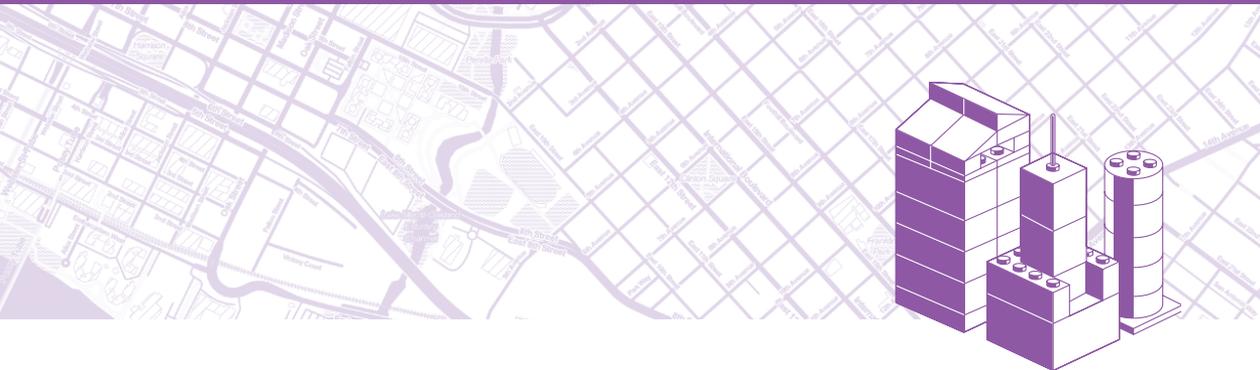


Visions of Open Cities

As the maker mindset converges with urban challenges and technology catalysts over the next decade, the range of civic and economic activities in cities will dramatically expand. These seven visions of open cities explore how different strategies of openness can be applied to discrete urban challenges. Leveraged in combination, the strategies can generate new innovations and offer tools to remake your own city.

This card set is part of the map. Open Cities: How the maker mindset and technology are reinventing urban life. Each vision card contains a **summary** of the challenge and response, a brief **description** of the city and how it came to be, and a series of on-the-ground **snapshots** of different government and commercial services available to residents of the city. The frontside of each card contains a graph that visually depicts how aggressively the city is implementing each of the strategies. Use them to think through how the strategies shape the life in each city and cross-reference them to get a bigger picture view of the range of possibility.

The back side of each card lists **tensions**—unanticipated consequences or unresolved issues resulting from each city's implementation of its strategies. Additionally, two **signals**, real world examples that point to the future depicted in the vision, can help you understand how this future is playing out today.



INSTITUTE FOR THE FUTURE

The Institute for the Future is an independent, nonprofit strategic research group celebrating 46 years of forecasting experience. The core of our work is identifying emerging trends and discontinuities that will transform global society and the global marketplace. We provide our members with insights into business strategy, design process, innovation, and social dilemmas. Our research generates the foresight needed to create insights that lead to action and spans a broad territory of deeply transformative trends, from health and health care to technology, the workplace, and human identity. The Institute for the Future is based in Palo Alto, California.

TECHNOLOGY HORIZONS PROGRAM

The Technology Horizons Program combines a deep understanding of technology and societal forces to identify and evaluate discontinuities and innovations in the next three to ten years. We help organizations and communities develop insights and strategic tools to better position them for the future. Our approach to technology forecasting is unique—we put people at the center of our forecasts. Understanding humans as consumers, workers, householders, and citizens allows IFTF to look beyond the technical capabilities and identify the value in new technologies, forecast adoption and diffusion patterns, and discover new market opportunities and threats, as well as anticipate how we will live, work, and connect with one another in the coming decade.



THE SEVEN VISIONS



1 | Ighowha

THE CHALLENGE | Harness civic data to create social value.

THE RESPONSE | Using open data to map untapped resources and identify needs, Ighowha aims to “do it without” institutions as middlemen and connect its citizens directly to each other for work, play, services, and care.



2 | Sisu

THE CHALLENGE | Prepare locally to protect against global volatility.

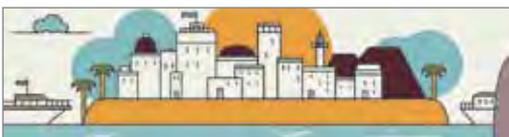
THE RESPONSE | By integrating local food and energy efforts with distribution and global innovation networks, Sisu has become a pioneer in setting new standards for urban resilience.



3 | Vielfalt

THE CHALLENGE | Create diverse and thriving economic opportunities.

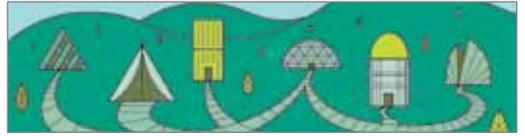
THE RESPONSE | Makers redefine the “city of neighborhoods,” creating new hyperlocal economies and shifting neighborhood identities from ethnic enclaves to new zones of vitality grounded in trades and arts.



4 | Novo Libre

THE CHALLENGE | Transform an island economy into a global powerhouse.

THE RESPONSE | In a world of increasingly powerful technologies, Novo Libre has unleashed a wave of economic development by creating a radically open, free-market economy.



5 | Carbonville

THE CHALLENGE | Create mobile infrastructure and permanent community.

THE RESPONSE | With the need for mobility constantly increasing, a suitcase-city philosophy offers guidelines for the sustainable, reliable creation and dismantling of habitation for displaced populations.



6 | Las Nubes

THE CHALLENGE | Create stable jobs in an increasingly competitive, fragmented economy.

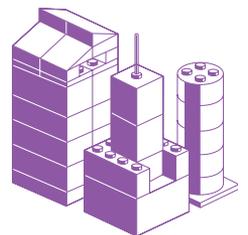
THE RESPONSE | From the rubble of the failed 20th-century metropolis, a new foundation emerges—a city born of the Internet, home to millions of microworkers.



7 | Kenga-shi

THE CHALLENGE | Harness participation to optimize health and well-being.

THE RESPONSE | As our physical world becomes increasingly measured, digitized, and connected, the logic of constantly testing and optimizing moves from online worlds to cities such as Kenga-shi.



INSTITUTE FOR THE FUTURE

Ighowha

THE CHALLENGE: Harness civic data to create social value.

THE RESPONSE: Using open data to map untapped resources and identify needs, Ighowha aims to “do it without” institutions as middlemen and connect its citizens directly to each other for work, play, services, and care.

In Ighowha, an open-data movement leads to a city blanketed with several layers of information, allowing citizens to see new needs and resources in the environment. With a culture of sharing in place, the city rallies around a vision of using this data to crowdsource anything and everything. It hungrily adopts crowdsourced public service models from a number of cash-strapped municipalities throughout the world. Local government services—such as emergency response, education, and waste management—pop up to complement existing institutions, with the aim of replacing them altogether. Eventually, the private sector undergoes a similar transformation. Entrepreneurs create “Ubers” for everything from mechanics to caregivers to chefs, and many quickly overtake established providers. Even large private businesses get in on the action, paying for relevant personal data and microtasking work, and creating shift lengths and schedules for peak productivity and minimal company liability.

STRATEGIES

participation
shareability
imagination
adaptability
equity

LIFE IN IGHOWHA

Citizen Policing: Using geolocation technologies and social networks, Ighowha’s app connects people to qualified neighbors to intervene. Community-based policing vastly increases safety and reduces crime.

Pop-up Parties: Sharing preferences allow people to organize and self-sort by interest at any time, creating opportunities for spontaneous meetups in novel contexts, such as commuter trains.

Microcertification Programs: Skills training programs proliferate, many subsidized by new employer unions cultivating the workforces they need. Citizens’ résumés become highly detailed, but dynamic and searchable.

Ten-Business-Card World: Service-industry and white-collar workers cobble together full-time employment from multiple sources, creating more dynamic, flexible, and engaging—though often more stressful and precarious—work lives.

Gyms for Good: Exercise services connect people to workouts that contribute to the community—for example, by painting a building or driving a “bike bus.”



INSTITUTE FOR THE FUTURE

TENSIONS

- **Deinstitutionalized Discrimination:** As public infrastructure and commercial services are provisioned without institutional middlemen, many people select services based on biases and phobias, with or without conscious awareness. Reliance on crowdfunding for public works gives the moneyed disproportionate power.
- **Privacy Concerns:** People begin using powerful sensors that collect personal data in public and private spaces. A cloud-based system unbundles ownership of the devices from the data they record, providing access only to those with appropriate credentials.
- **Stitched Safety Nets:** People living month-to-month often find themselves scrambling at the last minute to make ends meet. Many enlist family, including teenage children, to help and end up grabbing any microtask available, however unpleasant, whatever time of day.

SIGNALS



Source: Cityofboston.gov

Street Bump

The City of Boston's app, Street Bump, reports potholes by sensing when a car hits a bump. This points to how, as sensors become embedded throughout our public spaces, on our bodies, and on our devices, we'll constantly and effortlessly generate civic data as we move through the world. Collecting and sharing data will, over the next decade, become much easier and more passive—lowering barriers of participation for city residents.



Source: Peacekeeper.org

Peacekeeper

This app was created as a way to crowdsource policing, using geolocation technology to activate citizen responders in the immediate vicinity of any crime in progress. Users can create a “tribe” of trusted family, friends, and neighbors to be alerted in the event of a crime or other emergency. New models of crowdsourced public services can—in addition to activating underutilized resources—leverage social networks to create more sensitive and appropriate responses.

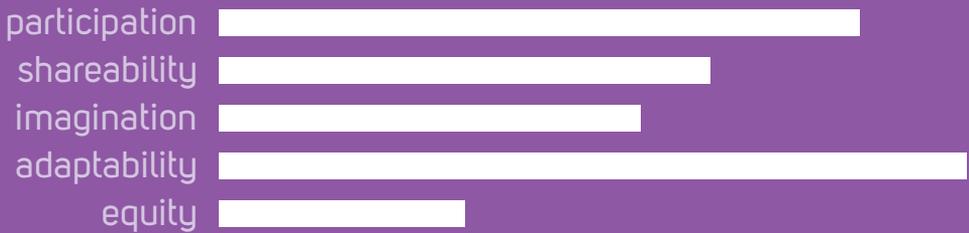
Sisu

THE CHALLENGE: Prepare locally to protect against global volatility.

THE RESPONSE: By integrating local food and energy efforts with distribution and global innovation networks, Sisu has become a pioneer in setting new standards for urban resilience.

The infamous 2019 Northwest Pacific typhoon season didn't hit Sisu directly, but every resident felt its impact when the shelves at local supermarkets starting going bare. Recognizing the fragility of global supply chains, the city implemented a strategic plan to be 80% food and energy independent by 2023. Now everyone from food-cart chefs to the city's mayor is a champion of disaster preparedness. Even as global climate disruptions increase in frequency, Sisu's residents feel confident in the resilience of both their infrastructure and social systems. This starts with the "20-minute neighborhood," where everything you need for daily life is available within a 20-minute walk. Each neighborhood is equipped with basic manufacturing tools, a small-scale renewable energy plant, and a half-acre of land planted with staple fruits, vegetables, and grains.

STRATEGIES



LIFE IN SISU

Green Infrastructure: As plant species succumb to higher temperatures and lower rainfall, neighborhoods map emerging food desert zones and gaps in green infrastructure and organize "rapid replants."

Land Stewards: Everyone learns the basics of food production, soil science, and cooking. Residents grow up with respect for food, understanding that eating well requires resilient ecosystems.

NeighborGrids: Piggybacking on social platforms such as Nextdoor, game-like competitions build out a distributed energy grid, including instructions, neighborhood inspectors, and prizes for green fuel innovations.

The Knowledge Exchange: Sisu's hub shares best practices and inspiration from global innovators. Contributing ideas to the exchange earns credits usable in any neighborhood retail location.

The Pill Box: To ensure access to medicines during supply-chain disruptions, this open lab uses pharmaceutical 3D printers. A cloud-based platform provides instant access to research.



TENSIONS

- **Protectionist Tendencies:** While knowledge and ideas flow freely, hoarding resources is common practice. Sisu's new mayor takes self-sufficiency to the extreme and has damaged several ties with former trade partners.
- **Neighborhood Disparities:** Without citywide policy—and incentives—to support the 20-minute neighborhood, those areas that lack social cohesion, material resources, and maker skills are increasingly vulnerable.
- **No More Bananas:** Local food systems might be more resilient, but people miss the days of cheap abundance. Tariffs are levied on imported foods, but the wealthy can pay the premium for tropical fruit.

SIGNALS



Source: Zeean.net

Zeean

The Potsdam Institute for Climate Impact Research established Zeean to collect and share data on global supply chains. Anticipating that extreme weather will become more intense with climate change, the group wants to model economic repercussions of natural disasters beyond direct damages. For example, they showed that cessation of imports from the Philippines after Typhoon Haiyan would impact 6% of U.S. production directly, but the secondary supply-chain effect would impact 21% of U.S. production.



Source: Allpowerlabs.com

ALL Power Labs

An incubator for open-source energy experiments and distributed manufacturing solutions, ALL Power Labs believes "a bottom up, participatory ecology in energy is just as possible as it has been in computing." The company creates both physical tools and information resources so that anyone from junkyard fabricators to top university scientists can work to tackle energy innovation.



Vielfalt

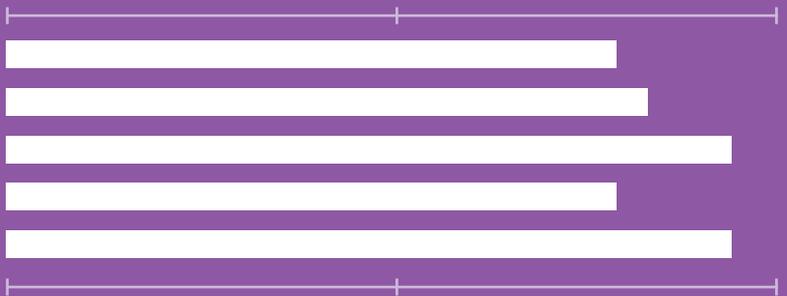
THE CHALLENGE: Create diverse and thriving economic opportunities.

THE RESPONSE: Makers redefine the “city of neighborhoods,” creating new hyper-local economies and shifting neighborhood identities from ethnic enclaves to new zones of vitality grounded in trades and arts.

In the late 20th century, Vielfalt shifted from an economy of low-skilled, high-paid manufacturing jobs to low-skilled, low-paid service jobs, increasingly dependent on a tourist economy. Now, well into the 21st century, the city is seeing an economic turnaround as maker culture spreads into its already well-known neighborhoods to build skills and new identities that transcend the racial divides that were so obvious in 2014. With one-fourth of its population educated in the tech fields—the city is the home of a top-tier university—and with its strong flow of tourists, it just made sense to redevelop the city by developing tour-able neighborhoods defined by makers and artists. On one block, you find a renaissance of guitar makers and players. On another, you visit masters of handmade, low-cost prosthetics. The city, its neighborhoods, and its economy prosper.

STRATEGIES

participation
shareability
imagination
adaptability
equity



LIFE IN VIELFALT

Generative Justice: With participatory budgeting and strong restorative justice that heals the poorest neighborhoods, the city has become a poster child for generative justice.

Heart of the Nation: Tourist-focused neighborhoods bring health to the streets. A heart-healthy street offers maker-made heart testing kits, a heart-healthy exercise course, and heart-healthy eateries.

Creative Renaissance: Maker neighborhoods specialize in distinct art and music forms, such as sculpture and paper arts. Street shows and building facades reveal and reinforce local identity.

Microexport Economies: Neighborhoods work together to create microexport economies in this port city. Makers aggregate shipments, developing trade relationships with peers in Africa, Southeast Asia, and Latin America.

Return of the Apprentice: Neighborhood maker spaces specialize in skill sets, tools, and resources. Often affiliated with a university, they recall apprenticeships in preindustrial trade-based neighborhoods.



INSTITUTE FOR THE FUTURE

TENSIONS

- **Unfair Tourism Advantage:** Some neighborhoods lack the basic resources, geographic location, and infrastructure to build neighborhoods with tourist appeal and a focus of economic development—without top-down aid.
- **The Invisible Hand:** Neighborhood-based redevelopment tends to displace long-time residents, especially poorer residents without good alternatives. Even in a maker-based economy, consumer-style gentrification can overwhelm local neighborhood economies.
- **We Do It Ourselves:** Neighborhood economies must decide when to work with traditional large-scale urban redevelopment efforts and when to pursue workarounds. For example, do they depend on large tourist hotels or support Airbnb-style accommodations?

SIGNALS



Source: Stationnorthtoolibrary.org

Baltimore Arts Neighborhood Sets Up Tool Library

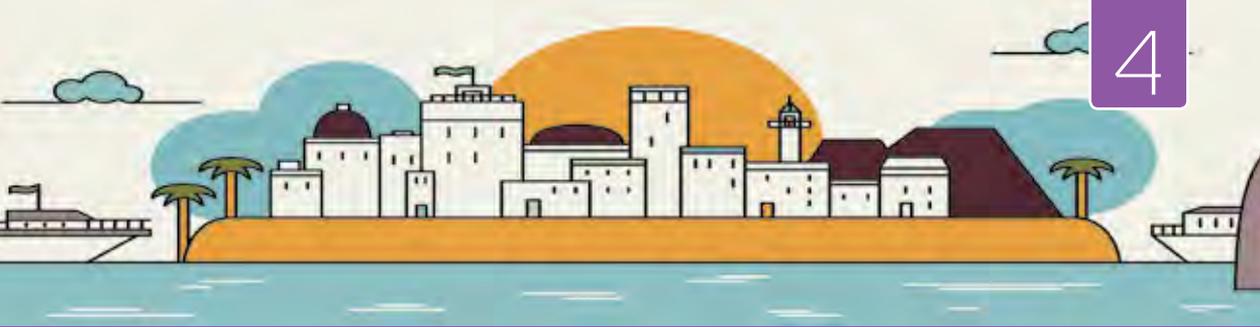
Embedded in a neighborhood already known for its high density of artists and artisans, the Station North Tool Library has a mission “to empower individuals, through affordable access to tools, skills, and workspace, to positively direct development, rehabilitation, and construction of their environment and their lives.” In addition to lending tools, the library runs classes on making everything from hula hoops to chef’s knives to beer.



Source: Rensselaer Polytechnic Institute

Generative Justice Emerges as Theory of Maker Economics

In June 2014, Rensselaer Polytechnic Institute hosted the first Generative Justice Conference to explore the relationships among maker culture, open source, social entrepreneurship, restorative justice, community media, social solidarity economies, and many other structures “that allow those who generate value to directly participate in its benefits, create their own conditions of production, and nurture sustainable paths for its circulation.”



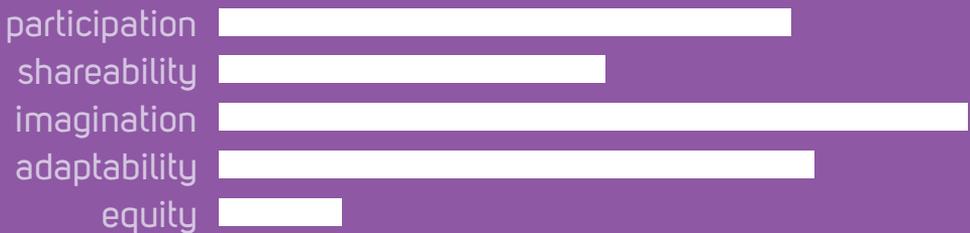
Novo Libre

THE CHALLENGE: Transform an island economy into a global powerhouse.

THE RESPONSE: In a world of increasingly powerful technologies, Novo Libre has unleashed a wave of economic development by creating a radically open, free-market economy.

Novo Libre was once a small island nation when the still-anonymous city managers dismantled tariffs and regulations to build up economic activity. A few years later, while some visitors come to see the enormous seawalls and environmental construction, most arrive looking to do what they very likely can't do at home: make just about anything. The only restrictions on what can be done in Novo Libre boil down to a prohibition against uncompensated physical harm to others. While gambling and other traditional forms of vice are commonplace here, the greatest opportunities come in the form of unlimited access to digital, biological, and material manufacturing systems. This has turned Novo Libre into a global center of innovation—as well as a source of global risks.

STRATEGIES



LIFE IN NOVO LIBRE

Temporary Service Requirement (TSR):

Although few limits are placed on short-term visits, immigrants must perform service work for the island—from garbage collection to health care.

Service Automata: The TSR has induced new residents to develop technologies to take over basic service tasks. A gray market for assistants to potential residents now thrives.

Total Transparency State: Proponents claim that safety is maintained by transparency. Citizens have access to surveillance cameras and spyware, and a watchmen subculture keeps an eye on things.

Accreditation Station: Public schools lost accreditation when parents from one district expressed concern over promoting synthetic biology. To relocate, students apply for transferable knowledge credits.

Own Your Own Mistakes: While just about anything goes in Novo Libre, the city offers no protection for anyone smuggling illicit goods into more restrictive neighboring states.



TENSIONS

- **Raw Materials:** Novo Libre became a bio- and nanotechnology research center largely because of international restrictions on trade with the black market city. The lack of access to necessary components is the main reason people leave.
- **No Privacy:** Although total transparency seems to work as a safety precaution, many residents dislike the lack of privacy. Enforcement of the transparency laws is a main source of dissent and unrest in the city.
- **Limited Rights:** A consequence of a general lack of regulation has been the use of low-wage imported labor. Although slavery remains illegal, many citizens see the use of very-low-wage workers as nearly the same.

SIGNALS



Source: Patentfreezone.com

Patent-Free Zones

Under international law, patents must be filed separately in individual countries. Places with no intrinsic market for a particular patentable product are often ignored, opening up the opportunity for entrepreneurs to make low-cost—and entirely legal—knockoffs of globally popular products. In some cases, the patent-free products are manufactured solely for profit; in other cases, particularly with pharmaceuticals, the intentional avoidance of patent law serves to make lower-cost medical treatments more widely available.

3D-Printed Firearms

Long a part of the discussion of impacts of 3D manufacturing, printed firearms became a reality in 2013. What started as a single designer coming up with the Liberator handgun has become multiple models from numerous different designers—and “designer” is the appropriate term: this was reported in the Fashion section of *The New York Times*. This development has already had a major impact—law enforcement is talking about a world without viable gun controls, and policymakers are demanding that 3D printer manufacturers figure out a way to prevent their devices from printing firearms.



Source: New York Times
Image source: Flickr user Mirko Tobias Schaefer

Carbonville

THE CHALLENGE: Create mobile infrastructure and permanent community.

THE RESPONSE: With the need for mobility constantly increasing, a suitcase-city philosophy offers guidelines for the sustainable, reliable creation and dismantling of habitation for displaced populations.

Temporary Urban Relocation Facility (TURF) 303—Next Orleans or Carbonville to many of its residents—is one of the most frequently moved internal displacement camps in the United States, yet it also displays some of the highest morale. Rather than see themselves as victims, residents instead see themselves as explorers, discovering better ways to survive the ongoing climate crisis. This attitude comes in part from new social institutions developed to maintain civil society and identity, but much of it results from the power residents have to design and implement their own habitation spaces. Citizens are responsible for the life cycle of their homes, from the design and construction—using basic home printing gear—to the eventual reclamation and reuse of the materials. TURF 303ers say they feel more like colonists than refugees.

STRATEGIES

participation
shareability
imagination
adaptability
equity

LIFE IN CARBONVILLE

Carbon Carnies Come to Town: People who specialize in rapidly constructing and dismantling climate refugee camps take on the label “carbon carnies” as a badge of honor.

Adaptitecture: Design and construction practices focus on creating resilience and security while still making it easy to both build and recycle.

NeighborGridsMemories Archive: Rugged, secure storage for important legal documents, irreplaceable pictures, and recorded life stories and experiences protects identity and culture in a difficult environment.

Collectors: In any displacement camp, gathering materials to recycle for future use is mostly about finding usable and reusable materials for making new buildings and services.

Spatial Therapy: The use of intentional design of habitations and communities is one approach to improving and maintaining good mental health, combating anxiety in citizen camps.



INSTITUTE FOR THE FUTURE

TENSIONS

- **Mandatory Handouts:** Those who are unable to engage in the design–construct–tear down process—whether due to age, infirmity, or inexperience—end up becoming dependent upon support or charity from others.
- **Too Temporary:** Repeatedly needing to dismantle and reconstruct their community in new locations has led some to put in minimal effort, a choice that can be problematic if the facility remains for an extended period.
- **Not-Quite-Closed Loop:** Although the recycling system for construction and production materials is efficient, it doesn't achieve 100% reclamation. Efforts to design for disassembly can conflict with a need to withstand severe environmental challenges.

SIGNALS



Source: Hexayurt.com
Photo: Robin Gane-McCalla

Hexayurt Disaster Relief Shelters

This open-source design for easily built, low-cost, environmentally resilient shelters is material agnostic and easily adapted to local conditions. Much work has gone into expanding the utility of the hexayurt design to disaster relief scenarios, including an extensive report on the process of building hexayurts post-emergency in high-temperature locations such as Kenya, *Disaster Relief Shelter Design* by Dharmesh Pankhania. Using commonplace materials such as plywood and standard panel sizes, hexayurts can be quickly built, taken down, and rebuilt.

Architecture for Humanity

A coalition of professional architects, Architecture for Humanity (AfH) specializes in design and creation of resilient post-crisis communities. Citizen involvement is a key component in AfH projects around the world. They focus on designing communities, not just isolated buildings, and build with an eye toward withstanding future crises. They open-source many of their designs, encouraging people to make use of AfH experience and knowledge to strengthen and rebuild their own communities.



Source: Architectureforhumanity.org

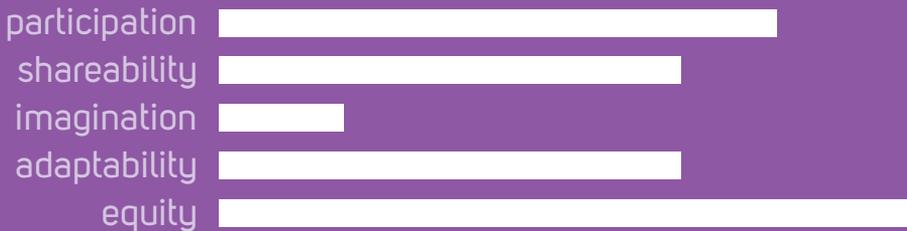
Las Nubes

THE CHALLENGE: Create stable jobs in an increasingly competitive, fragmented economy.

THE RESPONSE: From the rubble of the failed 20th-century metropolis, a new foundation emerges—a city born of the Internet, home to millions of microworkers.

Between automation and global competition, the days of long-term employment are mostly a thing of the past. For many, the most reliable source of income now comes from microwork, small outsourced tasks that can be completed quickly through online platforms. These new streams of employment provide variety and flexibility but lack the stability and benefits of a full-time job. Enter Las Nubes. This is the Dropbox of cities, purpose-built to house and sustain millions of online freelancers, who market their services as a comprehensive package to the world. For customers, it couldn't be more convenient: just drag a file onto the Las Nubes icon, and the city's proprietary platform will route the work to its citizens, whether it's analysis, coding, design, or even small-scale manufacturing. Other platforms struggle to match the consistency and scale of Las Nubes, which invests all profits back into the city's infrastructure and services.

STRATEGIES



LIFE IN LAS NUBES

Governance as Developer's Conference: All citizens are encouraged to participate in the city's product roadmap, pushing the limits of the service's offerings and APIs for global customers.

Coworkers' Paradise: Because the city's infrastructure was built by and for remote workers, public spaces include free Wi-Fi in parks and networked printers on every block.

New Cloud Curriculum: Las Nubes mines its vast datasets to determine which skills are most in demand and offers free development and retraining for all citizens.

The New Employment: Startups and nimble organizations pay millions for preferred access and custom workflows. Full-time employment is based more on network capacity than individual roles.

On-the-Ground Cloud: The platform that coordinates the city synchronizes its supply and demand of local services, providing a common infrastructure for hospitals and emergency responders.



INSTITUTE FOR THE FUTURE

TENSIONS

- **Commoditized Culture:** Las Nubes' business model relies heavily on consistent, uniform products, disincentivizing anything that can't be easily formulated and measured. Unfortunately, this usually precludes craftsmanship and individual expression.
- **21st-Century Firing Squad:** The line between regional city and global company can lead to uncomfortable civic exchanges, as the platform holds a near-monopoly on employment and housing. What happens to citizens fired for unsatisfactory work?
- **State Intellectual Property:** Precedents around intellectual property represent an ongoing tension for the city, as workers struggle to assert ownership over work that is produced by and for the city's online platform.

SIGNALS



Source: Technasia.com
Image source: Elnance-oDesk

Global Microworker Boom

The microwork economy is already booming—particularly in countries where the cost of living is lower than in many postindustrial economies. The microwork platforms Elnance-oDesk reported that in 2013, eight million freelancers spread across 180 countries generated \$750 million in earnings. Of those, over one million were citizens of the Philippines, with the city of Metro Manila generating almost \$30 million for the year with the service. In an area where the minimum wage amounts to \$10.73 U.S. a day, Elnance-oDesk workers earned as much as \$172,000 a year at the high end.

The Global South and High-Speed Internet

For many economies in the developing world, the Internet poses a unique opportunity to leapfrog the expensive and burdensome infrastructure of advanced western economies. In a recent summit on African development, Rwandan president Paul Kagame declared that “the Internet is a needed public utility as much as water and electricity,” a statement that underscores Rwanda’s ambitious national strategy, Vision 2020. Through dedicated education and infrastructure investments, Rwanda aims to “transition her agrarian economy to an information-rich, knowledge-based one by 2020.”



Source: Dailynewsegypt.com
Image source: Ministry of Finance and Economic Planning, Republic of Rwanda

Kenga-shi

THE CHALLENGE: Harness participation to optimize health and well-being.

THE RESPONSE: As our physical world becomes increasingly measured, digitized, and connected, the logic of constantly testing and optimizing moves from online worlds to cities such as Kenga-shi.

In Kenga-shi, citizens see the ability to constantly test and refine civic life—adapting seamlessly to residents’ goals to create and integrate hidden nudges with constantly-adaptive choice architecture. This has sparked a groundswell of civic participation in Kenga-shi, where residents have tackled the dual challenges of aging and obesity by equipping citizens with tools to recommend and vote on changes to sidewalks and public transportation patterns, as well as optimize details in civic institutions—such as reducing plate-size in school lunches to reduce childhood obesity. As the combination of participation and algorithmic execution increasingly shapes both services and infrastructure in Kenga-shi, services move toward neighborhood and even smaller-scale delivery to allow for enclaves of citizens to adapt the city to their needs.

STRATEGIES

participation
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LIFE IN KENGA-SHI

Coalition Connector: Want to shape the future? Our staff of expert coalition builders will help you find groups with complementary interests to gain support for your goals.

Test Your City: Six blocks with advanced sensor technology have been set aside to run real-life simulations and test the effectiveness of new nudge initiatives.

Nudge Tracker: Local hackers developed a filter to expose what is going on behind the scenes and bring awareness of how designed environments shape actions.

Algorithmic Literacy: By age six, residents understand how to write algorithms. Gifted students are placed on an accelerated track to prestigious jobs within the city control center.

Push to Peaches: Push a button on your phone or in your home and healthy, in-season food will be delivered to your doorstep in 20 minutes.



INSTITUTE FOR THE FUTURE

TENSIONS

- **Burdens of Participation:** As the ability to connect the intentions of voters to the design of spaces and services increases, it becomes more difficult to opt out of civic participation or engagement.
- **Form over Fashion:** With urban life increasingly optimized to drive toward particular outcomes, some domains of civic life—such as art and music—are ignored in favor of more obvious functional designs.
- **Maintaining Autonomy:** As the landscape is redesigned in the name of public and community health, individual choice gets reduced in subtle, almost imperceptible ways.

SIGNALS



Source: Businessweek.com
Image source: Thiscityisgoingonadiet.org

This City Is Going on a Diet

Motivated by growing awareness of his own obesity, Oklahoma City Mayor Mick Cornett launched a movement for his city to lose one million pounds. Rather than rely on top-down policies, Cornett staged a press conference and began enlisting everyone from average citizens to restaurateurs to voluntarily collaborate on losing weight. More than a third of the city's overweight residents participated, and the city reached its goal in January 2012.

A Local Government Oasis

Driven by the idea that “big data solves the smallest grievances,” Seoul is the world's leader in collecting minute data streams to drive governance efforts. Seoul is using sensors and mobile data collection to improve everything from traffic patterns to public transportation services and engaging citizens in mobile participation around improving city services. The city government has even begun redesigning work processes to enable city workers to be healthier and happier.



Source: Citylab.com
Image source: Seoul Metropolitan Government