

A Conversation with the Future

Keynote for the PLUS network meeting in Vancouver, June 18, 2006

by Bliss W. Browne (bliss@imaginechicago.org)

President, Imagine Chicago www.imaginechicago.org

It's been an honor to be in the company of so many people who care about a sustainable future for cities, who live out of long-term vision and commitment to public good, and can translate that vision into actionable plans. I've been asked to share a few reflections and summary observations about this PLUS network meeting based on my experience with Imagine Chicago. I do so as someone who has benefited greatly from the long term vision of others since I come from a great city that would still be a muddy swamp were it not for the foresightedness of Chicago's founders.

Long term planning is a brave and counter-cultural thing to do that takes stamina and skill. Why? It looks beyond the current frames of reference that are dominated by short-term political pressures and urgent human needs; it requires moving beyond the comfort of what is known. Sustainability planning is not about management but about leadership on behalf of what is possible and vital; it requires vision, imagination and the ability to discern collective will and good beyond the current horizons. You are all advocates for things that often seem impossible to others, and threaten current practice. That is a place of personal and political vulnerability that requires courage and persistence. I'm reminded of a conversation from Alice in Wonderland between Alice and the Queen in which Alice says:

"There is no use trying, I cannot believe impossible things." (she might have said, "I cannot keep persuading others to believe impossible things!")

"I dare say you haven't had much practice," said the Queen. "When I was your age, I always did it for half an hour a day. Why, sometimes I believed as many as six impossible things before breakfast."

What is remarkable about all of you is that you have already discussed dozens of impossible things before lunchtime. You practice creating space for the impossible many hours every day. You've seen the impossible become possible. Think of all the things we have witnessed and been inspired by this weekend: 95,000 children in Matamoros mobilizing reduction of water consumption by 18% by serving as community water detectives; sweet water fish returning to the river in Suncheon; the densification of Vancouver in innovative public-private partnerships that enhance quality of life and sustainability, long term planning as a way of life in Curitiba for 40 years, to name a few.

This network brings together five critical dimensions ... focusing on cities, activating long-term planning for sustainability, enhancing communications, collaborative partnership and growing a community of practice. I'll offer a few comments about each.

Cities

Why focus on cities? Because we all live in them and so does most of the world's population. Cities are compelling to the human imagination. They are an inventory of the possible that showcase the wondrous human capacity to imagine and to create; in cities

we see our visions and ideas become tangible products. Cities also challenge us as conscious human beings to address fundamental questions of meaning and purpose at the heart of human life and community. What values and powers govern our common life? What is the common good? What do we believe is possible and worthwhile? For what and whom are we responsible? What is our vision as creators for the city in which we live? How does it connect to the vision of others? How do we align vision and action?

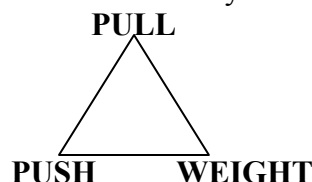
Long-term planning for cities: the need for vision

To plan for sustainable cities is to think collectively and systemically, to see individual lives as complex living systems embedded within many layers of other living systems, to understand that our decisions can compromise or sustain life beyond our own for many generations. As Juan Manuel said so elegantly yesterday, “We are one. We need to arrive together.”

We’ve heard lots of testimony over these past three days about how challenging and essential it is to shift urban planning horizons to a longer-term vision. Why? Our opening session included these compelling reasons:

- Long-term vision gives focus and clarity to decision making
- It encourages us to think systemically, to link economic, social, political and environmental considerations, to align political structures with visions of long term public good
- It can build identity among people who share a common place (as we learned from Whistler)
- It helps focus attention on realizing long term potential in a place
- It stretches our perspective to a time horizon within which real change can happen
- Citizen participation in creating a long-term vision reanimates democracy as a participative and creative activity, as we saw in Imagine Calgary.
- Thinking long-term helps diverse voices join together in a unifying process where they can discover common ground and values
- Long-term vision for sustainability inspires current sustainable practices.
- Intentionality drives transformation. Making marginal improvements over what we did yesterday won’t get us to where we need to go. Real change requires a bold vision of where we want to go and that we ask ourselves what we need to do to get there.
- A vision of sustainability is a way of reverencing life, of providing for the needs of the current population without damaging the ability of future generations to provide for themselves.

I’d like to supplement your observations with a few related ones. The first comes from a prominent futurist in Australia named Sohail Inayatullah (www.metafutures.org), the futures triangle:



Sohail distinguishes three dimensions in mapping the future, thought of as angles in a triangle labeled push, pull and weight. Certain things *push* us into the future (shifts in technology, demographic changes, unanticipated disasters like the tsunami or Hurricane Katrina, the local river running dry). *Weights* of current arrangements offset this momentum for change (political structures with misaligned terms, highways in which billions of dollars have been invested to support cars, cultural patterns and mindsets that expect life to be lived a certain way, already printed business cards that keep us from moving our current offices until they run out.) Strategic planning activities often focus most attention on these pushes and weights that are known. The third dimension of futures planning is comparatively neglected-- attending to those things that attract and call us forward. Human beings seek transcendent purpose and meaning. We like to be inspired; we can move in the direction of our intentions. Powerful ideas and images -- an animating vision, shared purpose, spirituality, the promise of life that our children and grandchildren vividly represent to us -- *pull* us into the future. Vision-focused conversations can mobilize energy and willingness to move in a new direction because they connect to our human need for purpose, meaning, direction and inspiration. Images have power to move us in a particular direction; they orient our choices. Positive images generate positive actions.

Think for a minute about the images and language that have gained authority in your personal and professional life, what you tell your children and colleagues about what is possible, how you describe your family, your community, your world to others. Think about the images and stories that have impressed you here over these past few days. We choose as human beings the images out of which we live. It is a daily challenge to live under the dominion of life and hope when images of premature death and fear prevail in the media, and within many people's intimate lives.

To live in hope is a choice not a feeling. It can be transforming to express our hopes publicly, to invite one another to do so, to create space for greater possibility, so hope gains greater authority in our public life and we can move together toward that inspired and meaningful place.

Aligning Vision and Practice: Thinking like a Parent

Fortunately, we gain practice in thinking this way at home. My greatest advantage in thinking about the future of communities is that I am a mother. Being a parent keeps me in constant conversation with the future, at the creative edge of life and what is emerging. Parents must think about long term potential and how to protect and sustain the promise of life on a daily basis. Every community is full of mothers, fathers, grandmothers, grandfathers, who know how to prioritize value choices on behalf of the long term good of the whole family even in the face of emergencies and survival challenges that demand urgent attention. The presence of children in our midst unlocks energy and commitment to keep focused on what is life giving even in the face of the many obstacles that threaten the well being of the family. Parenting is a mindset we can draw upon in regenerating communities if we are prepared to move beyond a paradigm that separates home from public life. How might we bring our and others' thinking and action as parents into

stewarding sustainable cities? How might that help encourage sustainable practices as a way of life?

Enhancing Communications: The Power of Positive Language

The most foundational tool at our disposal, and best daily evidence of our commitment to sustaining life, is the language we use. Language is consequential. Words and images create worlds. Depending on the nature of the words and images, they can provoke courage or fear, enchant, inspire or wound us, lead us in the direction of greater life or diminish us. Humans create all the frames and systems out of which we live and order our world with language, stories and symbols. How we speak and what we say reflects what we believe, which determines what we and others experience. How we speak and engage others, therefore, has moral consequences. We have the power to create frames that allow for more genuine connection and vital possibilities. Taking responsibility as creators of meaning for the worlds we create is a fundamental part of stewarding life. Language is a moral choice.

Most public discourse is currently problem and deficit oriented. The more formal education we have received, the more likely it is that we have been taught that critical thinking means diagnosis; we default in most situations to a mindset of analyzing the problem, what caused it, whose fault it is and what the solution is. To frame community regeneration in problem talk creates expertise and focus on what communities don't want and what doesn't work. Diagnostic thinking is not very effective when dealing with human systems organizing. Think, for example, of what happens if I address you by starting with, "The problem with you is..." No matter how well meaning I am, addressing you as a set of problems to be solved likely provokes a defensive reaction because it implies a negative judgment about you. Our reptilian brain is hard wired to recognize when we are under threat, and problem language threatens us. What effect does it have on a community's sense of value and well being to be required to compete for funding on the basis of making the case that they have the most deficits, are the biggest mess, have the most intractable problems? Unfortunately, our public policies and applications for funding often treat whole families, neighborhoods, peoples and even continents as problems to be solved. Negative stereotypes get institutionalized into programs and become part of the push and the weight. Imagine how you would feel as a parent if your child could only qualify for a place in a good school by standing up in front of everyone and describing their failures and shortcomings in detail!

To shift from deficit to visionary language opens up new possibilities and energy for community renewal. It is a shift we can all help communities make if we are willing to renounce cynicism ourselves. Cynicism is a toxic habit in our public life; a cheap way of eroding hope by acting as if anyone with experience knows better than to think that new things are possible. We are living in a time in which cynicism passes for sophistication. Think about the multiplier effect of permanently renouncing cynicism in your own life and work. What would happen if people knew they could always count on you to listen for what was most alive, to imagine the most vital possible futures, to connect practices for people to move forward together to create them?

As a priest, I think of this as creating a culture of blessing rather than curse. Bene-diction translated literally means “saying good things.” Our language is a primary way we can bless each other. When inquiry helps communities identify and name strengths, skills, hopes, values, assets and constructive ideas, a positive community image and identity grows which can inspire higher participation and attract investment. Magnifying one another’s positive stories can create constructive experiences of difference that builds positive relationships even across well-established divides of age, race, class and geography.

The opportunity and challenge for all human systems is to design and hold life-affirming space within which better worlds get co-created, where discourse and action mobilize resources, enable learning, and help people realize and claim their astonishing capacity to create and expand systems in a more life-giving direction. Sharing stories of possibility that tune us to the frequency of hope is a radical and empowering act that stretches our spirits. We discover it is possible to understand more, to live more fully, to create more meaningful and effective connections.

How can we listen one another into hope and what difference does it make? How can we have a conversation with the future that will reinvigorate our work, rekindle our passion for justice, renew our dedication to the health of families and communities? I’d like to share with you a very personal story in answer to that.

Imagine Chicago

Fourteen years ago, I was a corporate banker running a multinational banking division, an Episcopal priest serving a black parish, the mother of three young children and active on many civic boards. It was a complicated life not because it was so busy but because these worlds shared little common vocabulary and functioned as parallel universes in our city. I began to notice the many ways our city was divided. I saw lots of young adults in despair in our city, anxious about their future, doubtful if they could find a way to make their lives count, with many young lives lost to violence and drugs. I began to talk with my friends about what it would take for many people to think about our city as a whole. As Ronald Marstin, a philosopher, once said, ”Justice is fundamentally a matter of who is included and whom we can tolerate neglecting.”

Wanting companions for my questions, I organized a conference on faith, imagination and public life. On the second night, people were asked to describe images of Chicago’s future and economy worthy of the commitment of our lives. The image that came to me was of the recycling symbol, three simple arrows in a circle, not just as an image of ecology but as a representation of an economy in which nothing and no one is wasted in which everyone’s participation counts.



I began to imagine a city...

- **where everyone is valued**
- **where every citizen, young and old, applies their talents to create a positive future for themselves and their community.**
- **where hope comes alive in the flourishing and connecting of human lives**
- **where young people and others whose visions have been discounted develop and contribute their ideas and energy.**

Within three days of the conference, I had set aside a sixteen-year corporate career to begin the work of discovering ways to bring such a vision to life. That's been Imagine Chicago's work for the past fourteen years.

IMAGINE CHICAGO has worked to create meaningful opportunities for everyone to discover a place to belong and a way to contribute that links their considerable gifts to the communities in which they live. How? By serving as a catalyst for creative connections, holding people accountable to the hope that is in them, and helping people become actively identified with and engaged in creating a positive and hopeful future for the city through both discourse and action. We have challenged people and institutions to understand, imagine and create the future they value, to move from understanding and dreaming community to building it. This is mothering work in the way Sara Ruddick talks about in her wonderful book on maternal thinking. She says 'motherhood is a sustained response to the promise embedded in the creation of new life.' That for me is the challenge...how we bring worthy collective dreams to birth and honor the new life they represent by creating the structures that sustain them over a lifetime?

It was very challenging to know where to begin. We knew we wanted to create a superconductor process that gave more energy than it took. No one was looking for another meeting to attend. Two early decisions proved crucial to Imagine Chicago's success. The first was that positive communication frameworks are essential to fostering hope and civic imagination. That meant focusing on positive topics, positive questions, and asking them to people known to care. Why? People want and need to think constructively. Appreciative questions around constructive topics serve as positive orientation points that move us forward and help us draw on best experiences that can help get us there. They reduce threatening and defensive behaviors and responses.

The second key insight we had was that young people should occupy a prominent leadership position. There were two reasons for this. Since we were focused on developing our city's future, we wanted the future to be asking the questions about the best of the past, learning from that experience and holding adults accountable to the hope that was in them. We knew that in order for new possibilities to be raised up, it would be necessary to disarm the cynicism. We thought young people held the best hope for doing that.

The initial IMAGINE CHICAGO project therefore engaged area teenagers, mostly poor ones living in public housing who were being publicly referred to as a 'lost generation', to interview important "glue people," in order to understand what would contribute to a positive future for all of CHICAGO and reconnect communities that had been chronically

isolated. 50 youth-at-risk interviewed 200 adult community builders in Chicago about the highlights of their lives as citizens, what they had seen as effective processes for bringing the community together, and their hopes and plans for the city's future.

Intergenerational appreciative inquiry proved very inspiring and motivating. Adult commitments were refreshed. Hope came alive. New possibilities for engagement were imagined and shared. Asking positive open ended questions was successful in establishing a lively sense of shared civic identity, creating effective methods for constructive intergenerational dialogue, and expanding the sense among the young people that they could make a difference. And Imagine Chicago learned that we needed to structure this approach into projects which could move from idea to action.

Imagine Chicago has since developed over 100 partnerships in Chicago involving a wide range of individuals and institutions ... And the work has now spread to 6 continents. You can read about the results on our website www.imaginechicago.org (or in my new book due out this fall called *Imagine: A Conversation with the Future.*)

Collaborative Partnership

To mobilize communities around vital long term good requires effective collaborations, as all of you know well. There are some simple reasons for this. One is that we are smarter together than we are alone. We can share stories and learn from one another's mistakes and imagination. Furthermore, it's an illusion to think we ever act independently.

You are helping effect a vital shift by being here, a shift from single sector problem solving to focusing on what communities value and how to organize productive partnerships within which those values can be lived. It's a struggle because professionals have been trained to think as competent experts with answers rather than as community partners with questions. Community partnerships make clear that we are vulnerable, don't have all the answers ourselves, that we depend upon one another. Partnerships have not been the habit in our professional lives. So we need our confidence raised that partnerships can be collaborations, can accomplish more than we can accomplish on our own, in short, are worth running the risk of vulnerability because a greater good can be accomplished. Talking together about what is of most value, the life giving forces and energies at the heart of a community or organization's life, builds partnership. When connections are built heart-to-heart, mission-to-mission, the process reinforces core values, enables democratic participation and rekindles commitment to personal and institutional integrity.

Learning Communities

Everyone in this room cares about life and is urgently seeking structures that support life over the long term. The cities and world within in which we are doing this work are characterized by enormous grief and loss, daily powerful threats to human life, as well as by deep hungers for hope and community. Human beings at the turn of the 21st century are faced with multiple adaptive challenges:

- The global context of democratization and an interdependent world economy; (Iraq)

- Ecological imbalances which threaten the seamless web of living relationships; (Katrina)
- Knowledge and information resources expanding exponentially with the cost of communication being driven to almost zero; (email withdrawal)
- Cultural diversity and interaction increasing in ways which require new cooperation and mutual learning; (immigration marches)
- Shifting economic and organizational patterns changing the nature and availability of work (kids hanging out on street corners and frantic executives on their Blackberries)
- Escalating political and social violence caused by growing disparities between haves and have nots, massive natural disasters and global health pandemics and threats

All these challenges are magnified by a politics of fear that threatens to shut down our hearts and close our minds, or project our fears onto the stranger if we can't face them within.

Ron Heifetz at Harvard distinguishes between leadership and management by saying that leadership is required when the learning in hand is not sufficient for the challenge at hand, whereas management is when we know what to do and it's just a matter of getting it done. By definition, adaptive challenges require new learning. If no one has the answers, we need to figure it out together. The great promise of this network is to be a community of practice where structured exchanges of ideas, resources and experiences nurture hope and understanding and expand what's possible to imagine and create. Fortunately, in doing that there are many other communities of practice from which we can learn.

Aligning Idea and Action

We've also spoken often over these past few days about aligning vision and action.

Central to all of Imagine Chicago's initiatives is an iterative applied learning cycle that moves from idea to action:

- *Understand* what is (focusing on best of what is)
- *Imagine* what could be (working in partnerships with others)
- *Create* what will be (translating what we value into what we do)

Understand

All projects begin with and are grounded in asking and teaching others to ask open-ended, asset and value-oriented questions about what is life-giving, what is working, what is generative, what is important. The focus is on asking positive questions that encourage sharing of best practices, articulation of fundamental values and mental maps out of which people are operating and bringing to consciousness the positive foundation on which greater possibilities can be built. E.g. a parent might be asked, "What is something your child has accomplished that you are especially proud of? What about your family, this school, is especially effective in encouraging children to learn? What questions interest you most right now? "

Imagine

New possibilities are inspired by hearing questions or stories that cause us to wonder and stretch our understanding beyond what we already know. When we are invited to articulate or hear from others what's important and is working, we readily imagine how

even greater transformation and innovation can happen. In a learning community, our collective imaginations continually envisage more. Grass roots leaders discussing what they have helped change on their block inspires others to try and make a difference. Young parents sharing stories of how they are caring for their children leads others to good parenting practices. Oliver Wendell Holmes suggested long ago “a mind once stretched by a new idea never regains its original dimensions”. This stretching of our imagination happens naturally. I still remember vividly a powerful image offered by an elderly interviewee in the original Imagine Chicago intergenerational interview process, who said, “I imagine a city where critical thinking is so common that politicians can never trade on ignorance.” Hearing it started me thinking about the connections between education and democracy in a way I had not earlier considered.

Each and every human being possesses the enormous gift of imagination. Imagination is necessarily inclusive and utterly democratic: Envisioning is the realm of the future, of freedom, where new possibilities can break in if we are willing to be dream bearers. The greater the diversity of the people involved, the stronger the movement of imagination, and the more likely a balanced and just future for ourselves and our children.

Create

Creativity is what builds confidence in our power to transform. For imagination to help create community change, it needs to be embodied in something concrete and practical ...*a visible outcome* that inspires more people to invest themselves in making a difference. In Imagine Chicago’s *Citizen Leaders*, for example, grass roots leaders are invited to articulate their visions for community change and then create imaginative community development project of their own design. In the course of four months of interactive forums, they learn to recruit volunteers, design and organize a project, prepare a proposal, and implement, evaluate and sustain their projects. Learning occurs largely through community change agents sharing experiences with each other within a common framework of organizing questions. In 1996, a group of committed citizens involving 6 leaders and 25 team members, from the same low-income Chicago neighborhood, participated together in this program. They created projects including block clubs, community gardens, intergenerational sports programs, and a youth club. With support from a local community organization, these emerging block leaders helped launch a neighborhood-wide program to bring residents together to collectively address important issues. The *Every Block is a Village* program they started is now an organization of 60 block clubs, each with resident ‘citizen leaders,’ which organizes around community issues like community cleanliness, economic development, and youth opportunities. The process is continually strengthened by sharing stories weekly about what has happened and how and lessons learned. As their successes grow, so does their confidence and skill level. The visible outcomes and growing volunteer effort attract the commitment of other individuals who see it’s possible to make a difference. Last year quarter the BBC came to Chicago to film EBV as a story of possibility broadcast all over the UK.

Using this process of Understand-Imagine-Create encourages discourse about the community not as a given but as a set of systems constantly under construction governed by the choices and activities of individual citizens and collective citizens. To see the

future as viable, we need an active sense that our lives and contribution count, that our choices make a difference to the outcome. Active citizenship requires both confidence and competence—confidence that peoples' highest aspirations are possible to translate into action and competence to do so. When our ideas are listened to, when we begin to share what we see, what we hope for, what we care about, what we see as possible and important, something new happens. Latent ideas come into clear consciousness. The sharing of ideas inspires deeper thinking and questions and innovation. Communities of interest become identified to one another. Democracy gets re-discovered as a creative activity. Government becomes more responsive and accountable. The consciousness of citizens changes from being “objects” of city life, in a city which is an IT, to being “subjects” (I decide, I create, I connect, I think) within a city which is a WE.

What will it take to encourage people to say “This is my city. I belong here and I can make it better.” How can we help individuals and institutions learn to think ‘WE’, to think as long-term partners and to live this way, acting together to create a positive future for upcoming generations that otherwise would not exist?

A Call to Integrity

As meaning-making people, we need transcendent connections and a sense of purpose. That requires connecting to generative sources, life-giving sources, that call us beyond our fears and failures. And it requires communities from which we can learn, draw courage and recognize that our individual effort is leveraged and exalted when put together with others. We learn to trust people to own their own issues and resources, to do our share but not more than our share, to encourage everyone to play their part in a way that gives life to the whole. Imagine Chicago lives out of an imagination about human life and sustainability that says everyone’s gifts are necessary to our common life; we cannot live without each other and thrive.

I think all of us are called to think like mothers, to bear and sustain hope in the world, to see what is in front of us as growing and full of promise. Hope alone is realistic; it perceives the scope of our real possibilities. Hope does not strive after things that have no place but after things that have no place *as yet* but can acquire one. In a time of cynicism and distrust, it takes all of us to embrace a collective vocation of being dream bearers and dream keepers of positive community futures. What will nurture our willingness to work together on behalf of a community future in which life flourishes for everyone, to the seventh generation?

You are here because you are helping nurture collective dreams and planning for what it takes to bring them to birth.... You offer others an invitation into something deeply worthy. To have others share in this dream will requires shifting how people speak and see, where people’s attention is. Many people live within isolating communities and destructive mindsets which leads to a loss of imagination and connection. This can be as true of professional silos as it is of poor communities isolated by structural injustices. We must, through our questions and example, help create safe ways for people to risk moving to the edge of established comfort zones, encouraging the encounter with people different from us who challenge our worldviews and language and open our minds.

To create an open system requires careful listening. Sharing stories around meaningful questions (across divides of race and age and clan) offers a path to empathic seeing and listening which opens the heart. Hearing what others have lived, what it is possible to live, stretches our imagination about life. Listening and respecting what gives meaning and purpose to our lives, what calls us forward, transforms us, can begin to heal our divisions. Combining stories with opportunities for creative expression frees imagination and opens up sources of inspiration. Deep change emerges once we are able not only to digest necessary information, redesign structures, and reframe mindsets but attend to and align our actions with sources of collective inspiration and will, becoming faithful to one another and the future which is trying to emerge.

You are carrying a deep collective hope for the long term flourishing of living systems, including human cities. It is a shared responsibility to protect and sustain this promise of life in the world. The blessing is that in this deeply ordinary human work, we all rediscover the commitment, purpose, mystery, and deep magic that aligns our lives and systems in a more sustainable direction. Hope comes alive when we listen for life and respond to its promise on a sustained and collective basis. To quote Juan Manuel again, “We are one. We need to arrive together.” Perhaps we can hold that impossible thought in our hearts and see what happens.

About the author:

Bliss W. Browne is founder and President of Imagine Chicago (www.imaginechicago.org), a mother of three, an ordained Episcopal priest, a civic leader, and a former Division Head of the First National Bank of Chicago where she served as a corporate banker for 16 years. Since 1992, Imagine Chicago has harnessed hope and imagination for public good by designing and facilitating dozens of collaborative intergenerational partnerships in which uncommon partners have gotten engaged, across well-established divides of age, race, income, culture and class, in transforming families and communities. Imagine Chicago's work has inspired social innovation projects on six continents.

Bliss is a graduate of Yale University (BA, History 1971), Harvard University (M.Div 1974, in theology) and the Kellogg School of Management of Northwestern (MM, 1978, in finance). She is a sought after keynote speaker, facilitator, consultant and trainer nationally and internationally, in civic engagement, leading and managing systemic change, collaborative leadership, youth development and developing the generative capacity of communities—and does consulting work with business, church, health, government and community organizations. Bliss was a member of the 2 year Saguaro Seminar on Civic Engagement in America, convened by Robert Putnam at the Kennedy School of Harvard University that recognized national innovators in developing social capital. She is author of numerous journal articles, two books: "Ten Years of Imagination in Action", a conceptual framework for imagination as a social movement and "Women Alive: A Legacy of Social Justice, " as well as a book entitled "Imagine: A Conversation with the Future" to be published by Taos Institute Publishing this fall.

For more info, please contact Bliss Browne, 910 W Castlewood Terrace, Chicago, IL 60640

Phone: 773-275-2520 (office) 773-610-6624 (mobile) 773-878-8834(home)

Email: bliss@imaginechicago.org Website: www.imaginechicago.org
