



2025 TRANSFORM Symposium Report

Accelerating Sustainability Through
Small and Medium-Sized Businesses



UNIVERSITY OF
WATERLOO

2025 TRANSFORM Symposium Report: Accelerating Sustainability Through Small and Medium-Sized Businesses © 2026

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Note that this report is a summative output that emerged from the TRANSFORM Symposium: Accelerating Sustainability Through Small and Medium-Sized Businesses, which took place over 3 days in Waterloo, Canada, from September 17-19, 2025.

TRANSFORM Co-Investigators included: Jose DiBella, Megan Farrelly, Daniel Lang, Barry Ness, Kes McCormick, Wendy Stubbs and Arnim Wiek.

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Acknowledgements



The TRANSFORM Symposium, supported by the University of Waterloo, took place at the Centre for International Governance Innovation (CIGI) from September 17-19th, 2025, in Waterloo, Ontario, Canada.

The TRANSFORM team acknowledges and celebrates that the 2025 TRANSFORM Symposium took place on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee peoples in what is commonly known as Waterloo, Ontario. The work and learning of the lead TRANSFORM team based at the University of Waterloo is situated on the Haldimand Tract. This land was granted to the Six Nations in 1784, which includes six miles on each side of the Grand River. Since then, Six Nations of the Grand River lands comprise less than 5% of what was originally promised in the Haldimand Treaty. Our active work toward reconciliation takes place through research, learning, teaching, and community building.

We would also like to thank the Social Sciences and Humanities Research Council (SSHRC) for the Partnership Grant that helped to fund this project and Symposium. Without the many business practitioners and leaders supporting and engaging in this work along the way, a collaborative research agenda like this would not have been possible – thank you.

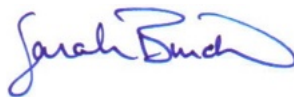
A huge thank you to the TRANSFORM research teams and Hubs spread across four different countries. This includes, among others, a sincere thank you to: Drs. Arnim Wiek, Barry Ness, Daniel Lang, Jose Di Bella, Kai Reimer-Watts, Kes McCormick, Megan Farrelly, Wendy Stubbs, and Niki Frantzeskaki. A special thank you to Tova Davidson, Executive Director of Sustainable Waterloo Region, and community partners in each Hub. Essential contributions along the way have also been made by Stefan Schaltegger, Jennifer Rao-Williams, Verena Hermelingmeier, Nigel Forrest, Kyra Chisholm, Geisha Sanchez, Rupert Baumgartner, Ulrike Franke and many others. A huge thank you also to Taginder Clair, Research Manager for the TRANSFORM Project and key planner of the symposium, and to all others who have contributed to the success of this project over the years. Last but not least, thank you to the students and community volunteers whose assistance was essential throughout the symposium.

A Message from the Director

After seven years of collaborative research, experimentation, and learning, the TRANSFORM Symposium marked both a celebration and a moment of reflection for our global community. Bringing together researchers, small- and medium-sized enterprise leaders, policymakers, artists, and community partners from around the world, the Symposium was designed to surface what we have learned about accelerating sustainability transformations through business, and, just as importantly, how we move those insights into action. Over three days in Waterloo, Ontario, we explored the power of partnerships, the role of experimentation, and the importance of trust, creativity, and storytelling in shaping more resilient and inclusive low-carbon futures.

This report documents the ideas, experiences, and conversations that emerged from the Symposium, but is intended to do more than capture an event. It is a reflection of TRANSFORM's core commitment to transdisciplinary, place-based research that is deeply grounded in real-world practice, and a set of invitations – to business leaders, policymakers, researchers, and communities – to build on what is already working. At a time of intensifying climate impacts and shifting political and economic conditions, the insights shared here remind us that meaningful transformation is already underway. By learning from one another, stewarding relationships, and amplifying proven approaches, we can continue to accelerate sustainability transitions that are both ambitious and achievable.

My sincere thanks to our entire team of researchers, collaborators, and volunteers for pouring their energy into making this event, and the TRANSFORM project as a whole, a remarkable success.



Dr. Sarah Burch

Professor and Canada Research Chair in
Transformative Climate Change Governance
Project Director, TRANSFORM
University of Waterloo

About the TRANSFORM Project

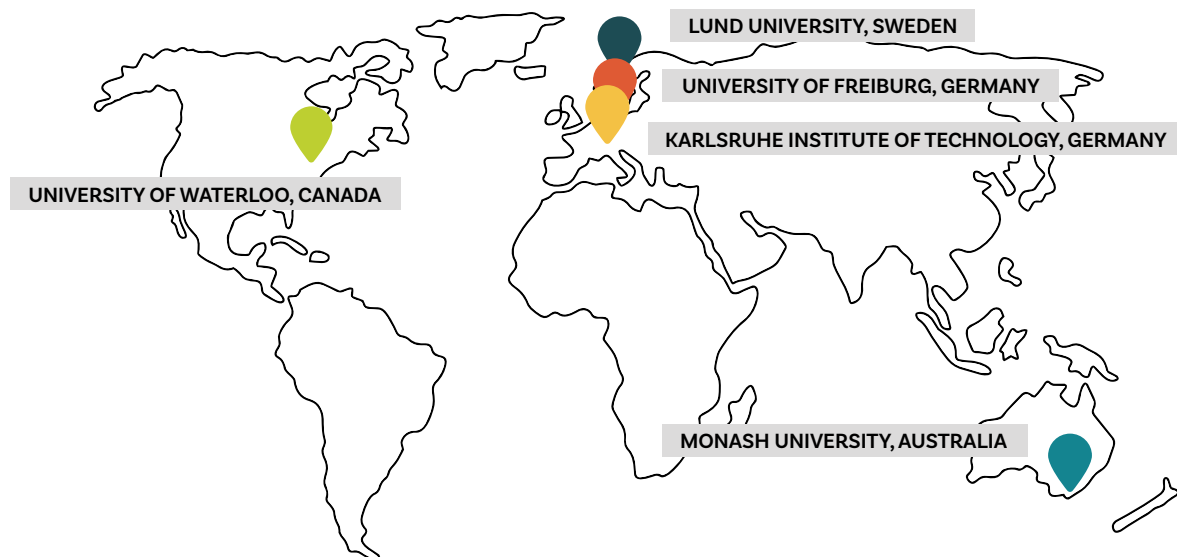
TRANSFORM is a global network of researchers, businesses and civil society groups who are committed to building small- and medium-sized enterprises' (SMEs) capacities to accelerate their transitions to more sustainable and resilient business models, and to inform policies that can help shape inclusive and competitive low-carbon, climate-resilient communities. More details on our team's work can be found at: www.transformcities.ca

The project has had five main areas of activity, over the course of seven years (2018-2025):



These activities have been undertaken by research teams at five different international universities (or 'Hubs') and engaging a diverse community of public sector, civil society and business partners. This research work has been funded by the Social Sciences and Humanities Research Council (SSHRC) of Canada.

The TRANSFORM Hubs of the project are situated at the following universities, spread across four different countries:



The TRANSFORM Hubs are coordinated and directed by the research team located at the University of Waterloo, Canada. Independently and together, the Hubs undertook the main research, learning and knowledge mobilization activities of the project, and collaborated with partner organizations and firms to help keep the research work grounded in business experiences and up-to-date with local business needs.



These co-creative practices have resulted in more than 40 case studies, 13 new experiments, and dozens of capacity-building activities spread across dozens of cities and municipalities, and four continents, over seven years.

Beyond the universities involved in this project, the TRANSFORM team has also collaborated with dozens of SMEs, civil society organizations, and local governments around the world. These partners come from many sectors, including manufacturing, consulting, agriculture, service, and not-for-profit partners. The many partners have helped us to better understand the real-world experiences of efforts towards transformational sustainability, and what it means to be a small business engaged in driving more sustainable practices. Sustainable Waterloo Region – a non-profit ‘strategic intermediary’ working with local businesses in Waterloo Region and beyond – has been particularly central in this regard, connecting our team with leading small businesses, supporting capacity-building efforts, and co-developing new sustainability experiments and interventions.

These co-creative practices have resulted in more than 40 case studies, 13 new experiments, and dozens of capacity-building activities spread across dozens of cities and municipalities, and four continents, over seven years.²

² To learn more about these practices, activities and case studies, visit our website at: www.transformcities.ca

About the Symposium

The TRANSFORM Symposium was a vibrant 3-day event focused on accelerating sustainability through small- and medium-sized enterprises (SMEs). The symposium took place in Waterloo, Ontario, Canada, from Wednesday, September 17th to Friday, September 19th, 2025.

After seven impactful years of research work, the Symposium served as a celebration and mobilization of insights gained on how to accelerate sustainability innovations and societal transformations through business across diverse sectors and scales. Bringing together scholars, practitioners and elected representatives from around the globe, participants explored the key ingredients of sustainability transformations and strategies we can deploy to make our communities more sustainable and resilient in the face of a rapidly changing climate. This unique experience blended scholarly findings along with reflections from business practitioners and policymakers, with opportunities to connect, create, collaborate, and leave inspired to drive meaningful change.



By the numbers:

3 days

5 locations

8 universities

6 lead co-investigators

62 attendees

9 seminar sessions

1 public keynote address

2 plenary panels

3 hands-on workshops



Symposium Highlights

The evol1 tour

Travelling via Waterloo Region's light rail transit system, the Ion, attendees on Day 1 were led to, and then through, Canada's first certified carbon neutral and net positive energy multi-tenant commercial office building, [evol1](#). This experience included several interactive and guided tours of the evol1 building's technical and sustainability design features, and insights into efforts towards growing engaged 'cultures of sustainability' within and beyond the building. Tours were led by:

- [The Cora Group](#) (the building developer)
- [Sustainable Waterloo Region](#) (SWR, a TRANSFORM symposium partner and sustainability-focused non-profit)
- Dr. Kai Reimer-Watts (Postdoctoral fellow, TRANSFORM Project, University of Waterloo)

Following the tours, a workshop on developing cultures of sustainability (COS) within businesses was led by Dr. Manuel Riemer, Director of the [Viessmann Centre for Engagement and Research in Sustainability \(VERiS\)](#) from Wilfrid Laurier University. Additional insights on COS development at evol1 were captured through a qualitative Photovoice research study with employees who worked in the building in 2020 – resulting in a visual exhibition and range of identified themes that can be explored via the [interactive website hosted by Sustainable Waterloo Region here](#).



Keynote address and fireside chat

A profound highlight of Day 1 and the preeminent event of the Symposium was the keynote address delivered by **Diana Fox Carney**, a global climate change and energy policy expert and Fellow of the Balsillie School of International Affairs. In her keynote talk, *“Pathways to a Sustainable World”*, Ms. Fox Carney traced how sustainability engagement in business has shifted from being dismissed in boardrooms five years ago to becoming a mainstream concern for companies and governments alike today. 2025 was itself framed as a ‘sea change year’, with many businesses apparently moving away from ambitious pledges that may have been more idealistically-driven and less pragmatic, towards more realistic assessments of change aligned to credible pathways. Escalating climate change impacts throughout the year and moving forwards were also stressed – and as it is clear there is no pause button on the realities we face, Ms. Fox Carney emphasized that the need for ambitious climate action remains as urgent as ever.

This keynote address further emphasized shifting language in climate dialogues, moving towards a more pragmatic and community-centred approach that places a greater emphasis on the resilience, health and cost-benefits of climate action, even as issues of speed and scale remain pressing. In her ‘fireside chat’ with Dr. Sarah Burch following the talk, Ms. Fox Carney stressed that renewed efforts are required to tackle both the causes and consequences of climate change, and abundant opportunities exist to find synergies with also addressing other pressing issues like human health, water quality and equitable access, and biodiversity conservation.

Approximately 200 people were in attendance, including Symposium attendees, community leaders and sustainability experts, as well as University of Waterloo students, staff and faculty. A reception incorporating curated sustainability art and refreshments followed the talk, providing the opportunity for further dialogue and connection.





Creating legacies in art and nature

Day 2 had attendees leaving their mark on the Waterloo landscape through participating in one of two hands-on, concurrent workshops – either a microforest tree planting, or gallery tour and ceramic tile-painting.

Led by [Sustainable Waterloo Region \(SWR\)](#), the first option had attendees visit the [University of Waterloo Environmental Reserve](#) next to the David Johnston Research + Technology Park where they enjoyed lunch before diving into the physical, hands-on activity of planting native trees and shrubs to contribute to a new microforest planted by TRANSFORM members. Microforests are an effective strategy to naturalize small plots of non-developable land in urban areas, delivering a range of social and ecological benefits. SWR staff provided the saplings and direction on the appropriate techniques and practices for the full planting process, including spacing, tree diversity, digging, planting, watering and mulching. The tough, eroded soil was met with enthusiasm and gratified effort as stories, perspectives and laughter were shared amongst attendees. This microforest will be stewarded over the next few years by Sustainable Waterloo Region’s microforest team and create a ‘living legacy’ emerging from the TRANSFORM symposium.



Attendees who chose to leave their legacy in art visited the [Canadian Clay & Glass Gallery](#), where they were given a guided tour of current exhibition spaces, gallery collections and an outdoor [community mosaic](#) to contribute to. Lunch for this group was catered by Borealis, a TRANSFORM small business partner and one of only a few Canadian restaurant businesses to achieve B Corp status due to their longstanding commitments to sustainability. Achievement of this status required, for instance, efforts of company leaders to prioritize obtaining locally-sourced foods, reduction of plastics and materials use, improved waste management, investing in solar power installations, and supporting environmental and community resilience through their 'River Dinners' and Community Good Fund – among other actions.

Following this, attendees were led through a demonstration of different surface-decorating techniques for ceramics, after which they were encouraged to make their own ceramic tiles to add to the mosaic outside. Throughout the tour, demonstration and activity, attendees discussed approaches to making ceramics and glass arts practices more sustainable, how engaging with art can help shift deeper values and worldviews, and contemporary approaches to exploring climate change and the natural environment through ceramic and glass arts.

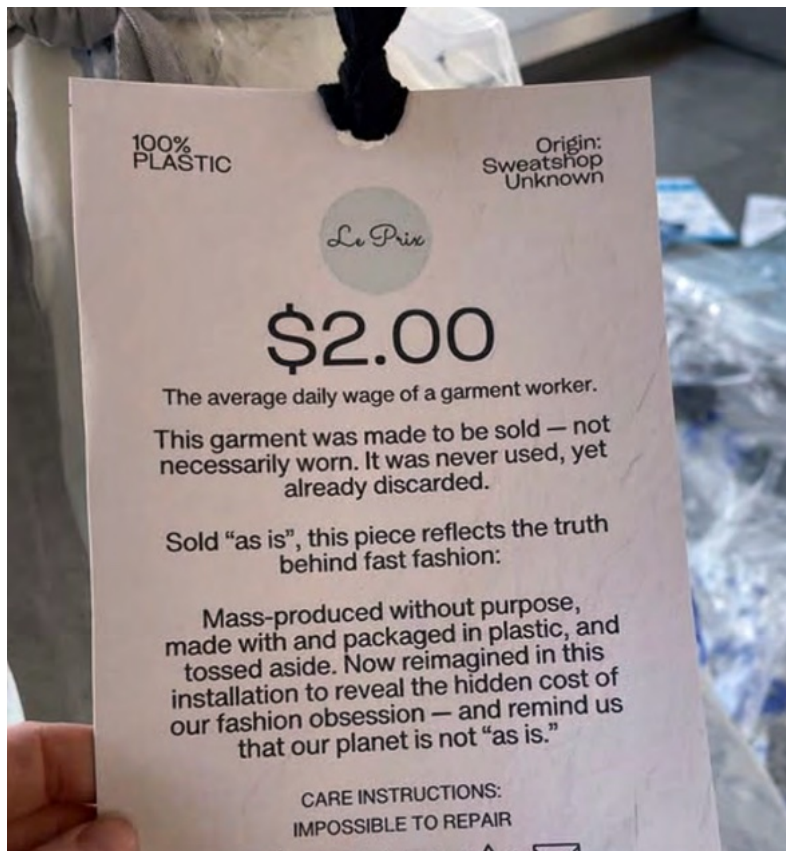


Art installations

Hands of Waste by Robyn Hobbs

Created by Waterloo artist and [Le Prix Fashion and Consulting](#) business founder Robyn Hobbs, 'Hands of Waste' was an on-site art installation and evocative visual protest against the hidden costs of fast fashion presented at the TRANSFORM symposium. Making use of a worn mannequin, second-hand dress, plastic bags and microplastic jars collected by the artist, this piece brought often unseen waste from the fashion and textile industry to the forefront of viewers' attention. The message of the piece was further strengthened by the addition of small handprints in indigo and black paint, directing viewers' attention to the dependence on fossil fuels and exploitation of labour – including child labour – that is still prolific in fashion manufacturing and transport, and the many 'unseen hands' in the global fashion supply chain. Bringing together discarded materials, symbolic handprints, and fashion storytelling, Hobbs challenged viewers to rethink who makes our clothes, what gets left behind, and how small businesses can lead in building a more ethical, sustainable future.

Notably, Le Prix Fashion and Consulting was also a small business participant with the TRANSFORM Research Project. You can read more about Le Prix and their sustainability journey in the [case study here](#).



ELEMENTs by the TRANSFORM team

The '*ELEMENTs*' art project grew out of the work of TRANSFORM, exploring disaster risk reduction and adaptation in extreme risk communities while linking to place-based transformations on a changing planet. Shaping this, a team of researchers and artists launched an experimental pilot project using field research data on community disaster risk, and strategies to explore visualizing possible futures using digital design, augmented reality and animation. By merging science, field data, and community narratives from across continents in digitally-drawn and augmented reality installations, *ELEMENTs* visualized the four elements – fire, water, air, and earth – in their severe weather expressions to portray both risk and resilience.

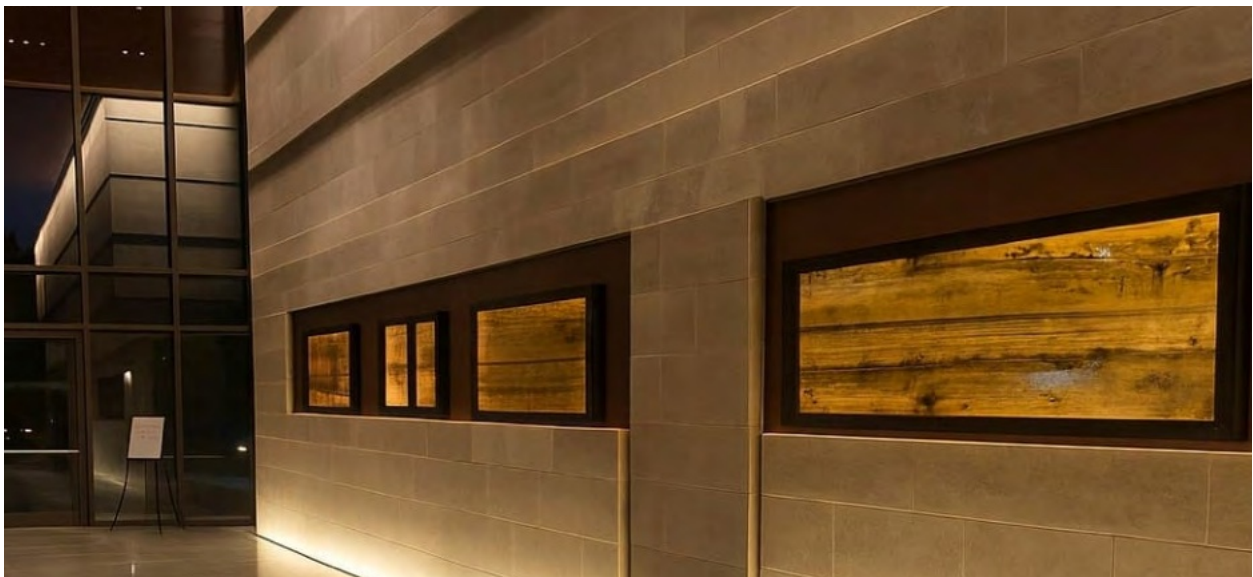
This project was led by Dr. Jose Di Bella with the TRANSFORM project, Canada, with partnership contributions from Giovanni Franchina (Art Curator, BEPART Public Imagination Movement, Italy), Dr. Gianluca Abbate (Professor in the Institute of Fine Arts, Italy), and Dr. Sandro Del Rosario (Artist and Assistant Professor, Arizona State University, USA), among others.



Earth Etchings by Richard Watts

The *'Earth Etchings'* series was developed by Canadian land artist **Richard Watts**. Practicing on the edge of the Canadian Shield at his studio in southern Ontario, Watts' work explores relationships between humans and their environment. This includes exploration of global climate change issues, particularly connecting to water, deforestation, species migration, and seasonal shifts – and the relationship between urban cultures, rural life and wilderness, the latter being where our resources largely come from.

Earth Etchings involve a process of transformation to be created: the mold-making process followed by the artist first layers vulcanized latex rubber 'cocoons' onto surfaces of various forms with cotton gauze, gaining an impression of that surface as the works are embedded with natural phenomena (leaves, bark, rock, etc.). Following a drying period of many days they are then peeled off the surface, stretched, framed and backlit as artworks. The works reflect on patterns of natural 'resource' use, questioning dominant extractive conceptions of nature-as-resource, our relationship to ourselves and history, the colonization of North America, and holding up a mirror to massive changes happening in the natural world that connect to these realities and impact us all. Watts' latest series, *'Insect Writing'*, involves imprinting insect patterns from fallen trees affected by environmental change, as reminiscent of ancient cuneiform scripts and our own written human languages. This series departed from the TRANSFORM symposium to be featured in the 13th International Fiber Art Biennale, *"Interwoven Horizons: From Lausanne to Beijing 2026"*, hosted at the Art Museum of Tsinghua University in Beijing, China.



Musical interpretations of the *Earth Etchings* series

The *Earth Etching* pieces shown at the TRANSFORM symposium were reinterpreted further through musical creations by Italian artists Enrico and Pietro Bertelli, and Japanese artist Yui Shikakura. Enrico and Yui are co-founders of **Conductive Music**, a UK-based company with a mission to deliver engaging learning programs for all school children, mixing arts and technology. Conductive Music was also a small business participant with the TRANSFORM Research Project – you can find [a case study on their sustainability journey here](#). Viewers were encouraged to contemplate the *Earth Etchings* pieces while also listening to the musical interpretations of them created by this team – these remarkable experimental pieces can all be listened to [online here](#).



Visioning session

On the final day of the Symposium a 2-hour visioning session was held, drawing together multiple themes explored so far over the three days. This involved a hands-on workshop co-facilitated by members of the TRANSFORM team, and Master of Architecture students with the BRIDGE Centre for Architecture + Design at the University of Waterloo. During the workshop, participants were divided into sub-groups of 3-5 people each that then rotated between several distinct ‘stations’, each addressing varied approaches to sustainability transformation and engagement through business – for instance at the internal, societal, and broader ecological levels. Participants then made use of a combination of mind mapping, drawing and photo collage to interpret their group discussions responding to key questions posed.





There were a total of 20 visual collages and mind maps created, which together formed the foundation for a unique Visioning Report also emerging from the Symposium. A central insight that emerged from the workshop was that sustainability leadership within SMEs cannot be treated as a discretionary or “good times” activity alone. Instead, participants consistently framed sustainability as a strategic necessity that is integral to long-term competitiveness, risk management, workforce wellbeing, and resilience in the face of climate, economic, and political uncertainties. Key themes and recommendations for action emerging from participants’ insights have been captured in detail in this report titled *Visioning Sustainability: A Participatory Workshop for Transformation*, which can be accessed via the [TRANSFORM publications page here](#).



Themes and Insights from the Symposium

Transdisciplinary research-to-action: Centering trust and reciprocity in co-creative dialogues between researchers and practitioners

Partnership-driven research has been at the core of TRANSFORM since its inception: research that extends outside the boundaries of universities by bridging disciplines, sectors, and partners to tangibly tackle challenges through a collaborative approach. Whether it was sharing a panel or connecting over breakfast, the centrality of relationships and their importance to the success of the TRANSFORM case studies highlighted at the Symposium and beyond was very clear.



The value of collaboration was centered throughout many sessions. In *Visionary Communities*³ researchers described how building a relationship centered on trust and co-creativity with the Kingston-Galloway/Orton Park (KGO) neighbourhood of Scarborough, Ontario, was critical in their application of a backcasting framework applied with community members – allowing them to better identify and articulate desired neighborhood futures. Efforts to explore how just sustainable futures could be made more material were grounded in current community development activities and interests of KGO-based groups and organizations. This helped to inform alternatives to existing municipal climate strategies, grounding their community’s climate action plans in meeting identified challenges and in improving the lived experiences of the people they serve.

3 Visionary communities. Presented by Dr. John Robinson (University of Toronto, Canada), Emily Smit (University of Toronto), Majd Al-Shihab (University of Toronto), David Maggs (Metcalf Foundation Fellow on Art and Society, Canada), Sahar Vermezyari (Visionary Communities, Canada).



Similarly, presenters in the session *Leadership in Practice*⁴ highlighted how firms across different sectors and sizes partnered with Sustainable Waterloo Region – a local non-profit – to better inform and support their sustainability practices. Such partnership proved invaluable to supporting these businesses in better navigating and catalyzing further sustainability innovations: giving them access to seed funding, emissions tracker tools, lateral perspectives, and confidence to then solidify and expand the impacts of these changes to more business products, practices and organizational processes.

Transdisciplinary relationships are crucial not only to the success of experiments in SMEs, but also in **amplifying their impact** across spatial, institutional and normative dimensions.



“You are all evidence that so many exciting things are going on right here in Waterloo Region and all around the world, and we have lessons to learn from each other. We are already doing things that work, and building relationships like the ones we have here help us to spread those ideas, to deepen them. So that amplification, I think, is where we should focus our efforts so that we can start making faster progress, collectively.”

Dr. Sarah Burch, Director of TRANSFORM

A throughline both across the Symposium and across TRANSFORM’s seven years is that transformation is sparked in the ‘interstitial spaces’ of these relationships, where ideas and experiences between disciplines of research and practice cross-pollinate and help shape the landscapes, physical or institutional, that we operate within.

⁴ Leadership in practice – How to design and implement sustainability solutions. Presented by Tova Davidson (moderating); Paul Rak (former CEO of VeriForm, Canada); Mat Thiessen (University of Waterloo, Canada), Alexandra Novotny (YNCU, Canada), Aishwarya Pattanaik (Kuntz Electroplating, Canada).

The power of the narrative: Storytelling in sustainable business innovation and community resilience

The value of fostering emotional connection through narrative-based communication, decision-making, and storytelling in sustainability work was made clear throughout the Symposium. Presentations from business leaders highlighted the importance of storytelling as crucial to cultivating deeper, more resilient relationships with supporters and to strengthening novel sustainability practices. Examples of this included descriptions of experiments on communicating climate risk and optimism through unconventional partnerships, shared in the session *RealAcademik*⁵ – while during a session on *Sustainability Communications*⁶ case studies of businesses using storytelling to deepen relationships with their clients and broader publics were shared.

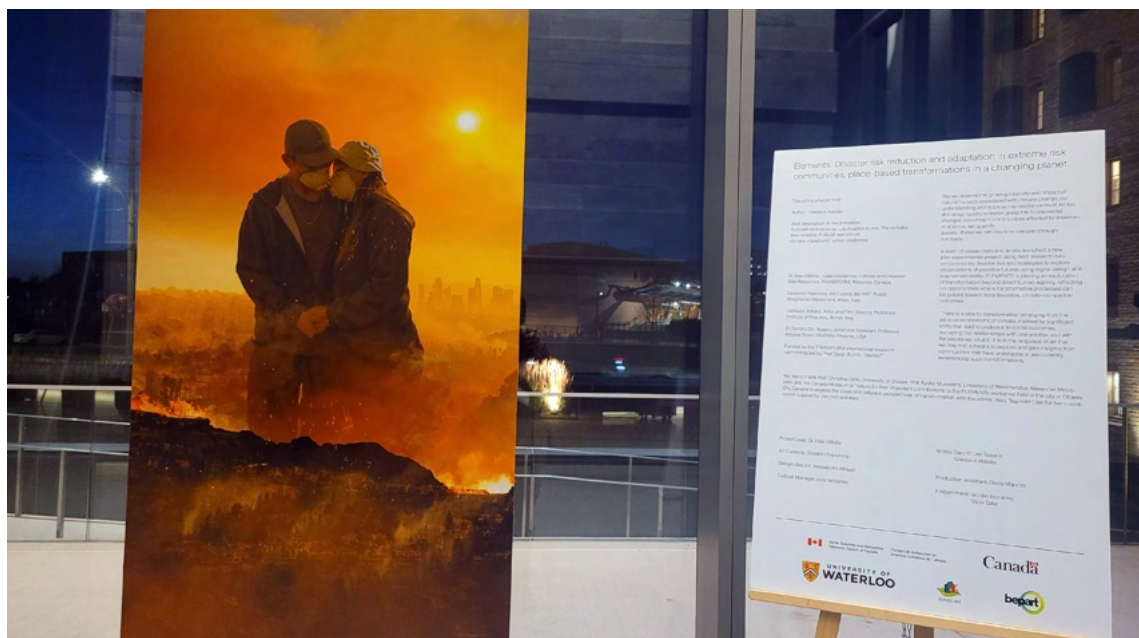
Local examples like **Le Prix Fashion and Consulting** – a TRANSFORM business partner – exemplified how the use of narrative can be crucial to shaping both business identity and greater community impacts. Founder Robyn Hobbs’ education in environmental studies and passion for ethical fashion helped to anchor her brand in a way that reframes fashion away from realities of high waste and over-consumption, instead emphasizing empowerment, inclusivity, and sustainability. The business motto that captures this is “*Look good, feel good, do good*”. While inauthentic greenwashing efforts remain pervasive in the fashion industry, Le Prix’s authenticity and accountability to sustainability practices helps to solidify the relationships clients build with the company’s identity and impact. Le Prix’s use of relational storytelling – connecting people to the human and environmental stories behind their clothes – further challenges fast-fashion norms, while fostering trust and “walking the walk” on making sustainability accessible to broader audiences.



5 RealAcademik: A pragmatic approach for science in climate partnerships. Research, Art, Health and Community-Engaged Experimentation. Presented by: Dr. Jose Di Bella (University of Waterloo, Canada), Gerardo Castañeda (Tec de Monterrey, Mexico), and Michelle Alvey (Southwestern Public Health, Canada).

6 Sustainability communications, storytelling and relationship as business. Presented by: Dr. Kai Reimer-Watts (moderator), Sam Nabi (Full Circle Foods, Canada), Robyn Hobbs (Le Prix Fashion and Consulting, Canada), Lena Friblick (Botildenborg, Sweden).

Stepping out from Waterloo Region, discussions of international exemplars of sustainability action such as **Botildenborg Social Farm & Kitchen** based in Malmö, Sweden, provided similarly powerful stories of place-based transformation. Returning to Malmö after a career in political journalism, founder Lena Friblick started this unique urban farm to leverage the potential impact of food and agriculture, bring together varied cultural communities, and to address local socioeconomic challenges. Growing into what is now an internationally recognized and award-winning model for sustainable business innovation, Botildenborg has become a celebrated example of how sharing stories over shared meals, community farming, and ecological education can weave together deeper senses of belonging, create new work opportunities, and strengthen social and environmental resilience in shared spaces.



Artworks like **ELEMENTs** discussed as both a creative social experiment and installation at the Symposium demonstrated the power of engaging art as a tool for climate storytelling. Attendees were invited to actively engage with portrayals of climate risk and resilience by scanning a linked image in the installation through a mobile app to show the full augmented-reality artwork. Involving the audience this way brought viewers in as active participants, creating deeper relationships, affect and shared responsibility for action.

Aside from these examples, stories of business leadership and sustainability innovation were exchanged throughout the Symposium, inspiring new perspectives and passion to amplify the insights of TRANSFORM into positive impacts across communities.



"To meet people who have different kinds of backgrounds, but are all connecting through the dream, the desire, and will to transform – that is wonderful."

Lena Friblick, Founder of Botildenborg Social Farm & Kitchen

Sustainability innovations in and by SMEs: The role of experiments in business and the supportive business ecosystem

The opening plenary session⁷ featured select TRANSFORM project leaders Sarah Burch, Arnim Wiek, Daniel Lang, Barry Ness and Wendy Stubbs, and outlined the collaborative process of supporting business experiments and the most compelling insights and challenging barriers they have encountered throughout the more than 40 cases developed over the project. This opening then set the stage for subsequent sessions to more deeply explore, analyze, reflect on and share the greater context in which these experiments occurred, the mechanisms that shaped innovations, as well as the positive impacts that they've had on broader communities.



SME experiments often involve a structured, data-driven process of testing hypotheses with an aim to improve operations, products, strategies and models. These experiments were co-designed between relevant practitioners and researchers, to provide greater technical and financial resources to the work, as well as to more clearly define specific research questions and measure sustainability outcomes.

Prominent sessions addressing SME experimentations included *From Ideas to Reality*⁸, *Training for Innovation*⁹, and *Transformative Experimentation for Sustainability*¹⁰. Experiments highlighted in these sessions yielded three connected types of knowledge in their outputs: experiential, theoretical and practical. Shared insights emerged across these three areas. For example, contributing factors to the success of SME experiments included financial backing, prior expertise, a strong organizational structure, and trust-building and collaboration. With this in mind, commitment to integrating different strategic actors in this work could increase the likelihood of the experiments' overall success, while creating new networks appears to be

7 Setting the stage: Triggering and accelerating sustainability transformations. Presented by Dr. Sarah Burch (University of Waterloo, Canada), Dr. Daniel Lang (Karlsruhe Institute of Technology, Germany), Dr. Arnim Wiek (University of Freiburg, Germany), Dr. Barry Ness (Lund University, Sweden), Dr. Wendy Stubbs (Monash University, Australia), Tova Davidson (Sustainable Waterloo Region, Canada).

8 From ideas to reality: Exploring urban experimentation. Presented by: Dr. Sarah Burch (University of Waterloo, Canada), Dr. Kes McCormick (Swedish University of Agricultural Sciences, Sweden), Dr. Niki Frantzeskaki (Utrecht University, Netherlands), and Kyra Chisholm (ClimateActionWR, Canada).

9 Training for innovation: Supporting SMEs in adopting sustainable business practices. Presented by: Dr. Arnim Wiek (University of Freiburg, Germany), Philip Luthardt (Bohlsener Mühle, Germany), Hanna Layton (Epic-Cure, USA), and Dr. Michèle Martin (University of Waterloo, Canada).

10 Transformative experimentation for sustainability in and through SMEs: Exploring impactful and embedded innovations. Presented by: Dr. Barry Ness (Lund University, Sweden), Dr. Daniel Lang (Karlsruhe Institute of Technology, Germany), Lena Friblick (Botildborg, Sweden), and Carsten Nolte (Brauhaus Nolte, Germany).

marginally more effective in supporting success than only drawing on existing ones. Overall, the potential of these experiments to be transformational requires SME leaders to engage more fully in considering the social factors that may shape experiment outcomes and help to develop business capacities – such as through improving education and professional development.

Several business leaders spoke to the need for adaptability in their business practices – as well as the value of accessing support through aligned business networks – as being critical to their weathering of and recovery from the COVID-19 pandemic¹¹. Business leaders also spoke to the value that their businesses provide to communities, such as through implementing sustainable practices and models, which in turn fortified their organizational resilience in the face of crisis.

As researchers, community partners and business leaders involved in TRANSFORM shared these insights, there was also further discussion on how to capitalize on these experiments and their successes.



“I am just feeling so inspired. This has been such a good experience of talking to researchers and changemakers and practitioners, and really diving deep into the research, into the solutions, in a really practical way... there are people in every sector, in every industry, really doing the hard work and the good work.”

Hanna Layton, MES, Co-Founder of Epic-Cure Inc.



¹¹ Learn more about how sustainable business practices contribute to resilient local economies in a post-COVID-19 world in the [report here](#).

Shifting political and financial conditions: Enacting change in a changing landscape

As we continue to experience intensifying impacts from the climate crisis and interconnected socioecological crises that impact our communities, lines are being redrawn across financial, political and institutional paradigms. A central point of discussion was how we can navigate a landscape in flux to ensure sustainability innovations are anchored, spread and accelerated rather than experiencing inertia or backsliding.



The keynote presentation from Diana Fox Carney and the successive fireside chat joined by Dr. Sarah Burch zeroed in on trends across business, policy and governance in 2025 as a pivotal year. Attendees continued this with impassioned conversations over lunch, and by sharing their own frank perspectives through engaged panel discussions. For example, this urgent emphasis on the need to address multiple socioecological crises being faced was explored in the Thursday session *A Race Against Time*¹², which provided a forum for early career researchers spanning diverse fields to share their critical research and perspectives on responding to these challenges. Scholars presenting in this session represented fields including Sustainability Management, Community Psychology, Plural Economics, and Economics for the Anthropocene, among others. The major theme for the session was the sobering reality that while progress to address systemic crises is being made in many areas, we remain in a ‘race against time’ to address the climate crisis and interconnected social and ecological crises that impact our lives, communities and civilizations, arguing that our collective work as scholars and advocates must seek to be part of the solution for sustainable futures.

Scholars described action-oriented research work, both completed and underway, such as TRANSFORM’s work on supporting SMEs in sustainability experiments that can catalyze business

12 A race against time! Early career researchers explore reflections on transformative sustainability engagement in an era of accelerating social and ecological change. Presented by: Dr. Kai Reimer-Watts (moderator), Geisha Sanchez, Dr. Christopher Orr (University of Waterloo, Canada), and Hannes Schneider (Karlsruhe Institute of Technology, Germany).

ecosystem transformations; shaping innovation policies for supporting circular ‘zero waste’ entrepreneurship; real-world lab research on sustainability, and how this can be used to help accelerate transformation; and qualitative research on the co-creation, interpretations and engagement with a movement-based symbol for climate justice, as a mixed methods study in partnership with a regional climate justice group.



Across many symposium sessions, presenters and attendees speculated as to whether the current contexts of social, political, and ecological change that vary across different geographies and raise many challenges may also provide opportunities to reconstruct values, norms and institutions towards more just and sustainable communities. For example, in the Friday session on *Sustainability Communications, Storytelling and Relationship as Business*, entrepreneurs from Canada and Sweden shared insights on the power of effective communication and storytelling approaches to expand the ‘circle of care’ and connect more people to sustainability work, creating new opportunities for catalyzing action.

During this session, a viewing of the film trailer for *‘Beyond Crisis’* was shared: a Canadian climate action documentary with the tagline of being *‘A story of hope for a rapidly changing world’*. This film was directed by community psychologist, activist and TRANSFORM postdoctoral scholar, Dr. Kai Reimer-Watts, and provided a unique entry point for discussion on the potential to identify local opportunities within global challenges, to forge more just and sustainable shared climate futures.



The Symposium's denouement was a plenary panel on politics, policy and leadership in a changing climate¹³. This session brought together scholars, practitioners, and elected representatives to explore the ingredients of sustainability transformations needed in the context of government action at local and national levels. Here, the TRANSFORM symposium was honored to centre panelists who have held varied leadership roles at the municipal and federal levels of Canadian politics (including Mayor Dorothy McCabe of the City of Waterloo, former Green Party Member of Parliament Mike Morrice, and Sandy Little, Deputy Chief Administrative Officer of North Perth). Panelists recounted their professional experiences and shared insights drawing on their varied positions, as well as strategies for how we might increase action and political will to help make our communities better prepared and more resilient in the face of a rapidly changing climate. Through a Q&A that followed, panelists shared candid perspectives on the processes of embedding climate, equity, and community resilience principles into policy, and the work it often takes to keep them there. Amidst frank discussion, this plenary left attendees with a sense of renewed determination to move forward and to act towards deeper, transformative sustainability at multiple scales, in an uncertain time.



"It can be so motivating to shift our gaze towards what is working, even in these very challenging times where we know it's becoming harder than it was even a year ago to talk about climate change, to do this work openly. We need these stories of what to accelerate and what to amplify."

Dr. Sarah Burch, Project Director of TRANSFORM

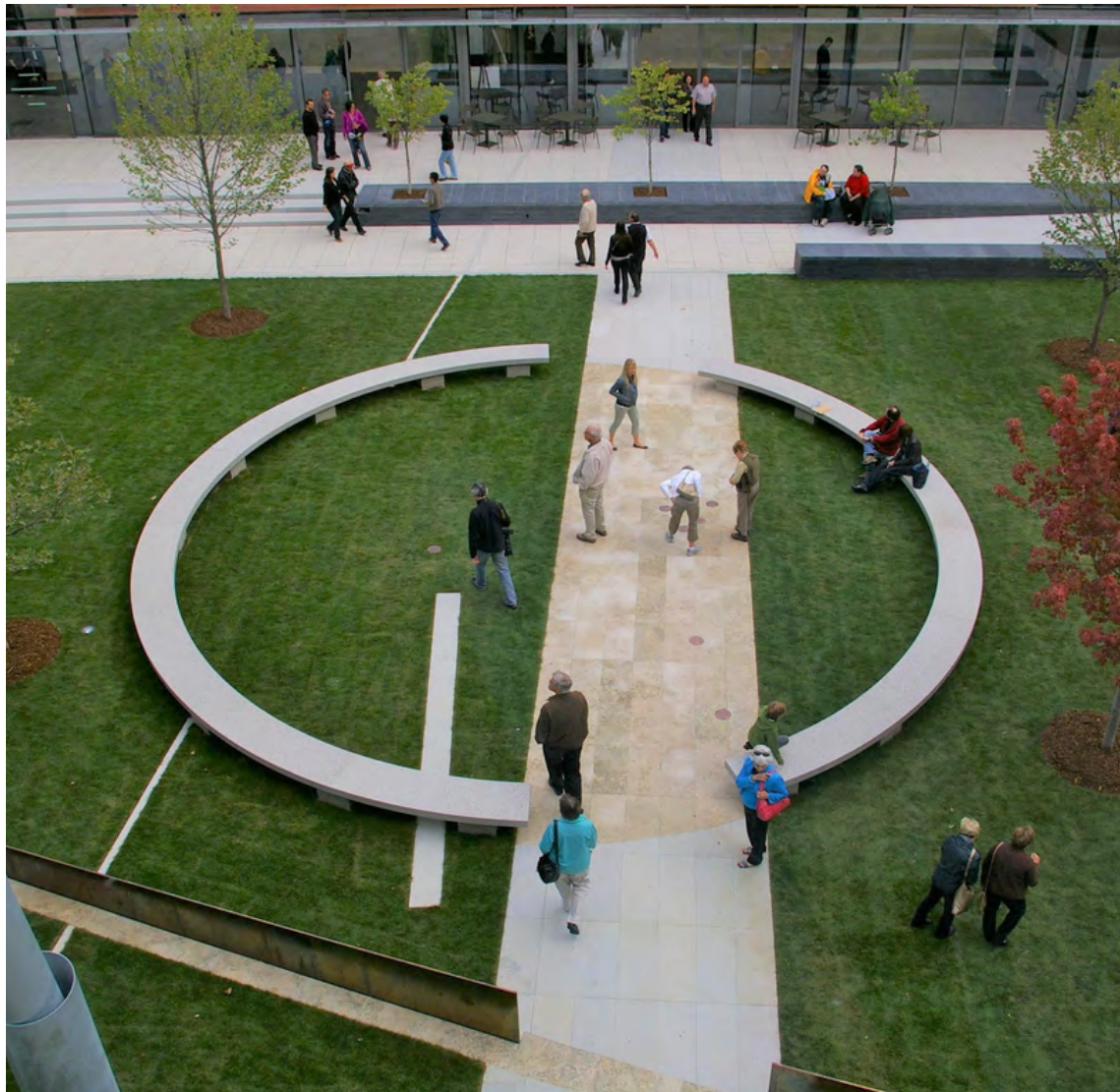


¹³ Policy and politics: Leadership in a changing climate. Presented by: Dr. Sarah Burch (moderator); Mayor Dorothy McCabe (City of Waterloo); Sandy Little (Municipality of North Perth); and Mike Morrice (former Green Party MP for Kitchener Centre, 2021–2025).

Conclusion

Over 7 years, The TRANSFORM Project has been committed to accelerating sustainability through small- and medium-sized enterprises. Working side-by-side with practitioners, policymakers, researchers and community leaders, we have built capacities, undertaken experiments, designed toolkits and informed policies to help shape inclusive, competitive and low-carbon resilient communities. Drawing on transdisciplinary research and over 40 case studies from dozens of urban areas, TRANSFORM has become a model for sustainability research that can be in-step with community priorities, academically rigorous, and can help achieve tangible progress for action on climate and sustainability.

The TRANSFORM Symposium served as a culmination of seven years of research work spanning 8 countries, as well as a celebration and mobilization of this research. Over 3 days, dozens of researchers, business leaders, elected officials and public practitioners came together for this event to reflect, exchange ideas, create together and explore the potential transformative impacts of sustainability experiments and innovations in SMEs.



This report serves to not only document this symposium and distill its key insights and outcomes, but also as a series of calls-to-action.

- **For ourselves as the TRANSFORM Research Team**, we feel called to further the findings of this project across disciplines, steward the relationships we've built with community and business partners, and to help inform relevant policies and practices towards deeper sustainability transformations.
- **For business leaders**, this includes a call to continue to innovate in the goods and services you provide; to experiment in the structures and governance approaches of your enterprises; and to connect with the varied businesses you may partner with and customers you serve to better anchor these innovations in sustainability principles, specific industries, and to help spread their positive impacts further.
- **For policymakers**, this includes a call to ground future policy and planning decisions in the findings and recommendations from this project; to further support SMEs' capacities to grow, adapt and innovate towards deeper sustainability; and to embed the positive impact potential of SMEs as being instrumental to forwarding sustainability transformations across diverse levels of government and varied contexts.

To provide more details and guidance to these calls-to-action, we invite you to access our distinct Symposium Report Summaries tailored to researchers, business leaders, and policymakers, which we've produced as a concise action-oriented resource and you can find [on our website here](#).

This report is a celebration of all that we've accomplished so far, and of the value of collaborative approaches and informed leadership as we continue to work together to address systemic challenges, and positively transform our shared future.



Appendix A: Symposium Agenda

TRANSFORM: Accelerating Sustainability Through Small and Medium-Sized Businesses

Dates: September 17-19th, 2025

Primary location for symposium unless otherwise noted:
Centre for International Governance Innovation, Waterloo, Canada

DAY 1: Wednesday, September 17th		
Timing	Description	Location
11:30 – 12:30pm	Lunch & registration Welcome to the TRANSFORM Symposium! Join us early to enjoy lunch and connect with fellow attendees before we kick off the day with our opening remarks and panel.	Foyer
12:30 – 12:45pm	Opening Remarks – Dr. Sarah Burch, Project Director, TRANSFORM	A-120
12:45 – 1:45pm	Opening panel: “Setting the Stage: Triggering and Accelerating Sustainability Transformations” <i>Speakers: Sarah Burch (University of Waterloo), Daniel Lang (Karlsruhe Institute of Technology), Arnim Wiek (University of Freiburg), Barry Ness (Lund University), Wendy Stubbs (Monash University), Tova Davidson (Sustainable Waterloo Region)</i> In this opening segment of the TRANSFORM symposium, project leaders will reflect on the most compelling insights and challenging barriers that they have encountered over 7 years of community-engaged sustainability science. We will offer examples of sustainability entrepreneurship from Canada, Germany, Sweden, the United States and Australia, and speculate about the potential for more rapid and inclusive transitions toward deeply sustainable communities.	A-120
1:45 – 2:00pm	Break	Foyer
2:00 – 2:30pm	Group travel time to evol1 (using the Ion light rail transit)	
2:30 – 4:00pm	Co-Creating More Sustainable Built Spaces and Cultures Together: A Visit to the Evolv1 Green Office Building in Waterloo Join us for a journey through Canada’s first certified carbon-neutral and net positive energy commercial office building, evol1, located in the David Johnston Research and Technology Park in Waterloo! This custom experience will include several interactive and guided tours of the evol1 building’s technical and sustainability design accomplishments, as well as efforts towards growing engaged ‘cultures of sustainability’ within and beyond the building. Tours will comprise the first half of the learning journey, with support from The Cora Group (the building developer) and Sustainable Waterloo Region (a TRANSFORM symposium partner and sustainability-focused non-profit). The tours will be followed by a workshop on culture of sustainability development taking place after led by Dr. Manuel Riemer, Director of the Viessmann Centre for Engagement and Research in Sustainability (VERiS), Wilfrid Laurier University.	Evolv1 420 Wes Graham Way, Waterloo

DAY 1: Wednesday, September 17th		
Timing	Description	Location
4:00 – 5:00pm	Break & Recharge	
5:00 – 5:30pm	Keynote Presentation Registration Many guests are joining us for the keynote presentation! Registration for this event is required so drop by early so you can grab your ideal seat as the presentation will start promptly at 5:30pm.	Foyer
5:30 – 6:30pm	Keynote Presentation – Diana Fox Carney In her talk, “Pathways to a Sustainable World” Diana Fox Carney traces how sustainability shifted from being dismissed in boardrooms to becoming a mainstream concern for companies and governments alike. Ms. Fox Carney frames 2025 as a turning point, with businesses moving away from ambitious pledges toward more realistic assessments aligned to credible pathways – which are themselves being tested in the face of growing political pressure. At the same time, escalating climate change impacts make clear there is no pause button on the physical realities we face. Together these factors are profoundly shifting the language of climate dialogue, militating towards a more pragmatic and community-centred approach that places a greater emphasis on the resilience, health and cost benefits of climate action, even as issues of speed and scale remain pressing.	Auditorium
6:30 – 8:30pm	Reception The evening brings a casual social, including drinks and hors d’oeuvres. This event will feature artistic and sustainability-engaged works to interact with, created by our partners both internationally and from around the Waterloo Region. Join us.	Foyer

DAY 2: Thursday, September 18th		
Timing	Description	Location
8:30 – 9:15am	Breakfast	Foyer
9:15 – 10:30am	Concurrent Session – From Ideas to Reality: Exploring Urban Experimentation <i>Speakers: Sarah Burch (University of Waterloo), Kes McCormick (Swedish University of Agricultural Sciences), Niki Frantzeskaki (Utrecht University), Kyra Chisholm (ClimateActionWR)</i> Cities are vibrant spaces where innovation, creativity, and sustainability challenges collide. During this panel session, leading sustainability scientists will offer practical stories from the field, where we see potentially transformative solutions unfolding.	B-142

DAY 2: Thursday, September 18th		
Timing	Description	Location
9:15 – 10:30am	Concurrent Session – Training for Innovation: Supporting SMEs in Adopting Sustainable Business Practices <i>Speakers: Arnim Wiek (University of Freiburg), Philip Luthardt (Bohlsener Mühle), Hanna Layton (Epic-Cure), Michele Martin (University of Waterloo)</i> SMEs struggle with adopting sustainable business practices and models. In this session, we explore how different forms of capacity building (training) can support SMEs in these endeavors. Insights from the 40+ capacity-building activities of TRANSFORM will be presented. Project partners from food-based SMEs and support organizations will discuss these findings vis-a-vis their training experiences and offer recommendations.	A-120
10:30 – 10:45am	Break	Foyer
10:45 – 11:45am	Concurrent Session – RealAcademik: A Pragmatic Approach for Science in Climate Partnerships. Research, Art, Health and Community Engaged Experimentation. <i>Speakers: Jose DiBella (University of Waterloo), Gerardo Castañeda (Tec de Monterrey), and Michelle Alvey (Southwestern Public Health, Canada)</i> In this session, we will share results of two distinct urban experiments to communicate risk and work through unconventional partnership to design solutions, address vulnerability and communicate climate risks.	A-120
10:45 – 11:45am	Concurrent Session – A Race Against Time! Early Career Researchers Explore Reflections on Transformative Sustainability Engagement in an Era of Accelerating Social and Ecological Change <i>Speakers: Kai Reimer-Watts, Geisha Sanchez, Christopher Orr (University of Waterloo), Hannes Schneider (Karlsruhe Institute of Technology)</i> This session will feature four rapid-fire presentations by Early Career Researchers in diverse fields – including Sustainability Management, Community Psychology, Plural Economics, and Economics for the Anthropocene, among others. This theme underscores that while progress is being made in many areas, as a human species we are in a ‘race against time’ to address the climate crisis and interconnected socioecological crises that impact our lives, communities and civilizations, which our collective work must seek to holistically respond to.	B-142
11:45 – 12:00pm	Break	Foyer

DAY 2: Thursday, September 18th

Timing	Description	Location
12:00 – 3:00pm	A Legacy in Nature: Planting a TRANSFORM MicroForest Join Sustainable Waterloo Region in planting a microforest at the University of Waterloo! A microforest is a small area of land that is returned to a natural state through the planting of native trees and shrubs. Microforests are planted on non-developable land and can be as small as a city residential building lot (500 square feet). A microforest is a great way to naturalize a small piece of land in urban areas and has many ecological and social benefits. This session will start off with lunch as a group. The group will get a brief warm-up through a group stretch and by learning the proper technique of planting trees & shrubs. From removing the plant from their pot, to how deep the hole should be, to bracing your core while handling a shovel, the staff will put you in the know. Then for the remainder of the afternoon you can pick up a shovel and get planting. As a group we will plant around 100 trees/shrubs, water and mulch the site! Make sure you bring a change of clothes, running shoes and water.	David Johnston Research & Technology Park, Waterloo
12:00 – 3:00pm	A Legacy in Art: Clay & Glass Gallery Workshop and Ceramic Tile-Painting Join the Canadian Clay & Glass Gallery team for an afternoon of craft & connection to explore the world of sustainability in ceramic practice! During your visit, the Gallery team will lead a tour of our current exhibition spaces and outdoor community mosaic followed by a hands-on clay tile workshop in our classroom. This session will explore the ways to make ceramics and glass practice more sustainable, how environmental impacts of a studio can be measured, and contemporary approaches to exploring climate change and the natural environment in ceramic and glass arts. Currently, the Gallery is working towards completing the rest of the community mosaic mural, and the hands-on clay tile workshop is another step to making this come to life!	The Canadian Clay & Glass Gallery, Waterloo
3:00 – 5:30pm	Break & Recharge	
5:30 – 7:30pm	Networking Social We will be heading off-site for a social with the attendees of the symposium! Head over to the restaurant for 5:30pm.	Lala Social, Waterloo

DAY 3: Friday, September 19th		
Timing	Description	Location
8:30 – 9:15am	Breakfast	Foyer
9:15 – 10:30am	Concurrent Session – Transformative Experimentation for Sustainability in and Through SMEs: Exploring Impactful and Embedded Innovations <i>Speakers: Barry Ness (Lund University, Sweden), Daniel Lang (Karlsruhe Institute of Technology, Germany), Lena Friblick (Founder of Botildenborg, Sweden), Carsten Nolte (Brauhaus Nolte, Germany)</i> This session will help both researchers and different societal actors in the entrepreneurial ecosystem to effectively plan and conduct transformative experiments. Session presenters will explore transformational experiments of small- and medium-sized enterprises that TRANSFORM research partners have engaged with, and have captured through compelling research and case study examples. Lena Friblick will present Botildenborg’s work with the Social Innovation Living Lab (SOIL), a collaboration including small business, local governments, and universities. Subsequently, Carsten Nolte will present activities driven by Nolte 2030 to transform a local brewery-restaurant into a sustainability hub in the neighborhood of Lüneburg, Germany. Following these case presentations, Barry Ness and Daniel Lang will introduce key assessment findings from 15 diverse SME-led experiments to promote sustainability, supported as part of the different TRANSFORM Project Hubs.	A-120
	Concurrent Session – Leadership in Practice – How to Design and Implement Sustainability Solutions <i>Speakers: Tova Davidson (moderating); Paul Rak (former CEO of VeriForm); Mat Thiessen (University of Waterloo), Alexandra Novotny (YNCU), Aishwarya Pattanaik (Kuntz Electroplating)</i> Moderated by Sustainable Waterloo Region Executive Director Tova Davidson, this session brings together leaders from Waterloo Region who have personally designed and implemented sustainability solutions. Panelists will explore the challenges they faced, the partnerships that enabled their progress, and what they think the future will bring.	B-142
10:30 – 10:45am	Break	Foyer

DAY 3: Friday, September 19th

Timing	Description	Location
10:45 – 12:00pm	Concurrent Session – Visionary Communities <i>Speakers: John Robinson (University of Toronto), Emily Smit (University of Toronto), Majd Al-Shihab (University of Toronto), David Maggs (Metcalf Foundation Fellow on Art and Society), Sahar Vermezyari (Visionary Communities)</i> Visionary Communities is a four-year SSHRC- and City of Toronto-funded research project with the goal of enhancing conditions for just sustainable futures in the Kingston Galloway/Orton Park (KGO) neighbourhood of Scarborough. Based on principles of transdisciplinary knowledge co-production and the Connected Community Approach developed in KGO, the project uses a backcasting framework to identify and articulate desired neighbourhood futures based directly on the current community development activities of groups and organizations in KGO, and to explore how those futures might be effectively pursued and how connections can be made to climate change and sustainability issues. Visionary Communities thus represents an alternative to most municipal climate engagement strategies, which adopt a climate-first attempt to convince residents to follow the city's climate action agenda. The session will consist of two parts, presentations & panel discussions.	A-120
10:45 – 12:00pm	Concurrent Session – Sustainability Communications, Storytelling and Relationship as Business <i>Speakers: Kai Reimer-Watts (moderator), Sam Nabi (Full Circle Foods), Robyn Hobbs (Le Prix Clothing), Lena Friblick (Botildenborg)</i> In this session we will hear from three different small business practitioners on their experiences with the use of sustainability communications, storytelling, and deepening relationship with their clients and the broader publics that they engage with. Business leaders who will share with us include representation from local sectors encompassing retail food, food production, and retail fashion. The session will start with brief introductions from our speakers on their unique experiences of this, followed by a facilitated panel discussion and then audience Q&A.	B-142
12:00 – 1:00pm	Lunch	Foyer

DAY 3: Friday, September 19th

Timing	Description	Location
1:00 – 3:00pm	Visioning Sustainability: A Participatory Workshop for Transformation This exciting final workshop promises to be a powerful ‘bringing-together’ of multiple themes explored so far throughout the symposium and is designed to provide attendees with creative hands-on ways to participate throughout. Over the workshop, attendees will split into sub-groups that then rotate between several distinct ‘stations’, each addressing varied approaches to sustainability transformation and engagement through business – for instance at the internal, societal, and broader ecological levels. At these stations, attendees will be encouraged to co-create shared visions for more sustainable futures and forms of engagement by small- and medium-sized businesses, as well as address potential barriers and challenges that may emerge along the way. Facilitated, hands-on activities will empower those participating to bring their best minds to this work, resulting in a range of creative outputs describing ‘next steps’ for sustainability engagement.	A-120
3:00 – 3:30pm	Break	Foyer
3:30 – 4:30pm	Plenary Panel <i>Speakers: Sarah Burch (moderator); Mayor Dorothy McCabe (City of Waterloo); Sandy Little (Deputy Chief Administrative Officer, Municipality of North Perth); Mike Morrice (former Green Party Member of Parliament, Kitchener Centre)</i> In this panel, we bring together scholars, practitioners, and elected representatives to explore the ingredients of sustainability transformations, and strategies we can scale up to make our communities more resilient to a rapidly changing climate.	B-142
4:30 – 5:00pm	Closing Remarks	B-142

Appendix B: Websites Organized by Type

Reference		Link
ARTICLES and PUBLICATIONS		
Burch, S., Di Bella, J., Rao-Williams, J., Forrest, N., Hermelingmier, V., Morton Ninomiya, S. D., & Chisholm, K. (2020). <i>Sustainable business practices can build resilient local economies for a post-COVID-19 recovery</i> . TRANSFORM.		https://transformcities.ca/wp-content/uploads/2022/09/FP1410-Transform-Research-EN-Report-Final_FINAL-ua.pdf
Lam, D. P. M., Martín López, B., Wiek, A., Bennett, E. M., Frantzeskaki, N., Horcea Milcu, A. I., & Lang, D. J. (2020). Scaling the impact of sustainability initiatives: A typology of amplification processes. <i>Urban Transformations</i> , 2(3).		https://doi.org/10.1186/s42854-020-00007-9
TRANSFORM Recent Publications		https://transformcities.ca/publications
BUSINESSES, CENTRES and ORGANIZATIONS		
Botildenborg Social Farm & Kitchen		https://www.botildenborg.se
Conductive Music	Business site	https://conductivemusic.uk
	TRANSFORM case study	https://transformcities.ca/case_study/play-as-foundational-for-skill-building
Le Prix Fashion & Consulting	Business site	https://www.leprixclothing.com
	TRANSFORM case study	https://bit.ly/transform-and-le-prix
Sustainable Waterloo Region		https://www.sustainablewaterlooregion.ca
The Canadian Clay & Glass Gallery		https://www.theclayandglass.ca
The CORA GROUP		https://coragroup.com/properties/evolv1
TRANSFORM Project		https://transformcities.ca
Viessmann Centre for Engagement and Research in Sustainability (VERiS)		https://veris.wlu.ca/
Visionary Communities		https://visionarycommunities.ca

Reference		Link
ARTISTS and EXHIBITS		
Dr. Kai Reimer-Watts	Postdoctoral Fellow, TRANSFORM, University of Waterloo	https://orcid.org/0000-0003-0058-4539
	Photovoice exhibit	https://www.sustainablewaterlooregion.ca/photovoice
	Director, Beyond Crisis Film	https://www.beyondcrisisfilm.com
Enrico Bertelli, Pietro Bertelli, Yui Shikakura	Interpretive music of Watts' Earth Etchings	https://soundcloud.com/richard-watts-art/sets/from-lausanne-to-beijing
Richard Watts	Artist website	https://www.richardwattssculpture.com
	2026 show	https://www.richardwattssculpture.com/from-lausanne-to-beijing
Robyn Hobbs	Le Prix Fashion & Consulting	https://www.leprixclothing.com
Sandro Del Rosario	ELEMENTS show	https://sandrodelrosario.com/elements
KEYNOTE SPEAKER		
Diana Fox Carney	Fellow, Balsillie School for International Affairs	https://balsillieschool.ca/people/diana-fox-carney
	Pathways to a Sustainable World Keynote	https://balsillieschool.ca/event/pathways-to-a-sustainable-world

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