



# Basecamp & Beyond

Outputs from Basecamp:Toronto  
& Next Steps on the Journey

March 3, 2019





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# The Renaissance Expedition

**The Renaissance Expedition** is a global quest for modern-day renaissance pathfinders.

**Pathfinders** understand that present ways of thinking and systems of doing are approaching exhaustion. Future “progress” is going to consist of the discovery of new ways of thinking, and new systems of doing, that are better able to cope with the new scale and complexity of human activity and information.

Pathfinders need to be...

- **Challenged**—in our ways of thinking, and in our ways of leading. A different and more beautiful world will arise *consciously*, through empowered people who are powerfully self-aware. If we do not spend enough time *examining* our own motives, beliefs and actions, we may fail to see how our well-intentioned efforts can reproduce present problems in a new form.
- **Connected**. We need a place (and a practice) of meeting so that we can find allies for our expeditions (or help in an emergency), share each other’s firsthand knowledge of the mountain (so that together we can better understand the ever-changing whole), and renew ourselves after risky travails.
- **Supported**. Exploring new ways of thinking and doing is the path of *most* resistance. A renaissance is a cultural phenomenon. If it is to be—if society is going to consciously, courageously adapt to the new scale and complexity of human civilization—then we need to identify and remove obstacles that frustrate many more people from joining the phenomenon.

The Expedition will identify, challenge, connect and support pathfinders, to improve the likelihood that our collective efforts may bring about a new renaissance.





# Actions & Invitations

Here are four ways you can use Part 1 to amplify the value of your participation in basecamp:Toronto.

**1. Scan the Expedition Board.** This is a summary of the actions that were identified and begun across the 10 Tables at basecamp:Toronto. It is a list of specific invitations for your support and/or leadership. It is also a glimpse into the future of work, wealth, health, wellbeing, education and more.

**2. Glean sector-specific glimpses of a different world from the Table Outputs.** Each Table's work "rethinking" their topic has been summarized as a Challenge, a Response, and an Invitation. Together, the Table outputs replace the vague narrative of "disruption" with a specific understanding of what needs to change, and in what direction. The outputs are an exclusive, expert conversation toward a different and more beautiful world.

**3. Make new connections.** Reach out to the people whose ideas and actions call to you. Table Hosts have supplied their LinkedIn contact information on the Expedition Board. The full list of Table Groups at basecamp:Toronto remains accessible [here](#). (I am not going to publish people's email addresses, but do reach out to me if you're trying but unable to connect with another basecamper.)

**4. Reflect on the task that our generations face.** This document is also a non-fiction book, with large sections co-authored by all of us, written just for us. Part of why this output document took so long was that I really wanted to gift you with a new, beautiful "why" that you might add to your own personal library of inspiration and understanding.

Part 1 might also inspire you to:

- Read Jack Graham's powerful and pointed article on basecamp:Toronto (Appendix 2 — "Basecamp Was Great. Now, Dare We Reach for the Summit?")
- [Listen to the podcasts](#) from basecamp:Toronto (six short conversations that Scott Jones recorded with you—all great!)
- Take some more gems away from the [Challenge Papers](#) that each Table Host published prior to basecamp (now available as PDFs on the [rebase.camp](#) homepage)
- Update me. I would love to hear about the "new beginnings" that continue to emerge from your participation in basecamp:Toronto. (Let me know if I can share them with



the wider network.) The more you share, the better the network can play an Identify-Connect-Support role.

- Challenge the “10 Lessons To Carry Forward Into basecamp:London”, listed at the end of Part 1

## Stay Informed

Whatever actions this document prompts you to take, my commitment to you is to keep you informed as this expedition goes forward. Unless you explicitly unsubscribe, you will receive regular (probably monthly) updates. Through these updates, you will be sent the most important significant news about these ongoing efforts and hear about ongoing opportunities to contribute or benefit.



# Index of Table Outputs

Different Tables' conversations ended at different stages. The "next steps" span a spectrum from learning to action to reflection. This diversity of stages is natural—and it complements the diversity of people in the network. Whichever zone on that spectrum you find yourself drawn to, you can find a Table where your engagement and leadership is welcome.

I have grouped the Tables' outputs into three rough categories:

**A. Commitments for Action** (specific opportunities were identified, adopted and already being pursued)

1. Rethinking Health & Wellbeing
2. Rethinking Education
3. Rethinking the Arts as an Engine

**B. Opportunities for Action** (opportunities were identified, but aren't yet fully resourced to move forward)

4. Rethinking Spirituality, Meaning, Purpose & Identity
5. Rethinking Cities
6. Rethinking Wealth

**C. Opportunities for Enquiry** (avenues of further enquiry were clarified, and champions were identified who could drive them, if supported)

7. Rethinking Platforms
8. Rethinking Work
9. Rethinking Philanthropy
10. Rethinking Citizenship

Beyond scanning the Expedition Board for commitments and opportunities that call to you, I encourage you to read the 1-2 page output of the Table(s) that interest you. Each Table brought a different perspective to the challenges we face in the world today. Gems of insight abound, free for the taking.

(If you want to understand how these outputs were gathered and handled, see Appendix 3 — Output Process. If you feel that something important went missing from your Table, do feel free to share that with me or your Table Host. It may be included in the next version of this document.)



# Expedition Board

## A. Commitments for Action

### **1. Rethinking Health & Wellbeing**

**Table Host:** [Alex Jadad](#)

**The Challenge:** The present paradigm of health revolves around finding and treating disease.

**The Response:** A "Coalition of the Committed" will identify, protect, support and incubate promising initiatives that belong to a new paradigm of creating and supporting health and wellbeing.

One of the Coalition's first tests of its powers to protect, support and clear obstacles for paradigm-busting health initiatives will be a cooperation with Table Participant Tom Jackson and [Treaty 6 First Nations](#) (spanning central Alberta and Saskatchewan).

**Invitations to Engage:** Anyone who would like to support, stay apprised of, or be a part of the Coalition's work is welcome to connect with Alex Jadad via his administrative assistant Larissa Pereira ([larissa.pereira@ehealthinnovation.org](mailto:larissa.pereira@ehealthinnovation.org)).

### **2. Rethinking Education**

**Table Host:** [Stephen Murgatroyd](#)

**The Challenge:** Society is vague on the purpose of public schools.

**The Response:** Start a vigorous, robust, global conversation about the Purpose of schools, the aim of which is to significantly change the trajectory of educational investments and policy.

The Table aims to mobilize three voices: the student voice; the voice of parents as partners in education; and the voice of teacher unions around the world. (For a list of specific actions identified, see the full Table output.)



**Invitations to Engage:** Table Participants are carrying forward an aggressive agenda of grassroots conversation-building. Anyone who would like to find out more about their work, get updated on their progress, get involved or support it, is welcome to connect with [Stephen](#).

### ***3. Rethinking the Arts as an Engine***

**Table Host:** [Don Simpson](#)

**The Challenge:** The Arts can be a powerful engine for growth, prosperity and wellbeing—but they are not viewed as such, nor invited to play such roles.

**The Response:** “An Artist At Every Table”—a movement by artists to bring artists’ voices into decision-making and leadership in every sector of society, so that it’s no longer unusual, but natural, that they be there.

**Invitations to Engage:** The Arts Table has produced [a slide presentation](#) that sets forth their agenda and lays out the near-term and long-term outputs that they are working towards. Everyone who is compelled by this vision is invited to [view that presentation](#) and offer reactions to [Don](#).





## B. Opportunities for Action

### ***4. Rethinking Spirituality, Meaning, Purpose & Identity (SMPI)***

**Table Host:** [Sarajane Aris](#)

**The Challenge:** We struggle to integrate all the competing and paradoxical elements of life and living.

**The Response:** An evidence-based SMPI Charter and Toolkit for all pathfinders.

*Consciousness, presence, awareness and intention* are the pre-requisite attributes which create space for SMPI to come to bear on urgent personal, collective and societal problems. The Table Participants agreed to combine their evidence-based strategies and expertise to support a joint "SMPI Toolkit," to help people develop these attributes at all stages of their life's journey. They also developed a preliminary set of aspirations, values and principles toward an SMPI Charter.

**Invitations to Act:** The Table is looking for indications from the basecamp community and the wider world that such a Toolkit would be strongly supported through its development and launch by various stakeholders.

The Table is keen to connect with basecampers who can: help introduce and pilot their Toolkit to target user groups; bring more funding and resources to this initiative; and/or contribute tools, expertise and experiences toward the SMPI Charter or Toolkit. To do so, please connect with [Sarajane](#).

### ***5. Rethinking Cities***

**Table Host:** [Sylvie Albert](#)

**The Challenge:** Policies enacted at the city level will shape much of the future, but cities have only a minor voice in shaping that policy agenda.



**The Response:** Build a self-assessment centre that empowers cities to drive their own municipal transformation agendas. (Helping municipalities to rate where they stand vis à vis the future *according to criteria that they themselves deem relevant* would help to flip the role of cities from takers to makers of the municipal transformation agenda.) Elements of the centre could include: intellectual property; a digital platform; a repository of practices; incentive and recognition programs; and reporting tools.

**Invitations to Act:** To start up the self-assessment centre would demand full-time skilled people, who would work to bring together sources of data and experts around the world. The Table is interested in connecting with basecampers who can help secure:

- Startup capital (an estimated \$250k to \$500k)
- A city or community to volunteer as a pilot site

## **6. Rethinking Wealth**

**Table Host:** [Cathy Mathews](#)

**The Challenge:** In the present paradigm, avenues to greater financial wealth often compromise wider financial health.

**The Response:** Shift society's narrative from "Financial Wealth" to "Financial Health." A system geared toward financial *health* would resolve some of the contradictions in society's present wealth narratives and behaviours, by better aligning the pursuit of Individual, Household, Community and Societal wealth.

**Invitations to Act:** Individual Table Participants are working on elements of this transition:

*Financial Health Check-Up Tool:* A pilot version of such a tool has already been developed by Cathy Mathews (under the name "Wealth Table"). Cathy is interested in connecting with basecampers who would like to help her develop and deploy this tool in Canada.

*Financial Inclusion Fund:* [Adam Fair](#), at Prosper Canada, is testing whether it is possible to attract capital for a Fund that invests in promising initiatives that belong to a new paradigm of financial health. He is interested in connecting with basecampers who want to help.



## C. Opportunities for Enquiry

### 7. Rethinking Platforms

**Table Host:** [Jon Shell](#)

**The Challenge:** Society's rapid adoption of platforms has shifted important public questions—control, authority, privacy, purpose—to the private sector.

**The Response:** Reimagine technology platforms as public goods, or "Platforms for the People". Table Participants developed a visual model of one possible system redesign for platforms that could shift questions of control, authority, privacy and purpose significantly back toward society's hands.

In January 2019, Jon published [An 'International Space Station for Work': The Case for a Global, Open Platform for Training and Employment](#) with Public Policy Forum ([www.ppforum.ca](http://www.ppforum.ca)). It was informed, in part, by the basecamp:Toronto discussion.

**Invitations to Engage:** A subgroup of Table Participants is interested in continuing the development of this system design. Anyone who would like to support or be a part of that conversation should lodge your interest with [Jon](#). The Table is especially interested in talking with basecampers who can introduce them to other leading thinkers and groups who are exploring similar models.

### 8. Rethinking Work

**Table Host:** [Ilona Dougherty](#)

**The Challenge:** Society's basic bargain with workers—"work, and earn a living"—is fraying, due to many factors: automation and other technologies; population aging; economic instability; increased credentialing; gender and diversity barriers; and the prioritization of work over wellbeing.

**Possible Responses:** Table Participants proposed several directions of response, two of which have champions ready to take them forward:



- Develop a better measure of global work (Danielle Goldfarb). This is a missing—and fundamental—step toward replacing rhetoric with data about the present world of (increasingly) flexible work.
- Promote youth from the margins to the centre (Ilona Dougherty). This is a research and communications effort (already begun in her role as Managing Director of the Youth & Innovation Project at the University of Waterloo) to push back against the prevailing notion that one cannot participate in shaping the knowledge economy without a higher level of education/credentialing.

**Invitations to Engage:** [Danielle](#) is interested in connecting with people who can help secure funding for a major 5-year, 40-country study, or are interested in contributing to it. [Ilona](#) invites connections with people who can help scale up her Youth & Innovation Project and/or connect it with senior leaders in business, public service & civil society who want to support youth engagement.

## ***9. Rethinking Philanthropy***

**Table Host:** [Marcus Benayon](#)

**The Challenge:** Philanthropy acts at a privileged distance and with a privileged power, which frustrates its original purpose—“the love of man.”

**The Response:** Develop the tenets for a renewed philanthropy that realizes its original “love of man” meaning. Then, practice these tenets and spread them among the philanthropic world.

Table Participants (mainly, philanthropists and representatives of grant-giving foundations) began by identifying—and mostly agreeing to—the tenets of a renewed philanthropy. They identified alternative ways to engage with grantee partners, or other resource recipients, rooted in these tenets.

**Invitations to Engage:** [Marcus](#) wants to connect with people who can contribute to the development and adoption of tenets for a renewed philanthropy.



## **10. Rethinking Citizenship**

**Table Host:** [Andrew Cohen](#)

**The Challenge:** "Citizenship" presents a paradox—it unites as much as it divides.

**A Canadian Response:** A Charter of Responsibilities that unites Canadians around a list of the *commitments* of Canadian citizenship—responsibilities that go alongside rights.

**A Global Response:** A Global Citizens Corps that develops new generations of civic leaders who think globally and *have acted locally in multiple localities*. The Corps would help socialize youth in the inherent paradoxes of citizenship—and be a response to the way the politics of citizenship is being used today to divide societies.

**Invitations to Engage:** [Andrew](#) is interested in discussing the development of a Canadian charter of responsibilities. Anyone who would like to convene, support or be a part of that conversation is welcome to connect. The Global Citizens Corps is an embryonic idea that the Table wishes to "put out there" for all to consider.



# 10 Lessons To Carry Forward into basecamp:London

A large volume of information and feedback was captured throughout this pilot process, from a variety of perspectives. Rather than drily report on them all, I'd like to share ten of the most important lessons—based on what worked and what didn't—that I intend to carry forward into the next basecamp and into the further design and development of the network.

If you want to be a member, contribute to or benefit from this network going forward, AND you disagree with any of these lessons, please do take this opportunity to challenge them.

## Pre-basecamp

**1. Start the dialogue well before basecamp.** There is a clear correlation between how early table groups were able to begin their dialogue and how deeply they could take it at basecamp itself. For basecamp:London, the aim is for people to arrive at their tables with areas of alignment and disagreement more clearly marked out. Time, not money, is our most valuable asset—and investment. The basecamp participation fee will be more about time than money.

**2. Support Table Hosts through the dialogue process.** Although 10 tables worked for many reasons, in other ways, 10 was too many. It meant too many Hosts for a lean organizing team to fully train/align around the intended dialogue process. For basecamp:London, existing members of the network will have the opportunity to “bid” for some Table Hosting roles. And Table Hosts will be more closely involved in convening the people around their table, in leading pre-basecamp dialogue with their table, and in widening that dialogue after camp breaks.

**3. Require, at a minimum, a commitment fee from all participants.** Remarkably, everything came together for basecamp:Toronto to run on a much larger scale event than originally conceived—and still break even. Practically, inviting people to participate with zero upfront commitment fee meant that organizers shouldered more risk as the size of the event increased. Basecamp:London will spread that risk more widely.

**4. Diversity will happen naturally.** One of the most frequent pieces of positive feedback was to cite the unusually rich diversity of the room—high praise, especially in Canada! Invitations to participants were issued without any diversity-tracking system. As one Advisory member



put it: “If you get the right people, they will naturally be diverse.” That will continue to be an operating principle going forward.

**5. Diversity is never complete.** Each basecamp will, I’m sure, spark new moments of “You know who *else* should be here...” Basecamp:London will include more socioeconomically vulnerable people, especially vulnerable youth. I am working with [Sam Conniff](#) to bring some extraordinary young people into the room.

## At basecamp

**6. Invest in a facilitator at every Table.** Basecamp operates under a spirit that is meant to be quite different from how most ordinary gatherings look and feel. In practice, we all bring into the room habits of convening, which can bring a lot of unevenness into how Tables flow. Facilitators can help to shepherd the spirit of basecamp into each conversation. I am already in talks with a network of world-class facilitators to play this role at basecamp:London.

**7. Create more space.** In various ways, basecamp:London will create more space. If necessary, that will mean fewer Tables. It will certainly mean ensuring at least one or two free seats at each Table, to make it easier for people to move around a bit more. It will probably also mean at least two different rooms/areas: one for Table dialogues and another for less structured conversations and connections.

**8. Add more whole-group dialogue.** In the run-up to basecamp:Toronto, Table Hosts were divided between those who wanted more time to work within their Tables and those who wanted more opportunity to make connections between their Table and the rest of the room.

For basecamp:London, the intention is to get more Table work done before the in-person gathering happens. That should make it possible to give more time over to the whole group, while still enabling Tables to make some breakthroughs.

**9. Parties are important.** Freeform social time after the work is done, but before everyone leaves the mountain, is precious and must be protected. Basecamp:London may take place at a manor estate, which would afford people more social space and time to connect—both before and after basecamp.



## Post-basecamp

**10. Have resources ready for knowledge integration, outputs and follow-up.** Clearly, there is lots to improve on here. :-) Basecamp:Toronto was a lean event run by a couple of people. Basecamp:London will be supported by a committed core team that will have much more capacity to connect basecampers into a growing network. That network will include basecamp:Toronto alumni, as well as participants in the *subsequent* basecamp (whose own dialogues and Table-forming will have already begun).





# An Unabashedly Draft Proposal

The Renaissance Expedition will identify, challenge, connect and support pathfinders who are questing for a modern-day renaissance. It will carry out this work via 5 ecosystem elements, under one or more incorporated entities:

1. An ongoing, global series of in-person membership gatherings (**basecamps**);
2. A **community platform** for connecting basecamp alumni (and their pathfinding expeditions) with people, knowledge, inquiry and mentorship;
3. A **capital platform** to bring critical human and financial capital to selected expeditions;
4. An **education platform** that aims to synthesize and spread the experiences and insights of the Society's pathfinders; and (eventually)...
5. A **research platform** that will add robustness and momentum to members' insights and be a publication vehicle for the most important ideas they generate.

## Year One Objectives

2019 is the foundation year for this Expedition—a year during which ambitious goals are set and core assumptions are tested and revised by the attempts to achieve them. Possible first-year objectives include:

### *Convening:*

- A **global membership** of 250 invited pathfinders (The aim is to enlarge the Expedition by an average of 50 people per basecamp, plus another 50 allies who join the society along the way)
- **Three additional “basecamps”**, in London, Asia (TBD) and Africa (TBD, likely Nairobi), organized by the society hub (plus a likely basecamp: Toronto2 in late 2019 / early 2020 to “report back” to the founding members on 2019's expeditionary efforts). Each basecamp will include a blend of alumni and new basecampers, so that the community mutates in surprising directions as it snakes round and round the world
- An initial **six “scouting parties”**, self-organized by basecamp alumni with hub support

### *People:*

- A paid, top-tier, full-time **community manager**



- A **core team** (initially, voluntary) of 4-8 people who collectively possess the skills needed to deliver on the foundation year objectives
- An **advisory board** of 4-8 people who collectively possess the experience to mentor the society's startup journey

### ***Structure:***

- An **incorporated entity**(ies) to formalize governance, operations and financials
- A **business model** that protects the self-governing, “roofless” nature of the Expedition, while also supplying the resources to professionalize the Expedition's operations and management
- An initial **community platform**. The platform will include (a) an online capacity for connecting members with each other, and also (b) an offline hub-and-node community structure that will enable local nodes (e.g. Toronto/Canada) to form in the wake of each basecamp gathering.

Progress toward these objectives has already begun. Work will also be done in 2019 to lay the foundations for the society's capital, education and research platforms.

### ***December 2019 milestone***

To proceed beyond 2019, foundation-year efforts will need to demonstrate that these efforts can attract:

- A substantial operating budget. “No money = no renaissance.”
- “Ruthless commitment” (as one advisor put it) from a core team, plus a passionate group of advisors and advocates. Otherwise, these ambitions will simply drift in the sea of our own good intentions.



# A Closing Note (and Poem)

Thank you again for your energy, passion and engagement in basecamp:Toronto—and beyond. Thank you for joining in an experiment which got some things right, and made some mistakes. Your generous spirit toward all this made the start of this journey an act of joy.

We are all busy. All traveling. All engaged in meaningful, significant work. Whatever we each are doing, wherever we each are, I hope we have been, and will be, challenged and supported by our connections with one another.

May doors magically open for us all! (#FifthPentacle)

Brave voyages,

Chris

PS: In the spirit of the Arts Table's call for "an artist at every table," I'll end with an invitation to read, reflect upon, and be inspired by this poem from one of my favourite poets, [Tony Hoagland](#), who died just a month before basecamp:Toronto.

It speaks to the task that falls to all of us yet living:

## Gorgon

Now that you need your prescription glasses to see the stars  
and now that the telemarketers know your preference in sexual positions

Now that corporations run the government  
and move over the land like giant cloud formations

Now that the human family has turned out to be a conspiracy against the planet

Now that it's hard to cast stones  
without hitting a cell phone tower  
...that will show up later on your bill

Now that you know you are neither innocent, nor powerful,  
nor a character in a book;



You have arrived at the edge of the world  
where the information wind howls incessantly  
and you stand in your armor made of irony  
with your sword of good intentions raised--

The world is a Gorgon.

It presents its thousand ugly heads  
It displays its writhing serpent hair  
Death to look at it directly for too long

But

Your job is not to conquer it;  
not to provide analysis;  
not to make a wry remark

Your job is to be kind

Your job is to not be turned into a stone.



# A. Commitments for Action

## 1. Rethinking Health & Wellbeing

### ***Table Contacts:***

[Alejandro \(Alex\) Jadad](#). Professor, Dalla Lana School of Public Health, University of Toronto.

[Denise Marshall](#). Professor, Department of Family Medicine, Division of Palliative Care, McMaster University.

[Jessa Gamble](#). Writer.

### ***The Challenge: The present paradigm of health revolves around finding and treating disease, rather than creating and supporting health and well-being.***

At its founding in 1948, the World Health Organization declared health to be "a state of complete physical, mental and social well-being, and not just the absence of disease or infirmity." Deceptively benign and seemingly aspirational, this definition (which has remained unchanged) has an insidious consequence: It condemns us all to be not completely healthy. "Complete well-being" is an impossibility, *by definition*.

A second insidious aspect: by conceiving health as a *state* or condition, we hand the power to determine our "state of health" over to professional evaluators. Each year, millions of people feel fear at getting their annual checkup at the doctor's office. It's only a question of when: When will my own perception of my present good health be proven to be a mistake, by the discovery of disease?

If instead we viewed health as an *ability*, then health could be:

- Something that could be taught, learned and developed, and not just something that requires medical training and qualifications;;
- Applicable not just to individuals, but to communities, organizations and even to the human species as a whole; and



- Compatible with the presence of diseases, even when they are multiple and complex, or terminal.

A third insidious aspect: by understanding health as a state which no one can ever completely achieve, we have medicalized life. We have converted once-ordinary events at every stage of the human journey from birth to death into problems that require medical supervision and intervention. Medicine, and the "medical-industrial complex," is gaining even more power over all phases of life, such that nowadays almost every physical, mental or social challenge faced by humans is also considered a condition to be corrected through medical means.

Similarly, well-being could also be regarded as an ability—to judge one's life as going well, or being well. This marks a departure from the traditional focus on the satisfaction of unmet material needs, which has fueled the commoditization of life and the financialization of the world.

### ***The Response: A "Coalition of the Committed" to incubate a new paradigm of health and well-being***

Many Table Participants have served at the most senior levels of medical practice, and health research and governance. They have first-hand experience with the political economy of systemic change—in other words, with the many forces (institutional, commercial, financial, social, psychological, even organized crime) that seek out and snuff out attempts to scale up non-medicalized and non-economic approaches to health and well-being.

Table Participants decided to form a "Coalition of the Committed." It is a governance model intended to combine the Table Participants' powers and create a "protected niche" for innovations that otherwise might be "caught and killed" by the healthcare and social services industry before they are ready to stand alone safely. The Coalition will incubate prototypes below the radar, until they can leapfrog over old infrastructure and ways of thinking. The Coalition will offer a clear pathway to implementation for good ideas that have been tested in various contexts, and will help them to scale up once feasibility is demonstrated. "These practical applications will allow us, iteratively, to find the answers, rather than pursue endless conversation about the systemic problem" (The Table).

The Coalition needs a strong intellectual framework to guide its deliberately disruptive interventions into the present system. An urgent task of the Coalition, therefore, is to define the goal of achieving well-being for everyone. Other urgent questions are: Who has a



legitimate seat, by way of their meaningful contributions, in setting this agenda? What type and range of interventions will the Coalition co-create and/or recruit to replace the old paradigm of health and well-being? How will the distribution of benefits be made fair? How will adaptation to change be supported?

Some of these questions can only be fully answered *in practice*. The Table shares a conviction that First Nations can lead the way for the whole system, and therefore identified [Treaty 6 territory](#) (spanning central Alberta and Saskatchewan) as a potential Canadian context in which to make an initial foray into practice. Table Participant [Tom Jackson](#) and allies have developed a Medicine Wheel app that connects users to a wide variety of community and online resources, matched with each user's needs. This will serve as one of the Coalition's first tests of its powers to protect, support and clear obstacles for initiatives that belong in, and could help usher in, a different future paradigm of health and well-being.

Internationally, an ecosystem of well-being services in Colombia, supported by an international network of collaborators, is forming. It is generating many components that may prove foundational for the Coalition's work, and its members are willing to share their experiences and collaborate with groups in Canada or elsewhere. The Coalition is actively exploring this collaboration.

## ***Invitations to Engage***

A subgroup of Table Participants have committed to the Coalition and are carrying out their Table's Response. Anyone who would like to support, stay apprised of, or be a part of the Coalition's work i welcome to connect with Alex via his administrative assistant Larissa Pereira ([larissa.pereira@ehealthinnovation.org](mailto:larissa.pereira@ehealthinnovation.org)).

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## 2. Rethinking Education

### ***Table Contacts:***

[Stephen Murgatroyd](#). CEO, Collaborative Media Group.

### ***The Challenge: Society is vague on the purpose of public schools***

Right now, there are **many voices** in society offering opinions about what public schools should do, and how they should do it, e.g.:

- Curriculum change. More emphasis on creativity and the arts, more focus on resilience and personal growth, more focus on skills, etc
- Change in how we train, develop, support and sustain teachers
- Refocus the work of schools on achieving more tangible outcomes that matter—ensuring that all students leave school with at least Level-3 literacy (or better)
- Differentiate the learning experience more so that equitable outcomes can be achieved for students with different modes of learning
- Return to "old" math and get rid of "new" math
- Remove any kind of personal education (sex education, resilience, parenting, etc.), and focus purely on skills and competences needed for work
- Enlarge the presence of financial literacy and life-skills in the curriculum
- Make teachers more accountable for outcomes
- Etc...

This diversity of opinions about processes and tools betrays a societal vagueness as to the **purpose** of public schooling. Should schools be:

- Skills factories, equipping learners with the skills they need for work and post-secondary education?
- Social agencies, enabling personal and social development, supplementing or replacing community and family?





- Exemplars of competition, where students compete with each other, schools compete on league tables, and school systems compete for PISA positions?
- Centres for productivity, producing outcomes (KPI's) that show value for money?

Table Participants view the four Delors Pillars (developed by the Delors Commission on Education for UNESCO in 1966)—Learning to Be, Learning to Know, Learning to Live Together and Learning to Do—as an enduring touchstone that can help society to regain clarity on the purpose of its schools, however:

*'It is our view that the purpose of school is now a highly contested space and that we are in danger of losing "public education" as its purpose is being corrupted...We cannot address what schools should do in particular (processes) and how they should do it (tools) without first securing an agreement on purpose.'* - Education Table

## ***The Response: Start a vigorous, robust conversation about the Purpose of schools***

The intention is to mobilize, leverage and stimulate those who have real influence in the domain. The Table's conclusion is that three voices need to be mobilized in order to shape the context by which society understands the purpose of school:

- The student voice
- The voice of parents as partners in education; and
- The voice of teacher unions around the world

(Outreach to Ministers of Education and their Departments was not prioritized. Knowing them, and having sought to influence them, Table Participants felt that 'They don't start parades, they get in front of one that is moving and attracting attention.' Changes to public policy and resource allocation will only come after the hard work of building momentum around a shared understanding of purpose has been done.)

Table Participants identified, and are now embarking on, four action areas—individually and in subgroups—to start this conversation:

1. Scenario-driven conversations: Engaging students, parents and teacher organizations in understanding future scenarios so that they can 'think back from the future to the present' when talking about the purpose of schooling. Specific actions taken will include:



- Creating a global network of futures thinkers on education, and curating resources for use by unions, student unions and parent organizations
  - Developing community/youth/other forums for these conversations
  - Working with teacher unions to help create and support student organizations so that the student voice can be amplified
  - In Ontario (through the Ontario Deans of Education), stimulating a series of Youth Forum activities across the Province to look at future scenarios and explore implications (e.g. demographic shifts, new forms of work, wealth, health, cities) on individuals, communities and schools
2. Seek opportunities through radio, social media and television to focus attention on the future changes for Canada and their implications for school
  3. Launch a series of actions under the heading of ' **parents as partners**' for public education, e.g.:
    - Work to support People in Education (Annie Kidder) going national in Canada
    - Design, develop and pilot (via Queens University) a module on *Working With Parents as Partners* for use in teacher education
    - Work with teacher unions (starting in Norway) on how to train teachers to engage parents
    - Develop proposals, seek funding and make TV and Radio programs (or arrange for them to be made) focused on the purpose of school. Use opportunities presented by the news cycle—like the 'math crisis'—to widen these difficult conversations
  4. Futures Thinking: Systematically engage in work focused on the post-liberal education agenda and the "beautiful risk" of education:
    - Pilot a grad course in education future studies at the University of Alberta in May 2019, then seek to turn this into a MOOC or similar scalable curriculum
    - Encourage and enable JW's CBC podcasts to be broadcast and available nationally; include within the 2019 series a sequence on the purpose of schools under emerging futures scenarios

Table Participants also agreed to support a Canada-wide drive in higher education to test for, and achieve, [Level 3](#) or above literacy and numeracy skills, which they deem critical under all future scenarios. Currently, 30-60% of those admitted to college have literacy skills below Level 3, and yet 97% of the jobs created in Canada between 1997 and 2014 demanded Level 3 literacy or higher. (This number will rise, not fall. Social and economic inequality will increase without an adequate literacy response.) Actions will include making the business case for:



- Testing each learner on admission to college or university using a standard online instrument – the OECD's Education and Skills Online assessment
- Supplying a proven 30-hour program of intervention aimed at upgrading literacy skills, for post-secondary entrants who score below Level 3

### ***Intended Consequences***

'We will have engaged very large numbers of people—teachers, students, parents—in an ongoing conversation about **purpose**, the aim of which is to significantly change the trajectory of educational investments and policy in favour of public education with the purposes outlined above. By mobilizing a movement—by community organizing, leveraging social and traditional media, future-focused conversations based on evidence—we can begin to shift the mindset of those who set policy and fund the system.' (Education Table)

### ***Invitations to Engage***

Table Participants are carrying out these Responses. Anyone who would like to find out more about their work, get updated on their progress, get involved or support it, is welcome to connect with Stephen.

## **3. Rethinking The Arts as an Engine**

### ***Table Contact:***

[Don Simpson](#). Founder, Renaissance Expedition; Former VP, Banff Centre.

### ***The Challenge: We misconstrue “The Arts” as entertainment***

The Arts are a major part of the Canadian economy, employing 650,000 people and contributing over 3% to GDP. The Arts sector is as large as mining; more than twice as big as automotive; and ten times bigger than sports.

The Arts can be a powerful engine for growth, prosperity and wellbeing—but they are rarely viewed as such, and rarely invited to play such roles.



## ***The Response: “An Artist At Every Table”***

The Arts Table proposes to start a movement by artists to bring artists’ voices into decision-making and leadership in every sector of society, so that it’s no longer unusual, but natural, that they be there.

## ***Invitations to Act***

The Arts Table has produced [a slide presentation](#) that sets forth their agenda and lays out the near-term and long-term outputs that they are working towards. Everyone who is compelled by this vision is invited to [view that presentation](#) and offer reactions to Don.



## B. Opportunities for Action

### 4. Rethinking Spirituality, Meaning, Purpose & Identity (SMPI)

#### **Table Contact:**

[Sarajane Aris](#). Former Director of Policy, British Psychological Society's Division of Clinical Psychology.

#### ***The Challenge: We struggle to integrate all the competing and paradoxical elements of life and living***

It is obviously true that humans create the society they live in. So why the profound and widespread sense of threat, alienation, stress and ill health, struggle for wellbeing, grasping at power and yet feelings of powerlessness in the face of society's challenges and conflicts?

One fundamental opportunity to "get unstuck" regarding some of the intractable problems and challenges "out there" is to recognize their connection to some of the opportunities for action "in here" (within ourselves), as well as within our local communities and places of work.

Table Participants drew upon experiences in which they had engaged powerfully with societal problems via the inward search for Meaning, Purpose, Identity and Spirituality, in various contexts such as schools, healthcare, commerce, cities and communities, governments, social justice, the arts, science & technology, and media.

#### ***The Response: An evidence-based SMPI Charter and Toolkit for pathfinders***

##### **A Charter**

The Table Participants developed a preliminary set of overall aspirations, values and principles, which could be developed further to form the foundation of a SMPI Charter. They are:



- To cultivate the **universal** human birthright to connection, joy, community, abundance and fulfillment, in response to **divisive world systems** (economic, social & political) and *worldviews* ("Western", hegemonic, materialistic) that dominate social life and generate a widening range of social conflicts, personal addictions, traumas and challenges;
- To celebrate *humanizing and connecting* experiences—e.g., the resilience of the human spirit and the enduring power of love—in response to *dehumanizing and disconnecting* social conflicts and personal addictions, traumas and challenges;
- To *consciously* develop grace and compassion as a way of responding to gender, racial and other inequalities, and other world conflicts, many of which are so deeply ingrained in society that we *unconsciously* perpetuate them.

## A Toolkit

*Consciousness, presence, awareness and intention* are the pre-requisite attributes which create space for SMPI to come to bear on urgent personal, collective and societal problems. Hence, the pre-requisite challenge is to become more fully conscious, present and aware beings. How do we do this in an ever-racing, fast-paced world, always wanting more for less, always running to catch up?

Several Table Participants (who have already worked with large numbers of people on these issues) agreed to combine their successful strategies and areas of expertise to support a joint "SMPI Toolkit," relevant for people at all stages of their life's journey.

- For **adults**, Table Participants identified the development of "Deep, heartfelt listening" capacities as a priority, to help people remember their interconnectedness and "subtle-level" connections. Deep, heartfelt listening is a form of leadership: the nonjudgmental presence who creates more space for other voices to be heard. "Wise elders" and "storytellers" have critical roles to play in the development of deep, heartfelt listening capacities within communities.
- For **youth**, Table Participants identified the crucial role of early childhood education and mentoring to help young people grow into more fully conscious modes of adulthood. Important skills to start developing in childhood include: the development of a sense of identity ("enselfment"); balancing freedom and structure; managing stress and mindfulness; being authentic; being present in the moment; and seeing connections between personal and systemic change. Communities and educational establishments play a pivotal role in developing these skills in young people.



- For **elders**, who look forward to ever-increasing worklives and lifespans, SMPI capacities and skills are crucial to wellbeing. The SMPI Table may explore this area further once the initial Toolkit is developed.

The aim of the Toolkit would be to give people evidence-based SMPI tools for wonderment, immersion and meaningful connecting across the lifespan. It would draw upon various resources and programs, such as: Deep listening; Mindfulness; Compassion and “Wise-mind” activities; Transformative dialogue circles; Community arts, dinners and other simple rituals for connecting people; Restorative justice circles; Upsocial experiments; Intergenerational conversations Gift economy; and other approaches that have been pioneered or championed by Table Participants and others.

The Toolkit would be a multimedia development. In addition to traditional materials, it could also include podcasts, various social media and mentoring relationships.

The Table has set a March 2019 milestone to reconvene virtually, check progress, and determine whether commitment levels and resources warrant the development of such a Toolkit.

## ***Invitations to Act***

Table Participants possess the resources, experience and expertise to build an impactful "SMPI Toolkit," stocked with evidence-based practices. They are looking for some indications from the basecamp community and the wider world that such a Toolkit would be strongly supported through its development and launch by various stakeholders. The ambition is to bring this Charter and Toolkit to pathfinders in this network, and into other contexts, systems, programs, cultures and organizations.

The Table is interested in connecting with basecampers who can help introduce and pilot their Toolkit to **target user groups**, such as:

- Non-profits working with children and youth
- Young women and women leaders across the world
- Any youth or older adult local or broader community initiatives
- Youth politicians, policy makers and community activists



- Education systems, schools, universities and teacher unions looking to develop better student mentoring systems
- Healthcare systems
- Parliamentarians and other holders of elected office
- Corporates across the world wishing to utilize the SMPI Toolkit for its staff at all levels
- Various networks of decision-makers, professionals, businesspeople and investors

The Table is interested in connecting with basecampers who can introduce more **funding and resources** to this initiative, such as:

- Tech developers/entrepreneurs to build/deploy app versions of SMPI tools
- Academic and public policy partners to track and analyze results of SMPI tool adoption
- Traditional- and social media relationships to build awareness and garner pilot partners for the Toolkit
- Thoughtful funders and forward-looking philanthropists interested in investing in societal change via the inward search for and development of SMPI
- Connections to other communities of research and practice that seek to relate, understand and transform outer (societal) change and inner individual challenges
- Building connections with other Tables agendas, such as the citizenship agenda to provide SMPI, the 'Arts as Engine' agenda, the Cities and Communities agenda, amongst others.

The Table is interested in connecting with basecampers who can contribute **tools, expertise and experiences** toward the SMPI Charter and Toolkit, eg:

- Often-overlooked ways of knowing and being (e.g., indigenous, global south, etc)
- Health and wellbeing
- Holistic finance and wealth
- The world of work
- The arts as a way of being

“Heartfelt thanks to everyone.” (Sarajane)





## 5. Rethinking Cities

### **Table Contact:**

[Sylvie Albert](#). Professor, Past Dean, Faculty of Business & Economics, University of Winnipeg.

***The Challenge: Policies at the municipal level will shape much of the future, but cities have only a minor voice in shaping that policy agenda.***

Humanity's future is increasingly urban—which is another way of saying, "cities" are the site where many of society's opportunities and challenges must be met, from decarbonizing transportation to improving socio-economic inclusion.

On cue, a plethora of institutions have taken it upon themselves to define and guide the global municipal transformation agenda. Some of these institutions are city-driven and city-focussed: Smart Cities Challenge, Intelligent Communities Forum, Federation of Canadian Municipalities, C-40. Others are city-focussed programs within much larger policy shops: Conference Board of Canada, European Union, World Bank, etc. The chorus of advice-givers is ever-growing.

For target audiences—local politicians, policy makers, associations and residents/citizens—consuming this counsel is a near-impossible task. Most of these audiences are already overburdened with the task of keeping pace with rapid and relentless change. Public budget cuts across much of the world since the 2008 global financial crisis have exacerbated this capacity shortage.

It may also be unwise. All cities are different. The most popular game that advice-producers play—identifying and sharing "best practices"—can be dangerous unless adopters judiciously *adapt* the practice to accommodate relevant differences.

More fundamentally, treating municipal politicians, policy makers, local associations and residents/citizens as "audiences" for policy advice may itself be an error. "How should this community best proceed toward the future?" is a question whose answer has little power unless it arises from the community's own wisdom and ways.



## ***The Response: Build a self-assessment centre that empowers cities to drive their own municipal transformation agendas***

Table Participants identified a clear need for a self-evaluation mechanism, something that would enable cities to measure their own levels of livability and sustainability, with linkages to international benchmarks on issues of *local* interest (e.g., on smart grids, smart health, MaaS, waste management projects, etc).

Helping municipalities to rate where they stand vis à vis the future *according to criteria that they themselves deem relevant* would help to flip the role of cities from takers to makers of the municipal transformation agenda. Specifically, it could:

- Invite more local wisdom and ways into determining "relevant" directions of change for the community, and more engagement in pursuing that direction
- Signal clearly to policy innovators (Intelligent Communities Forum, World Bank, etc) which cities are eager to hear about which new practices, and where the strongest needs for new policy lie
- Help reframe the culture of international policy exchange from "best practices" to "chosen priorities," and facilitate the formation of new international peer groups around chosen priorities

In sum, a "self-assessment centre" would help to infuse the global municipal transformation agenda with local engagement and guidance, and help cities plan for their own future. Elements of the centre would include:

- Intellectual property: Criteria for cities to self-assess their levels of livability and sustainability, and capacity for long-term planning and resilience to risk
- A platform upon which cities self-assess and use data to learn, plan and connect with citizens
- A repository of practices in all relevant subjects of making cities livable (e.g., successful examples of affordable housing, public engagement in shared transportation, etc)
- Incentive programs and recognition programs
- Tools to report on progress (e.g., surveys on satisfaction, engagement and innovation—"We now do these things differently in these ways" ...)



- Celebrity opinion shapers to advance the importance of 'future thinking' and 'transformation' at a local community level

## ***Invitations to Act***

This would be significant undertaking. To start up the self-assessment centre would demand full-time skilled people, who would work to bring together sources of data and experts around the world.

Members of the Table possess the requisite skills and networks to make the startup attempt. It would also require new startup capital in the neighbourhood of \$250,000 to \$500,000.

A rough estimate of startup requirements would include:

- Intellectual property: 6 months x 3 people, plus ongoing maintenance
- Repository: 1 year x 3 people, plus ongoing maintenance
- Technology platform: Startup IT development and maintenance expenses could be clarified via an RfP process
- A city or community to volunteer as a pilot site

The Table is interested in connecting with basecampers who can bring the missing resources to this effort, especially:

- Thoughtful funders interested in investing in empowering holistic, inclusive long-term planning at the community level
- Tech developers/entrepreneurs to build/deploy the online platform

## **6. Rethinking Wealth**

### ***Table Contact:***

[Cathy Mathews](#), Founder, WealthTable.



## ***The Challenge: In the present paradigm, avenues to greater financial wealth often compromise wider financial health.***

Across the rich world, some \$70 trillion in assets is in the process of changing hands from baby boomers by millennials. The latter have generally weak financial literacy, but also expansive ideas about what wealth is good for. Society needs to raise financial literacy among those who will inherit that wealth, but also create greater financial inclusion for those who won't inherit it.

Beneath these obvious priorities lie some deep contradictions. Wealth is owned by individuals but created from the community. Wealth can be increased by avoiding taxes but grows atop taxpayer-funded infrastructure. Wealth accumulation ("to grow rich") is one of the most widely-held goals in society, but wealth redistribution would do more to raise economic growth.

Table Participants saw some pathways through these contradictions, by shifting society's thinking from "financial wealth" to "financial health."

## ***The Response: Shift society's narrative from "Financial Wealth" to "Financial Health"***

A system geared toward financial *health* would resolve some of the contradictions in society's present wealth narrative and behaviours, by better aligning the pursuit of Individual, Household, Community and Societal wealth.

Table Participants developed a framework to improve outcomes within the system, while also working toward a better system.

To improve outcomes within the system:

1. A **Financial Check-Up Tool** to help individuals across the wealth spectrum to track and understand their global financial situation, and develop financial literacy and confidence. (This pillar is based on the simple reality that many—perhaps a majority—of people do not even have a good picture of their present finances. That has to be the starting point of any attempts to improve the picture.)



2. A **Startup Accelerator** to support new companies, products and services that aim specifically to improve the financial behaviours of Canadians, especially low- and middle-income individuals. (This pillar is based on the recognition that (a) deep-seated tendencies get in the way of better financial behaviour (e.g., bias to the present, bias to emotion, loss aversion), but (b) currently, financial institutions and fintechs target only upper-income and high net worth customers with the latest behavioural science-based product innovations.)

To work toward a better system:

3. A **Financial Inclusion Fund** (\$100 million+) that makes systemic investments to transform the financial health of Canada. (This pillar is based on the belief that making systemic change demands a shift in innovative energies from selling specific solutions to exploring the systemic problem. Currently, initiatives need to come up with a solution, then chase funding for that specific idea. This yields many ad hoc initiatives that are small in scale and dependent on present ways of thinking about wealth for their success. But a dedicated fund could enable funders to influence innovative energies, and source innovations, toward advancing a new priority on financial health.)

## ***Invitations to Act***

Table Participants are, individually or in sub-groups, working to erect some of these pillars:

**Financial Check-Up Tool:** A pilot version of such a tool has already been developed by the Table Host, Cathy Mathews (under the name "Wealth Table"). Cathy is interested in connecting with basecampers who would like to help her develop and deploy this tool in Canada.

**Financial Inclusion Fund:** Adam Fair, at Prosper Canada ([afair@prospercanada.org](mailto:afair@prospercanada.org)), is testing whether this Fund can attract capital and is interested in connecting with basecampers who want to help.



## C. Opportunities for Enquiry

### 7. Rethinking Platforms

#### **Table Contacts:**

[Jon Shell](#). Partner, Social Capital Partners, [www.socialcapitalpartners.ca](http://www.socialcapitalpartners.ca)

[Trish Josephs \(Demchuk\)](#). Echo Business Development Solutions Inc., <https://www.linkedin.com/in/trishjosephsdemchuk/>.

#### ***The Challenge: Society's rapid adoption of platforms has shifted important public questions—control, authority, privacy, purpose—to the private sector***

Technology-enabled "platforms" have been on the rise over the past decade. Everyday social interactions and commercial transactions that used to be conducted in-person, or over the telephone, are now automated electronically. High rates of adoption for Internet access and mobile apps have led to the concentration of data and financial capital amongst fewer and fewer large players. Those dominant operators are now criticized for their impacts—economic, societal and political—on society. Should we rethink the unexpected consequences on control, authority, privacy and purpose that come with the boom of a successful platform? Is there collective action that a pilot group could initiate that would lead to a platform with better outcomes?

In asking these far-reaching questions, Table Participants noted that commercial platforms—although they may seem to be an immutable fact of life—have only been around for about a decade. Now is probably the appropriate time for society to pause, reflect and possibly redirect the development of this new way of communicating and collaborating.

#### ***The Response: Reimagine technology platforms as public goods, or "Platforms for the People"***

Table Participants focussed on the role of tech-enabled platforms to address society's concerns about the future of employment and skills. Society's linear, Industrial Age model of people progressing from high school to higher education to the office or factory no longer



seems suitable, given the current (and growing) dynamism of job roles and technologies in the economy.

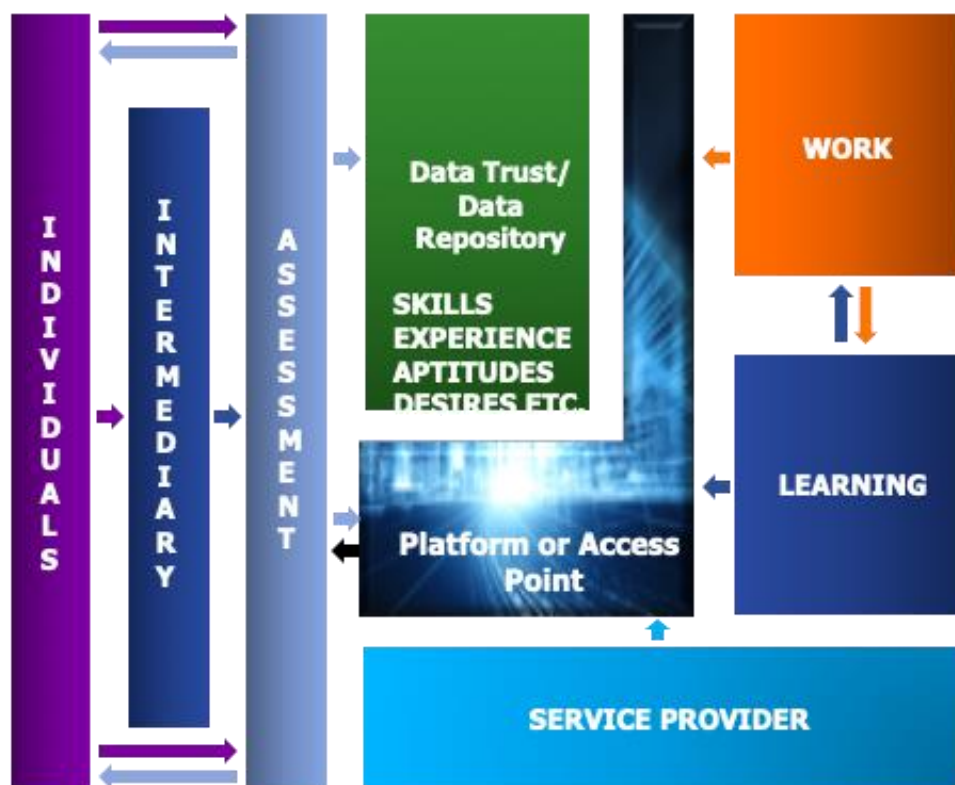
One commercially-backed platform that has already become popular for job matching is LinkedIn. A *public* platform for work and learning may differ in some important ways:

- Citizen data would be held independently, in a public "data trust." Records of schooling and employment, from school days through to retirement, would remain owned by the individual citizen.
- Opportunities for work and learning, which on commercial platforms skew toward higher-paying jobs (which earn higher recruitment commissions), would serve society's matching needs more broadly—including entry level positions, mentoring, and guides for training and/or education to advance a career, or just find a better job.
- Ideally, the public platform would enable not only the matching of employers with employees, but might also help individuals to start their own small businesses.



Table Participants developed a visual model of one possible system redesign for work and learning that could shift questions of control, authority, privacy and purpose significantly back toward society's hands.

### Possible System Design for Work and Learning



One model of adding "digital public goods" to an existing system to enable entrepreneurship and empower individuals.

Some of the Table's design ideas for the system include:

- The Data Trust and Access Point would need very thoughtful governance structures to ensure privacy and equity.





- The Data Trust is envisioned as a "public good" that might be funded (but not built) by government. Individuals would be able to constantly update their records in the Data Trust, with new skills gained (through badging and traditional recording), new personality tests taken, new experiences and changes in their life circumstances (e.g., goals and availability).
- The Access Point would either be a public good or public/private partnership. The goal would be to give individuals the power to decide who can access their information, and to track who does so. Public- and private-sector service providers would enjoy the ability to provide services through the Access Point, after meeting certain onboarding criteria. Public policy institutions could access aggregate data for trend analysis.
- The match-making algorithms within the Access Point could be trained to reduce bias in work and learning opportunities.
- The "work," "learning," and "service provider" boxes represent the current actors in the employment and training system. The "intermediary" box represents both public and private institutions that serve people in connecting with the system. Publicly-funded employment service providers, high schools and universities, and recruiting agencies are some examples of intermediaries.

## ***Invitations to Join the Enquiry***

In January 2019, Jon published [An 'International Space Station for Work': The Case for a Global, Open Platform for Training and Employment](#) with Public Policy Forum ([www.ppforum.ca](http://www.ppforum.ca)). It was informed, in part, by the Table discussion he hosted at basecamp:Toronto.

A subgroup of Table Participants, led by Jon, is interested in continuing the development of this system design, and eventually, see it trialled in Canada (or with Canada as part of an international consortium, à la the International Space Station, to spread risks, costs and benefits). Anyone who would like to convene, support or be a part of that conversation should lodge your interest with Jon.

At this stage, the Table is especially interested in connecting with basecampers who can introduce them to other leading thinkers and groups around the world who are exploring this model, e.g.:

- High-level relationships within the government and bureaucracy of Estonia (whose "X-Road" system closely resembles the Table's Data Trust + Access Point design)



- Government-as-a-Platform researchers and practitioners
- Experts in the design of governance structures that ensure privacy and equity, while serving mixed private and public objectives
- Relevant researchers and policy-entrepreneurs within leading schools of government (Harvard Kennedy School, Oxford Blavatnik, Queen's, etc)
- Relevant researchers and policy-entrepreneurs within international organizations that are exploring "Future of Work": International Labor Organization, World Economic Forum, etc

The Table's hope is to convene some of these additional voices to take this design thinking another step further.



## 8. Rethinking Work

### ***Table Contact:***

[Ilona Dougherty](https://uwaterloo.ca/youth-and-innovation/). Managing Director, Youth & Innovation Project, University of Waterloo, <https://uwaterloo.ca/youth-and-innovation/>.

### ***The Challenge: Society's basic bargain with workers is fraying.***

The world of work is rapidly changing due to technology and automation. This is the headline story for what's driving workplace stress and anxiety across North America, but the full story includes many more drivers:

- Aging population: With an aging population the number of those who are of working age and economically productive is likely to decrease.
- Increasing instability: Precarious work is rising and the work lives of many and in particular young people are becoming increasingly unstable.
- Increased credentialing: Employers have increased their demand for credentials. Young people are spending more time in school than ever before, and they enter the workforce with higher levels of debt—adding to an already unstable dynamic.
- Lack of gender equity & diversity: Challenges around gender equity and a lack of diversity stubbornly remain.
- Work takes priority over wellbeing: Rates of depression and anxiety are increasing amongst young people, as is a desire by young people to prioritize wellbeing in the context of their work lives.

### ***Possible Responses***

Table Participants proposed five possible directions of response to the evident strains in the present world of work, two of which individual champions were interested in carrying forward:



1. A **better measure** of global work. It's become common to say that much of the "work" in society goes unrecognized and uncounted, because it does not take place in formal labor markets. Moreover, much work today doesn't take place through traditional employment channels and doesn't get captured in traditional jobs data, as online gig work possibilities emerge. A fundamental first step would be to move past this common parlance and actually begin rigorously counting work according to a broader measure—one which incorporates both paid and unpaid tasks but also measures meaningfulness and wellbeing. Table Participants envisaged a long term multi-country study that queries such unreported basics as:
  - How do you earn money? Why?
  - Which of your skills are you using? Are you under- or overqualified?
  - Are you happy with the amount of work you are doing?
  - Do you have a friend at work? (and other measures of wellbeing)
2. **Promote youth from the margins to the centre** and recognize their unique abilities as innovators. A prevailing notion that needs to be contested is that participation in the knowledge economy requires a higher level of education/credentialing than ever before. Research led by Ilona, the Table Host, [clearly suggests](#) that young people are society's 'innovation engine' and that society's over-emphasis on credentials often leave young people's unique abilities untapped. Youth are still seen mainly as targets for training, but youth can also *contribute* while they are young. A *lack* of familiarity with established ways of doing things is an important youth contribution to economic development. A practical way to help promote youth to the centre of work would be to:
  - Measure employers' attitudes around their younger employees, to make plain the discrepancy between present attitudes and the untapped value that young employees have to offer.
  - Develop an educational campaign for senior leaders and influencers around these results.

## ***Invitations to Support the Enquiry***

A **better measure of global work**: [Danielle Goldfarb](#) is willing to lead this research effort, as it aligns with her role as Head of Global Research at RIWI Corp. Danielle has already completed a related pilot study collecting data in 40+ countries on global online workers with a focus on global youth. Danielle is interested in connecting with people who can:



- Help fund this effort or connect with those that might be interested in providing anchor funding. (The Table estimates that a global study (say in 40 countries in all global regions) would require \$500k per year for 5 years, or about \$2.5m.)
- Help design this new measure or provide connections.
- Help disseminate the resulting measure or provide related connections/ event invitations/ publication opportunities.

**Promote youth from the margins to the centre:** Ilona Dougherty is pursuing this work at the University of Waterloo in her role as Managing Director of the Youth & Innovation Project. Ilona is interested in connecting with people who can:

- Help scale up this effort. (The Table estimates a full-scale research & education campaign would require an additional \$300k per year for 5 years, or about \$1.5m.)
- Connect the Youth & Innovation Project with senior leaders in business, public service & civil society, particularly in Canada, US & Europe who are interested in being supported to more meaningfully engage young people and build intergenerational partnerships throughout their organizations.
- Connect the Youth & Innovation Project with anyone in media or publishing who can support the amplification of this message (and getting a forthcoming book out into the world).

## 9. Rethinking Citizenship

### ***Table Contact:***

**Andrew Cohen.** Author, Journalist.

### ***The Challenge: "Citizenship" presents a paradox—it unites as much as it divides***

"Citizenship" is an inherently divisive topic—a conversation about what constitutes "us" and "them." It's also a morally expansive topic. Is the call to "rethink citizenship" an invitation to "imagine there's no countries," as John Lennon put it—to dissolve the distinction between "us" and "them" entirely? Is it an invitation to deepen the meaning of "us"—to rethink the set of rights and responsibilities that define my status as a "citizen" and my relationship with my "fellow citizens"? (This deepens the meaning of "they," too.) Is it something in the middle: an



invitation to imagine a more just world, one that minimizes the *unearned* differences that derive from our different countries of birth?

Table Participants grappled with this paradox. They recognized that the task isn't to erase difference. (We are social beings. We are meaning-seekers. Group association is an important part of how we become ourselves—and become good citizens.) The task is, therefore, to find the dignity in our differences.

Meanwhile, as we engage in that subtle, sensitive search, "citizenship" is being wielded as both the duct tape that holds communities together and as the saw that carves up humanity, e.g.:

"We reject the ideology of globalism and accept the doctrine of patriotism." - Donald Trump, [speech to the UN General Assembly](#), September 2018.

## ***A Canadian Response: A Charter of Responsibilities***

Canada has the distinction of being the country where citizenship may be the easiest to gain and the hardest to lose in the entire world. The prize-winning Canadian author Yann Martel describes the situation as "Hotel Canada." The Table Host calls it "the incredible lightness of being Canadian." Table Participants were divided on whether this is, on balance, a good or a bad thing. Yet all agreed that a list of the *commitments* of Canadian citizenship—responsibilities rather than rights—was a good thing, and began to brainstorm items on the list, e.g.:

- To stop "othering" the government, and find ways to replace it with "we"
- Respecting, and taking leadership from, indigenous Canadians
- Voting, and other ways of participating in the political system and electoral cycle; civic engagement
- A variety of "knowings": language? culture? history? civics?
- Participating in the provision of public goods (paying taxes); volunteerism; charity
- Giving service (public, community, military, etc)
- Sharing values (deemed highly ambiguous but also highly important; might include specific values around diversity, inclusion, immigration and meta-values like the importance of the list of commitments)



## ***A Global Response: A Global Citizens Corps***

To help socialize youth in the inherent paradoxes of citizenship, and as a response to the way the politics of citizenship is being used today to divide societies, Table Participants propose a "Global Citizens Corps." Modeled on the Peace Corps and other international youth experience programs like [AIESEC](https://www.aiesec.org) (<https://www.aiesec.org>), the GCC would be an international NGO that delivers a cross-border volunteer experience for 18-30 year olds—from jurisdictions, to jurisdictions, around the world.

The envisaged experience would include:

- Volunteering in a country not your own (for up to one year)
- Working on projects related to the Sustainable Development Goals
- Receiving a small stipend & medical coverage
- Focused on youth aged 18-30

The envisaged delivery model would be:

- Partnering with governments and the private sector (via a dollar-matching program?) to fund the exchanges
- A GCC secretariat to coordinate logistics, matches, funding, governance, etc
- A second-phase program for high school students that delivers domestic volunteer exchanges to explore the domestic dimension of citizenship and civics

The overall aim would be to help develop new generations of civic leaders who think globally and *have acted locally in multiple localities*—people who care about the world and are inspired to act.

## ***Invitations to Join the Enquiry***

**A Charter of Responsibilities:** The Table Host, Andrew Cohen, is interested in discussing the development of a Canadian charter of responsibilities. Anyone who would like to convene, support or be a part of that conversation is welcome to lodge your interest with Andrew.

**A Global Citizens Corps:** This is an idea that the Table wishes to "put out there," in the hope that others may be inspired to run with it.



## 10. Rethinking Philanthropy

### **Table Contact:**

[Marcus Benayon](#). Psychologist and Family Advisor.

[Jody Stephenson](#). Executive Director, the Rockdale Foundation.

### ***The Challenge: Philanthropy acts at a privileged distance and with a privileged power, which frustrates its original purpose—“the love of man”***

The word philanthropy means "the love of man." Yet, in many ways, the privileged position that philanthropists enjoy frustrates the closeness and empathy that is required to fulfill the word's meaning. Privilege can also frustrate the identification of the expertise held by those who are closest to the issues and best understand how to respond.

This same privileged distance allows those with resources to act without transparency, accountability or evaluation, sometimes for generations. It is a dynamic not easily reversed: those with power do not like to surrender it. The present power imbalance within philanthropy often allows those with resources to demand of, measure and make decisions for partners, without their input, while at the same time retaining complete independence for themselves. At best, this is ineffective. At worst, it is unloving.

### ***The Response: Develop the tenets for a renewed philanthropy that realizes its original “love of man” meaning. Then, practice these tenets and spread them among the philanthropic world***

Table Participants (mainly, philanthropists and representatives of grant-giving foundations) began by identifying—and mostly agreeing to—the tenets of a renewed philanthropy. The following broad foundations were agreed upon:

- Addressing root causes





- Mutual accountability between funders and partners (reciprocity)
- Inclusive decision-making
- Infrastructure to support grassroots decision-making
- Prioritization of stakeholder capacity-building, and
- A desire for change based in love and empathy

Participants identified a number of alternate ways to engage with grantee partners, or other resource recipients, rooted in these tenets. For example, more equitable approaches for the distribution of resources include: participatory grant-making; multi-year general operating dollars (MYGOD); values-aligned investing and business practices; and greater levels of transparency, accountability and evaluation of foundations.

Participants also explored the idea of an ecosystem within philanthropy, which would enable funders to organize themselves and others towards a "North Star," or more equitable, interdependent form of philanthropy. From their brief visit with the Platform table, Participants explored the idea of a simple platform on which funders could share experiences, practices, and partners, as well as post and read reviews pertaining to their work with partners.

### ***Invitations to Join the Enquiry***

The Table Participants agreed to continue these discussions with their peers. Marcus is interested in connecting with people who can contribute to the development of tenets for a renewed philanthropy. His preferred contact method is [LinkedIn](#).



# Appendix 1 — A Basecamp Story

## “Basecamp Was Great. Now, Dare We Reach for the Summit?”

*Jack Graham, of Social Capital Partners, attended basecamp:Toronto as a roving Reporter and produced this article for our own reflection. If you appreciate it, please [send Jack a thank-you note!](#)*

What’s the point in a conference?

Basecamp:Toronto can be the beginning of something important. Or it can be like every other conference...

When you go to a conference, what’s the usual pattern?

You extract yourself from the various tasks and deadlines on your calendar – often a welcomed escape. You may hear from inspiring speakers, meet some interesting people, and have a few short conversations about other people’s work and your own. There’s an exciting energy in the room, having gathered people who care about the issue at hand.

Then the day ends. Everyone goes their separate ways, returning to their separate offices the next morning. After a number of hours, days and weeks, the conference which once felt so important has now become a few pages of notes in your pad, a few business cards in your desk drawer, a few polite emails exchanged.

But what has really changed?

Basecamp:Toronto brought together many of the best thinkers and doers on several of the biggest challenges facing the world.

This was not a usual conference, though. It wasn’t filled with back-to-back presentations about pre-existing work. There wasn’t a regimented structure about what exactly should be discussed and when. And, crucially, coalitions of people were formed for action to support the



bold ideas, providing the hope that basecamp:Toronto can be the start of an ecosystem for real change.

“This is a basecamp,” said Chris to the 115 participants in attendance from all over the world. “We’re not at the summit. And there’s an intimidating difference between the two.”

Roaming around the tables, it was impossible not to be inspired and energized by the discussions about what the basecamp and summit looked like for the different issues. So many rich experiences and ideas, coming from people’s numerous different backgrounds and perspectives, informed passionate conversations about what needs fixing in society.

Another refreshing aspect was the frankness of these discussions. People weren’t afraid to disagree, question assumptions, and debate where the conversation should be going. No groupthink was allowed to set in.

There were too many ideas to do any justice in this short article (like everyone, I can’t wait to read what was reported from each table). They varied from important high-level arguments, such as how we should redefine “health” away from the traditional medical-industrial complex, to more directly actionable ideas – the “Work” table, for example, looked at ways they could improve each other’s specific projects.

Underlying it all was a sense that we desperately need fresh thinking in all of these areas, and to be open and critical about how things are. Why, for example, do we focus overwhelmingly on cities’ digital infrastructures while the physical stuff is crumbling? What would the perfect employment and training platform look like? How can we encourage foundations to spend their endowments down as a strategy?

At the end of the convening, Chris asked us four questions: “What is my reality? What is the future I can imagine? What can I do? Who can help me?”

Every table made substantial progress in finding answers to the first pair of questions. We’ve only just started on the second pair, though.

We had a hugely fulfilling day, but something has to come next. How can we make it mean more than just another conference? What can we each do to get closer to the future we imagine? Who can help us with knowledge and support, and to hold us accountable in our work towards those goals?



Because, guess what: putting an asterisk next to important notes doesn't achieve anything, nor does a business card gathering dust in your office.

Unless we make concrete plans for action, basecamp:Toronto is as far as the renaissance can go. The summit looks too appealing to let that happen.



# Appendix 2 — Convening as Leadership

Basecamp:Toronto, and the months leading up to that day and the weeks that have passed since, offered some insights into **convening as an act of leadership**.

## Leadership as Getting Unstuck

**First, leadership today is often about navigating paradoxes.** Leaders often find themselves stuck: between incompatible demands; or between what's good in the short term and what's good in the long-term; or maybe between profits and sustainability; or between treating people as means and treating people as ends; or between their personal and professional lives. So often, there's at least two important objectives, and it's hard to see how to move closer to one without moving further away from the other.

**Second, being stuck is unsettling.** Some of us are unsettled by a sense of spreading hopelessness over problems that refuse to be solved: war, poverty, environmental destruction and climate change, inequality. Some of us are unsettled by a sense of deepening divisiveness in politics and society—divisions so deep, we now live in separate realities. Some of us are unsettled by not knowing—by the scale and pace of change and the endless admonitions to adapt.

**Third, convening**—the coming together of the many parts of these problems—**is in itself an important act of leadership**, because it creates new chances at getting ourselves unstuck. Having the grace and courage to hang together in a room, with some of the big, brow-furrowing paradoxes, not knowing how to solve them, can in itself help groups to move from an awareness that “we're stuck” to an awareness that “we're navigating” these thorny problems-without-clear-answers.

## Getting better at getting unstuck

Basecamp:Toronto also offered some specific insights into ways of getting unstuck.



**1. Convening.** Convening well is an art. (I now have a fresh respect for how difficult an art it is!) At least four questions are coming clear to me, whose answers contribute to a well-convened...erm...convention?

- Are you bringing the right diversity to the problem?
- Have you got a good **consultation process** so that diverse voices get heard and have input *prior to* the gathering?
- Have you got a good **enabling process** so that diverse voices get heard and can be mobilized *in the room*?
- Have you got a good **engagement process** so that whatever new chances at getting unstuck that have been created continue to be supported, promoted and connected to resources that help them grow?

I think there's also something to convening about recognizing the *illusory* aspects of diversity. I think a good convention helps us to recognize that, although we come from different places, we also have a **shared territory** of challenges in front of us to explore together.

(Together, we've already generated a lot of insight into each of these questions, from what worked and what went wrong at basecamp:Toronto. So, again, thank you!)

**2. Complicating the binary.** A lot of our "stuckness" has to do—I think—with oversimplifying societal problems down into binaries. We frame problems as paradoxes, but maybe it's the frame that's the problem. (One example—maybe not the best, but the first that comes to mind: I was at a conference on the Future of Work in Melbourne a couple weeks ago, in a panel discussion on "treating people as means vs. ends." It's a serious question inside big task-oriented corporations, as automation and AI now makes it possible to perform many (valuable) tasks without using (costly) people. On any business' income statement, people appear on the cost-side of the income statement, as labor costs, and that means executives are incentivized to get rid of them (drive down costs to increase profits). But if every firm does that, mass unemployment results, consumer spending falls and corporate profits eventually fall, too. So the paradox is baked into our economic system—or is it? Some companies, where innovation is the core business (3M, Google and others), pay their employees to spend 15-20% of their time creating whatever they want to create. Successful creations (and hence, the employees) show up on the revenue-side of the income statement. Does that solve the paradox? I'm not sure. But it does helpfully complicate the binary.



I saw a lot of that going on in our basecamp. I think it's key. As Don Simpson said to me on November 14th (paraphrasing Heisenberg, I believe): "I abhor clarity on this side of complexity. I crave clarity on the other side of complexity."

**3. A third "C"?** I think there's a third "C" in this list (because alliteration must be right, right?). But I'm not yet sure which one it is.

Maybe "character." Are you bringing the right character to the problem?

Other C's that are probably important to the process of getting ourselves unstuck: curiosity, creativity, collaboration, commitment, courage, competence, compassion...



## Appendix 3 — Output Process

The instructions given to the Table Hosts and Reporters for their outputs were deliberately left open to their own sense of what mattered. Hosts were invited to: “capture the ‘stuff’ (insights, plans, intentions, actions, possibilities, needs/asks, etc) that:

- You **don’t want** to be lost from your Table’s discussions; and/or
- You **do want** to be identified, connected, supported and/or promoted from your Table’s discussions within the network going forward.”

Hosts were also invited to honour Table disagreements:

“False unanimity is **not** the goal here. If your feedback can coherently capture the divergence of views on a difficult dialogue, that in itself could be powerful progress.”

And Table Hosts were advised that:

“If you **do** capture and feed back “stuff” from your Table, it will have a life beyond basecamp:Toronto. It will be captured in the output document. It will generate further opportunities to connect with, and be supported by, the other people who took part in basecamp:Toronto but didn’t take part in your discussions. It may be seen by those who join the wider “re-base” journey in 2019. It will shape which of the 10 Table conversations from basecamp:Toronto carry forward to future basecamps in other places.

Given these intended uses, it’d be especially useful to include clear **invitations** that arise from your Table discussions. What are you inviting other people to support? How might they best do so? What do you need from others in order to take the discussion, or potential actions, forward?”

This feedback was funneled to me through Table Hosts and Reporters. I then attempted to give each Table’s outputs a common format, to aid your “digestion”. Predictably, the ‘Rethinking Art’ table resisted my reformatting, which is wonderful.

A final context-setting remark: For many Tables, this **isn’t** the output of a single day, November 14. It is the output of dialogues that began as early as July 2018, and which remain ongoing.