

RECOVER  
Urban Wellbeing

Edmonton

**2023 Annual  
Highlights Report**

Final Annual Report

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## Land Acknowledgement

The City of Edmonton acknowledges the traditional land on which we reside is in Treaty 6 territory. We thank the diverse Indigenous Peoples whose ancestors' footsteps have marked this territory for centuries, such as the nêhiyaw (Cree), Dene, Anishinaabe (Salteaux), Nakota Isga (Nakota Sioux), and Niitsitapi (Blackfoot) peoples. We also acknowledge this land as the Métis homeland and the home of one of the largest communities of Inuit south of the 60th parallel. It is a welcoming place for all peoples who come from around the world to share Edmonton as a home. Together we call upon all our collective, honoured traditions and spirits to work in building a great city for today and future generations.

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## The Year in Context

2023 was a year of striving to return to normal in a post-COVID world in the face of so many societal challenges. It was a year of high interest rates and the cost of living soaring. Edmonton's population rose up to 1.14 million in 2023 from just over a million in 2021 — a 10 percent increase, according to Statistics Canada. This rapid surge in population, along with slower residential construction for most of the year, put pressure on the housing market.<sup>1</sup> This all meant that many people struggled to make ends meet and keep a roof over their heads. There was not enough affordable housing and the social safety net was strained more than ever.

**The social safety net was strained more than ever.**

As houselessness increased, so did drug poisoning deaths. From January to November 2023, 663 people died of drug poisoning in Edmonton, the majority of these opioid-related and happening in public spaces rather than private residences.<sup>2</sup> The drug poison crisis gained attention as a top public health crisis, taking more lives than the COVID pandemic.

Edmonton saw record-setting weather events in 2023 — from heat, to unrelenting drought, to fires and then smoke. Wildfires burned across hundreds of thousands of hectares in the province resulting in record levels of smoke hours. In Edmonton, 299 smoke hours were recorded, up from the previous record of 229 in 2018. Of course, the health risks were greater for those sleeping outside.

As of December 2023, there are 2,987 people experiencing houselessness in Edmonton according to Homeward Trust's Homelessness By-Names List. Among this group of people, 656 were living unsheltered (Homeward Trust, 2024). Encampments – both large and small – continued to proliferate not only in and around the downtown core but also in other areas of the city. At the same time, funding was cut from some social service grant programs. While those in the social sector struggled to address growing needs, public sentiment against encampments and their residents grew. The situation became intense when the Edmonton Police Service closed eight encampments in and around the inner city considered to be “high-risk” between December 2023 and January 2024.

On top of the strain on existing physical and social infrastructure due to population growth, and the struggle to keep up with demand for municipal services, there were also serious budget constraints. In December, City Council directed City Administration to find \$60 million

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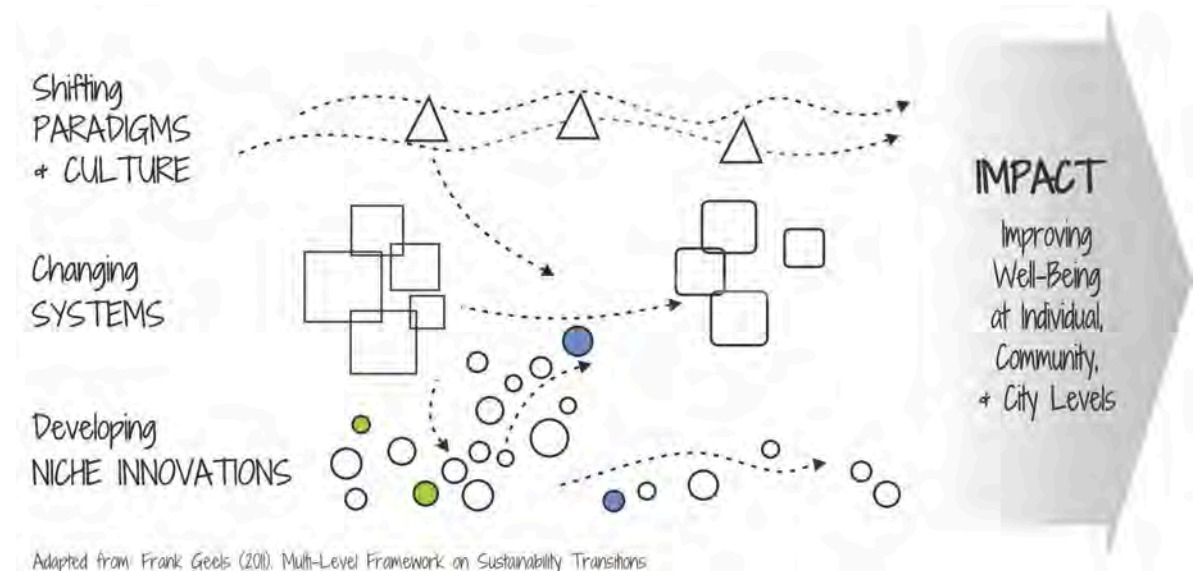
<sup>1</sup> [City of Edmonton Q4 Economic Update](#)

<sup>2</sup> [Alberta Substance Use Surveillance System \(ASUSS\)](#)

in budget cuts and a further \$240 million to be reallocated in the 2023-2026 budget cycle. This was called the Operating Budget Amendment 12, or OP12 for short. It remains to be seen how this will impact City services and the people we serve.

## How RECOVER has Tried to Influence Change Over the Years

Over the years, RECOVER has worked in multiple ways to strengthen individual and community wellbeing in Edmonton. This graphic that was adapted by Mark Cabaj from Frank Geels shows a dynamic multi-level perspective on system innovations, and it shows the levels of our activities.



### Niche Innovations - Change from the bottom up:

RECOVER has used Social Research and Design (R&D) to lead and support small experiments (prototypes or niche innovations) - that have tested ways to improve wellbeing. They offered insights into what works, for whom, and how, as well as insights into what needs to shift in our systems for them to flourish. When prototypes showed promise, we worked to find ways to grow them. We also paid a lot of attention to the conditions that supported or hindered their growth.

### Paradigms and Culture - Change from the top down:

RECOVER has also operated at the landscape level - worked to shift conversations, uncover hidden narratives, and imagine future possibilities. We have done this by:

- convening a group of community leaders called the Catalyst group and sharing learnings. They met from Jan 2020 till May 2022;
- cultivating partnerships across organisations to expand the use of the RECOVER Urban Wellbeing Framework and support the collective pursuit of wellbeing. We have been honoured to work with many partners over the years, including MacEwan University, the University of Alberta, Bissell Centre, and the United Way;

- sharing our learning journey with others both within the City of Edmonton and beyond. We have developed a [robust website](#) with many resources, research reports and stories; and
- socializing the wellbeing framework and social R&D, and inviting others to apply it to their efforts.

## Prototyping - The Niche Level

RECOVER Urban Wellbeing continued to support prototyping, again focusing on a small number of prototypes. They became increasingly focused on contexts that were City priorities.

### *Soloss - in encampments*

In partnership with the City's encampment strategy team, REACH, InWithForward and the growing network of Soloss community members, Soloss was tested in encampments. It was a sort of homecoming to one of the places where the idea for Soloss first emerged.

Disenfranchised grief (grief that is not recognized or meaningfully addressed) is part of the deep roots of addiction and eviction cycles, loneliness and isolation, exclusion and stigma.

Soloss aims to strengthen community care for grief and loss. The purpose of Soloss is to build a collective capacity to be with and bear witness to loss, opening up space for connection and healing, two cornerstones of wellbeing. Soloss does this by supporting new informal roles and relationships, healing rituals and creative practices, and alternative narratives about grief and loss. The Soloss team supported a group of everyday Edmontonians (called "Losstenders") to feel equipped to care for some of their unhoused neighbours ("Sharers") in new ways and to experience support and creativity in a reciprocal way.



Lessons learned:

- This prototype surfaced understanding that there is significant resource in our communities - people in community are willing and able to play a role in addressing social challenges. We should not default to police and social services only.
- Participating in Soloss, whether as a Losstender, Sharer, Circle of Support or Community Member, contributed to wellbeing by both deepening and widening connection to community, the sacred, culture, and a sense of meaning and purpose. More than 90% of evaluation respondents say they experienced a greater connection to friends, family and community; 85% to the sacred (can be linked to religion or can be simply about some sort of force that is bigger than oneself), culture, and human project (linked to one's purpose, growth and development); and more than 70% to body and self, land and ground.

**Our latest round of evaluation tells us that engaging with Soloss -- as a Losstender, Sharer, Circle of Support, or Community Member -- contributes to wellbeing.**

**90%**

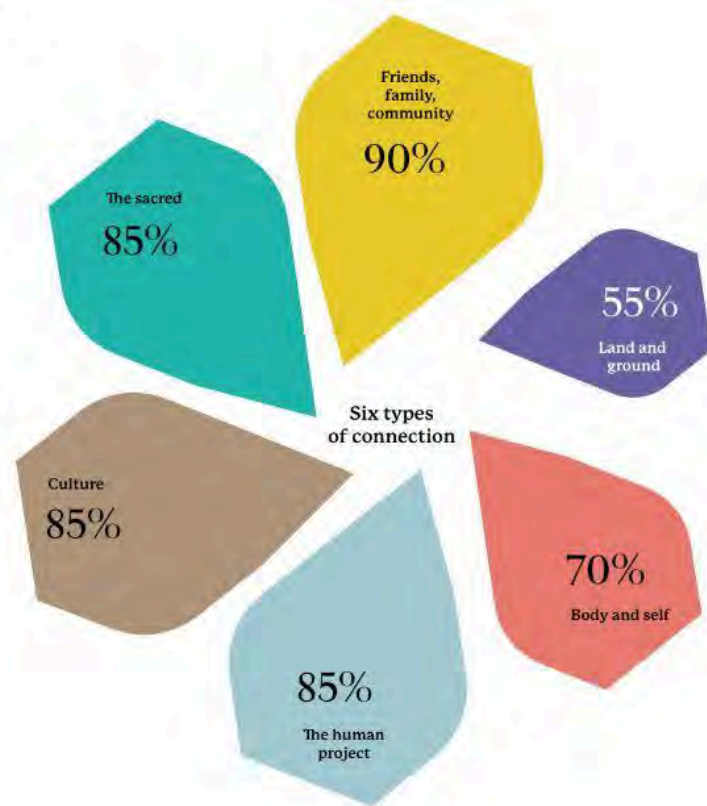
evaluation respondents say they experienced greater connection to friends, family and community

**85%**

to the sacred, culture, and human project

**70%**

to body and self



**Prioritising human-to-human interactions without preset agendas or expectations forged space for deep conversation and healing.**

- A culture of learning, deep listening, relationship building, and repair is necessary to engage with community members and encampment residents with integrity.
- Prioritising human-to-human interactions without preset agendas or expectations forged space for deep conversation, connection, laughter and healing.
- Bringing ceremony, medicines, candles, art, and rituals to where people are (and having them available anytime they're needed), led to people in encampments making great use of these healing offerings, letting Losstenders know their needs, and coming to the Soloss team when grief struck.

- Supporting people with connections to resources when they asked for it (as opposed to individuals suggesting it) also built trust. Requests for help came up naturally, when the time was right for them, and varied relationship to relationship.
- Moments of healing are possible within the context of trusting relationships; trust comes from shared vulnerability and mutual care.
- Ceremony, ritual, and creative expression open up relational space not only in encampments but within city institutions.
- Both housed and unhoused Edmontonians want to contribute in meaningful ways. Narratives that focus on safety and threats prevent recognition of this informal resource base. Alongside investment in professional service providers, investing in informal roles between people living in different circumstances can strengthen social connectedness and attend to some of the deepest root causes of dislocation and loss.
- To sustain what makes Soloss meaningful, there needs to be a way of organising and making collective decisions that is relational and networked, rather than prescriptive and top-down.

Soloss is a strong model that leverages community assets and generates strong wellbeing outcomes for participants. It is a human-focused approach without many rules and regulations that allows people to 'be' and discover their mutual road to connection and healing. There are many positive aspects to Soloss - social integration and care in community are among the most important.

### ***Auricle - in transit spaces***

In 2023, safety in transit was a City priority, and we tested Auricle in a transit context to learn if and how transit, safety, and wellbeing are intertwined.



Auricle offers a novel way to both measure and strengthen wellbeing. Auricle prioritises seeking deeper insights over volume of data. It consists of (1) a new role for residents, who are trained to gather stories from fellow community members; (2) a new tool to collect and interpret micro-ethnographic stories, which produces a real-time visual dashboard of data; (3) creative ways to engage people often left out of surveys and focus groups; and (4) a public festival & engagement process for making sense of and collectively acting on the data.



Our goal was to co-create Auricle with everyday Edmontonians, and learn how it can be a tool for change. Eight Local Listeners were hired and they collected 175 stories, 157 of which were transcribed. They asked people to share a moment in and around transit that mattered to them. The majority of people who shared stories shared that they ride transit as it is their only transportation option.



Over 50% of the stories were positive. Less than 30% shared negative stories. This stood in contrast to the public discourse of transit which was focused on largely adverse events.

We learned that:

- there is a largely untapped, willing and energetic resource in our communities that could improve safety and wellbeing in transit - Local Listeners. There was an appetite for community members to act in this role, they enjoyed the role, and transit users appreciated the role.
- the act of collecting stories with Local Listeners was a way of improving wellbeing and safety in transit. The Local Listeners didn't do surveys, and they also didn't just collect stories; they built relationships that lasted over a few months. They would meet the same people multiple times and develop friendships.
- having a non-judgemental presence where people can feel seen and known was a key ingredient in improving the wellbeing and safety of public spaces. – Local Listeners welcomed encounters with folks having a hard time. Their role wasn't to problematize interactions or fix situations. They listened and created a space of belonging and welcome.
- there are MANY varied narratives about safety in transit, not just the one we hear reinforced by the media. – When a narrative fixates on a single story, rather than embraces the full range of stories, it can prime a negative feedback loop and constrict the solution space. Auricle can help to expand the solution space.
- the people who shared their stories interpret their own stories in ways researchers likely would not. It was very important to engage people in making sense of their own stories to combat interpretive bias. The meaning people derived from their

**There is a latent and dynamic resource in our communities that could improve safety and wellbeing in transit.**



stories and the narrative they wove was influenced by their own experiences, identities and frames.

- norms and culture - along with behaviour of others - played a greater role than infrastructure on peoples' perception of safety. So many of the stories illustrated the power of small, everyday interactions to change people's days for the better. The hard stories about transit also offered insights into how to shift culture and norms in transit to foster care and reduce fear.
- people who had a lot of choice and played an active role in their stories were more likely to describe their story as positive. The way City staff deal with difficult situations has a huge impact on the main takeaways of transit users. This means that the City should consider applying intentional thinking to the design of interactions on transit to foster people's sense of active participation, and encourage people to take an active role when a situation is happening.



These are the kinds of insights that can help us determine which policies and practices can foster more safety and wellbeing. The summary document with more learnings can be found [here](#).

There wasn't enough time to socialize the data with operators and policymakers. They couldn't see or appreciate the depth of the data, and the links between strengthening connection, mental health and safety. We hope there is an opportunity to take a deeper dive into the data in 2024. There is also an opportunity to support

the implementation of some actions from the data collected.

### ***The Gallery***

The Gallery prototype continued to bring together people experiencing the downtown space from different perspectives, often in tension; for example, business owners and street involved Edmontonians. It was about creating humanising encounters across difference using arts and culture. We were driven to learn how might we be brought into meaningful engagement with each other, in all our differences, in spite of tensions.

The basic thinking behind the prototype was that experiencing a moment of connection with someone with whom they currently experience tension could unlock possibilities. It's also about changing the narrative around tension - that it isn't inherently bad, that it shouldn't stop us from connecting. We were curious to learn:

- What made for a good encounter, for whom?

- What grows motivation to engage, despite discomfort?
- How might we reduce defensiveness, and instead, foster a sense of curiosity about each other?
- Who are our champions?

Each workshop series was centred around engaging with a physical, skill-building art activity co-led by an artist with lived experience of being marginalized. The series consisted of 3 gatherings, the first providing the context and skills to engage with people with lived experience of being marginalized, the second creating a safe and warm environment to engage in conversation and connection across differences as well as learn how to make a small piece of art, and, finally, the third being a closing opportunity to debrief and digest learnings and insights. In the March 2023 gathering, participants learned how to make small dream catchers, led by beadwork artist Virgil Grandbois.

Experiencing a moment of connection could unlock possibilities.



We learned that:

- the workshop experience is different from other training on offer that might focus on compassion or equity, diversity and inclusion (EDI) - and learned that there is a special value to the workshop series - for both participants and the artists that act as knowledge sharers of lived experience. Participants found the mutual connection and sharing to be much more engaging than just observing or listening to a speaker. This feedback has come up each time we have hosted the workshop series, and has gotten stronger as we get better at hosting.
- key to the success of these events was achieving an equal exchange of stories, knowledges, and experiences among all who participated. For this series, all three workshops were in person and this worked best to support the mutual exchanges.
- The time in the first workshop when people were paired and asked to share the following questions worked really well to build trust and the capacity to do hard work together:

Key to the success was achieving an equal exchange of stories, knowledges and experiences.

- *(I feel well connected to... [a 'target outcome' of the wellbeing framework] when I ...*
  - *I feel poorly connected to ... [a 'target outcome' of the wellbeing framework] when I ...*
  - *When I feel poorly connected to ... [a 'target outcome' of the wellbeing framework], this [... ] helps me become more well connected.)*
- the final closing question of “one commitment to your own wellbeing until we meet again”, and then also the closing invitation of holding an orientation towards wellbeing and connection when encountering others downtown were also appreciated by participants.
  - having art at the centre of it – sitting together while creating something – created an open space to be able to share when participants wanted to, be quiet and listen when they wanted. This was integral to the quality of the workshop and felt healing.
  - having time and space to ponder and reflect facilitated a different type of learning that was much appreciated.
  - there is a desire for more similar sessions, and participants have many ideas on how to tweak the series to be more effective.
  - there were challenges to the length of the workshop series. Most people had a hard time committing the time to attend. Suggestions to shorten the timing were in tension with the fact that the workshops aren’t just about making art while talking about a topic, but about building relationships and having time and space to breathe a bit. One way to address this is if the workshop series can be offered at (or with) organisations that have their own mandates for their employees to participate in EDI training. A possibility for the future is to co-host the workshops with EDI committees within various organisations - so that people can commit hours to this in a way that also fulfils their organisational mandates.
  - active, specific invitations are needed. Email outreach is not adequate; both in terms of timing and understanding who should come, but also in terms of being able to have sit-down conversations about the value of the workshop with business leaders, tenants at City Centre Mall, security teams, and so on.

We hope to offer more workshops in partnership with the [Imagine Institute for Learning](#) in 2024. They have expressed an interest in hosting these workshops in the future.

### ***PAWSabilities***

In 2023, we continued to support the testing of the use of a wellness dog to support safety downtown in partnership with the City of Edmonton’s [Community Safety Team](#) and with Chimo Animal Assisted Wellness and Learning Society ([CAAWLS](#)).

Our definition of safety was expanded to be more than the absence of threat – to include the presence of connection. This prototype experimented with using a wellness dog to bridge social divides, to help to connect people across lines of difference in downtown outdoor

spaces - around the Stanley Milner Library, Churchill Square, and Edmonton City Centre Mall. This prototype was about nourishing connections between people who have different backgrounds and experiences, and come downtown for different reasons.



The team developed and tested ideas for how to invite strangers to interact with each other vs just with the dog and his handler. They went out with Yoghurt, the wellness dog and his handler, nine times. There were many more sessions scheduled, but extreme weather and illness meant that many sessions had to be cancelled.

In October 2023, it was decided to scale this prototype into a pilot project and to move it indoors, to pedway spaces and transit areas downtown. RECOVER no longer is involved, but is proud of having supported the testing of this idea with our partners. This is a [CTV news article](#) about PAWS in the Pedways, the pilot project.

## The Landscape Level - Paradigms and Culture

The City of Edmonton's Community Safety and Well-being (CSWB) Strategy was adopted in May 2022 and it sets out an audacious vision: "By 2030, each person making Edmonton home feels a sense of purpose, safety, and stability, curated through connectedness to self, land, culture and each other and rooted in reconciliation, anti-racism, removal of systemic barriers and transformation of thinking, interacting and being." This vision is closely aligned with the wellbeing framework that emerged from RECOVER, and RECOVER has been working to support this vision by working at the landscape level in a few different ways.

**RECOVER has been working at the landscape level - locally, nationally and internationally.**

### *The 2023 Focused Learning Opportunity - Wellbeing Framework Experience*

On December 12th and 13th, 2023, RECOVER hosted a wellbeing framework experience, a sort of workshop to learn about the City's [wellbeing framework](#) that was developed through RECOVER. We invited City staff and some external partners to learn about it and explore how it applies to them, their work, and their lives. Improving the wellbeing of Edmontonians is

important in all the work we do, and most especially given the priority on the City's Community Safety and Well-Being Strategy (CSWB).



The experience gave participants an opportunity to explore the wellbeing framework - the hope was:

- To provide participants with a shared language and deepen individual and collective understanding of wellbeing;
- To learn about how to apply the wellbeing framework to various work areas, as well as to help align activities and further embed the framework into policy;
- To use it to see what outcomes people are really focused on, and if they are using the best levers or all the levers best suited;
- To strengthen wellbeing outcomes, and help us all refocus purpose - help keep straight means and ends for wellbeing ;
- To learn how to use it to measure impact;
- To motivate participants to find better ways to nourish and assess wellbeing, as well as to be inspired to experiment with new approaches; and
- To motivate participants to use it to somehow help them in their own personal lives.

Thirty people attended, and many more expressed interest in participating in future workshops.



Participants played the “Convivial Connections” game that was developed by [InWithForward](https://www.inwithforward.com/) to help them to understand the connections at the heart of the wellbeing framework - how they show up or fail to show up in their lives. Then there was an opportunity to learn about the wellbeing framework in the context of history and society - ways we have measured wellbeing in the past, and what led RECOVER to the

development of its framework. Participants also learned about the systems and cultural change levers for wellbeing (the outer ring of the framework), and practised spotting them and applying them through a variety of activities.

**Participants found the wellbeing framework to be relevant to their work and personal lives.**

Participants overwhelmingly found the wellbeing framework to be relevant to their work and personal lives. They appreciated having the language and concepts, and shared that they would use it as an analytic tool, for evaluation and assessment. Nearly 48% of people who responded to the survey after the workshop said that they would appreciate more support in learning to work with the wellbeing framework. Another 48% said maybe to this same question. Leaving less than 5% who did not feel that they needed help in applying the wellbeing framework.

We hope to offer more sessions in the future, incorporating feedback from these first workshops and customising for future audiences.

### ***Partnerships with Post-Secondary Institutions***

In 2023, RECOVER partnered with both MacEwan University and the University of Alberta.

With **University of Alberta** professor, [Dr. Tim Barlott](#), and with [InWithForward](#) - and with funding from the Killam Research Fund at the University of Alberta - we hosted a series of workshops for Soloss network members to reflect back and imagine how to spread the ethos of Soloss. This was important as we were trying to figure out how to grow Soloss, and Soloss cannot be scaled by simply increasing the number of Losstender cohorts and Sharers. Soloss needs to scale freely-given relationships and sense of ownership, neither of which are cultural norms for engagement with, or provision of, support. It's about spreading a non-hierarchical, caring culture, under-pinned by Soloss values. If this is not attended to during attempts to scale, then the magic of Soloss could be lost. So the partnership with Dr. Barlott was to explore ways to grow Soloss while attending to relationships, cultural values and beliefs.



Over two weekends in February and March 2023, we gathered Losstenders, Sharers and Sounding Board members to collaboratively imagine new ways to grow. We then engaged interested Soloss network members to help with sense-making, which led to the decision to

create an interactive card deck. The intention was that it would be used in the Soloss network and beyond - to other similar initiatives that are also navigating questions of autonomy and relationality. The hope was that the card deck would be a tool to help nurture the values and spirit of Soloss. Using the cards could help to unsettle dominant practices/modes of relationship (things we want to avoid), as well as nourish the practices/modes of relationship that we value. They will be printed and available for use in 2024.

With MacEwan University, we again supported Dr. Jennifer Long's applied anthropology students in using the wellbeing framework in exploring how they might build community within and beyond the student body through the campus library. There are many overlapping features of community and wellbeing, and the thinking was that the students could gain a deeper understanding of their research question by exploring wellbeing together. RECOVER has a game called Convivial Connections that was developed by InWithForward and is based on the wellbeing framework. It helps people to deepen their understanding of wellbeing in their own contexts and to learn about others experiences of wellbeing (or lack thereof).

### ***Participatory Budgeting Pilot Project***

In 2023, City Administration piloted a new way to allocate funding to support community projects in the Belvedere and Balwin neighbourhoods. It was called [Participatory Budgeting](#). The intent was to create and test a granting program that would work more from the bottom-up, involving everyday Edmontonians, and that grant decisions would be made by a community voting process. RECOVER's contribution was the use of design thinking to create community activations that would attract people who normally would not even think of applying for a City grant.

RECOVER created a playful Monopoly-themed activation and invited people to imagine that they won "Community Chest" money and ways they would spend it to improve community wellbeing. These ideas were collected on fake Belvedere and Balwin property cards, and then also uploaded to the project website. The RECOVER team helped some people to flesh out their ideas and to submit them using the online forms.



The team set up their activation four times: once at the Balwin Community League Day event, twice at Emmanuel Home (a senior's housing community), and once at a Mustard Seed drop-in space. They also helped to inject some fun into the community voting event, which helped to signal that Participatory Budgeting was not a typical City program. There was much learning from running this pilot project. Hopefully, the design thinking will be integrated in the future.



## **Canadian Wellbeing Knowledges Network - "Wellbeing Ahead" Gathering**

There is an emerging global movement to bring better concepts and measures of human wellbeing to the centre of policy-making, and the [Canadian Wellbeing Knowledges Network](#) is an important part of this. The first in-person gathering of this network, called [Wellbeing Ahead](#), was held in Ottawa on April 13th and 14th, 2023. It was organised by McGill University with federal funding support. The RECOVER Project Manager attended and represented the City of Edmonton there.



**RECOVER is well poised to help broaden the solution space.**

This first in-person gathering provided opportunities for people to engage in conversations and share ideas about how they conceptualise, measure, research or support wellbeing and how policy decisions can use a wellbeing lens. The gathering helped to activate and strengthen this cross-sectoral and inclusive collaboration network for wellbeing policy across Canada. RECOVER is proud to have contributed to this important network.



*Reception at the National Arts Centre with the Honourable Mona Fortier (who was the President of the Treasury Board) and Mr. Anil Arora, Canada's Chief Statistician*

## Chief Innovator's Network

Bloomberg Philanthropies hosts online monthly meetings where innovators from cities around the world gather to share and learn from each other about various approaches and solutions to city-building challenges. The project manager continued to participate in these meetings, gaining insights from various initiatives and jurisdictions around the world, as well as making connections with others who similarly grappled with complexity. One of the network members, Liana Elliott, a Senior Advisor for the Bloomberg Center for Public Innovation at Johns Hopkins, studied trust in the government context - how to measure it and how to improve it. She generously agreed to present to a group of City staff involved in the evaluation of the Community Safety and Well-Being Strategy. This example illustrates how working at the landscape level can benefit both RECOVER and the City of Edmonton.

## The Future

RECOVER is part of a wellbeing movement across the globe using social innovation, examining dominant framing and narratives, engaging in human-centred design, and looking at various ways of using community resources differently. Over the years, the team has evolved - with different leadership and staff, being situated in different areas of the Community Services Department, with different partners - and all in a changing context.

RECOVER can help the City of Edmonton to focus ways to nurture and safeguard certain conditions in our systems that tie into ending complex social problems like houselessness. Together with our partners, we have been figuring out what's working/what's not within our prototypes, and noticing what conditions in our systems help or hinder the prototypes from flourishing. With each prototype round, we have been learning about conditions such as: what resources are available and managed, how information flows, what information/perspective/knowledge system is prioritised, how decisions are made, how policies, practices, rules and regulations all come into play, and how values, pervasive narratives, beliefs and logics impact on reporting and measuring. Given that the City of Edmonton is less front-line with many of the social issues facing Edmontonians such as houselessness, mental health, addictions, etc., and is more about supporting conditions that impact on these things, RECOVER is well poised to help broaden the solution space, and support systems change.

In our society, the fundamentals of existing systems are being questioned



and in some cases, overthrown. Meaningful systems change begins with working differently, by sharing power, by learning from others, by holding spaces for voices that have largely been excluded. City staff are eager to try working in different ways and the RECOVER team will continue to support their colleagues as best they can. We all share our urban places and spaces with people who are like and not like us, may or may not share our values, are here because they want to be or because it's their only choice, and together we are figuring out what's working, what's not, and what's next.

The RECOVER team will persevere in the face of challenges, even if the team situation changes again. So many insights have emerged from RECOVER's research and experience over the years. We will strive to embed these learnings and continue the work in a broader, more strategic and long-term way in hopes of fostering deeper transformation. In the meantime, it is incumbent on all of us who share our city spaces with each other, to remember urban life is fundamentally about connection.



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