, University of Toronto

Tamer E. El-Diraby is an Associate Professor and Director of the Centre for Civil Informatics at the Dept. of Civil Engineering, University of Toronto. He holds a PhD in Civil Engineering from the University of Texas at Austin, USA. His work focuses on the use of and knowledge management tools to study and develop strategies for the e-city as means to realize the green-city.

His research utilizes social and semantic web technologies to enhance and upgrade management systems in civil infrastructure with focus on: strategic analysis, process management, interdependency, asset management systems and context-sensitive design and construction.

Prof El-Diraby has advised public and private sector organizations in the areas of project management, business process reengineering, policy analysis, and international benchmarking.

Ms Mary Pickering

Vice-President, Programs and Partnerships, Toronto Atmospheric Fund

Mary Pickering has been with The Atmospheric Fund (TAF) since 2004. As VP Programs and Partnerships, she leads TAF's multi-sectoral collaboration initiatives and oversees design and implementation of TAF's grantmaking and urban greenhouse gas reduction programs.

Ms Kim Slater

PhD Candidate, Department of Geography and Planning, University of Toronto

Kim is a first year PhD student enrolled in the Department of Geography and Planning's Human Geography Program and the School of the Environment's Environmental Studies Collaborative Program at the University of Toronto. She is interested in collaborative efforts that work toward a sustainable future, including cross sector partnerships, civic engagement and community development work.

Mr. Steve Williams

PhD Candidate, Institute for Resources, Environment and Sustainability, University of British Columbia

Steve has extensive professional experience in evaluation, impact measurement, and data visualization for sustainability and social change projects. Steve combines his experience with information design to design and facilitate public events and collaborative professional development trainings, using data to engage the public and stakeholders in sustainability dialogue. Steve is a PhD candidate in Resources, Environment and Sustainability at the University of British Columbia where he is a Liu Institute for Global Issues Scholar and a UBC Public Scholar. He is researching the societal impacts of participatory processes focussing on the Alberta Energy Futures Lab. He holds a BA in Political Science from University of Western Ontario, an MBA in Management of Technology from Simon Fraser University, and a Graduate Diploma in Social Innovation from the University of Waterloo. Based in Vancouver, Steve is currently a visiting scholar at the Munk School of Global Affairs at the University of Toronto.

Prof. Wendy Wong

Associate Professor, Department of Political Science, and Director, Trudeau Centre for Peace, Conflict and Justice, University of Toronto

Prof. Wendy Wong is Director of the Trudeau Centre for Peace Conflict and Justice and is Associate Professor of Political Science. Her main research interests lie at the crossroads of International Relations and Comparative Politics. She is interested in the politics of organization, why human beings choose to act collectively, their choices to go about doing it, and the effects of those choices. Research interests include: human rights, humanitarianism, international law, social movements, indigenous politics, the rights of ethnic minorities, and the role of networks. Her research has been supported by the Social Sciences and Humanities Research Council and the Canadian Institute for Advanced Research, Successful Societies research program. Her book, *Internal Affairs*, was published by Cornell University Press in 2012. She received her PhD in Political Science from the University of California, San Diego.

Generous donation to the School

Beatrice and Arthur Minden Foundation establishes symposium and fellowship

BY BARRETT HOOPER, FACULTY OF ARTS & SCIENCE

U of T's School of the Environment has received a huge boost to its educational and research capacities thanks to the vision and generosity of the Beatrice and Arthur Minden Foundation in establishing the Beatrice and Arthur Minden Symposium on the Environment and the Beatrice and Arthur Minden Graduate Research Fellowship

The symposium will enable the School of the Environment to bring together international researchers and cross-disciplinary scholars on an annual basis to discuss and debate the most urgent environmental issues. "We hope that this annual event will catalyze meaningful new collaborations on key environmental issues, leading to new ideas and insights, proposals for workable solutions and plans for future interactions," says the School's Director, Kimberly Strong.

The graduate research fellowship, meanwhile, will support PhD students by enabling their participation in conferences, summer schools, field work and collaborative visits to research groups across Canada and around the world. "These fellowships are intended to make a real difference to our students," Strong says, "giving them new opportunities to expand and strengthen their research on environmental issues."

The Beatrice and Arthur Minden Foundation was established by Beatrice Minden in honour of her late husband, Arthur, a lawyer and philanthropist who co-founded the Muscular Dystrophy Association of Canada in 1954. Arthur came to Canada from Russia in 1912, when he was only two, and attended U of T (BA 1932) -- the first in his family to go to university -- and Osgoode Hall before setting up his law practice. Well-known for his enthusiasm, good spirit and generous character, he was heavily involved in the community, and in Toronto's arts and Jewish communities, in particular. Following his death in 1966, Beatrice set out to continue his philanthropic work and legacy through the foundation, which has supported a range of activities, from university scholarships in Israel to cultural events and hospitals in Toronto

After Beatrice passed away in 2009, their children, George, Robert, Jo-Ann and Cynthia continued the work of the



Beatrice and Arthur Minden Foundation

foundation. In each of the four years since their mother's death, the siblings took turns deciding which activities the foundation would support, after which time they decided to find a single cause to support. Earlier last year, they settled on the School.

"We wanted to find a home for the foundation, a way to honour our parents, their spirit and their legacy. We were all excited about the new School of the Environment at U of T and felt this was a great fit: the city in which our parents spent their lives, the university that so inspired our father and the potential to develop cutting-edge solutions to some of the most pressing problems humanity is facing regarding climate change," says Cynthia, whose three siblings attended U of T. "My parents had a passion for education, and my father had a tremendous appreciation for how U of T altered the course of his life in such a profound and significant way. It was pivotal for him to go to U of T and he was always grateful for that opportunity."

Cynthia says that she and her brothers and sister all feel very strongly about supporting solutions to ecological problems. A longtime resident of Denman Island, BC, she's been a concerned citizen who has protested clear-cut logging in Clayoquot Sound and other local causes that spotlight the exploitation of natural resources. "Environmental studies is something that we all support and it is important to us to direct the foundation's capital to where it would have the greatest impact. I think we've found that at U of T."

The School was established in 2012 to leverage the enormous breadth and depth of environmental teaching and

research expertise within U of T's Faculty of Arts & Science. The School offers undergraduate programs in environmental studies and environment and science, and partners with other departments and programs to offer collaborative specialists, majors and minors. At the graduate level, interdisciplinary collaborative programs in environmental studies, and environment and health are offered, with other programs in development.

"We love the idea of supporting new and ongoing research and teaching in this area, especially given the alarming issue of climate change," Cynthia says. "And I'm pretty sure my parents would feel that it's an important cause, as well."

Arthur Minden being awarded Honorary Fire Chief of Toronto in 1955, honouring his work as co-founder and national president of Muscular Dystrophy Association of Canada.



Beatrice and Arthur Minden Foundation



School of the Environment
UNIVERSITY OF TORONTO

School of the Environment
University of Toronto
33 Willcocks St., Suite 1016V
Toronto, ON, M5S 3E8

<http://www.environment.utoronto.ca>

<http://www.environment.utoronto.ca/MindenSymposium.aspx>