

COMMUNITY MAPPING WORKSHOP | 12.4.17

# EDMONTON'S URBAN WELLNESS PLAN



# RECOVER

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*In July of 2017, City Council directed administration to develop RECOVER, Edmonton's Urban Wellness Plan, to better understand the cumulative impacts of all the different activities and systems that affect wellness in the urban core.*

**RECOVER** is about the wellness of every person, neighbourhood, community and the businesses, social services and natural environments that support them.

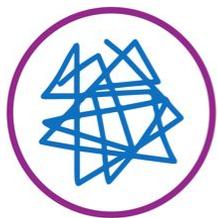
While RECOVER is a city-wide strategy, the first project will focus on the 5 core neighbourhoods, **Boyle Street, Central McDougall, Downtown, McCauley** and **Queen Mary Park**.

Supporting this plan requires a process that can handle complexity.

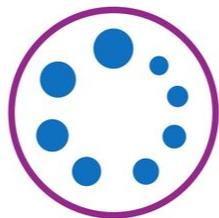
The RECOVER team, along with **MaRS Solutions Lab** will facilitate a social innovation process - working with stakeholders to use systems mapping and systems design to create and test possible solutions.

We are starting our collective work on RECOVER by developing a deep and shared understanding of the challenge, so that we can work together cooperatively moving forward.

# RECOVER TAKES A SOCIAL INNOVATION APPROACH



**WELLNESS IS  
MULTIFACETED**



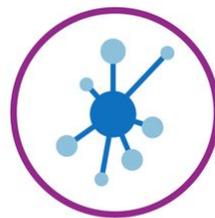
**COMMUNITIES ARE  
CONCERNED ABOUT  
CUMULATIVE EFFECTS**



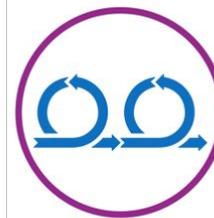
**INSTITUTIONS  
NEED TO WORK  
TOGETHER**

Urban wellness is complex for three main reasons: wellness is multifaceted and seemingly unbounded; communities have expressed concern about cumulative effects, meaning initiatives cannot be considered in isolation; and institutions need to work together, because no one organization can address wellness alone. This high complexity means a different approach is needed.

Recover takes a social innovation approach. This is a new way of working together: stretch collaboration acknowledges disagreement as well as connection; iterative development rapidly tests and continuously refines all aspects of the project with participants; and many possible solutions are explored in parallel rather than searching for a single silver bullet solution.



**REQUIRES  
STRETCH  
COLLABORATION**



**PRACTICES  
ITERATIVE  
DEVELOPMENT**



**FINDS MANY  
RATHER THAN  
FEW SOLUTIONS**



*Mapping helps us to see how different facets of wellness fit together to form a system, connecting the things we can control and influence with the outcomes we want to create.*



# GOALS FOR THE COMMUNITY MAPPING WORKSHOP

On December 4, 2017, the RECOVER team along with **MaRS Solutions Lab** led an evening community mapping workshop at MacEwan University.

The workshop built on the work of last month's visioning workshop.

Our goals for the mapping workshop were:

1. To refine the levers of change.
2. To use the levers of change to identify high potential areas of action.
3. To understand the polarities and tensions currently blocking progress.

The community workshop, attended by members of the **Community Advisory Committee** and the **External Partners Committee**, was one of two mapping workshops held on December 4. Earlier in the day, the government mapping workshop was attended by the **Integrated Corporate Steering Committee** augmented by several members of the **External Partners Committee**.

The community and government workshops both explored the levers of change. However, the government workshop also focused on mapping existing strategies and policies affecting urban wellness, while the community workshop created space to explore polarities and tensions. Holding two separate workshops allowed for more efficient use of participants' time.

# WORKSHOP INPUTS

Three key inputs were prepared to inform the workshop. The inputs were a synthesis of previous participant work and secondary research.

## 1. Neighbourhood Profiles

The City of Edmonton's neighbourhood profiles provide a narrative description of each neighbourhood, a geographic map of land use, and key statistics on demographics, housing and transportation.

## 2. Levers of Change Panels

Levers of change are variables we can control or influence to improve urban wellness. The levers of change panels combine survey data gathered during the visioning workshop with an international jurisdictional scan of wellness plans.

## 3. Indicator Dashboards

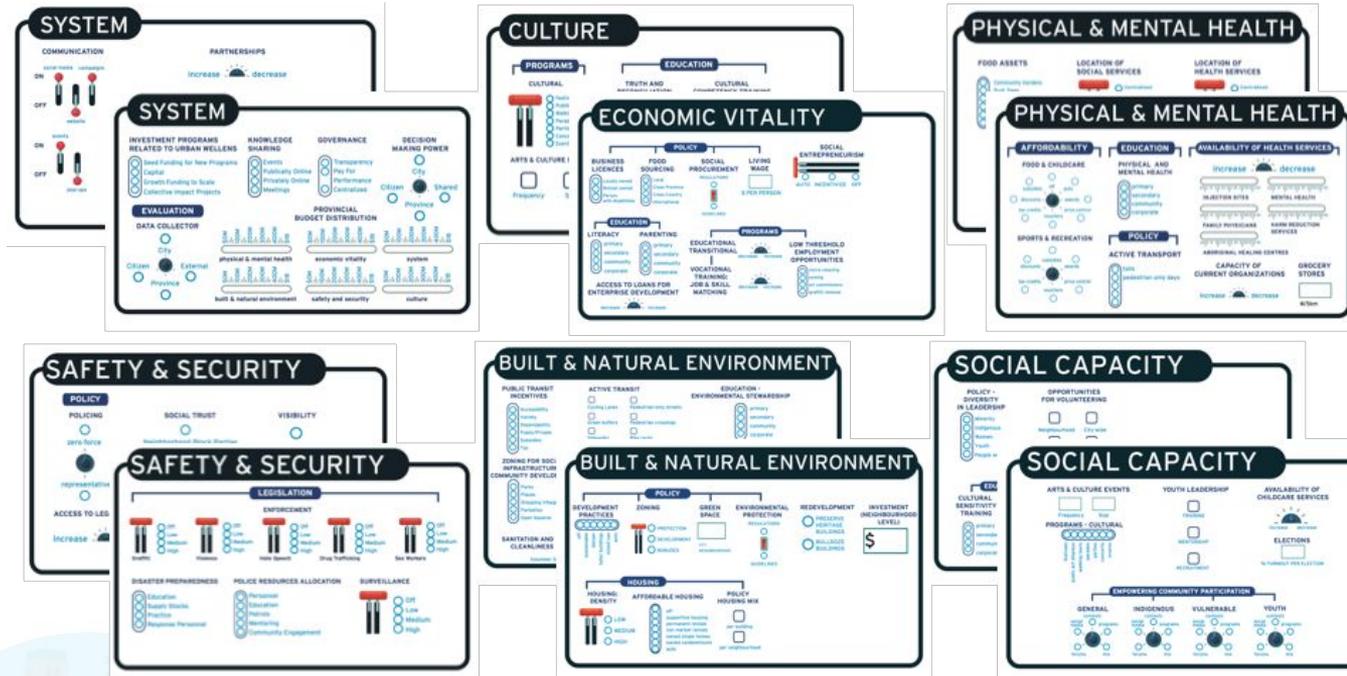
Indicators are variables we can measure to track progress in improving urban wellness. The indicator dashboards organize the indicators participants identified during the visioning workshop, supplemented with additional indicators from the Canadian Index of Wellbeing.

# 1. NEIGHBOURHOOD PROFILES

<p>■ DOWNTOWN</p>  <p><b>NEIGHBOURHOOD DESCRIPTION</b></p> <p>Fort Edmonton was first established on the site of today's legislature Downtown neighbourhood. However, the Hudson Bay Company first directly north of the Fort, and as the town grew it was forced to locate expansion. As a result, the turn of the century commercial hub of 44th Avenue and 97th Street. Jasper Avenue remains the main avenue to expanded significantly to the west of 97th Street, once the Downtown south portion of the reserve.</p> <p>The Downtown is bounded on the north by 105th Avenue, to the west the south by the North Saskatchewan River Valley escarpment. The a complex mix of institutional, office, retail, warehouse and residential supported by LRT stations and major transportation corridors. The centre, the old warehouse district, the Jasper Avenue commercial/government and arts district, growing residential communities, and to make Downtown a diverse neighbourhood.</p> <p>The Downtown, particularly since the 1970s, has been continually redeveloped. Since the late 1990s residential intensification through significant form of redevelopment, but the planned Aena district and further diversify the commercial and recreational opportunities.</p> <p>Edmonton NEIGHBOURHOOD PROFILES</p>	<p>■ BOYLE STREET</p>  <p><b>NEIGHBOURHOOD DESCRIPTION</b></p> <p>Boyle Street is one of the oldest neighbourhoods in Edmonton. Most straight streets of Boyle Street were recorded on a map of the newly in 1892. The Edmonton Settlement had been originally subdivided on river lots. The grid pattern of streets in Boyle Street conforms to the river lots and this account for their different alignments.</p> <p>The Hudson's Bay Company Reserve, situated directly north of Fort to spread eastward and away from the fort. Thus the hub of Edmonton was located to the east of the present downtown. The portions of Jasper that bound Boyle Street were the focus of much commerce.</p> <p>Today, Boyle Street borders on the eastern edge of Edmonton's core. Extensive redevelopment and many changes have occurred within its past 100 years. Many of Boyle Street's original residential properties Commercial land uses are concentrated in the western portion of the industrial land uses predominate along the CNR right-of-way. Boyle Street Quarters Area Redevelopment Plan (ARP), approved by City Council further redevelopment of the area.</p> <p>It is likely that Boyle Street is named after John R. Boyle, an early real estate lawyer at Hedley C. Taylor and later served on the city's</p> <p>Edmonton NEIGHBOURHOOD PROFILES</p>	<p>■ CENTRAL McDougall</p>  <p><b>NEIGHBOURHOOD DESCRIPTION</b></p> <p>In 1912, Edmonton was in the midst of a real estate boom. The Hudson having paved two miles of Portage (Kingsway) Avenue, offered parts of Central McDougall for sale. Shortly thereafter, the boom collapsed and vacant for years. The Prince of Wales Armory was built in 1915. In its only housed military groups but cadets and various other organizations. Community League was formed in 1923.</p> <p>By the 1950s most of Central McDougall was developed and by the 1980s redeveloped. Many of the single-family homes south of 108 Avenue have rise apartments and commercial land uses have spread throughout the amount of industrial land found in the blocks immediately north of the result of the downtown warehouse district spilling over into the neig and the Royal Alexandra Hospital account for a large proportion of the neighbourhood.</p> <p>The neighbourhood is named after John Alexander McDougall (1854-11 Edmonton businessman, real estate developer and city mayor (1908), MLA and on the Senate of the University of Alberta. McDougall was born to Edmonton in 1879. He opened the first general store on Jasper Avenue is located in Fort Edmonton Park. Central McDougall is located to 105 Avenue, and 101 Street and 109 Street. Kingsway Avenue bisects neighbourhood.</p> <p>Edmonton NEIGHBOURHOOD PROFILES</p>	<p>■ QUEEN MARY PARK</p>  <p><b>NEIGHBOURHOOD DESCRIPTION</b></p> <p>Queen Mary Park is located northwest of Edmonton's central business district contained within the old Hudson Bay Company Reserve. By the 1950s hood was developed, and by the 1960s those properties closest to the redeveloped. Queen Mary Park has a mix of land uses, and more than non-residential uses.</p> <p>To encourage a certain type of development, in 1928 the Hudson's Bay Company gave covenant on the properties north of 108th Avenue, which restricted detached houses. However, this covenant was later amended to allow for today.</p> <p>Queen Mary Park has approximately equal amounts of area developed with houses and low rise apartments. Apartments are generally located to the commercial strip on 107 Avenue.</p> <p>Edmonton NEIGHBOURHOOD PROFILES</p>	<p>■ MCCAULEY</p>  <p><b>NEIGHBOURHOOD DESCRIPTION</b></p> <p>Edmonton was incorporated as a town in 1892, with a population of approximately 700 people. At the time, most of the population resided in the Ross Plats or in the area east of 101 Street near Jasper Avenue. McCauley, named in honour of Edmonton's first mayor, the colourful Matthew McCauley, had been largely subdivided, but experienced little development until the new century. In 1905, Edmonton was incorporated as a city and in 1908 a streetcar line was started. By 1912, the northeastern extension of the line ran through the heart of McCauley, and development soon followed.</p> <p>Over the years, McCauley has experienced some redevelopment but the neighbourhood is still predominately residential, with some commercial and industrial land uses. McCauley is bounded by the CNR right-of-way to the south and by two major roadways (101 Street, Norwood Boulevard) to the west and north. Several major roadways pass through the neighbourhood, and commercial businesses in Edmonton's Little Italy area and Chinatown area are clustered here. Other notable land uses include a variety of churches, clustered around 96 Street ("Church Street") and Commonwealth Stadium.</p> <p>Edmonton NEIGHBOURHOOD PROFILES MCCAULEY</p>
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Neighbourhood profiles grounded the conversation in the geography of the five neighbourhoods.

# 2. LEVERS OF CHANGE PANELS



Levers of change panels provided a visual way for participants to think through interdependencies and tradeoffs among the different variables that we can potentially influence and control to improve wellness.

# 3. INDICATOR DASHBOARDS



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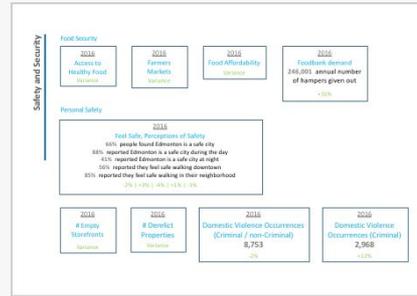
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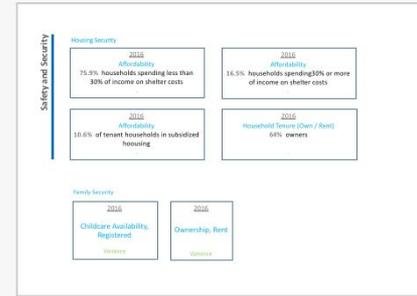
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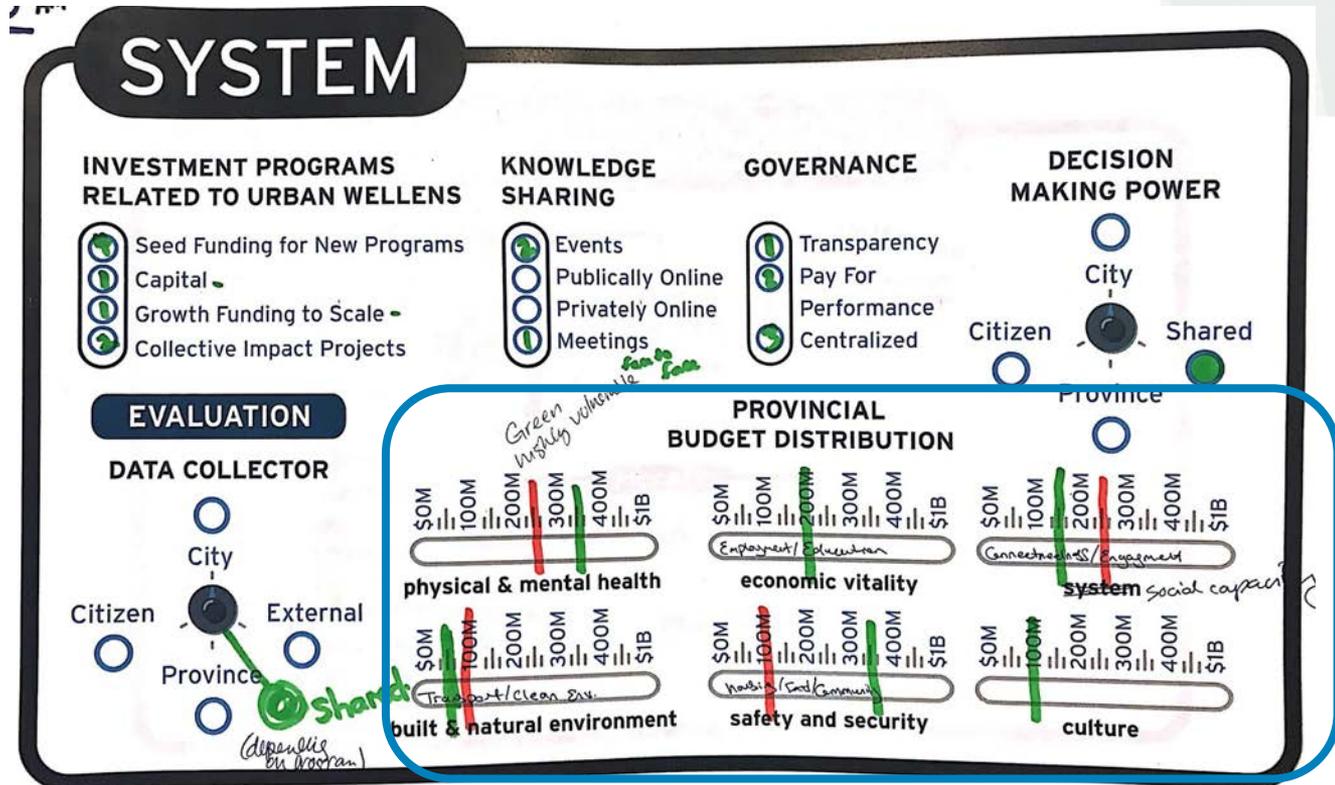


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Indicator dashboards showed current data for urban wellness in six indicator categories: Social Capacity; Culture; Economic Vitality; Safety and Security; Physical and Mental Health; and Built and Natural Environment.

# LEVERS OF CHANGE EXERCISE

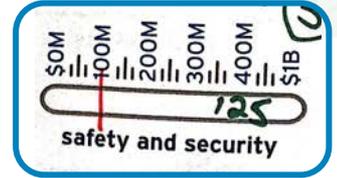
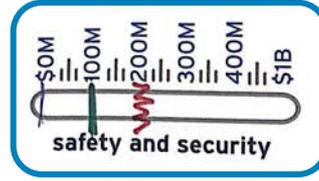
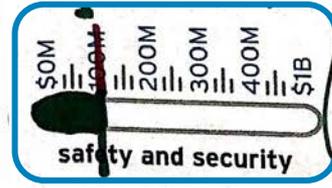
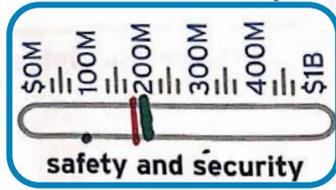
The levers exercise was a tool used to start conversation. What do we have control over that could make an impact on wellness? We started by asking all participants to allocate \$1 Billion dollars to improve wellness for the **very vulnerable** and then for **everyone** in the 5 neighbourhoods.



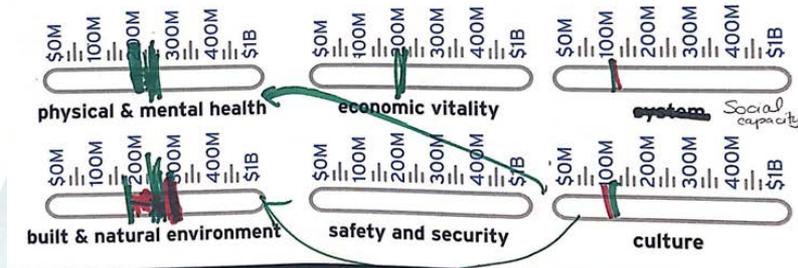
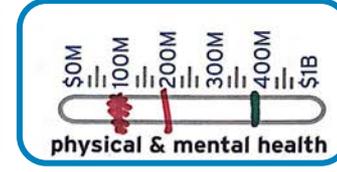
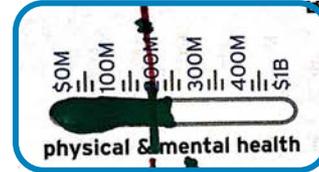
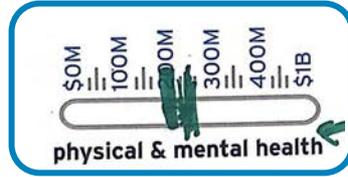
Please note these results are indicative rather than definitive. They will help us understand the gaps and opportunities for prototyping

# LEVERS OF CHANGE SYSTEMS DASHBOARD

*Safety & Security as a category had the lowest allocation of funding collectively*



*Physical & Mental Health as a category had the highest allocation of funding collectively*



*Even though many tables had similar allocation of funds, the plans for spending varied. There was also a recognition for overlap in categories and that funding one would naturally impact another.*

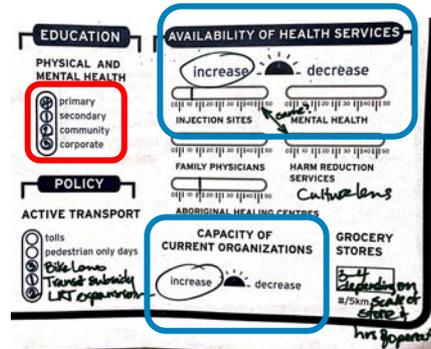
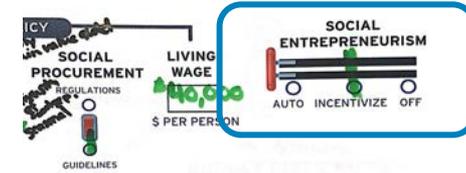
*Culture was noted to have a strong correlation with **built & natural environment** and **physical & mental health***

# GOVERNMENT & COMMUNITY COMPARISON

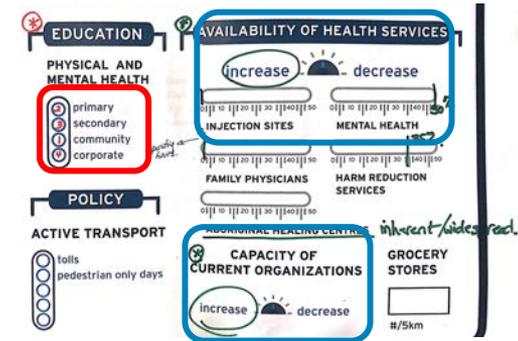
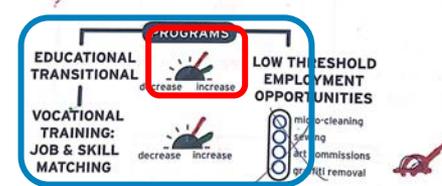
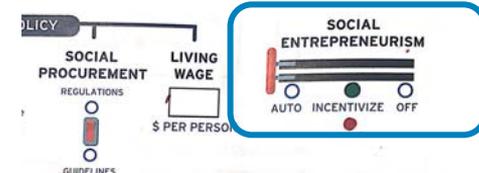
**Opportunities** are surfaced when there is alignment on a certain decision

**Gaps** are surfaced when there is lack of alignment on a certain decision

## Government



## Community



# LEVERS DASHBOARD INSIGHTS

*"The green and red colour coding for "vulnerable" and "the whole community" creates a false dichotomy that neglects that vulnerability is dynamic and exists on a spectrum. Many people are vulnerable that are not homeless (seniors, single parents, immigrants, etc.). So, the group introduced a third category/colour - blue"*

*Community development approach to come from the community and government should focus on supporting these programs/solutions in tangible ways*

*"You can not really separate what you invest for the vulnerable and rest of the people "*

*" Reconciliation is not just about culture. True reconciliation can be measured across all aspects of society "*

*"Policy should be same for green (vulnerable) and red (everyone) - we are all people "*

*" Spirituality was missing from the cultural levers "*

# THE SOFT SHOE SHUFFLE

*In the soft shoe shuffle, participants were presented with a series of provocations. As people responded with different positions, participants moved closer or further away to show their agreement or disagreement. The exercise revealed areas of convergence as well as polarities between different perspectives.*



# AREAS OF CONVERGENCE

The soft shoe shuffle identified the following areas of convergence among participants:

- Definition of a wellness centre as exhibiting a deep integration of health and human services driven by the needs of a population in the community, not the needs of the system.
- Existence of a systemic gap because nobody is willing to pay for collaboration, coordination or evaluation.
- The need and willingness to share data, and to ensure that data collected by others is used responsibly.
- The need for multiple wellness centres distributed across the city.
- The need to understand wellness beyond centres and beyond the clinical lens.

*“Wellness doesn't belong in a building only. Wellness goes far beyond that, the interactions, the engagement, the sports, the activities, the restaurants we have, the relationship-building in those places, that starts to look at wellness in a much more wholesome and broad way.”*

# POLARITIES: CITIZENS AND THE CITY

*Polarities are ongoing tensions between seemingly opposite ideas. Polarities can be divisive, but when they are acknowledged and addressed they can be a source of creativity and innovation. The following polarities surfaced during the soft shoe shuffle around citizens and the city.*

## **One Value We Hold**

Being heard

*"You have to come from a community that has a lot of support, has the ability to round up that support and come to council."*

Empowered as a citizen

*"I feel relatively powerless as the citizen when I engage with the city."*

Citizen's openness to change

*"It's my responsibility to get to know my neighbours and create connections in my community."*

## **Another Value We Hold**

Hearing all voices

*"We need to acknowledge these issues are really complex."*

Strong as a community

*"I feel like the city reflects the urban person that I am, so I feel affirmed by the bigger picture."*

City's openness to change

*"I would say council and the bureaucracy is more committed to public engagement than ever."*

# POLARITIES: WELLNESS SERVICES AND CENTRES

*We also explored polarities in the delivery of wellness services. The statements and movements of participants during the soft shoe shuffle were analyzed to identify the positive underlying values they represent.*

## **One Value We Hold**

Investing in new centres

*"If you have multi-wellness centres at various points of the city, probably starting with four, that might really work. If you just do one, well that just becomes the big drawing point for everybody."*

Centres for the vulnerable

*"When I'm thinking of wellness centres, I'm thinking of the most vulnerable people, what do they really need?"*

Competition between agencies

*"We get situations where we try to work collaboratively but the model is some sort of competitive phase."*

## **Another Value We Hold**

Investing in existing centres

*"We have a lot of really great facilities that could use investment and reinforcement and strength in terms of some of it is physical, some of it is program delivery and the investment in those."*

Centres for the whole community

*"Community health is about the broader community, it's not just the vulnerable people it's the whole neighbourhood, it's where we all go to get our wellness attended to."*

Collaboration between agencies

*"Agencies are always accused of not working collaboratively or in a coordinated way. They've been [collaborating] since their existence out of necessity because of lack of resources."*

# FROM POLARITIES TO WICKED QUESTIONS

Polarities can be restated as wicked questions. Wicked questions challenge us to find creative solutions that provide us with the best of both values embedded in the polarity. These wicked questions provide a key input into our next workshop by focusing our efforts to improve wellness in areas with high innovation potential.

1. How might we reflect both the voice of the individual and the full diversity and complexity of the community?
2. How might we empower citizens to improve community wellness and foster strong and inclusive communities that promote individual wellness?
3. How might we create spaces for the city and citizens to be open to changing together?
4. With limited resources, how might we invest in the wellness services and centres we have and invest in new centres to address unmet needs?
5. How might we support wellness for the whole community and support the unique needs of the most vulnerable?
6. How might we invest in collaboration between supporting agencies and encourage appropriate competition between agencies?

# UPDATE ON ETHNOGRAPHIC RESEARCH

*Sarah Schulman provided participants with an update on the ethnographic research that is currently underway to understand the lived experience of residents, including the very vulnerable.*



**4 days  
106 people  
8 segments**

# WHAT'S NEXT?

*The visioning workshop, mapping workshop and ethnographic research have used the tools of social innovation to develop new understandings of urban wellness. In the next stage, we are moving into prototyping and broader public engagement. The prototyping will challenge us to make our thinking more concrete, and test our theories with real world feedback. The public engagement will invite new voices and perspectives to be a part of the conversation.*

*Just as input from the three Committees during the visioning workshop directly informed the materials prepared for this mapping workshop, the mapping workshops and the ethnographic research will inform and provide inputs into the upcoming prototyping workshops.*

