NOTES ON INNOVATING OUR CITIES FROM THE SIDEWALK UP

COULD A NETWORK OF REGULATORY EXPERIMENTATION LABS IN CITIES BUILD LEGITIMACY AND SHAPE INCLUSIVE INNOVATION TOWARD A GREAT TRANSITION?
The societal crises of ecological collapse and inequality require bold collective action. Yet the foundations of collective action are shaking; trust in government and institutions has eroded.

It is at the scale of cities and communities that legitimacy can be rebuilt. And it is at the scale of cities that solutions to complex crises and new possibilities can be imagined, created, tested and implemented.

There is a need for new hybrid labs that span across sectors and have the capacity for strategic, participatory experiments: experiments that test both technology and regulation; experiments created with and governed by people from every sector; experiments that rebuild trust and reveal transition pathways.

These hybrid labs are beginning to emerge, and they cannot do their work alone.

Let’s build from there.
Let’s build Legitimacities.
# Table of contents

## Introduction
4

The game is changing;
The rules need to change as well
6

Why legitimacities:
In cities we trust (more)
10

Montréal:
Creating conditions for legitimacy
18

What could a RegX lab look like?
20

Building with a Network
of Regulatory Experimentation
26

Building with the Civic Capital Lab
28

Next steps
30
This proposal is a response to one of the most urgent crises of our time: the widespread erosion of trust in governments, organizations, and each other.

The immediate crises of ecological collapse and social inequality are difficult – if not impossible – to approach without addressing the deeper fractures in our public imagination and the social legitimacy of our institutions. By public imagination we mean the collective capacity to dream of long-term futures and create transition pathways to realize them; and by legitimacy, we mean the trust, credibility, and shared public confidence that institutions and organizations are in the service of public purpose and working toward better life ways for all.

This is a time when human-planetary-technological relationships are being redefined – and this is a time characterized by fake news, hyper-monopolistic corporations, xenophobic nationalism, algorithmic opacity, and surveillance capitalism, all of which make the problems unintelligible, and solutions unimaginable. At the moment when collective action is most needed, the legitimacy that undergirds its institutions is eroding.

To move forward, we must explore wholly new modes of governance; new paths to legitimacy – because public imagination and legitimacy are foundational tools for building healthy futures for people and planet.

This research and development proposal is intended for city governments, communities and others who are committed to reforging the relationship between public, private, and civil society sectors. It welcomes innovators who believe that only by working together can we rise to the present challenges.

We build the case that cities and communities are at the heart of creating better futures. At this scale we experience trust and mutual accountability; it is the scale at which the unintended impacts and externalities of technologies are felt; and it is the scale of collective creativity. It is also the scale that is drawing increasing attention from “big tech” companies. Their recent urban development proposals, including Amazon’s HQ2 and Alphabet’s Sidewalk Labs in Toronto, are challenging public means of constructing and preserving public value.

Nevertheless, it is increasingly clear that government neither has the capacity nor should be the sole architect of public value. Governance for public value is and needs to be formed at the intersection of state, markets, educational institutions and civic activism – that is, in new hybrid entities – where the public good is deliberated with all its different and complementary models of making societal decisions. In short, cities and communities are where pathways to deliberative legitimate innovation in a disruptive technological era can and must be discovered.

This document is an early outline for enabling civic innovation and regulatory experimentation. These capacities will be built by hybrid labs embedded across government, private and civil society sectors – spanning sectors and institutions will render these labs more resilient to political changes and systemic shocks. We conclude by proposing a network of civic institutions...
at the local and regional scales that will build the social, political, and technological infrastructure for innovation. We call this multi-scalar approach to transition pathways “Legitimacities.”

This document is an interim output of work by the McConnell Foundation and Dark Matter Laboratories, in collaboration with others. It has been collectively conceptualized and created through two initiatives: a series of open workshops on regulatory experimentation (RegX) with contributors from across sectors (see page 26), and the proposal for a city-specific regulatory experimentation lab that was a part of Montreal’s winning proposal to the Canadian Smart Cities Challenge (see page 28). Both initiatives grew through the contributions of collaborators from across sectors.

This is Issue #1 – the first in a series that aims to build an open and expansive field of practice. We look forward to refining and evolving this work with others. Please reach out to join us in building Legitimacities.
The game is changing; The rules need to change as well

We find ourselves at the intersection of unprecedented challenges and opportunities. Climate change; massive ecological destruction; rising inequality; entrenched legacy interest and growing levels of digitally-enabled monopoly power. These society-scale crises are, in many ways, entangled with a rise of disruptive new society-scale technologies. The impact of these factors is increasingly felt in our cities and communities, where we live, in our here-and-now.

At the same time, some of the drivers of these crises (big data, machine-learning insights, block-chain, automated administration, etc.) are, themselves, opportunities. They are paving the way to whole new governance models that realign the pace of technology and regulation and enable both to embrace and learn from real-time feedback. Ultimately, they might unlock a transition from centralized (command-and control) governance to a distributed mode that is individually ennobling and contextually emergent.

The challenge we face is to avoid the negative effects of these technologies and explore their potential value, from inside of a human-planetary-technological context they are actively creating, and without the foundations of legitimacy that underpin the capacity of the public sector to lead collective action. Government is a key agent of this challenge, yet in government people no longer adequately trust.

Regulation is one of the most important roles of government – it is the codified relationship between market, state, and civil society, ensuring adequate protections and terrains of action for each. Around the world, much of the discourse around regulatory innovation is focused on reducing the ‘regulatory burden’ for corporations, and ‘cutting red tape’ – a trickle-down theory that views corporate profit as the key to bolstering broad economic growth. But the challenge is deeper than rethinking neoliberal economics: governments are increasingly unable to exert control over contemporary corporations and technologies at all. The challenge is to rebuild the social and technical capacities of the state – not against, but with and across public and civil society sectors.

To realign with the pace of technological, societal and climate changes, we urgently need to transition towards an agile model of designing,
delivering and updating regulation. This requires us to embrace the reality of a complex, volatile and emergent world by building capacity for simultaneous regulatory and technological innovation. This must be guided by legitimate means for identifying and advancing the public good, now, and in perpetuity.

Regulatory innovation is already gaining momentum in Canada – the recent 2019 Federal budget allocated $219 million to develop regulatory innovation roadmaps. This presents an opportunity for true innovation. A traditional ‘deregulation’ approach would address neither the diverse sources of demand for innovation, nor the externalities and downstream effects of unfettered markets. Consider, for example, the diverse voices from Canadian civil society who experience regulatory barriers to social and ecological action – could they be better enabled and connected, for multiplicative impact?

With present commitments of funding and political will, Canada has an opportunity to take a bold and value-laden approach. A systemic, long term view on regulatory change can create new pathways and infrastructures for inclusive innovation and for ecological, social, and economic transition.

### Regulatory experimentation

Such a robust, legitimate, and future-proof regulatory paradigm cannot be designed or implemented ex-ante. We need experiments: well-defined, strategically framed test projects that explore new governance models and consolidate the learning from emerging outcomes. Regulatory experimentation (RegX) provides strategies for moving beyond centralized, brittle, homogenous rules and norms, to embrace the richness and dynamism of individual and contextually emergent conditions. RegX is a critical step towards system-scale regulatory innovation.

Regulatory experiments are already happening in many cities across the world – spanning from universal basic income to fleet ownership and operation models for autonomous vehicles. Building on these initiatives, we are putting forward a vision for the next generation of hybrid, multi-sectoral governance innovation infrastructures.

Developing this degree of technical capacity while maintaining legitimacy requires dedicated hybrid institutions, which are just beginning to emerge. RegX demands innovation capacity (identifying new models), experimentation capacity (testing new models), and synthesis capacity (collecting evidence and synthesizing them collaboratively across experiments), and it demands a longer time horizon (many effects will only be seen, tested, re-tested, and understood over 5-10 years; that is, longer than traditional political cycles). RegX will be a process of simultaneously building new modes of practice and creating the conditions for their long-term legitimacy. These new civic institutions will help us identify and act on strategic opportunities for regulatory experimentation.

With Montreal about to launch its regulatory experimentation lab, a key component of the City of Montreal’s winning Smart Cities Challenge proposal, we have an opportunity to imagine what a network of such labs could mean for Canada and beyond. The creation of Montreal’s Civic RegX Lab will take an active step away from the largely startup driven accelerator model that’s common to most innovation strategies. Instead, the focus can be on prototyping the open public systems and standards that support truly inclusive civic innovation (see page 22-23 for preliminary ideas). Ultimately, this can create new pathways to systems transformation for ecological, social and economic transition.
Regulatory obstacles to the great transitions

A more civic regulatory future is urgently needed, as individuals and organizations across Canada are encountering regulatory barriers in delivering social and ecological impact. This need has been reinforced by many groups working in the social economy, from the Groupe de travail sur l’économie collaborative (Quebec), the Social Innovation and Social Finance Strategy (Canada) and The Young Foundation (UK), who have recommended the creation of regulatory sandboxes.

#Legibility
There’s no place to submit a proposal to change regulations. You have to work with bureaucrats that know how the system works from the inside and will help you navigate it. Without a guide it’s almost impossible to change anything. You have to be really good at influencing policy and regulation in order to be able to do it at all. There is no organization to help you do that.

Paul Born
Tamarack Institute

#Reconciliation
When First Nations organized a huge protest [against the Northern Gateway pipeline], what shocked the Crown is that all the municipalities along the route in BC, the mayors and the councils, came and stood with the First Nations, because they realized that municipalities did not have jurisdictions outside of their boundaries. Who can affect their concerns? They realized it was First Nations. That’s a huge opportunity.

Satsan (Herb George)
Centre for First Nations Governance

#Experimentation
Novel experimentation and demonstration are highly effective ways to drive the necessary regulatory frameworks (e.g. building code, by-laws, finance) and industry practices forward if we are to realistically address pressing environmental, economic, and societal challenges. The political will to tether legislative requirements and temporary incentives designed to mitigate inevitable risks is crucial to the success of first adopters if sustainable development goals are to be achieved. The triad of incentivize-legislate-demonstrate is a proven strategy for innovation, in expediting ambitious societal and climate change goals, and in the creation of new economies.

Michael Jemtrud
McGill University
#Hybridity

As charities seek to be more innovative, ensuring that the regulatory environment is enabling new ways of doing business will be critical. We have heard of examples where places of worship - whose buildings are situated on prime real estate, are experiencing declining weekly attendance and have the opportunity to work on redevelopment - are feeling stymied by the regulatory conditions. In some cases, their partnerships with non-profit housing corporations and for-profit developers are requiring the creation of new corporate entities. For local charities seeking to continue with their missions, this is both cumbersome and expensive.

Bruce Macdonald
Imagine Canada

---

#EntangledSovereignties

À ce jour, dans le Code Civil au Québec, une terre placée en fiducie foncière est difficile, voire impossible, à hypothéquer. La nature même d’une fiducie est d’être insaisissable, alors que le principe d’une hypothèque est de s’appuyer sur une garantie (la terre) saisissable en cas de défaut. La raison pour laquelle les banques ne s’avancent pas est liée aux accords de Bâle, des accords internationaux de réglementation bancaire qui exigent que les produits hypothécaires soient adossés à des terrains. Aucune banque au Québec n’a encore développé d’hypothèque spécifiquement adaptée aux fiducies. Comment faire évoluer des normes internationales qui empêchent l’innovation localement?

Marie-Sophie Banville
Vivacité

---

#UnknownJurisdictionOfResponsibility

Pour notre projet de géothermie de ruelle, nous souhaitons implémenter une infrastructure gérée par une coopérative (qui n’inclut a priori pas l’arrondissement dans sa gouvernance), mais pour un projet dans une ruelle qui, elle, est un espace public. Quelle est la réglementation applicable dans ce cas? Ce n’est pas clair. Ce flou réglementaire et le manque d’outils pour y faire face ralentit nos efforts de transition écologique avec la municipalité. Nous pourrions saisir davantage d’opportunités collectives si nous étions capables de mettre en place de réels processus de co-production des changements réglementaires. Aujourd’hui, trop souvent, l’appareil gouvernemental prend les demandes et les traite de façon peu transparente, tant au niveau du processus que du calendrier.

Bertrand Fouss
Solon
Why Legitimacies?
In cities we trust
(more)

Cities as the scale of intervention for systemic transformation

Cities are where societal challenges become personal; they are where the impact of negative externalities are often experienced first and most acutely. Cities and communities are also where formal government becomes personal; it is where individuals have the greatest capacity to be civically engaged, and where they feel the outcomes of engagement.

Local governments are generally caught between political agency and citizen accountability – a position that both motivates and constrains innovation. This means that they often lack the legal jurisdiction to work effectively with innovative technologies, yet bear accountability to residents. As a member of Boston city hall noted recently; if a tragedy happens with self-driving cars, residents will say “why did the mayor let these drive on our roads?” – and responding “the test is happening in accordance with a state-level ordinance,” will not be a good enough answer.

Local governments are often ahead of national governments in taking responsibility and action: various Canadian cities declared a Climate Emergency (Ottawa, Montreal, Kingston and Vancouver), and some have adopted a Green New Deal (New York) or are developing adaptations of it. This crucial role of cities is increasingly recognized by a growing community of strategic innovators around the world—from UNDP Eurasia who have recently launched the new City Experiments Fund to the new emerging work by EIT Climate-KIC on full city transitions, the 100 Resilient Cities programme powered by Rockefeller, Bloomberg Philanthropies’ work, and the seeding of Future Cities Canada by the McConnell Foundation, to name but a few. There are also a growing number of platforms and networks that demonstrate the transformative potential of cities and communities, such as Participatory City, Fab City Global, C40 Cities, Co-Cities and PlacemakingX. Other examples from Canada include Social Innovation Canada, Tamarack’s Vibrant Communities, Le Pacte pour la transition (Québec) and The Pact for a Green New Deal.

Cities account for up to 80 percent of global growth, and municipal government consistently scores higher on trust than the provincial or federal level. According to a poll by Abacus Data, 86% [1] of Canadian respondents want their local lawmakers to be able to make more decisions. If the city is to be the site of change and experimentation, it will require a wider degree of self-determination, as well as the capacity to manage it with new, legitimate infrastructures. As ‘creatures’ of the provinces, municipalities are currently limited in their jurisdiction, fiscal tools and relative power to either manage the risks they face or unleash the opportunities they host. Cities in Canada lag behind their OECD counterparts in terms of power and capacities. The Urban Project is one of the new ambitious initiatives that aim to change that – that is, to empower municipalities in Canada.
Legitimacy as the foundation of systemic transformation

In the midst of rapid change, there is mounting evidence of the fragility of public trust in societal institutions. The widespread sense of anxiety and mistrust in the system is evident from statistics that show only 34% of Canadians think their family will be better off in five years. [2] Often our means of change are restricted not by capital or capacity (though we often like to point at these shortfalls), but rather by our means to create legitimacy and our shared sense of coherence as to the proposed direction of travel. And of course legitimacy is not an on-off switch, but a complex condition built by various processes, outcomes, and factors – understanding the factors influencing legitimacy is critical when it comes to rethinking governance (see the diagram below).

For too long we have underestimated the importance of legitimacy and consent of the people whose lives are being affected by new technological and institutional innovations. We have overlooked their aspirations as human beings, life-long-learners, entrepreneurs and co-investors. We now have the technology and recognize the essential need for residents to be not only data providers, but also decision-makers. It’s time to think about democracy beyond the simple binary choices of the voting ballot (yes or no, leave or stay), and think about more complex and nuanced tools that can harness collective wisdom – such as citizen assemblies with decision-making power, participatory budgeting radical transparency, openness and public fiduciary duty.


#LEGIT

- **Openness**
  Is the system transparent?
  In a world of radical transparency, what are the expectations for openness of our governance system? How do we balance transparency and trust?

- **Participation**
  Is there meaningful participation?
  In a world of real-time feedback loops, how legitimate is participation that is based on voting every four years?

- **Accountability**
  Do we trust that actors will take responsibility?
  In a world of machine-to-machine legislation, who or what is accountable for shortfalls in the system?

- **Fairness**
  Do we trust the system to act justly and treat everyone the same?
  In a world of micro-violences and structural inequalities, how do we understand fairness?

- **Effectiveness**
  Do we trust the system to deliver on outcomes?
  What are the structures we need to focus on relevant outcomes rather than processes?
If your goal is to improve communities across the country (Canada), municipalities have proven they know how to do it, and they can do it well.

David Coletto
Abacus Data

Cities... are mostly absent from the international negotiating table where global dangers are debated and decisions to combat them are made. Those seats are reserved for the nation states that have run the world for the past four centuries. That needs to change. To be successful in tackling any of these global dangers, cities will need to have not only a voice but also an actual seat at the table.

Ivo Daalder
Chicago Council on Global Affairs
The right to the city is far more than the individual liberty to access urban resources: it is a right to change ourselves by changing the city.

David Harvey
The Right to the City
Why experiments?

The process of change is often more critical to achieving desired outcomes than any discrete solution. This is particularly true in the context of social transformation, and particularly true in a complex, emergent and uncertain world. While some dismiss experiments as merely temporary or small scale, it is increasingly clear that prototyping the future has tremendous potential to influence the direction of innovation, facilitate its social adoption, and mitigate unintended consequences. Regulatory experimentation (RegX) is therefore a critical step towards both regulatory innovation and building legitimacy across public, private and civil society sectors.

To achieve that, we need to invest in our understanding of experimentation as a practice, a craft. As explained in the Urban Futures Studio's report, Learning to Experiment, "The current reality of urban experimentation is often a scattered series of small-scale experiments with varying degrees of success, and little learning capacity. To have real impact, experiments must be connected to their wider system, to be able to grow and influence existing practices – but these connections are often missing." [1] Therefore we need to match the strategic risks we face with an intentionally designed portfolio of experiments as learning options about possible futures.

For example, universal basic income (UBI) experiments are happening globally. Building on city-based UBI experiments (e.g. Stockton, California which will provide $500 a month to 130 residents including expert storytellers), could we test UBI in a city or a set of cities in Canada to interrogate parameters e.g. long-term UBI trials (from 2 to 20 years) and large set (from 130 to 130,000 people)? And could we use these tests to create a roadmap for implementing future welfare policies on a national scale?


‘Innovation’ is a term that has great resonance in this time. ...what is acknowledged less often, is that innovation is inherently the product of experimentation: to develop innovative solutions, you first need to try out new ideas in local settings to see whether and how they work.

Urban Futures Studio
Experimenting with Cities
FROM EXPERIMENTS

Civic innovation

Experiments around strategic portfolios

Open standards

Regulatory sandbox

Privacy & open publishing

TO SYSTEM CHANGE

Civic society

User centred platforms & services

Interoperable data & APIs

Regulatory innovation

Verifiable open data

CULTURAL EXPERIMENTS
PLACE-BASED EXPERIMENTS
TECHNOLOGICAL EXPERIMENTS
FINANCING EXPERIMENTS
REGULATORY EXPERIMENTS
GOVERNANCE EXPERIMENTS
Experiments as evidence-generation.

Experiments can help turn deep uncertainty into manageable risk. Uncertainty, although often used interchangeably with risk, is a very different condition – where risk is the potential for a measurable deviation from the expected, uncertainty is a condition without an ‘expected’ – where probabilities and precedents no longer work as decision making tools. It is impossible, for instance, to model strategies for preventing the global ecological collapse that would come with a 4-degree increase in temperature. We need to shift from regulating perceived certainties to dealing with continuously evolving known uncertainties.

Experiments offer us the possibility to test safe-to-fail initiatives that can help to reveal more about the context, such as how a population uses, abuses, adapts to or rejects a particular regulation. Importantly, they do so in a rigorous manner that, through the systematic testing of our assumptions about the context, can help to reveal deeper system deficits and knowledge gaps.

Experiments as solution-provoking.

One of the major challenges of driving innovation in a generally risk-averse and anxious era is a deficit of imagination. Experiments can act as probes into different approaches, creating environments with a radically different, open and collaborative culture. In these more autonomous zones, the structure of experimentation helps to legitimize the listening of diverse actors and accepts failure as part of the learning process. This social process is the foundation of legitimacy, and ultimately, collective action.

The reality of urban experimentation is that of a scattered whole of small-scale experiments with varying degrees of success. To have real impact, experiments must be connected to their wider system, to be able to grow and influence existing practices – but these connections are often missing.

Urban Futures Studios
Learning to Experiment
3 layers of experimentation

01 CIVIC DECISION MAKING
Trialling new institutional behaviours with open policy making - deliberative democracy, citizen jury, new democratic platforms, open journalism, open data.

02 DEVELOPING SYSTEM TECHNOLOGY
Inviting partners and stakeholders to co-design new digital institutional infrastructure, to encourage a 21st century economy – one that reflects new notions of risk and outcomes.

03 REGULATORY PROTOTYPING
Geographically bound area for trialling new social innovations, alongside regulatory oversight and experimentation.
Montréal: Creating conditions for legitimacy

Montreal is not a primary node in the global economic network. It is not an alpha city such as New York, Paris or Tokyo; it is a medium size international hub with a set of qualities, features and approaches that make it a hotbed for social and civic experimentation. The culture of this city, winner of Canada’s Smart Cities Challenge Grand Prize, will be able to support the development of a different type of urban governance - helped by its relative affordability as a place to live, progressive political leadership, the strength of its social economy and its ambition and capacity to build more ethical tech.

Building on a strong social economy sector

Quebec has about three times as many cooperatives as Ontario, producing together more than four times the business volume [1]. The social economy is an important part of its fabric and rooted in its history. Montréal thus has an unusually rich mix of private, public and social enterprise innovation, which supports emerging social entrepreneurs to grow their activities (TIESS, Chantier de l’économie sociale, Esplanade, MIS Maison de l’innovation sociale, etc.), and many more are created to facilitate collaboration between the City of Montreal and its people (CitéStudio, LIUM - Laboratoire d’innovation urbaine de Montréal, etc.).

A hotbed for experimenting and innovating differently, as long as the bed stays affordable

In May 2018, Montreal was still the most affordable large metropolitan region in Canada and the US [2]. Thanks to subsidized child care, for instance, the employability rate of Quebec women aged 20 to 44 is the highest in the world [3]. As a recent study demonstrated there is a positive correlation between women in teams and collective intelligence [4], ensuring we have the context which allows all to participate in innovation is therefore important for substantive and instrumental reasons of justice as well as outcomes. Preserving affordability is however a constant challenge. In 2018, a study [5] indicated that the Montreal real estate market has become one of the most strained in all of Canada.
The relative affordability of Montreal is something to be preserved not only for quality of life, but also for the room it gives to its inhabitants to experiment and fail. This quality of life makes civic innovation more viable as it does not force the kind of make or break mentality of many large cities, which are forced to gear their innovation towards massive venture capital funding and rent extraction (hunting for unicorns). Montreal doesn't have those same problems (yet?). If we agree that addressing the complex distributed challenges we face will require dramatic changes, away from centralized models of command-and-control, Montreal must ensure the barriers to innovation are kept low. Addressing these challenges requires a safety net to ensure the right to fail to allow innovators, both inside and outside governments, to take more risks in creating alternatives.

Regulating tomorrow

Montreal is positioned globally at the leading edge of the development of artificial intelligence and has developed particular recognition in ethical AI. In March 2019, two of Canada’s pioneers in artificial intelligence claimed the world’s top prize in computer science, the Turing Award, including Yoshua Bengio of the Université de Montréal. The Montreal Declaration for Responsible Development of Artificial Intelligence, drafted as the conclusion of the Forum on the Socially Responsible Development of AI, builds upon the following principles: wellbeing, respect for autonomy, protection of privacy and intimacy, solidarity, democracy and equity, diversity and inclusion, prudence and sustainable development.

This ethical AI leadership, in combination with research and technical capacity and a viable and thriving social and civic economy, can help Montreal to become a leading future of regulatory experimentation site, setting global standards for the next generation of innovations for a just transition.

What could a RegX lab look like?

The following pages provide a proposal of what the next steps could be for Montreal’s civic and regulatory innovation laboratory, co-designed by Dark Matter Labs for the McConnell Foundation and OpenNorth, to inform Montreal’s winning candidature for the Smart Cities Challenge. The diagram on the next page is the result of a collaborative process with additional partners, including: City of Montreal, MIS Maison de l’innovation sociale, Solon, Entremise, Les Interstices, La Pépinière, Université de Montréal and ÉNAP - École nationale d’administration publique.

Main pillars

To establish a RegX lab, we need intentional ways to test, iterate and update our strategies – and as part of this we need low-risk processes for learning and adaptation. Here are three of the main pillars for testing, iterating and learning from new strategies.

The capacity and support for experimentation: Our ability to grow the legitimacy for experimentation requires both political will and civic trust. It is both about challenging risk-averse cultures and making regulatory experimentation accessible for residents. This will require us to simultaneously build public discourses and plant the seeds of regulatory innovation within and beyond our established organisations.

The experimental infrastructure: Experimentation requires designated places (physical and organizational) with devolved capacities to govern risk is explicitly supported, evidence-bases and solutions are created, and where our experimentation processes and theories are tested and grown.

A community of regulatory experimenters: For such experimentation to reach scale, we need ways to link up diverse emerging practices, listen and work across silos, and learn about best practices at different levels. This community will help to offer support to diverse actors who are demanding, and could contribute to, innovation – whether in government, the private sector, civil society or Indigenous groups.
Overview

01 DRIVING & ACCELERATING CIVIC INNOVATION

02 PROTOTYPING SMART GOVERNANCE

CIVIC REGX LAB

ACCELERATING CIVIC INNOVATION

WHY MONTREAL?

Low comparative land value
Culture of civic activity
Social economy
Democratic mandate

WHO’S INVOLVED?

Citizens & volunteers
Community activists
City government
Open data & tech orgs.
Strategic designers
Social Investors

SYSTEM MAPPING

SURFACE EXISTING CIVIC INNOVATION

FACILITATE DESIGN LAB

CIVIC INFRASTRUCTURE

03 FACILITATE DESIGN LAB

Host a design challenge lab around civic experiments to test the future of digital regulation and policy - such as ‘regulating’ existing local events (eg. restaurant day), and later develop more complex, networked experiments such as new types of health and social care services.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

CIVIC INFRASTRUCTURE

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.

ACCELERATE SMART COMMONS, NOT JUST SMART COMPANIES

PARKING ‘HACK’ DAY

+ space for cars
+ temporary events
+ future simulation
+ hackathon
+ demand management
+ identity
+ smart licenses
+ auto-permissions
+ open accountability
+ real-time taxation

RESTAURANT DAY

Taking a lead from the challenges faced by existing civic innovators, the lab should further develop common infrastructure that can support civic innovation, as well as co-develop more contextual policy and governance.
A NEW FRAMEWORK FOR CIVIC POLICY

01 COMMUNITY FINANCE SANDBOX
Digitised community micro bonds to support civic projects (possibly for decentralised ledger).

02 OUTCOME BASED PLANNING
Real-time use class planning, using live data of pollution, noise level, footfall, impact monitoring & compliance management.

03 NEW CIVIC COMMONS
Networked civic assets throughout city, functions (eg. incubateur/entrepreneurial village + public access + cultural venue + communal cooking + disaster relief ctrs + trading licences for food & beverages) linked to IP point of sale & supply chain transparency.

04 LEARNING
p2p accreditation with open badges - reimaging vocational education.

05 CIVIC ENERGY
Civic energy production with p2p exchange (eg. Powerledger).

06 OUTCOME PROCUREMENT
Data driven, real-time smart contracting (a new model of procurement).

A SERIES OF LIVE EXPERIMENTS

OPEN DATA
CIVIC MISSIONS

Moving away from ‘evidence based policy’ and towards shaping civic movements will require city representatives to ‘open up’ city challenges. With the use of open data and documentation of current innovations and future scenarios (eg. effects of air pollution) in an easy and engaging format - they can support civic innovation, as well as co-develop more contextual policy and governance.

OPEN DATA
CIVIC MISSIONS

WIKI-SPEED ACCELERATOR

AV technology
+ supply chain
+ procurement
+ customer base
+ future use cases

NEW PROCUREMENT PROCESS & SMART CONTRACT

ENERGY PRODUCTION

AIR QUALITY
BLACK BOX USER JOURNEY

TRADING LICENCES FOR FOOD & BEVERAGES

IP POINT OF SALE & SUPPLY CHAIN

OPEN BADGES
OPEN APIs

ENERGY USE
MAINTENANCE

HEAT MAPPING
FOOTFALL

200m²
20k
50kW
50k pa
0.5 m

DRAFT
10.7.2018

CIVIC REG X LAB

ACCELERATING CIVIC INNOVATION

PROTOTYPING SMART GOVERNANCE

ACCELERATING CIVIC INNOVATION

01

02

03

04

05

06

WHO’S INVOLVED?
WHY MONTREAL?

Citizens & volunteers
Community activists
City government
Open data & tech orgs.
Strategic designers

Low comparative land value
Culture of civic activity
Social economy
Democratic mandate

Social Investors

DRIVING & ACCELERATING CIVIC INNOVATION

Surface existing civic innovation system mapping
AV technology + supply chain + procurement + customer base + future use cases

WIKI-SPEED ACCELERATOR

FACILITATE DESIGN LAB
Host a design challenge lab around civic experiments to test the future of digital regulation and policy - such as ‘regulating’ existing local events (eg. restaurant day), and later develop more complex, networked experiments such as new types of health and social care services.

OPEN REGISTRATION
OPEN DATA
CIVIC MISSIONS

Moving away from ‘evidence based policy’ and towards shaping civic movements will require city representatives to ‘open up’ city challenges. With the use of open data and documentation of current innovations and future scenarios (eg. effects of air pollution) in an easy and engaging format - they can support civic innovation, as well as co-develop more contextual policy and governance.

OPEN DATA
CIVIC MISSIONS

WIKI-SPEED ACCELERATOR

AV technology
+ supply chain
+ procurement
+ customer base
+ future use cases

NEW PROCUREMENT PROCESS & SMART CONTRACT

ENERGY PRODUCTION

AIR QUALITY
BLACK BOX USER JOURNEY

TRADING LICENCES FOR FOOD & BEVERAGES

IP POINT OF SALE & SUPPLY CHAIN

OPEN BADGES
OPEN APIs

ENERGY USE
MAINTENANCE

HEAT MAPPING
FOOTFALL

200m²
20k
50kW
50k pa
0.5 m

DRAFT
10.7.2018

CIVIC REG X LAB

ACCELERATING CIVIC INNOVATION

PROTOTYPING SMART GOVERNANCE

ACCELERATING CIVIC INNOVATION

01

02

03

04

05

06

WHO’S INVOLVED?
WHY MONTREAL?

Citizens & volunteers
Community activists
City government
Open data & tech orgs.
Strategic designers

Low comparative land value
Culture of civic activity
Social economy
Democratic mandate

Social Investors
First steps

Co-establishment of a hybrid lab for regulatory experimentation and civic innovation

Creation of a citizen jury system to provide oversight and ensure legitimacy

Working with local innovators and leveraging international partnerships to lead the experiments

Open call for civic engagement + Open documentation of experiments

A network of sites to develop new layers of experiments, from civic decisionmaking to regulatory prototyping

The City Protocols: an alternative fully digital pathway to regulatory compliance, implemented across the city

The Legitimacities Standards: open to adoption by other cities around the country and around the world

Key tools

CREATING PUBLIC VALUE THROUGH HYBRID CIVIC REGULATORY SANDBOXES

In response to calls for collaborative and agile regulation, the last few years have seen a rise of regulatory experimentation in the form of so-called sandboxes. First-generation sandboxes tended to focus on a single sector (primarily financial technology) and generally did not explicitly prioritize public good (although some included value criteria such as financial inclusion for product testing). Subsequent iterations are increasingly civic (e.g. social care in Scotland) and hybrid (e.g. multi-jurisdictional sandboxes in the UK).

However, while the concept of regulatory sandboxes – a controlled environment to test innovation – appears valid, in practice there are many strong criticisms (lack of user protection, trojan horse for deregulation, long delays in setting up, costs to be shouldered by the public sector, and a broad lack of evidence of subsequent regulatory change). This is partly due to a lack of hybrid structures to govern experiments, and a lack of sustained, multi-sectoral support for, and engagement with them.

Throughout history, public value has been discovered or created at the intersection of diverse actors working together. The dynamics of multi-sectoral public value creation have been systematically explored by economist Mariana Mazzucato and the research team at UCL’s Institute for Innovation and Public Purpose. Civil society, professional bodies, academia and the private sector frequently preceding (or working in tandem with) state-led change is evident in a wide range of leadership generating bold initiatives, from the civil rights...
movement to many progressive health policy changes. For the next generation of regulatory sandboxes, a truly hybrid environment at the intersection of these diverse actors is needed; a collaborative place and platform for the discovery of the public good.

**ENSURING LEGITIMATE GOVERNANCE THROUGH CITIZEN ASSEMBLIES**

At a time when the legitimacy of traditional public governance processes is challenged, it is essential to ensure a legitimate governance model for each experiment that goes through a regulatory sandbox. One way of doing so is through citizen assemblies, which aim to reinstall trust in the political process by taking direct ownership of deliberation as the basis for complex decision-making. Rather than reducing the democratic process to a binary decision on a ballot sheet (yes or no, leave or stay), some citizen assemblies push the democratic process further by giving a representative group of people more power to directly inform decision-making.

For instance, the Government of British Columbia established in 2003 a Citizen Assembly on Electoral Reform. Made up of 160 randomly selected citizens drawn from the provincial voters’ list, the BC Citizens’ Assembly was given a mandate to study different electoral models, to decide whether British Columbia needed a new system, and if so, to put a proposal for change to a public referendum.

**4 generations of regulatory sandboxes**

1st Generation
*Single-sector clarifying*
- In Government location
- Public funding
- Single regulator
- Focused on start ups
- Focused on clarifications and interpretations of law/policy/guidance
- Limited Regulatory Updates

2nd Generation
*Single-sector testing*
- In Government location
- Public funding
- Single regulator
- Focused on start ups/ corporations
- Test-bed w/ code of conduct compliance
- High oversight (e.g. transparent monitoring, evaluation and updating)

3rd Generation
*Multi-sector testing*
- In Government location
- Public funding
- Multi-jurisdictional regulators
- Focused on start ups/ corporations
- Test-bed w/ code of conduct compliance
- High oversight (e.g. transparent monitoring, evaluation and updating)

4th Generation
*Hybrid*
- Hybrid location
- Hybrid funding
- Multi-jurisdictional regulators
- Start ups; civic activists; service providers; etc.
- Test-bed approach
- Systems approach
- Portfolio of experiments
- Real-time, machine-learning oversight
Building with a Network of Regulatory Experimentation

Legitimacies builds on the emerging capacities of the Network of Regulatory Experimentation, which has been set up to share next practices and learning, while supporting and nurturing the next generation of regulatory and governance experiments for the great transition. After the idea was seeded in a first summit in Amsterdam in 2018, a second multi-sectoral workshop was organized in Toronto in 2019 to collectively contribute to the international conversation and identify opportunities for regulatory experimentation in Canada and abroad. A diverse group (including federal and provincial regulators, municipal politicians, private sector organizations, Indigenous and industry groups, academics, civic activists) engaged in the collaborative development of regulatory experimentation frameworks, while acknowledging the deep questions at the heart of the great transition – what is the society we are creating and leaving behind? How we can be good ancestors?

Building on shared capacity

A new poll from Abacus Data says 86% [1] of Canadian respondents want their local lawmakers to be able to make more decisions. Even prior to the restructuring of federal power, Canadian cities can nonetheless build on each other’s capacity and influence the decisions that are made. An active Canadian network of regulatory experimentation for peer-to-peer learning, mutual accountability, collective credibility, and shared capabilities would go beyond the impact of any single regulatory experimentation lab. To succeed, they will need to learn fast from each other, and build alliances to make the case for changes in regulation that is entangled with other levels of jurisdiction (provincial, federal and international).

Building on hybridity

As some government innovation labs are closing around the world (Denmark’s MindLab, Mexico’s Laboratorio Para la Ciudad and Colombia’s Innovation Centre), many doubt that such labs can escape the issue of short-termism and shifting political agendas or can build the bridging trust and legitimacy required to drive societal innovation necessary. This is one key reason why we believe public innovation labs will benefit from being structured as sectoral hybrids, recognizing that public value is a hybrid function across government, markets, civil society and educational institutions. With one foot in city government and a foot outside, a hybrid lab can maintain the legitimacy and accountability of affiliation to government, while assuming some of the flexibility and risk profile of working outside of government. Our call for a network of regulatory experimentation labs is therefore not only to cities, but also to partnership with

Want to connect with other regulatory experimenters from across cities and sectors? Join the network!

Visit regulation.network
civically minded organizations that wish to collaborate with municipalities across the country.

Building on diversity

One of the main tools for regulatory innovation at the moment is the regulatory sandbox. As mentioned by the World Bank and others, regulatory sandboxes may not be as easy to set up in a civil law jurisdiction as compared to those operating under common law. With a civil law system in Québec, common law in the rest of the country, mixed with the increasing influence of Indigenous law, Canada’s legal diversity makes it challenging, yet promising to experiment with new approaches to regulatory innovation. And as the BBC reported in May 2019 [2], Canada is already seen as a hotbed for experiments with fairly low risk for the global market, thanks to its demographic diversity.

It’s not just the immigration factor - it has the highest proportion of foreign-born people of any G7 nation - but its cross sections of people across the income spectrum and from urban and suburban regions. Together they compose a wide range of consumer segments and demographic niches in which to test and learn.

Danny Heuman
Envionics Analytics

Financing the great transition of our cities

It is clear that the exploration we argue for in this document will require resourcing. The process of setting up regulatory experimentation labs in cities and municipalities across Canada - and their networking and funding for the long term - should be seen as a key investment, which like the steering of the labs themselves should be hybrid. This connects to a key initiative already underway - the possible subject of a Legitimacies #2: the Civic Capital Lab.

The Civic Capital Lab (CCL)

The Civic Capital Lab (CCL) is being designed as a platform for learning and action. Interested Canadians will soon be able to go to the platform for integrated knowledge and activity related to public sector investments and emerging experimental approaches. Through curated match-making and collaborative discovery activities, participants will help steer capital toward current and long-term challenges: housing affordability, public infrastructure gaps, and the erosion of the natural systems on which we all rely. CCL will support, scale and disseminate experiments that can help us through the great transitions of our time. The Civic Capital Lab will explore and experiment to develop the next generation of system financing models.

Interested in co-developing the Civic Capital Lab?

We are looking for local partners across Canada and co-investors!

Contact us at admin@civiccapital.cc

The Lab will work on building the capacity of its participants to formulate, deliver and learn from a next generation of strategic experiments. Working on urgent problems, with diverse stakeholders in cities across Canada, the Lab will look globally as well as hyper-locally to see what innovations can be tested, iterated and taken to scale in communities from coast to coast to coast.

CCL has been set up by Community Foundations of Canada, Dark Matter Labs, the McConnell Foundation, Maison de l’innovation sociale, MaRS Solutions Lab and Future Cities Canada.

CIVIC
about the city; to do with municipal administration; relating to the duties or activities of people in relation to their city

CAPITAL
wealth or assets that can be contributed for a particular purpose
Here’s a preview

DATA & DIGITAL INFRA.

HYBRID INFRA.

LAND/PROPERTY

PREDICTIVE CAPABILITIES

ENVIRONMENTAL & NATURAL

TRADITIONAL “CIVIC”

SOCIAL

DIGITAL INFRA.

EMERGING CLASS OF INVESTABLE CIVIC ASSETS

TANGIBLE BUILT & GREEN INFRA.

A 21ST CENTURY FINANCIAL SYSTEM

FIT-FOR-PURPOSE TAXATION

DEMOCRATISING PROCUREMENT

21ST CENTURY INSURANCE

LONG TERM ACCOUNTING

CIVIC ASSET MANAGEMENT

CIVIC ASSET INVESTMENT

OUTCOME INVESTMENT

Credit Enhancement

Collective Impact fund

Mini municipal bond

Value Capture Mechanism

Cause-bond

Social Impact Bond

Natural Capital

Community Anchor Institution

Tangible assets

Intangible assets

29
Next steps

On the eve of the 2020s decade, we face turbulent times that require the best in all of us. If we are to rise to the challenges, then we will need to forge new and highly collaborative transition pathways that build stronger public trust and legitimacy. We have outlined one set of possibilities in this document, which is building a next generation of hybrid civic innovation labs with capacity for regulatory experimentation.

To shape the institutional infrastructure for regulatory innovation at the level of cities and communities, two scales of action are essential – within communities through multi-sectoral partnerships of cities and others, and also across communities at a federal and inter-city network scale, so that cities can grow their resources and capacities and more quickly learn from one another.

We urgently need to grow inclusive innovation capacity across a network of Canadian cities and communities, the core strategy here is focused on strengthening the roles of municipal government and civil society as agents for disruptive inclusive innovation – the civic innovation that will drive the great transition.

An initial aim is to build partnerships that work with five cities across Canada to:

1. Establish civic regulatory experimentation sandboxes, governed by civic assemblies, and evaluated in multi-endpoint social and ecological outcomes.
2 Support the development of critical digital infrastructure for the commons (civic data pools, digital public registries, blind data trusts, hard infrastructure, etc.) at a city and community scale.

3 Build a federated fund of $100 million for civic regulatory innovation sandboxes, civic accelerators and critical digital infrastructure.

We are working with governments, communities, businesses and others who are committed to reforging the relationship between public, private, and civil society sectors. And we are looking for more. Please get in touch if you would like to collaborate.
GET IN TOUCH

Indy Johar
indy@darkmatterlabs.org

Jayne Engle
jengle@mcconnellfoundation.ca

Jonathan Lapalme
jonathan@darkmatterlabs.org

OTHER CONTRIBUTORS
TO THIS DOCUMENT

Chloe Treger
Joost Beunderman
Matthew Claudel

Legitima-cities