

GOVERNMENT 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.

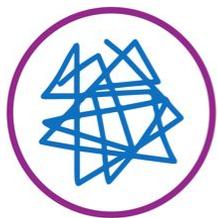
While RECOVER is a city-wide strategy, the first project will focus on the 5 core neighbourhoods, **Boyle Street, Central McDougall, Downtown, McCauley** and **Queen Mary Park**.

Supporting this plan requires a process that can handle complexity.

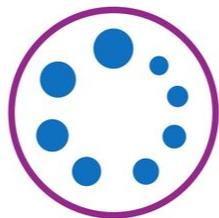
The RECOVER team, along with **MaRS Solutions Lab** will facilitate a social innovation process - working with stakeholders to use systems mapping and systems design to create and test possible solutions.

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**



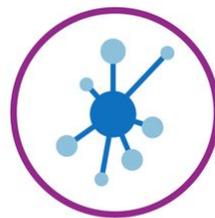
**COMMUNITIES ARE  
CONCERNED ABOUT  
CUMULATIVE EFFECTS**



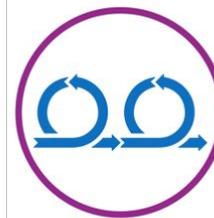
**INSTITUTIONS  
NEED TO WORK  
TOGETHER**

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.

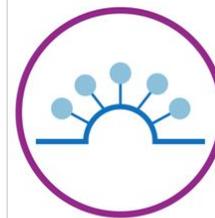
Recover takes a social innovation approach. This is a new way of working together: stretch collaboration acknowledges disagreement as well as connection; iterative development rapidly tests and continuously refines all aspects of the project with participants; and many possible solutions are explored 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 GOVERNMENT MAPPING WORKSHOP

On December 4, 2017, the RECOVER team along with [MaRS Solutions Lab](#), led a morning government mapping workshop at Edmonton Tower.

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

Our goals for the mapping workshop were:

1. To map relevant policies and strategies.
2. To use the levers of change to identify high potential areas of action.
3. To identify the major choices and critical uncertainties for Recover.

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

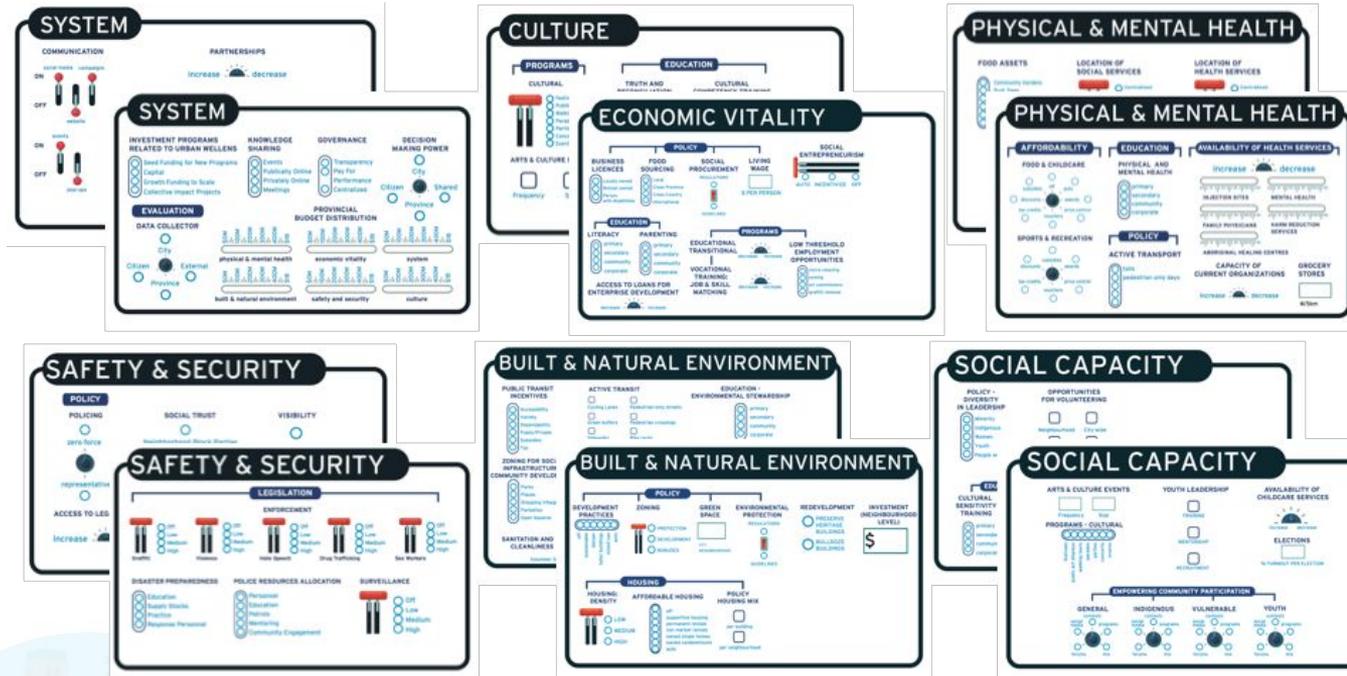
Indicators are variables we can measure to track progress in improving urban wellness. The indicator dashboards organize the indicators participants identified during the visioning workshop, supplemented with additional indicators from the Canadian Index of Wellbeing.

# 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 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 realtor who worked as a lawyer at Hedley C. Taylor and later served on the city's</p> <p>Edmonton NEIGHBOURHOOD PROFILES</p>	<p>■ CENTRAL McDUGALL</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 bo 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 coverment 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



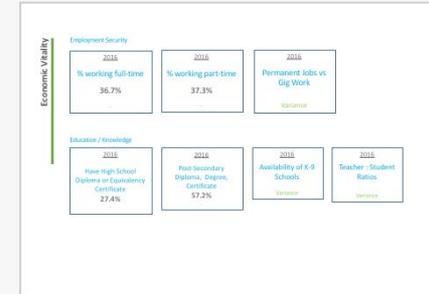
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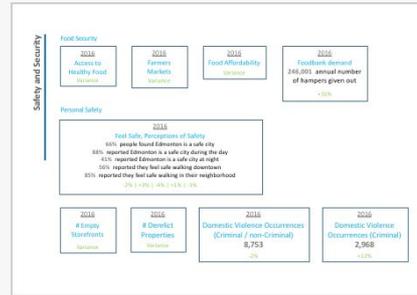
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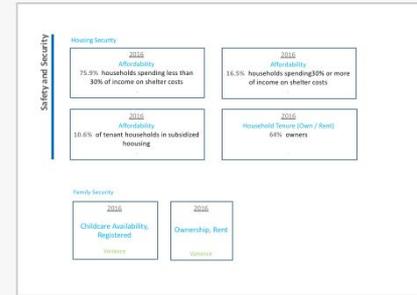
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5



6



7



8

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.

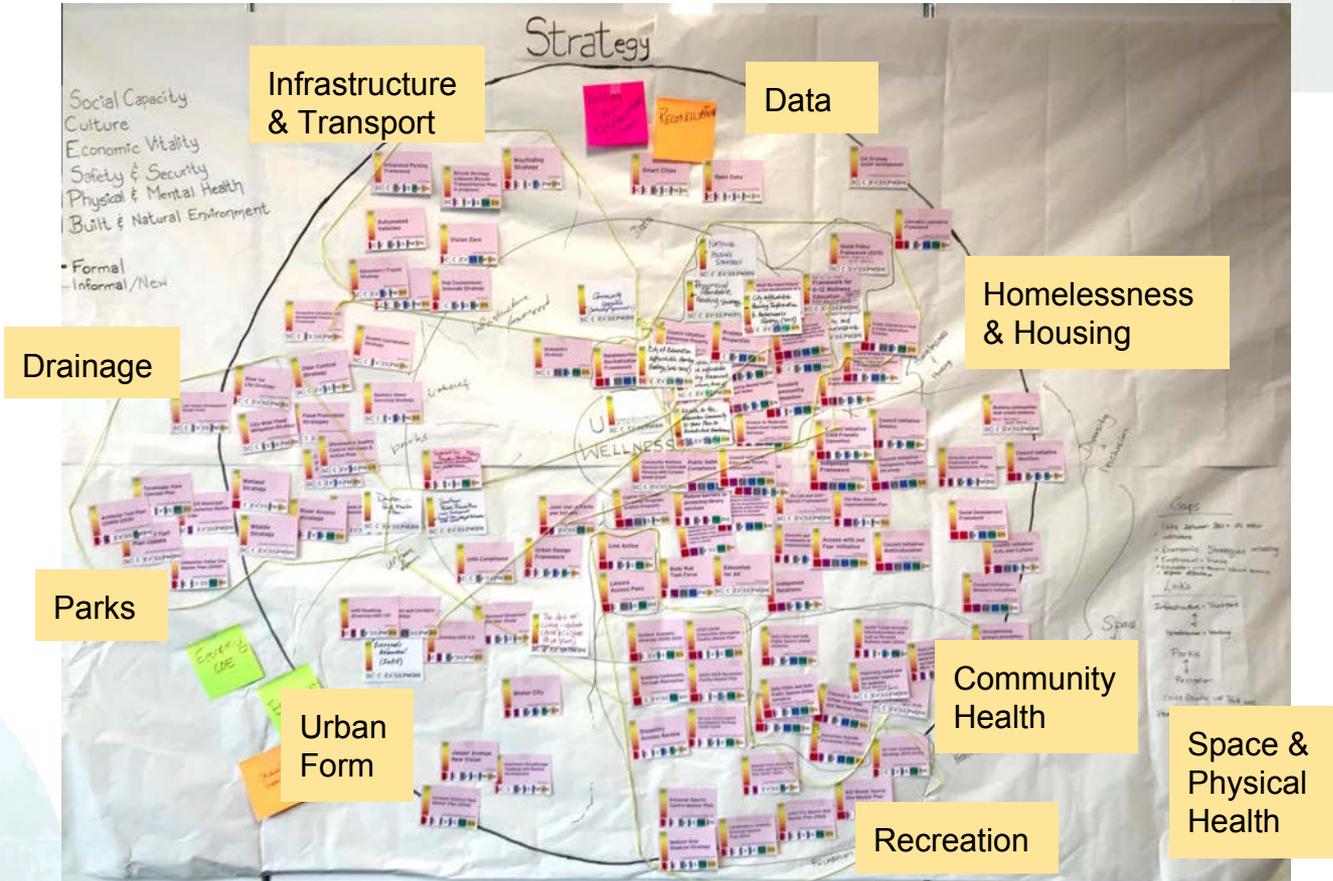
# MAPPING EXISTING STRATEGIES AND POLICIES

*Recover is intended to build on and align existing work. A pre-workshop participant survey identified the strategies and policies that affect urban wellness. In this exercise, participants clustered and mapped those strategies and policies to identify patterns and gaps.*



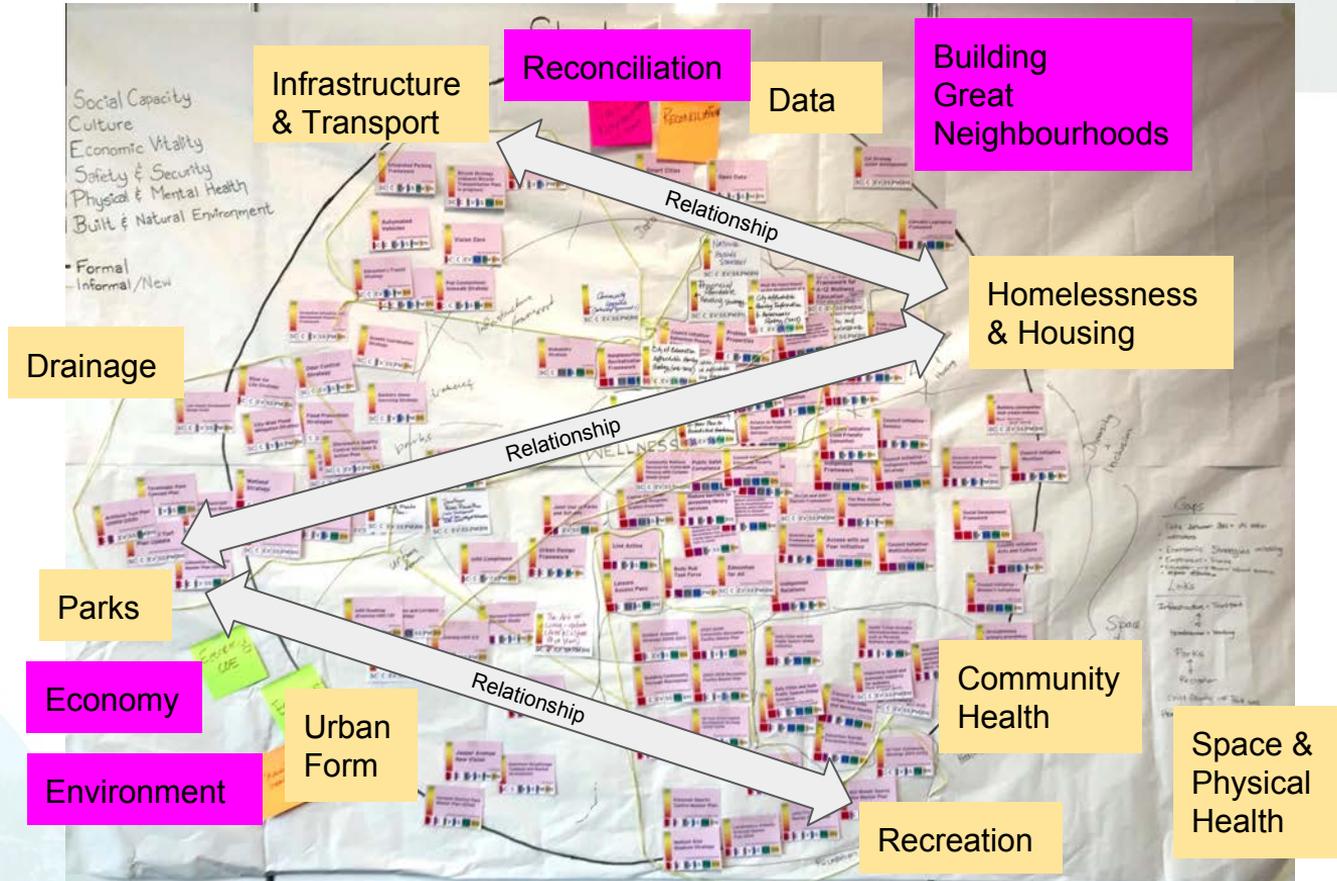
# MAP OF STRATEGIES

*Each pink card represents a separate strategy. Clusters of strategies are shown in yellow.*



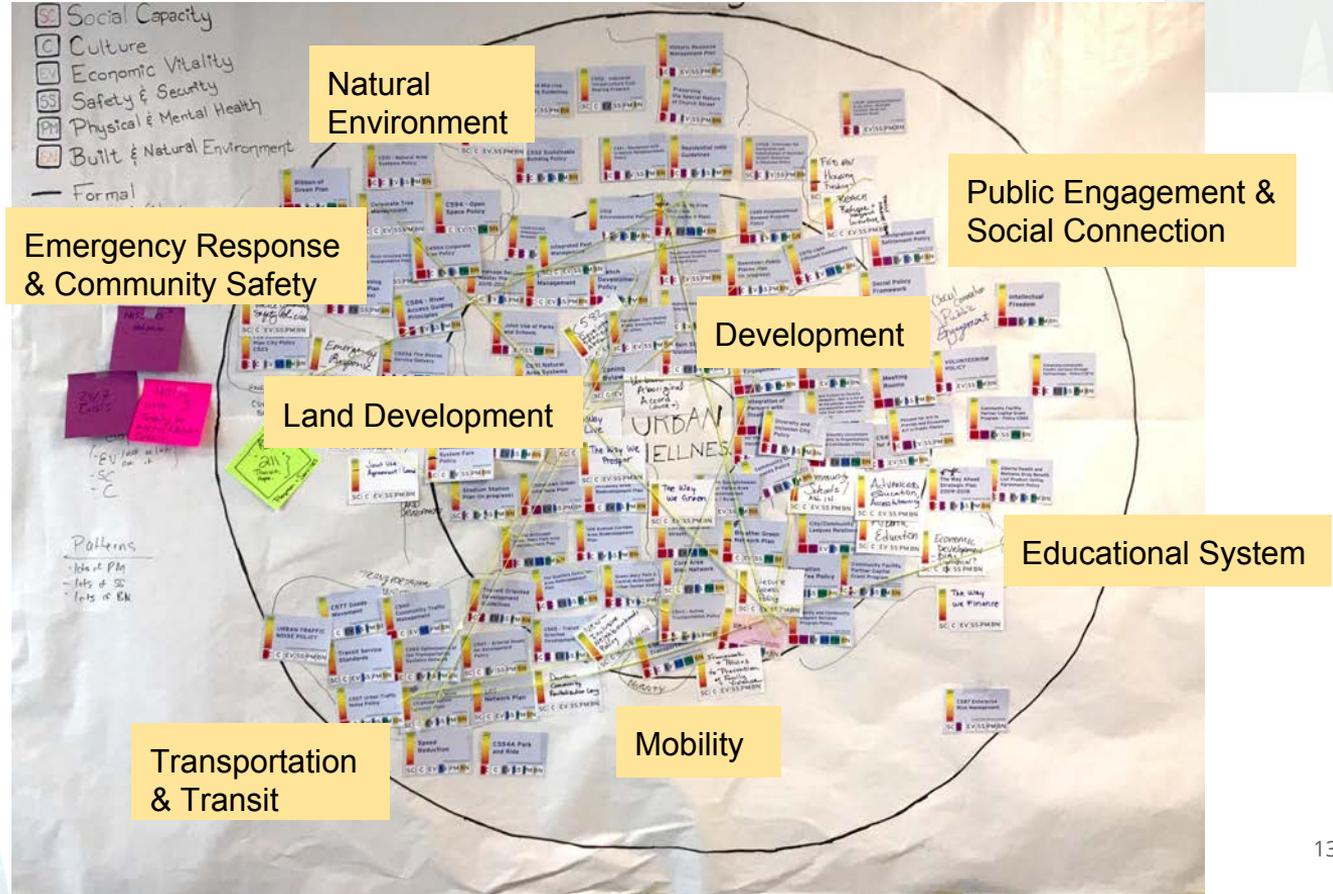
# WHAT IS MISSING FROM THE STRATEGY MAP?

Missing elements are shown in pink.  
Missing relationships are shown in grey.



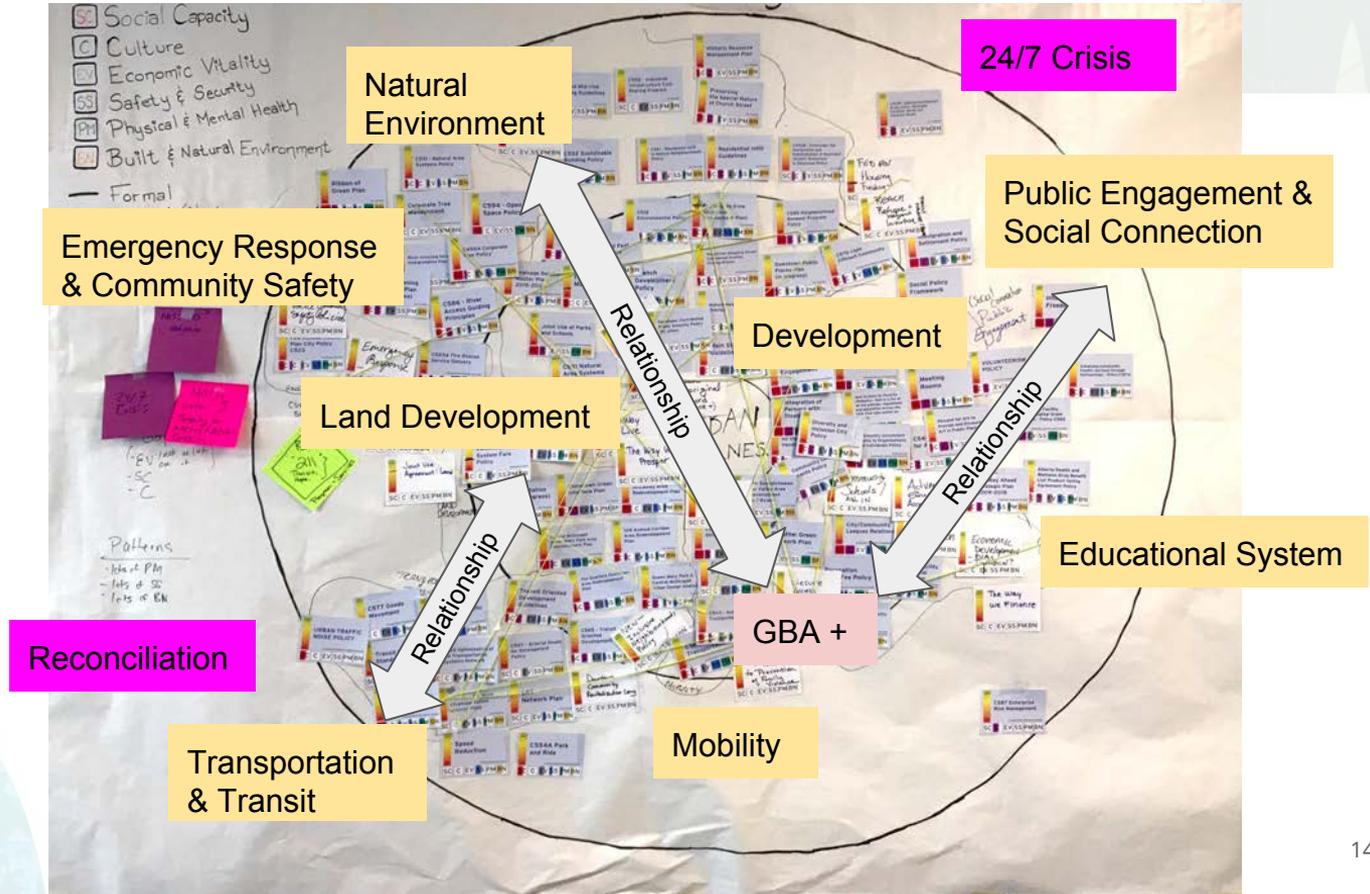
# MAP OF POLICIES

Each blue card represents a separate policy. Clusters of policies are shown in yellow.



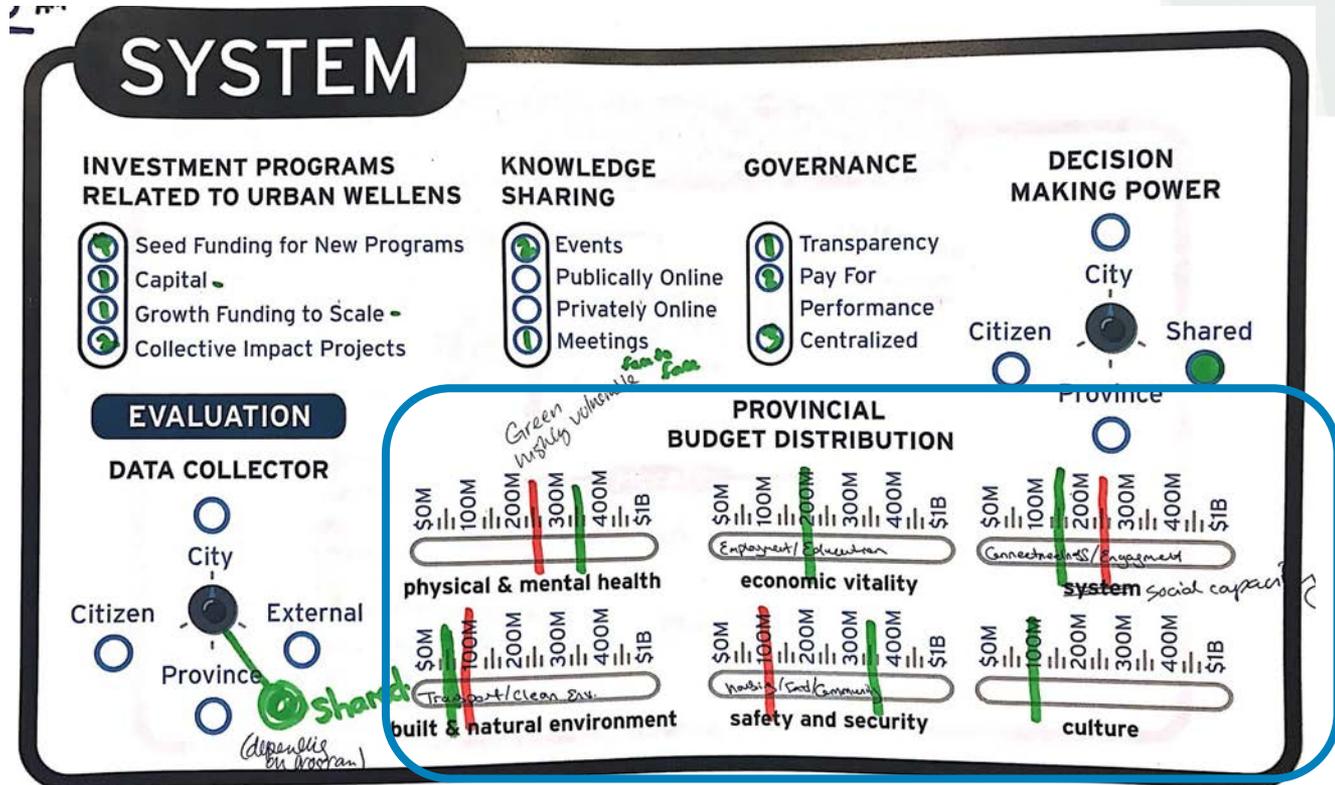
# WHAT IS MISSING FROM THE POLICY MAP?

Missing elements are shown in pink.  
Missing relationships are shown in grey.



# 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.



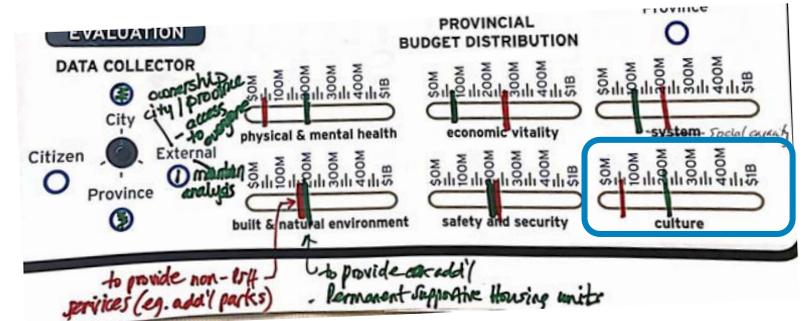
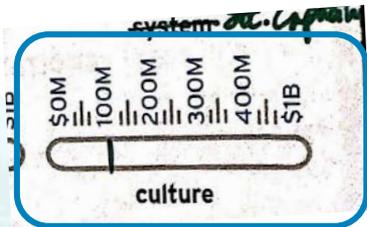
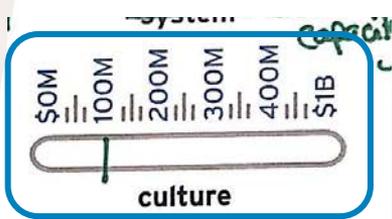
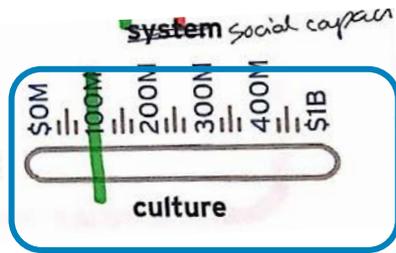
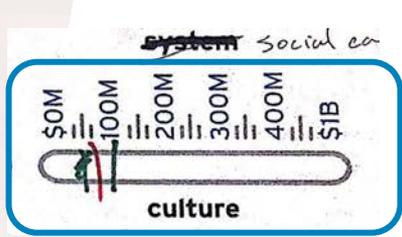
Please note these results are indicative rather than definitive. They will help us understand the gaps and opportunities for prototyping

# LEVERS OF CHANGE SYSTEMS DASHBOARD

**Culture** as a category had the lowest allocation of funding collectively

**“Money is not the issue, it’s about coordinating services”**

Even though many tables had similar allocation of funds the plans for spending varied



Under **built and natural environment** you can see the following comments:

**To provide additional park space**

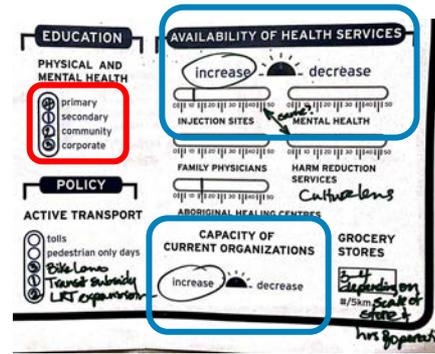
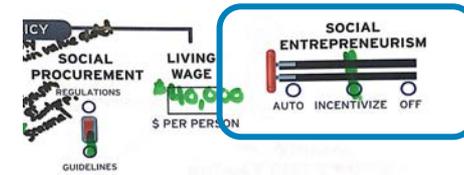
**To provide additional permanent supportive housing units**

# GOVERNMENT & COMMUNITY COMPARISON

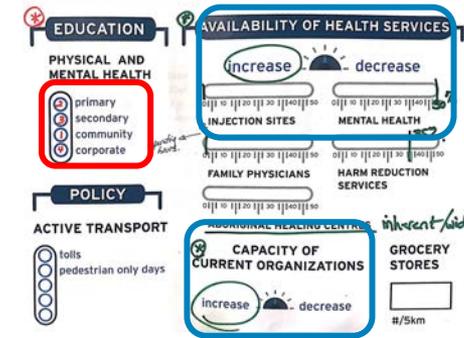
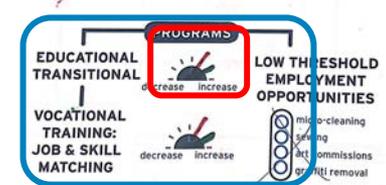
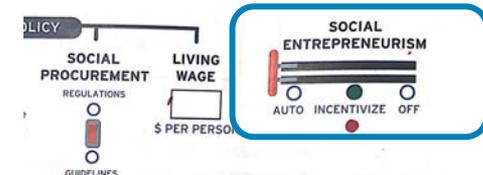
**Opportunities** are surfaced when there is alignment on a certain decision

**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 "*

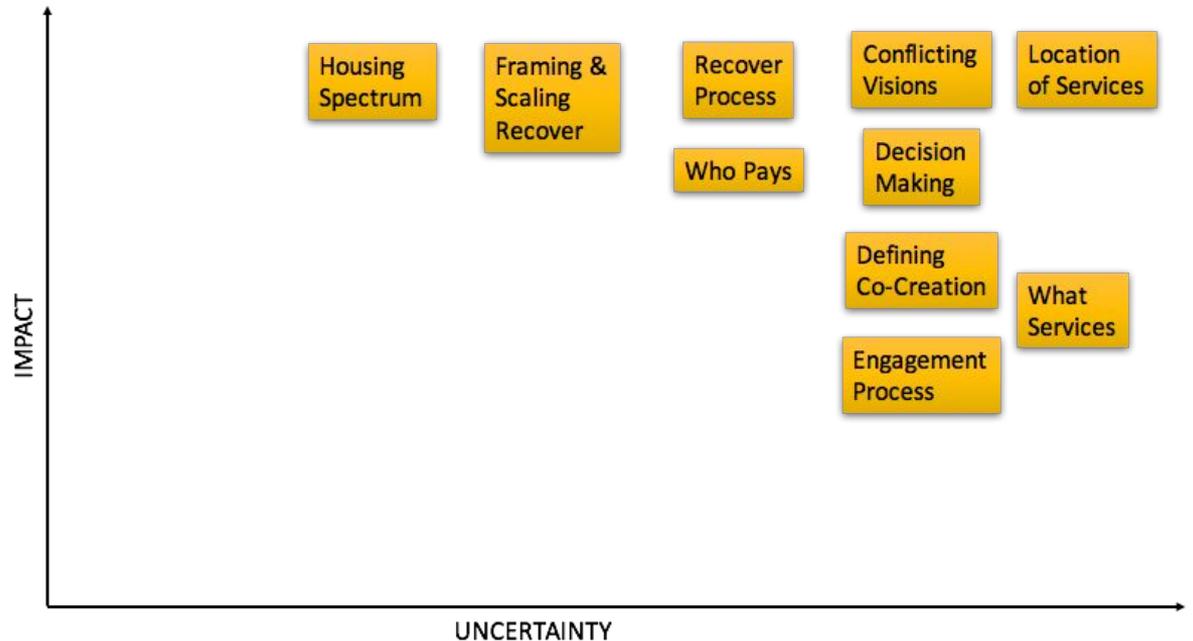
*" Reconciliation is not just about culture. True reconciliation can be measured across all aspects of society "*

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

*" Spirituality was missing from the cultural levers "*

# CRITICAL UNCERTAINTIES

*Critical uncertainties are high impact and high uncertainty. Participants identified critical uncertainties related to the content of the plan (e.g. location of services, what services), the process of the plan (e.g. recover process, engagement process) and the politics of the plan (e.g. conflicting visions, decision making).*



# 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.*

