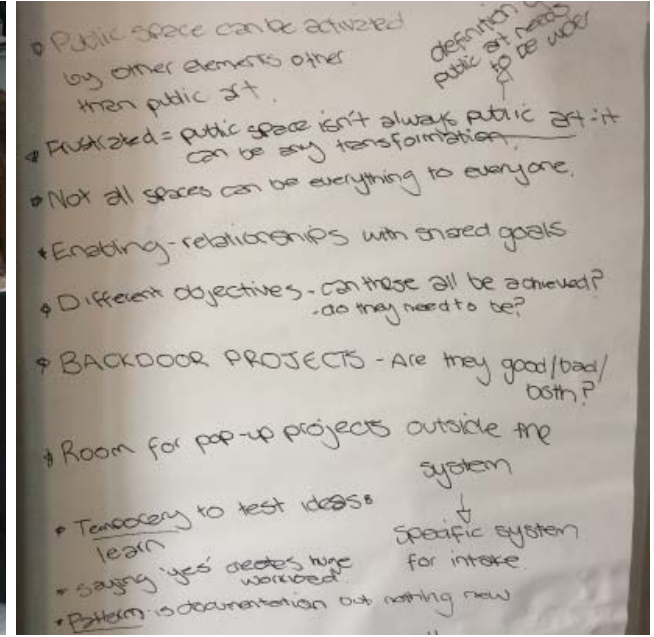
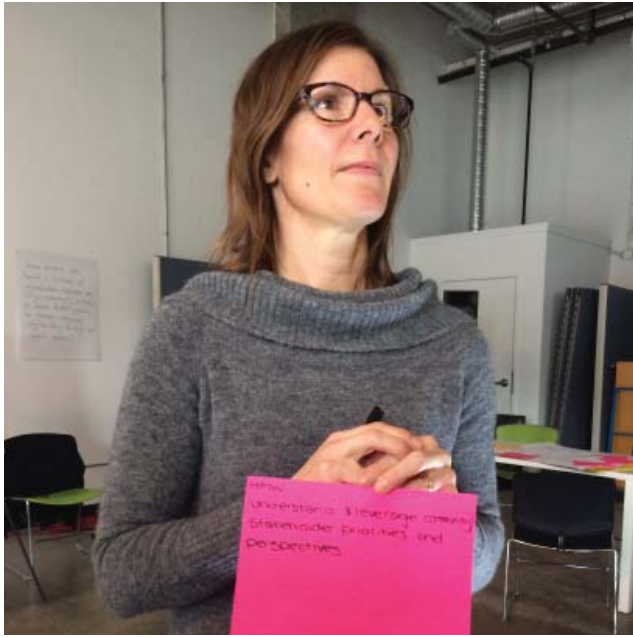


# PRESENCING + CO-CREATING WORKSHOPS

## PUBLIC SPACE + PUBLIC ART SOLUTIONS LAB

January 29, February 6, February 14, 2018





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# AGENDA + PURPOSE

## Day 1: Crystallising Creative Questions

- Welcome + Opening
- Gallery Walk + Pattern Finding
- What's Most Alive?
- Generating Creative Questions + Theming
- Crystallising Creative Questions
- Close

## Day 2: Ideation

- Welcome + Opening
- Ideation
- Building Ideas Flower
- Heat Map + Refine Ideas
- Storyboarding
- Share back
- Close

## Day 3: Prototype Concept Development

- Welcome and opening
- Reflection session
- Service Design
- Prototype concept development
- Prototype sharing + feedback
- Closing + next steps

## Purpose:

- Work toward breakthrough solutions that support system-level change;
- Reframe and refine our convening questions to respond system pain points, and where the group is drawn to work;
- Empathize with those most affected by the refined creative questions; and
- Develop solutions to test through prototyping, insights from the whole system and future that wants to emerge.

## Attended:

Margaret Wittgens, Jen Sheel, Eric Fredericksen, Marie Lopes, Cameron Cartiere, Shiloh Sukkau, Kim Spencer-Nairn, Kamala Todd, Thomas Daley, David Lewis, Janet Moore, Paola Qualizza, Mitchell Reardon, Naomi Reichstein, Amanda Mitchell, Arthur Macapagal, Tara Gloster, Jen Weih, Karen Henry

## Facilitation Team:

Olive Dempsey, Sue Biely, Lindsay Cole

# PUBLIC SPACE + PUBLIC ART SOLUTIONS LAB OVERVIEW

## Convening Question:

How might we build a culture of collaboration between the City and community partners to unlock further potential for creative and engaged city-building through our public spaces?

### Why is this lab important now?

There is great potential to more collaboratively co-create innovative uses of public space in order to engage community and generate creativity, liveability, and playfulness in the city. Public space and public art projects regularly intersect and overlap, particularly from the points of view of the variety of artists and organisations working with the City. Many recent plans and strategies include reference to public space + public art in some way, and the City has a long history of working with community organisations on shared creation and use of public spaces including the VIVA Vancouver, public art, and parklets programs, the Park Board's neighbourhood matching fund, and others.

Even with all of these policies, plans, and programs, community members often struggle to work with the City on engaged and shared uses of public spaces and there are barriers preventing more widespread activation of these spaces. There is an opportunity to bring some experimental culture to this challenge in a way that can build partnerships and test new ideas in a safe environment like the lab, and also provide useful information to the current planning and projects that are currently underway.

The lab will be an opportunity to more deeply understand these issues and opportunities from different points of view, and to prototype some solutions that we hope will provide breakthrough insights and solutions.



### What's the Solutions Lab?

The Solutions Lab is seeking breakthrough, transformative solutions to some of the city's most complex problems. It's a place where City staff, community members and stakeholders collaborate to deeply understand complex challenges from the points of view of the people most affected by them, and where we rapidly prototype and test innovative responses to see what we can learn through co-creation and some risk taking. It's an exciting place where we dialogue and listen deeply, try new processes and collaboration tools, and learn and have fun together.



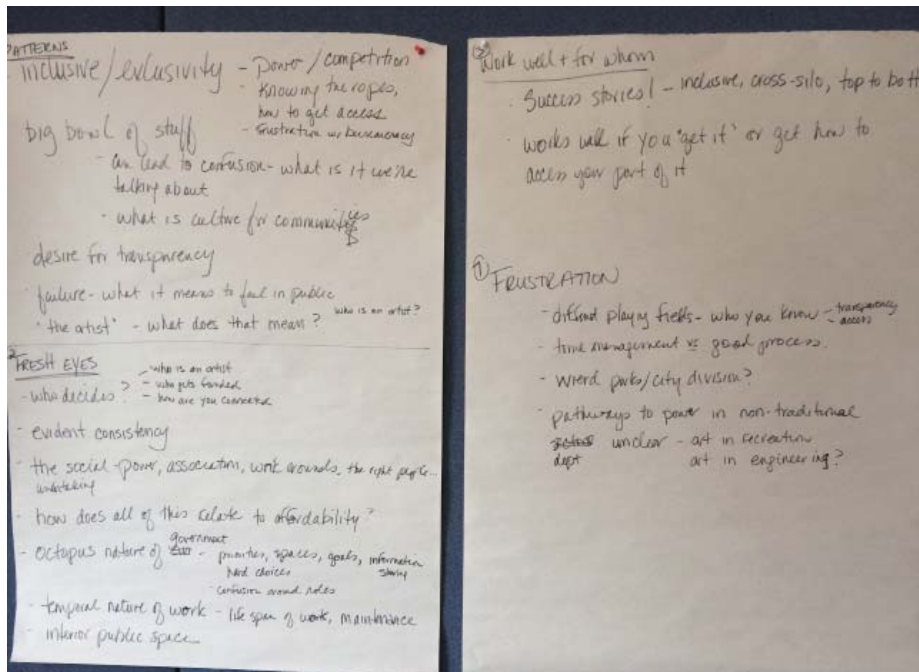
# PATTERN FINDING

The group walked around the room to review our past work, reflect on what has been happening since we last met, and think through the following questions:

1. What patterns are you seeing? What's repeating?
2. Invitation to new people: what elements of the system are we not yet seeing, what do your fresh eyes bring?
3. What's enabling the system to work well, and for whom?
4. What's inhibiting the system from working in a more productive way?
5. Where do you personally feel the most resistance or frustration?

We then gathered in small groups to discuss what we were seeing, and shared the results of our discussion back with the whole group. Some insights from this discussion are included here:

- Culture of access; people trying to find hacks/ways to get to a quick response.
- System isn't beneficial for those who don't know how to access it, leaves people out.
- Frustration meeting aspiration.
- Energy for change.
- Lot of grey here - not just yes/no but yes and YES!
- Recognising and embracing complexity.
- Open to innovative change, no one is stuck in their ways.
- Keen, wanting change to happen; coming with frustration - can that happen right now?
- Our conversation is at the outskirts of a conversation about what's actually happening in Vancouver as a city at this time - it is actually have's/have not's - privileged and not. Arguments within artist communities, that's sad. Something bubbling up from scarcity and global realities.
- Influence + power - who you know, economics, understanding of the system. Translates into equality and fairness. Social power dynamics.



### Continued from previous page:

- We're part of the system that we're talking about and shaping it - it's internal, not external
- How do we make the system more transparent, understandable?
- Is there a threshold of some kind? Can we scale easier yes's with smaller, common types of projects?
- What is the role of the City, big questions around that? What is city-building? Getting at underlying structures that shape our thinking.
- What are we talking about - what is public art? What is public engagement? What do we want from it? What is it for? How can that definition be an expansive one?



## WHAT'S MOST ALIVE?

After this pattern-finding discussion, we began moving into the solution space by sharing what is most alive for each of us at this moment: what are we being called to do as individuals, organisations, as the city? What future is trying to emerge? Here are some thoughts shared during that discussion:

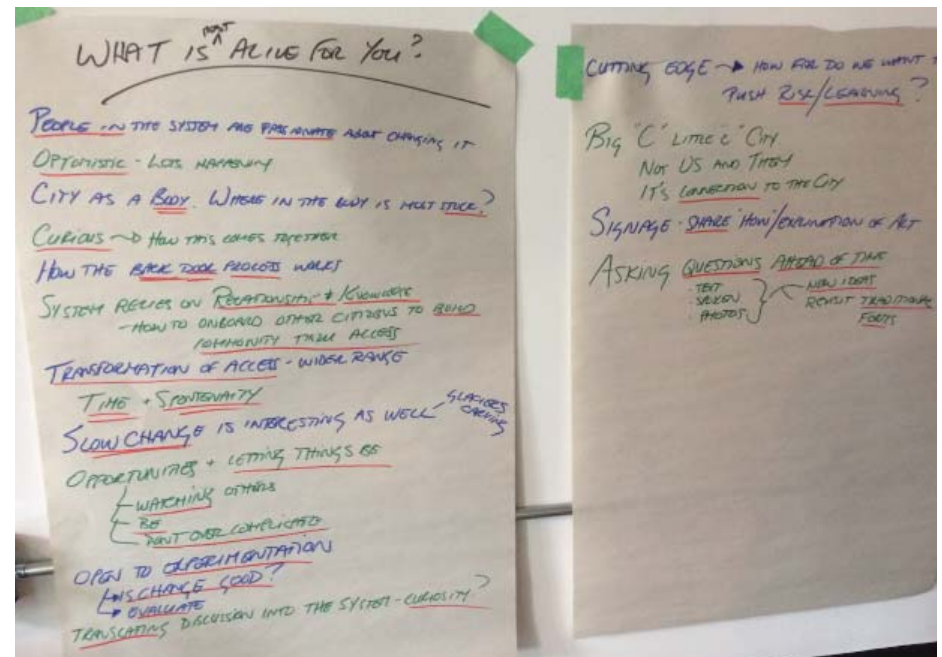
- The people who are in the system are the ones that are most passionate about changing it.
- Incredibly optimistic as someone about to launch a really big project in the city. So much that has happened and continues to happen.
- Metaphor of city as a body, where are the places that are stuck that this group can get moving?
- Exploring how the back door processes tend to work, why does that happen, what can that inform?
- Have a system that relies on relationships and knowledge; how to work toward a system that enables those who are less experienced, connected and knowledgeable?
- A system that inspires, motivates, and provides access across a spectrum of motivations and interests.
- Possibility that this could lead to a transformation of access - and thinking and language to open up access.

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- At the smaller scale there could be things that make more spontaneity possible.
- Countervail pressures of a city that's in a manic phase. Instead make important and allow relationships to unfold over a longer period of time. Change happens at glacial pace in really interesting ways as well - carving canyons.
- Struggling with the opportunities and also to just let things be. What's alive is people in space, opportunity to watch other people to just be. And not overcomplicate things.
- Openness to experimentation. Change is almost always inherently understood as good in Western society. Qualifier of an openness to experimentation; can't just keep changing everything all the time.
- Really curious about how this discussion translates into a change/reevaluation of the system.
- Best practice seen as cutting edge type things. Things that are really new that haven't been done before - this might then come with qualified yes's. How far do we want to push things, are we okay with failing + learning?

- Imagine if we built chairs where we wanted people to be eyes on the street. Catchbasin caretaking as example of engaged city caretaking. The City is the city - it's all of us. Connection to the city that will lead to more discourse and positivity. Signage - how to tell stories of public art to explain pieces, transparency.
- Asking questions before starting something to stimulate ideas; how do our grant applications look? How do we document things so everyone has access to high quality photos?
- Support a revisit in looking at traditional forms of art and cultures with long histories. Inclusive/exclusive.





# GENERATING + THEMING CREATIVE QUESTIONS

From here we moved into a free write to generate another set of “how might we...?” questions that capture what’s most alive for us now, what patterns we are seeing, the fresh eyes perspectives that this team brought in to the session, and a reflection on where we’ve been in the lab process through until now. We were reminded of the qualities of capturing a great HMW question out of the insights and reflections shared so far:

- Questions that turn problems into opportunities for design
- Questions that launch brainstorms and the ideation process and catalyse a variety of different kinds of solutions
- Questions that aren’t solutions in disguise
- Capture your most significant insights in the form of a question
- Focused enough to grab the opportunity but allow you explore wild ideas
- Human centred; speaks to a consumer/user/ stakeholder need
- Not too narrow or too broad

Each person shared three of their creative questions with the group, and we reflected on what we were seeing emerge. We clustered our questions into four themes: City of Vancouver Processes; Equity + Quality of Experiences; People, Partnerships and Relationships in Community; and Processes of Learning, Iteration, Risk, and Failure





# CRYSTALLISING CREATIVE QUESTIONS

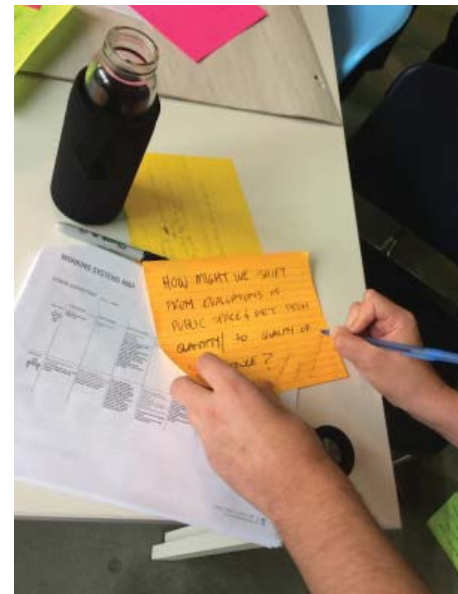
Lab team members then chose what theme they were most drawn to work on, and we gathered in four small groups. Each group was tasked with refining their “how might we” question to make it clear, tight and strong. Here are the guidelines for crafting a strong HMW question:

- They should have the following four essential ingredients: a strong verb/action; a specific user/ stakeholder; a need; and an insight.
- They should be aspirational
- You can quickly think of many possible ideas
- If questions contain a solution, ask “why do we want to do that?” – this help reveal the next level up of the question.
- If the question is too broad ask “what’s preventing us from doing that?”

Once the group had a set of tighter questions, we mingled to share our questions with one another to collect some rapid feedback. The groups then reconvened, made sense of the feedback, and refined their question further to try to get to one, solid creative question for each theme.

## Final Creative Questions

At the beginning of the session, we chose which small groups we wanted to work in today and spent some time reviewing, clarifying, and tightening up our creative questions. These are the three questions that the groups moved forward with.



## DAY 1: CLOSE

For our closing round we asked the group to share their reflections on the question: “where was I stretched today?” and here is a summary of responses:

- Exciting and energising.
- Choosing means saying goodbye to things, don't like saying goodbye.
- Trust your instincts.
- Feeling great, we can say goodbye to all the things that aren't that important and hone in, enjoyed this.
- Not having the language to be able to articulate what it is I know we know.
- Talking on a wide range of themes and having moments of clarity where we able to clarify and simplify.
- Stresses me out - trying to encompass all of the other questions, are we really doing that? Are we doing them justice?
- Watching everybody with different learning styles lean in and flow, and not flow, and having those different experiences at the same time - wisdom of all. Process is designed to benefit from different peoples' thinking along the way.
- Noisy, disorderly classroom today with refocusing. Struck by the “passing notes in class” that come out of these ways of being together that really matter. Built a lot of other lateral understandings and other relationships that are really valuable.

- Builds trust. Total privilege to be in a room like this, comfortable in dialogue and always want that to be longer, think about what's lost in the merging. Enjoyable.
- Sense of satisfaction of creating a final product - a distillation, to create something, an end result that is satisfying.

### Evaluation

Overall, you had a 3.8 out of 5 experience on the scale of awesome.

What worked well:

- Great dialogue, lots of different perspectives
- Clear goals and moving toward concrete questions and tangible directions/actions
- Great facilitation and different workshop formats
- Refreshing on work that we've done so far

What to change for next time:

- Need some slower discussion time with group work, particularly at the end of an exercise
- How does this fit in with larger work, plans, and what's next?
- Create ways to hear from everyone, not only round table format

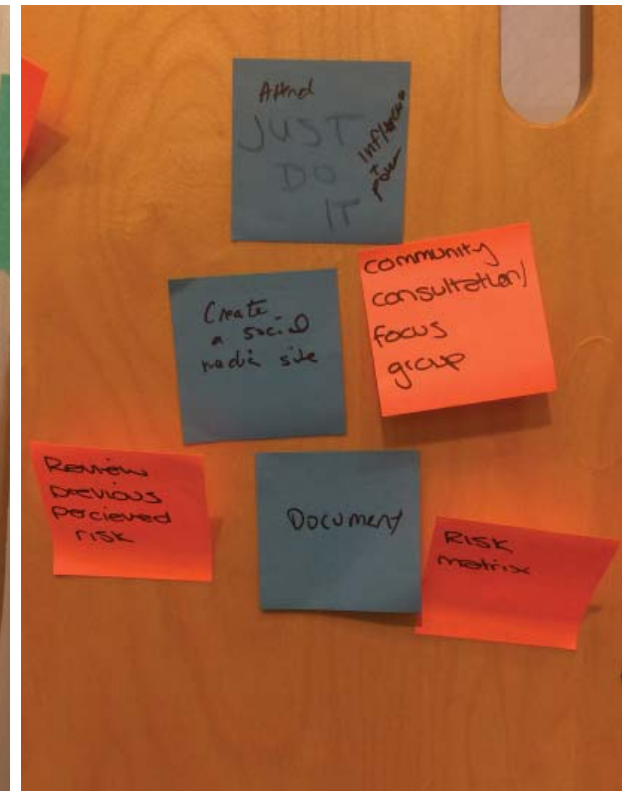
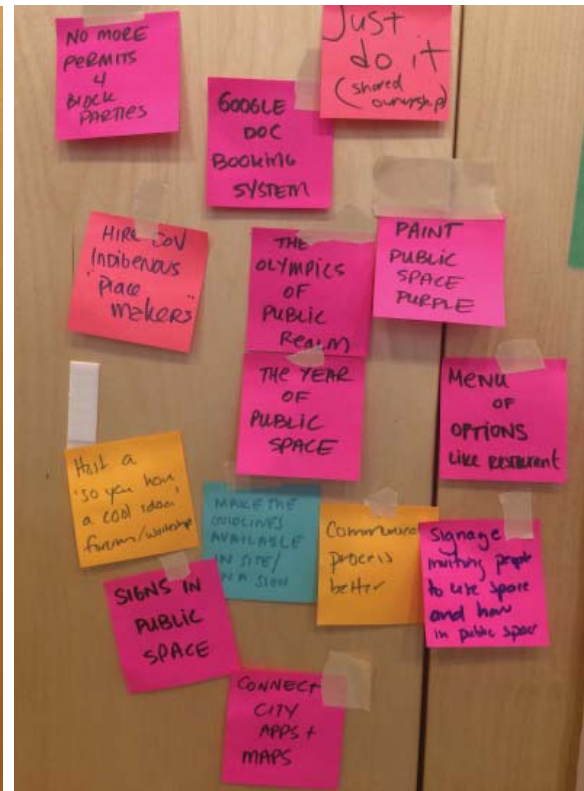
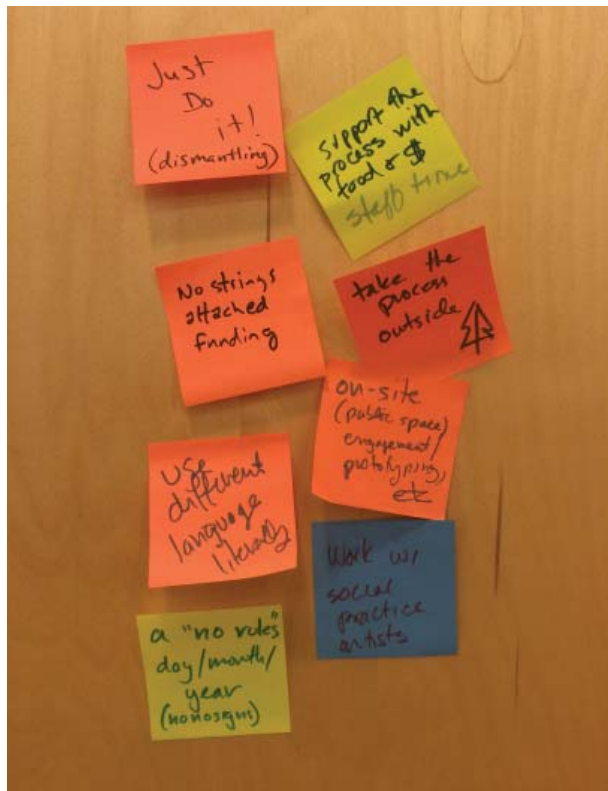
## DAY 2: IDEATION

### Agenda

- Welcome + Opening
- Ideation
- Building Ideas Flower
- Heat Map + Refine Ideas
- Storyboarding
- Share back
- Close

## JUST DO IT

The group warmed up our ideation muscles by playing “That’s Right, Bob!” where we practiced building on each others’ ideas. We then began ideation on our creative questions, with people working individually, sharing back their ideas with the team, building on those ideas further, and then pulling out the more technical “just do it” ideas. Here are the results of the ideation work.

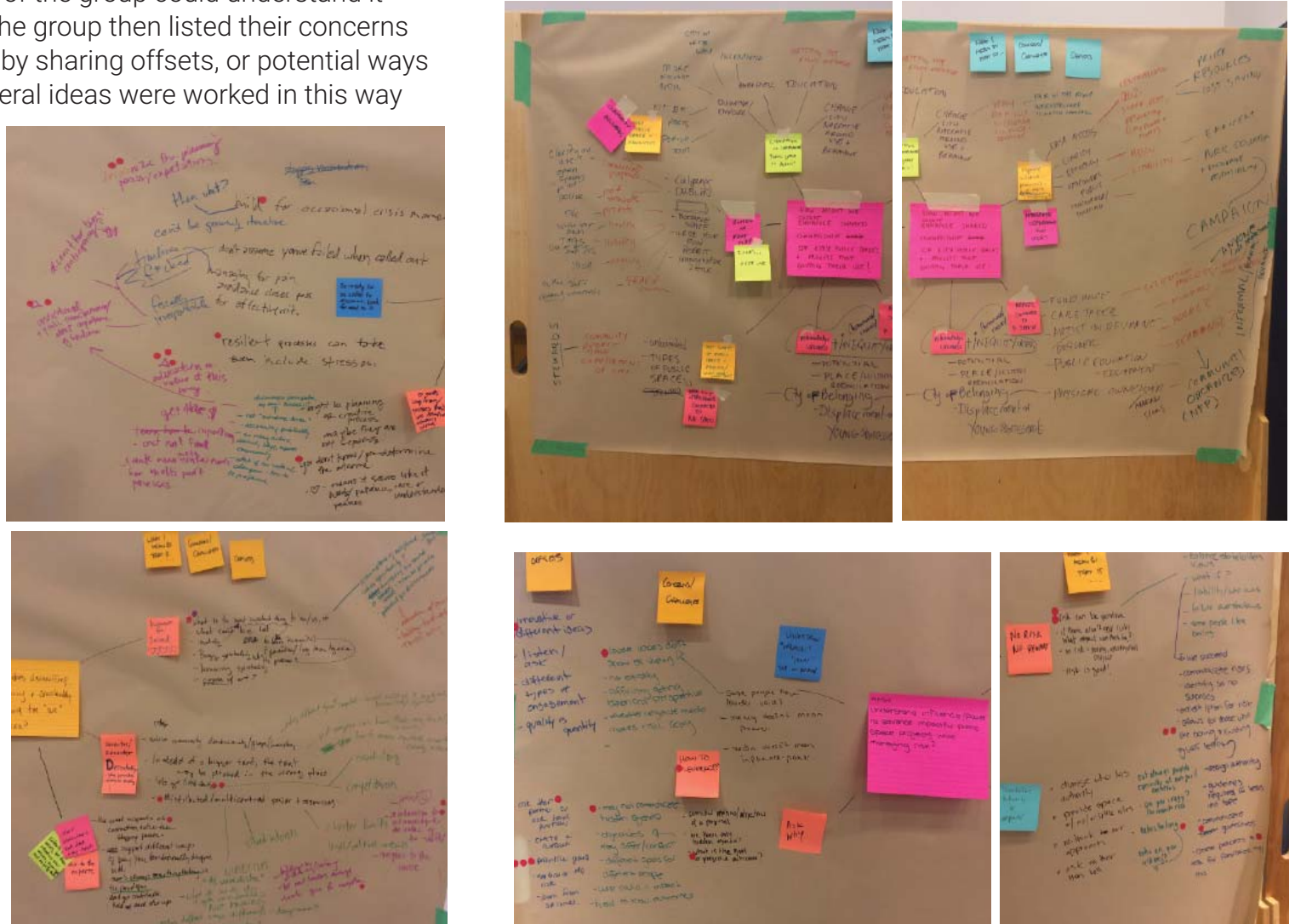




# IDEAS FLOWER

Each small group then moved into a process of further developing some of their most compelling ideas. A team member selected an idea (not their own) off the ideation wall and connected it to the main idea. The person who shared the idea detailed out how it might work so that the rest of the group could understand it and ask questions about it. The group then listed their concerns about it, and then responded by sharing offsets, or potential ways to address the concerns. Several ideas were worked in this way resulting in an “ideas flower”.

Each small group then put a dot on a part of the flower, or an idea from the ideation wall that wasn't pulled over, that was compelling, systemic, user-focused, and most interesting for them to develop further. This work was then shared back and discussed with the larger group for feedback and further idea development.





# STORYBOARDING

Team members were then invited to pull one of the most compelling ideas off of their shared board to develop further through a storyboard. Storyboarding turns a one-dimensional idea into a concept with characters, touchpoints, and a beginning-middle-end structure that can help to see if the idea has some feasibility and excitement. These storyboards were then shared back in the small teams in order to provide feedback build on one another, and begin to develop a shared solution to the creative question that the team might like to build into a prototype concept. The group then distilled all of their key conversation, insights, inputs, and artifacts and collected them together to bring into the next prototyping session.



## DAY 2: CLOSE

The group closed the session by sharing reflections on how they were finding the process, and their personal engagement with it:

- Brainstorming exercise worked really well, how it was framed. Delivered a lot of ideas.
- Sometimes needed to check in about where we needed to get to by the end. When it comes time to converge after opening up needed to know.
- Generic stuff that we needed to get out of the way in ideation. The first thing needed to get out didn't have dots; last petal had all the ideas. Pull something off the brainstorm wall back into the flower later on.
- Like the time bound activities.
- Had a lot of good sidebar conversations, would like more time for this; also stressed about work waiting for me when I get back to my desk. How to capture sidebar conversations as part of the process?
- Storytelling is really valuable, haven't had the time to do that, extract, learn from people who are here. Why we come to the conclusions that we do.
- Knowing who is in the group, where they are coming from, would be really valuable.
- Really enjoyed the flower mapping part. Very interesting, seeing the network and how stuff relates, seeing that emerge.
- Contemporary culture we do a lot of storyboarding types of things, and not much of "what do you mean by that?" - flower mapping did that.

- Narrowing became scary - looks like we're making recommendations, well did we think about everything? Felt premature - scramble to suddenly come up with a prototype.

### Evaluation

Overall you had a 3.9 out of 5 experience in this session.

What worked well:

- Good pacing, focused, process driven, well timed
- Brainstorming, narrowing of ideas, and ideas flower (analysis)
- New and "old" members brought fresh perspectives
- Frank discussions
- Learning about City processes

What to change for next time:

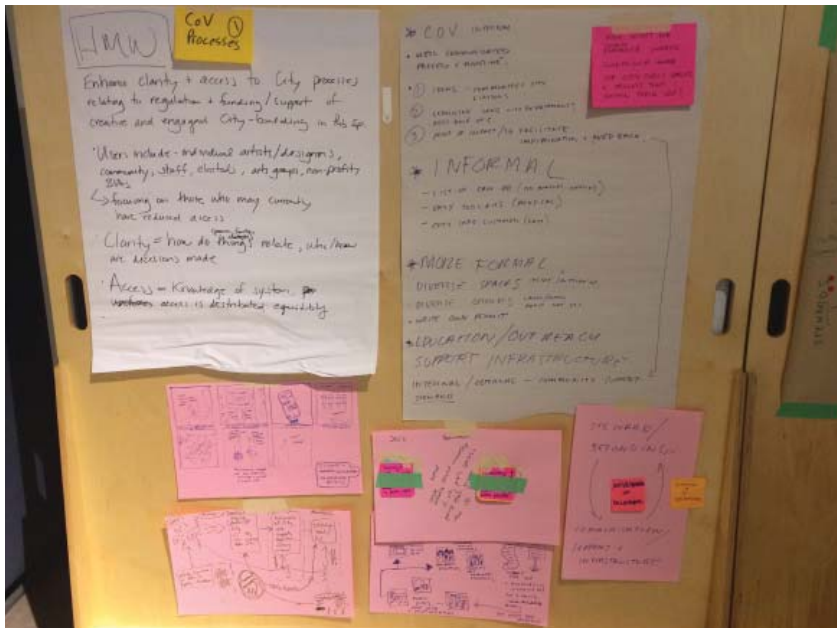
- Hard to slow down and take time out of regular schedule
- Wanting to know what's next
- Wanting to bring other great people into this process
- Keep "that's right Bob" ethos throughout session
- Facilitation was jarring at times, disrupting conversation; more time for open dialogue



# DAY 3: PROTOTYPE CONCEPT DEVELOPMENT

## Agenda:

- Welcome and opening
- Reflection session
- Service Design
- Prototype concept development
- Prototype sharing + feedback
- Closing + next steps



# SERVICE DESIGN

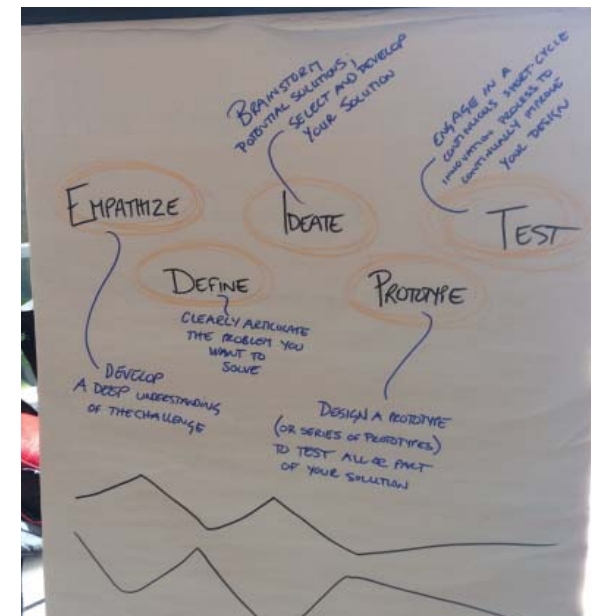
The group had a short introduction to service design to understand how this prototyping work fits into where we are at in our lab process, and how prototyping can be used to create low cost, quick, and simple tests of our solutions concepts to understand if they are solving the right problem before big investments are made. We discussed how to identify and understand key internal (City of Vancouver) and external users and their different relationships to the solutions by asking ourselves these questions and mapping users:

- Who are your extreme or normative users?
- Who are the users you are targeting?
- Who are your users that fall outside of the norm?
- Where have you seen examples of positive deviance? Where the desired behavior was enacted/or the outcome achieves even when the system didn't support it?
- What can we learn about how that happened?
- What would create more ease?
- What is the goal for this user's experience?

We also reviewed and discussed a resource from IDEO about building service prototypes to help us build our journey maps to describe the experience of the user in working through our proposed solution. Their tips for prototyping services include:

1. Determine moments that matter - where are the points/ moments in the solution that we really need to get right?

2. Be on the lookout for early indicators - how do we get early anecdotes or glimpses at evidence that our prototype is/n't on the right track?
3. Tap the creative potential of those that deliver these services on a day to day basis.
4. Use time-based moments - what is the arc of this solution experience over time?
5. Ask people to imagine a more idealised version - keep the prototype low-fidelity to help capture the insights of users in making it better.
6. Use constraints to force yourself to stretch - think about all the different kinds of interactions you can play with and push beyond the normal mediums you use.



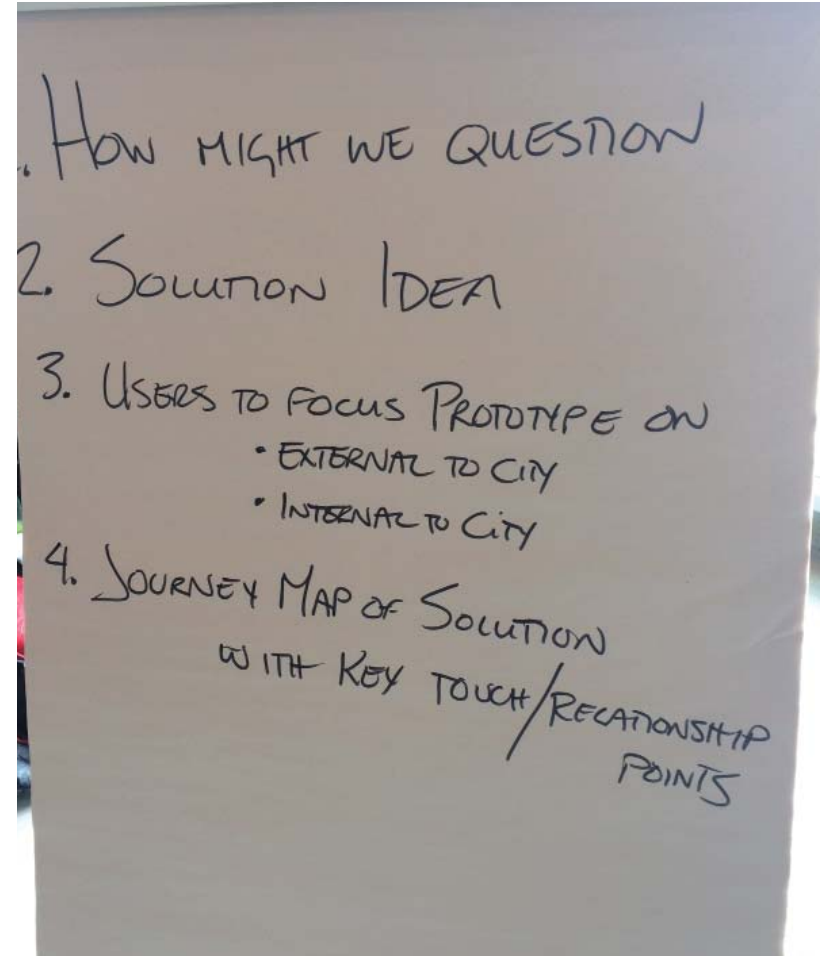


# PROTOTYPE CONCEPT DEVELOPMENT

From here, each team worked in the own way and at their own pace to develop the following elements as pieces of their prototype concept:

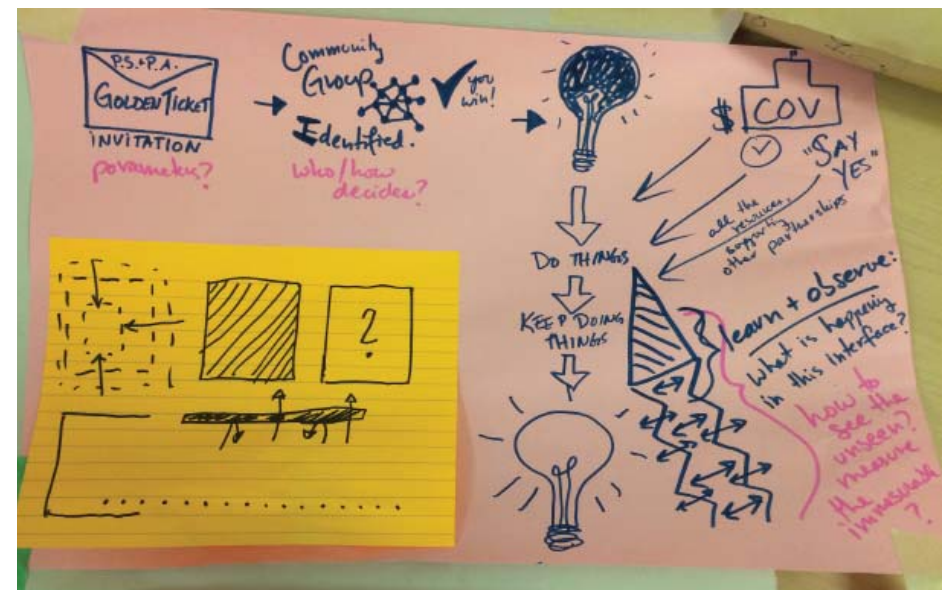
1. Strong "how might we" question;
2. Clear and concise articulation of their solution;
3. The users that the prototype will focus on; and
4. A journey map of the solution, describing how it works and the key touchpoints that the user(s) interacts with along the way.

Once the teams worked their concepts further, we shared each one back with the larger group for discussion and feedback. The following pages detail each of the three prototype concepts as they iterated from the work done during the previous sessions: Dismantling and decolonising the "we"; Power and risk; and Shared Ownership.



## Dismantling and Decolonising the “We”:

<b>TITLE</b>	Dismantling and decolonising the “we”
<b>“HOW MIGHT WE” QUESTION</b>	How does dismantling, opening and constantly iterating the “we” happen and how does that impact City support and services?
<b>SOLUTION IDEA</b>	“Say yes. Golden ticket. Work with an emerging/fragile ‘group’ that does not traditionally have access to City support and services through a process of internal education, communication, outreach and engagement, deep listening, and hanging out. Attention to use of language (jargon) and also language of this land. Relationship building, joint and collaborative problem-solving, facilitate access, support, agency, belonging! Have a voice and presence in public space. Coast Salish Nations to be included, visible, of central importance. CoV trying to serve a group with a vision/question - temporary thing - and learn through that process. Loosely inspired by “artist in residence” approach: invite a community group to pursue a public project with CoV support with: open timeline; proper resourcing (money, people, communication); let value emerge rather than impose it and accelerate what emerges; foster conversation about the project so the way it is pursued is meaningful and different; attempt to open the discourse around this work; endeavour to “just say yes” to every-thing.”
<b>PRIMARY USER(S)</b>	Coast Salish
<b>JOURNEY MAP</b>	“Lot of listening that needs to happen - from team, generally in an educated sense. Eventually something will emerge and a choice will be made from these groups to see what might happen in public space. Put CoV resources to make something happen (time, resources, listening, rule bending). Would be an outcome - somebody would create something. Role of staff is to listen really diversely and openly to see what can be changed - enhanced sensitivities, rules. At the core of this is relationships, tea, sitting around tables - not emails. Worries - who does this stuff? Who leads within staff teams? Transparency around who gets the golden ticket - remove notion of competition and make room for experimentation.”
<b>GROUP FEEDBACK</b>	See Appendix A: Dismantling and Decolonising the “We”











## DAY 3: CLOSING

The team then closed our work together by reflecting on the journey of the lab, and where we've got to together in this moment:

- Interesting to reflect on the amount of process included in prototypes. It's okay that we're still not clear because we're working on the whole city.
- Beautiful and messy, real privilege to be a part of it.
- Need to think differently about how we use peoples' time, particularly if there aren't outcomes and experiments. Compensate. Like an endurance sport.
- Really needs to be a component about capacity building so that other groups can have access to these opportunities.
- Public space belongs to all of us. Has been a colonial mindset about who gets to make decisions about the city. Long time power imbalance. Lot of people who've had the power and authority to design and shape things - important to think about how it feels to be excluded. To not see your language, aesthetic, worldview - sit with that feeling. How hurtful that is to live in an environment that reflects that back to you every day. What can we all do to change that.
- Really grateful to have the opportunity to think so carefully about these things. Learned a lot.
- Tremendous value in relationships that have been built in this room. Big challenge in this kind of context - we will not solve this. A "solutions lab" is a discursive model. How do you stay in it without wearing people out is the challenge to live in - important to acknowledge that.
- Had some conversations like this before, but really felt City/city balanced conversation, lot of value and power in that. Did nudge conversation along. Grasping for a resolution today. Kind of got there and then blew it up again. Fantastic process.
- Nice to come in at the end where we were trying to deal with something tangible even though it was more a process of questioning than anything else. Great way of balancing production flow that we're pressed into much of the time to stop and think. Even if we don't resolve them we keep them in mind. Nice to see all the projects and how you can make them work together.
- Appreciated that the dynamics felt good around the table and in the room - felt very equal to me.
- Makes me incredibly hopeful that I live in a city where this has value. Where people come multiple times to have this conversation. It's going to take awhile to get there, but so many people are willing to try, and not just settle for what's already been done.
- Really interesting to see what's come out at the end. Nice to see where we got to. Great opportunity to be in the room, and all of the people in the room dedicating this time together.
- At the beginning there was a theme that we sat down around without having full representation. Thankful that it kept coming up. Although we didn't get every voice, a lot of the solutions we came up with are people focused. Really did come back to original question about city-building - people with different perspectives.
- I'm impressed by how authentic it feels about really wanting to arrive at ideas that can be implemented. Some CoV projects feel like they are involving people at the end stage, this feels the opposite of that and wonderful. Hope this can be replicated elsewhere.
- Values I'm taking away is how it challenged me and the assumptions that I had - tear them apart a bit and how to address them. Being in the room with such great people from different places and taking in their perspectives is highly valuable.

## Evaluation:

Overall you had a 4 out of 5 level of awesome in this session.

What worked well:

- Getting to something tangible, arriving - even if it is temporary
- Great questions, exchange, discussion
- Chance to really get into things with our groups; focus
- New group members forced us to clarify and explain past thinking in a helpful way

What to change for next time:

- Longer time, more breaks, more flexibility in process, and allow for side conversations
- Broader representation
- Some confusion about exercise instructions, and how they connected to previous session
- Would one big final idea be better than several?

## WHAT'S NEXT

Thanks were shared from Margaret on behalf of the City staff that convened the lab - for the time, thoughtfulness, listening, and sharing of experiences that all of the lab participants brought to our work throughout the whole process. She shared a few thoughts on next steps:

- The staff team needs some time after the lab session to develop some tangible next steps, as they want to respond to what happened in the last few lab sessions.
- There are opportunities to connect in with work that is already underway at the City, as well as opportunities to initiate new processes.
- There are some simple, incremental improvements that could result from our work.
- There are opportunities to open this conversation and action up beyond this lab team and beyond the CoV - partnerships with different institutions, connections to Coast Salish artists, organisations and governments
- Threads from the lab can be picked up by anyone interested.
- The staff team will get back to the larger lab team with the report from these lab sessions and some ideas for next steps when that is ready.

# APPENDIX A: PROTOTYPE CONCEPT DEVELOPMENT

## Dismantling and Decolonising the "We":

### GROUP FEEDBACK

Appreciate the non-competitive value.

Whose responsible?

Is it about define/redefine public art and public space OR about activity/object etc.?

Really like idea of having concept emerge from engaging through deep hanging out (ie no City driven necessarily).

Concern about how to select the golden ticket and resources, generally seems legitimate.

Exciting: workshops in different places of the city, places where people feel comfortable, easy to get to.

Challenges: suggest moving away from "influencer" idea and term as it establishes/reinforces power, hierarchy, imbalances and we with to enhance access.

Exciting: going to where people are; listening.

Challenging: the focus seems too vague - could there be a concrete civic opportunity/public place identified to give a sense of direction? The outcome could serve as a model for other aspects of city life and work. Love it, feels tangible, important, systems changing.

Does it need a boundary (a particular location maybe?) to help with the worries about transparency and who gets the golden ticket?

What skills, practice, knowledge, heart, is needed for the CoV staff involved in order to begin well?

Interesting take on re-thinking our processes

How do we push this into our everyday practice and expand on this idea?

Exciting: love the tea conversations. Pace and trust.

Challenges: Communication plan. Capacity and understanding with the City and Park Board.

Great emphasis on community engagement and listening.

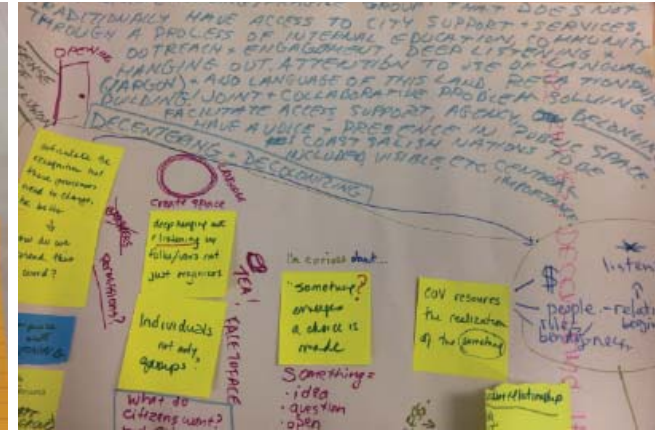
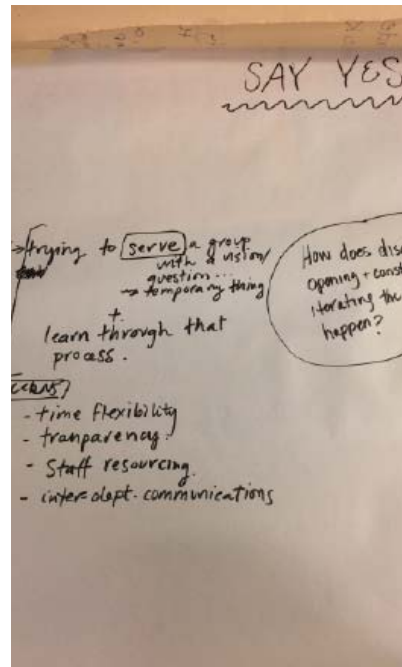
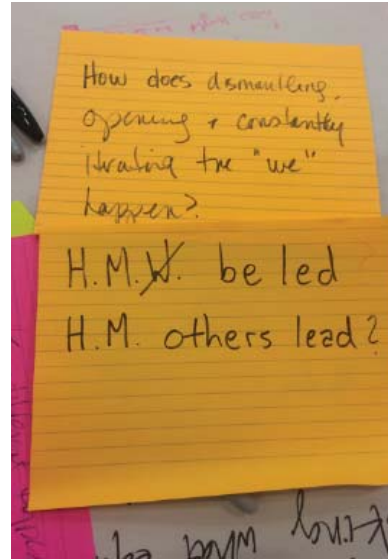
Groups to engage have been identified but could be made specific.

This level of engagement is time consuming so may need to prioritise what groups to tackle first.

Having open ended brief for project may give great ideas but perhaps parameters need to be set up

Awesome: decenter and decolonise. Tea drinking, no email. Listening - slow - internal work, focus on First Nations, process focused.

Concerns: Does everyone agree this is needed everywhere now? Buy-in by all.







## Shared Ownership:

### GROUP FEEDBACK

I like the idea of ambassadors (plural) in different communities as a means of outreach and to facilitate exchange.  
 Good core idea and probably doable!  
 Question of how to take on resulting ideas.  
 Could be informative of outside groups and also of city.  
 How could this be designed to not reinforce current systems of exclusion?  
 How does this change systems rather than continue to create work arounds?  
 How can we learn and build on work like this that has already been tried to increase potential impact and learning?  
 What is the primary goal here - more happening in public space? Removing barriers?  
 Building new partnerships? May need to focus a bit more on what you're trying to shift.  
 Awesome: communication strategy - short videos. Like the concept.  
 Challenges: "person" - a lot of responsibility in an individual.  
 More tangible - probably needs a bit of time to refine.  
 Very innovative idea that capitalises on the importance of network.  
 Excited to see/hear of a "public space mayor" as a nexus between the groups.  
 Excited: idea of city ambassadors. Help navigating the system. City/public space advocate.  
 Challenges: Would the advocate have any real voice in the system? Perhaps if the role was appointed or voted on.  
 Great to have a connector from internal city staff to community.  
 How would the community know the ambassador exists?

