

2019

EDMONTON'S URBAN WELLNESS PLAN



2019 EVALUATION REPORT: PORTFOLIO ANALYSIS & DEVELOPMENTAL EVALUATION

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CHAPTER 1

Background to RECOVER

The RECOVER Initiative is a City of Edmonton sponsored initiative that seeks to mobilize organizations and residents to improve 'urban wellness' in the city's five downtown core neighborhoods and beyond. It is guided by a set of seven principles and stewarded and supported a variety of committees and teams.

The initiative employs a human-centred design approach. It focuses on developing, testing and scaling promising innovative initiatives that can shift the narratives, networks and systems that shape urban wellness. In mid 2018, scores of people participating in community innovation teams created twelve prototypes in five areas:

- Wellness as Service
- Working & Learning
- Vibrant Neighborhoods
- Open Collaboration
- Community Supports

These prototypes offered the team opportunities to learn – both successes and failures – and the ability to be nimble, adapt, and pivot from the original ideas when needed.

To support their efforts, RECOVER partners have already developed an evaluation framework which describes three levels of evaluation. They have completed several evaluation activities. These include, for example, developing indicators of urban wellness, getting feedback on diverse prototypes, and reflecting on the strengths and limitations of the RECOVER process to date.

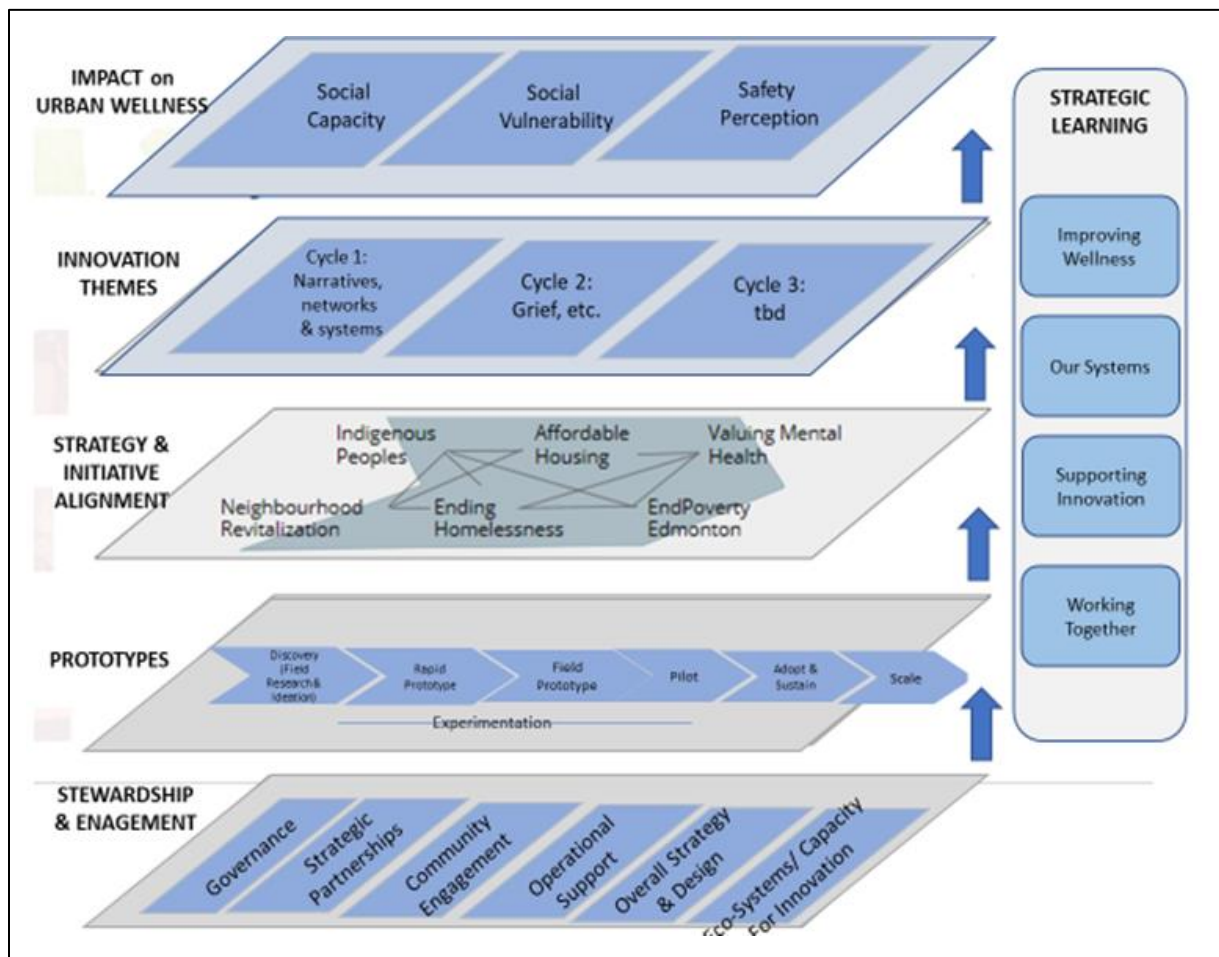
The RECOVER Initiative has moved into the next phase of its work based on the four recommendations that the Edmonton City Council approved in August 2018:

1. That the City continue RECOVER in the five downtown core neighbourhoods for up to five years to allow more time to measure changes of the indicators of urban wellness.
2. That RECOVER begin work in the Strathcona neighbourhood.
3. That Administration, in collaboration with partners, develop a renewed RECOVER shared leadership structure and report back to City Council by the end of March 2019.
4. That Administration advance a distributed model for serving marginalized people to ensure facilities and services are available in other part of the city where need is evident; and that Administration explore tools and incentives that can contribute to more informed, human centred infrastructure to support wellness in the core.

Evaluation Framework

In 2019, RECOVER and Mark Cabaj (Here to There Consulting) developed an overarching Evaluation Framework¹ to assess and guide the work being undertaken. This iteration of the RECOVER evaluation is organized around an upgraded evaluation map that reflects the evolution of the initiative. It includes six clusters of evaluation that responds to the questions posed by RECOVER stakeholders.

- The stewardship & engagement of the process
- The evolution of prototypes
- The alignment of strategies and initiatives
- The changes in the drivers of urban wellness
- The population level impact on urban wellness
- The strategic learnings to emerge from the process



¹ Mark Cabaj. Here to There Consulting. *Edmonton RECOVER Initiative. Evaluation Scope of Work*. April 2019.

While the upgraded framework outlines several areas for evaluation, the RECOVER Core Team has prioritized the evolution of the prototypes for evaluation in 2019. This report is an evaluation of the prototypes and the collection as a portfolio. In addition, the processes of prototyping and social innovation in the context of RECOVER is being evaluated with a Developmental Evaluation approach.

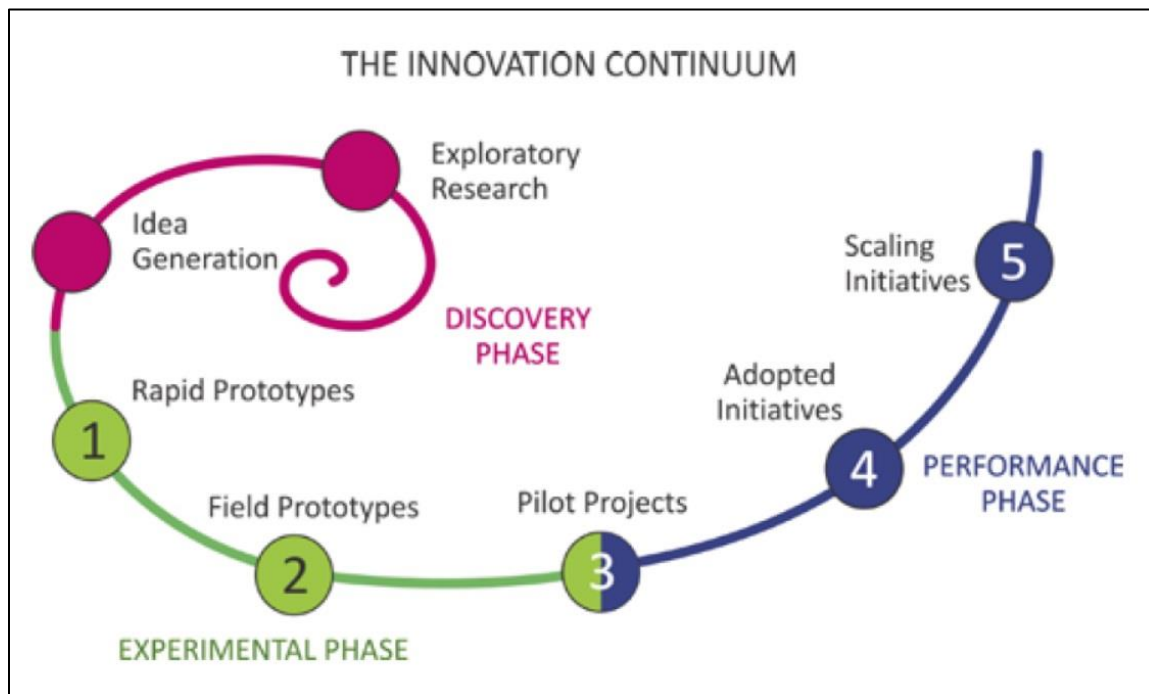
Prototype Evaluation and Portfolio Analysis

Prototypes or innovations follow a process described by Cabaj (2019) as the Innovation Continuum.² In short, the innovation process is divided into three phases.

Discovery Phase – this phase is characterised by exploratory research and the generation of ideas based on that research.

Experimental Phase – this phase is characterised by testing or experimentation. In Rapid Prototypes, the innovators gather reactions to rough representations of the innovative idea. In Field Prototypes, “working elements” of the innovations are tested in the real world. The intent in both is to learn from the experiment.

Performance Phase – this phase is characterised by prototypes becoming sustained Initiatives. Whether a pilot, adopted or scaled initiative, learning and impact are the focus of the evaluations.



² Mark Cabaj. Here to There Consulting. *Evaluating “Innovations” in Social Innovation Labs. From Probes to Scaling.* May 2019.

A set of rubrics were developed to help evaluate innovations in each phase of the continuum.³ “Rubrics offer a process for making explicit the judgements in an evaluation and are used to judge the quality, value or the importance of the service provided.”⁴

The rubric developed for the Discovery Phase is intended to assess ideas prior to testing. The ideas are evaluated against three criteria: line of sight to urban wellness (as defined by stakeholder’s in the initiative’s first year), embedded in research and stakeholder support.

In the Scaling Phase, the rubrics have five foundational elements to scaling: scaling out, scaling up, scaling deep, scaling scree and scaling infrastructure.⁵ Using the rubric encourages development of innovations that can scale for greater impact.

Due to the timing in which the rubrics were developed and the RECOVER prototyping process, the rubrics were only applied to prototypes in the Experimental Phase. The rubrics in this phase assessed the prototypes on four criteria:

Impact - the extent to which an innovation can contribute to the urban wellness of individuals and organizations in the six targeted neighborhoods. This includes (a) contributing to one or more domains of urban wellness, (b) the number of people and/or organizations that will benefit, (c) the depth of impact, (d) the durability of the impact and (e) the extent to which it will benefit the six “Recover” neighborhoods.

Within the Impact criteria, the rubrics acknowledge the linkage or line of sight to the domains of urban wellness, of which there are currently five. These include the following:

- a. Built & Natural Environment – the condition of the physical environment, both man-made and naturally occurring spaces. This includes streetscapes, buildings, parks, air quality, etc.
- b. Economic Vitality – the level of financial stability and success of individuals, families and businesses. This includes personal income, business revenue, employment, income supports (e.g. AISH, employment insurance, PDD) etc.
- c. Physical & Mental Health – the well-being of individuals in both body and mind.

³ Mark Cabaj. Here to There Consulting. Planning and Evaluating Prototypes in the RECOVER Initiative. July 2019.

⁴ Judy Oakden. Better Evaluation. Evaluation rubrics: how to ensure transparent and clear assessment that respects diverse lines of evidence. March 2013.

⁵ Scaling Out refers to the efforts to increase the impact by increasing the **size** of the original innovation and/or replicating to those willing and able to adopt it.

Scaling Up refers to the effort required to change policies, regulations, laws, structures and resource flows to sustain and expand the innovation.

Scaling Deep refers to the process of “capturing of the hearts and minds” of the innovation’s stakeholders so that the cultural values evolve sufficiently that people understand the idea underlying the innovation, feel a sense of ownership of it, and take action to support its sustainability and scaling.

Scaling Scree refers to the process of creating or encouraging the creation of additional innovations required to reinforce and strengthen the original innovation and/or complement and build on it.

Scaling Infrastructure refers to the availability of key resources in the broader eco-system to scale the innovation.

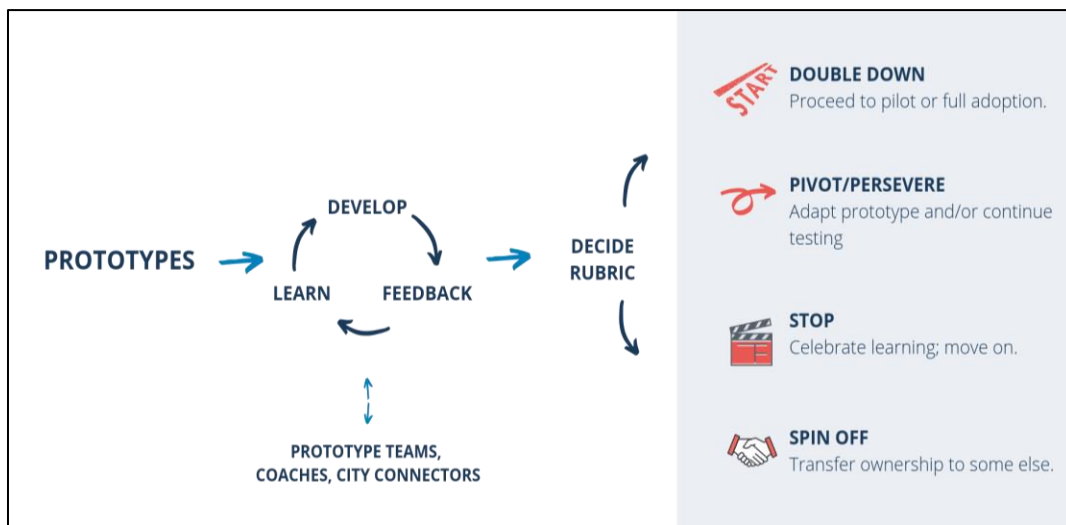
- d. Safety & Security – the real and perceived protection from risks and dangers, unintended (safety) and intended (security).
- e. Social Capacity – the ability of people to work together to organize public relationships rather than rely on government bodies or market influence to dictate actions.

Feasibility - the extent to which the team, organization or network meant to be the ‘lead innovators’ have the operational capabilities to effectively and efficiently manage and sustain the innovation. This includes (a) people with skills, knowledge and attitudes, (b) organizational structures/processes, (c) legitimacy and profile with key beneficiaries, neighborhoods and partners.

Viability - the extent to which the innovation can thrive in the systems in which it is embedded. It refers to (a) the policy and regulations that influence the innovations, (b) the day to day practices and processes of administration and decision-making, (c) the availability of sufficient financial resources required to carry out the work, and (d) the formal structures and authority of who gets to make the ‘decisions about the design, implementation and ongoing adaptation of the idea.

Stakeholder Support - the extent to which key stakeholders support the idea, including (a) the people and organization whom the idea is meant to benefit, (b) the ‘prototype’ teams meant to develop and test it, and (c) the community stakeholders whose support is required to develop and test it.

The rubrics provided to the prototype teams is included in Appendix A.⁶ The scoring on the rubrics allows the prototype teams to make decisions on how the prototype should move forward, if at all. There are four options for prototypes after experimenting: Double Down, Pivot/Persevere, Stop or Spin-Off.



⁶ This is the first iteration and test of the experimental phase rubrics with prototype teams. Feedback from the testing informs the next iteration of the rubrics. Rubrics for the Discovery and Performance Phase have not been tested formally with prototypes or prototype teams.

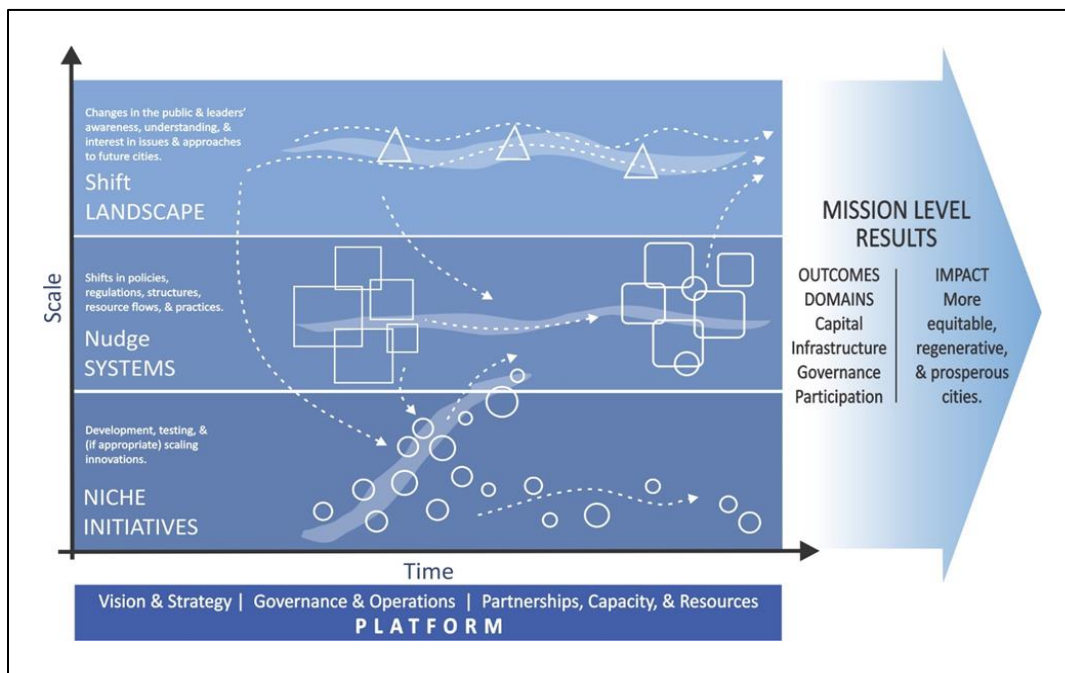
The RECOVER evaluation also incorporates two analytical frameworks which can help to illustrate the differences between prototypes and spectrum of all prototypes collectively. Prototypes from the first and second round of testing were examined using these frameworks.

The **Multi-Level Perspective (MLP)** framework demonstrates that there are different types of scales of change required to lead to wellness outcomes. There are three structural levels where innovations can introduce disruptions to have impact.

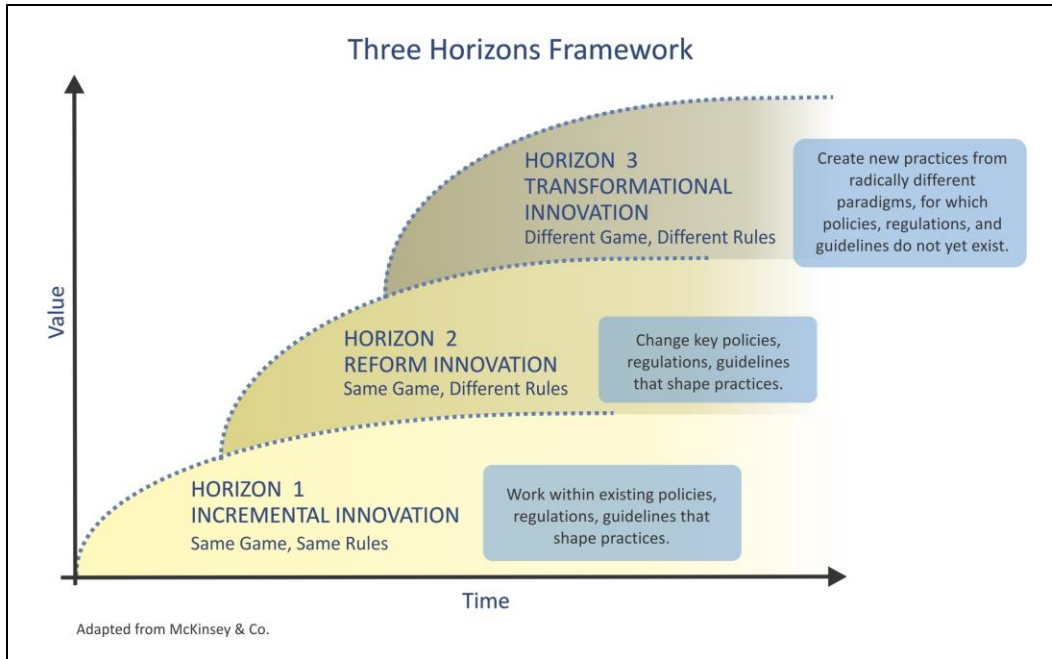
Niche Initiatives are localized in its implementation and impact. Typically, niche initiatives build up internal momentum through learning processes, performance improvements and support from stakeholders. Its primary beneficiaries are those directly served by the initiative and aim to scale the initiative.

Nudge Systems are initiatives that create pressure on the predominant regime. The innovation introduced may still have impact at an individual level but is also able to create a disruption that pushes the system to respond by changing policies, regulations, structures, resource flows and practices.

Shift Landscape are initiatives that change public and leader’s awareness, understanding and interest in issues and approaches. At the broadest scale, this relates to societal values and norms (e.g. civil rights, women’s rights, climate change, etc.).



There is significant interplay across the three levels. Several niche initiatives may collectively lead to changes that nudges systems and with other initiatives may shift the landscape. Conversely, a shift in landscape can in turn nudge change in the system and guide policies and practices that impact niche initiatives.



The **Three Horizons** framework is traditionally used as a business model to plan strategic transitions from current activities to future activities. In a social context, it highlights different levels of risk, timeline and level of disruption and change.

Horizon 1 – Incremental Innovation: These innovations operate within the *existing* policies, regulations and guidelines that shape practice. The innovations are intended to be immediate in implementation and impact.

Horizon 2 – Reform Innovation: These innovations operate within a *new* set of policies, regulations and guidelines that shape practice. The innovations are intended to be implemented and impactful in the near future.

Horizon 3 – Transformational Innovation: These innovations create new practices from radically different paradigms for which policies, regulations and guidelines do not yet exist. These innovations are intended to be implemented and impactful far into the future.

This framework also speaks to the likelihood an initiative will be successful in each horizon as adoption and implementation has greater uncertainty over time. Innovations targeted at Horizon 3 are less likely to come to fruition or conversely, many more Horizon 3 innovations need to be tested before one will be found to be successful.

Developmental Evaluation Methodology

Developmental Evaluation (DE) was first proposed by Michael Quinn Patton with the support of colleagues who have wrestled with the problem of dealing with complexity in human systems and the need to provide structured, useful, actionable information to make decisions in supporting innovations.

DE has been described as being akin to taking a [classic 'road trip'](#) with a destination in mind, a planned route, but also a spirit of adventure and willingness to deviate when needed. DE is an *approach* to evaluation, not a specific method or tool, designed to support decision making for innovation. Innovation, in this case, is about the activities and decisions that allow an organization and its members to create value by design. The design may not turn out as expected or produce surprises, but it is part of an intentional act to create value through new thinking and action.

What Developmental Evaluation Is and is Not⁷

Developmental evaluation (“DE” as it’s often referred to as), when used to support innovation, is about weaving design with data and strategy. It’s about taking a systematic, structured approach to paying attention to *what* you’re doing, *what is* being produced (and *how*), and anchoring it to *why* you’re doing it by using monitoring and evaluation data. DE helps to identify potentially promising practices or products and guide the strategic decision-making process that comes with innovation. When embedded within a design process, DE provides evidence to support the innovation process from ideation through to business model execution and product delivery.

There are a lot of misconceptions about what a DE is and what it is not and it is worth addressing these as an introduction to DE.

1. DE is an *approach* to evaluation, not a method. Most standard methods and tools for evaluation can be used as part of a DE. Qualitative, quantitative, administrative, and ‘big’ data can all contribute to an understanding of a program when used appropriately. It is not something that you simply apply to a situation, rather it is an engaged process of refining how you think about the data you have, what data you collect, and how you make sense of it all and apply lessons from it in practice.
2. DE is about evaluation for *strategic decision-making*. If the evaluation is not useful in making decisions about a program or service then is it not a DE. What is considered useful in decision-making is context-dependent, meaning that a DE must be tailored toward the specific situational needs of a program or a service.

⁷ Taken from Censemaking.com (Accessed November 7, 2019)

3. DE is not about product or service improvement, it's about product and service development. It involves a [shift in mindset](#) from growth and 'best practices' to one of mindful, strategic, adaptive strategy and [developmental design](#).
4. DE is not separate from strategy, but a critical part of it. There must be close ties between those developing and implementing strategy and the evaluation team or evaluator. A bi-directional flow of information is required through regular, ongoing communications so that strategy informs the DE and the DE informs the strategy simultaneously.
5. DE does not make things easier, but it can make things better. DE helps programs innovate, learn, and adapt more fully, but that isn't always easy. A strong DE involves deep engagement with data, a commitment to learning, and a willingness to embrace (or at least accept) [volatility, uncertainty, complexity, and ambiguity](#) (VUCA). This requires changing the way organizations work and interact with their programs, which requires time, energy, and sustained attention. However, the promise is that with the systematic attention and a methodology that is designed for VUCA, program leaders can put greater confidence in what DE generates than with standard approaches that assume a more linear, stable, set of conditions.
6. DE can help document the innovation process. Through creating tools, processes, and decision-making structures to support innovation, DE also helps document the decisions and outcomes of those decisions. When people ask: "how did you get here?" DE provides some answers.
7. DE does not eliminate the risks associated with VUCA. The adaptive strategy that DE is a part of can often be gamed can be [a cop-out for those who do not want to make hard decisions](#). Strategy is not planning, it's about "an integrated set of choices that determine where the firm should play and how it should win there" (Martin, 2014) and DE provides a means of building the data set and decision tools to support strategy.
8. DE is not a panacea. Even with the mindset, appropriate decision-making structures, and a good design, DE is not going to solve the problems of innovation. It will give more systematic means to understand the process, outcomes, outputs, and impacts associated with an innovation, but it still means trials, errors, starts and stops, and the usual explorations that innovators need to experience. DE also requires [sense making](#) — a structured process of 'making sense' of the data that emerges from complex conditions. In these conditions, you can't expect the data will yield obvious interpretations or conclusions, which is why a sense making process is necessary.

Developmental Evaluation is a powerful way to help innovators learn, demonstrate and showcase the efforts that go into making change happen, and to increase the capacity of your organization to evolve its mindsets, skillsets, and toolsets for innovation.

Civitas Consulting was engaged and included as part of the process from June to November 2019.

For the purpose of this DE report the following is included:

- City Connectors insights from process at completion,
- Coaches insights from process at completion,
- A sampling of attendees at the Showcase and over July and August 2019, and
- Data mining of materials in RECOVER files

The Developmental Evaluation results are limited in that the following data was a gap.

- The DE report does not include any of the discussions regarding strategy and decision making that were made internally by COE and that included the social innovation lab lead Ben Weinlick,
- InWithForward Report Strategy Report, and
- Feedback from end users of the prototypes and participants in the testing /experimental process.

CHAPTER 2

Prototype Evaluation Results

The prototype teams applied the Experimental Phase rubrics to their innovations in October after completing the field tests. The results of the rubric were used to inform conversations in determining the next course of action for the prototype – i.e. double-down, spin-off, pivot/persevere or stop.

Experimental Phase Rubrics Scores and Decisions

Prototype Name	Impact (5)	Feasibility (5)	Viability (5)	Stakeholder Support (5)	Total Score (20)	Prototype Decision
Alley Arts & Gardens	3	4	4	4	15	Pivot/Persevere
City Centre Mall	5	5	3	5	18	Double-Down
Community Business Exchange	-	-	-	1	1	Stop
Data Sharing is Caring	5	2	1	4	12	Pivot/Persevere
Expectant	3	3	3	-	9	Pivot/Persevere
Good Sleep Kit	2.5	3	3	3	11.5	Pivot/Persevere
Housing Doula	4	4	3	5	16	Spin-Off
Mobile Workshop	2	3	5	4	14	Pivot/Persevere
Neighbour Connect	3	3.5	4	3.4	13.9	Spin-Off
Old Strathcona Odd Jobs	3	3	4	4	14	Spin-Off
Pop-Up Porch	3	5	4	4	16	Double-Down
Stow and Go Network	3	3	3	3	12	Pivot/Persevere
Mean Score	3.3	3.5	3.4	3.7	12.7	

Of the twelve prototypes, only two chose to double-down – City Centre Mall and Pop-Up Porch. These prototypes had the highest scores on the rubrics assessment. Three prototypes are targeted to be spin-offs, while six prototypes will pivot/persevere.

Only one prototype is being concluded at this point – Community Business Exchange, Benefits for All. This particular prototype couldn't get sufficient stakeholder support to develop a robust plan for testing.

Although the rubric is intended to be an informative tool for the teams, the scores could be good indicators of prototype trajectory.

Prototype Decision	Number of Prototypes	Average Rubric Score	Rubric Score Range
Double-Down	2	17.0	16 - 18
Spin-Off	3	14.6	13.9 - 16
Pivot/Persevere	6	12.3	9 - 15
Stop	1	1.0	-

Interestingly, only two of the prototypes scored the maximum score (5) on the impact criteria – City Centre Mall and Data Sharing is Caring. The City Centre Mall prototype has a line of sight to two outcome domains (Built & Natural Environment and Social Capacity), while Data Sharing is Caring also reflects two outcome domains (Physical & Mental Health and Social Capacity).

Although there are five outcome domains, they are intertwined. For example, an innovation that looks to modify the built and natural environment can in turn impact the domain of safety and security. In fact, this is the entire premise of the CPTED (Crime Prevention Through Environmental Design) approach.

Analysis of prototypes from both rounds of exploration show that nearly all prototypes (except three) have a line of sight to more than one outcome domain. In the first round of social innovation, ten of the twelve prototypes target physical and mental health outcomes. The other four outcome domains are being impacted by less than half of the prototypes.

In contrast, the second round of prototypes indicate an emphasis towards social capacity. However, this emphasis was not as pronounced as only eight of the twelve innovations touched the social capacity domain. The outcome domains of built & natural environment, physical & mental health and safety & security are each reflected through 5 prototypes. Only Old Strathcona Odd Jobs prototype had a line of sight to economic vitality.

Combined, the 24 prototypes developed over two cycles of innovation touched all outcome domains. However, Physical and Mental Health seems to be a central tenet for prototypes, being an intended area of change in two-thirds of the prototypes.

RECOVER Prototype: Outcome Domains

Prototype Name	Built & Natural Environment	Economic Vitality	Physical & Mental Health	Safety & Security	Social Capacity
Round 1					
Culture Club					
Empty Storefronts					
Greenhouse Community Hub					
It Takes A Village					
It's All About Connections					
Job Skills Matching					
Meet & Eat					
Project Welcome Mat					
Public Washrooms					
Socially Conscious Businesses					
Universal Basic Income					
Wellness Council					
Round 1 Total	4	4	10	5	3
Round 2					
Alley Arts & Gardens					
City Centre Mall					
Community Business Exchange					
Data Sharing is Caring					
Expectant					
Good Sleep Kit					
Housing Doula					
Mobile Workshop					
Neighbour Connect					
Old Strathcona Odd Jobs					
Pop-Up Porch					
Stow and Go Network					
Round 2 Totals	5	1	5	5	8
Overall Totals	9	5	15	10	11

Portfolio Analysis

Analysis of the portfolio using the two descriptive lenses (Multi-Level Perspective and Three Horizon Framework), shows that the majority of prototypes fall within Niche Initiatives (67%) and Horizon 1 – Incremental Innovation (54%). This is to be expected as these innovations are the most tangible in the current environment. They require no changes to policies and guidelines, and the impact typically manifests for the end user.

Fewer prototypes are categorized as Nudge Systems (29%) and Horizon 2 – Reform Innovation (42%). The timelines for these prototypes to be actualized is much longer as they require formal changes to policies. For example, for the Public Washrooms prototype to be realized, it would require a review of and/or changes to safety policies and health regulations.

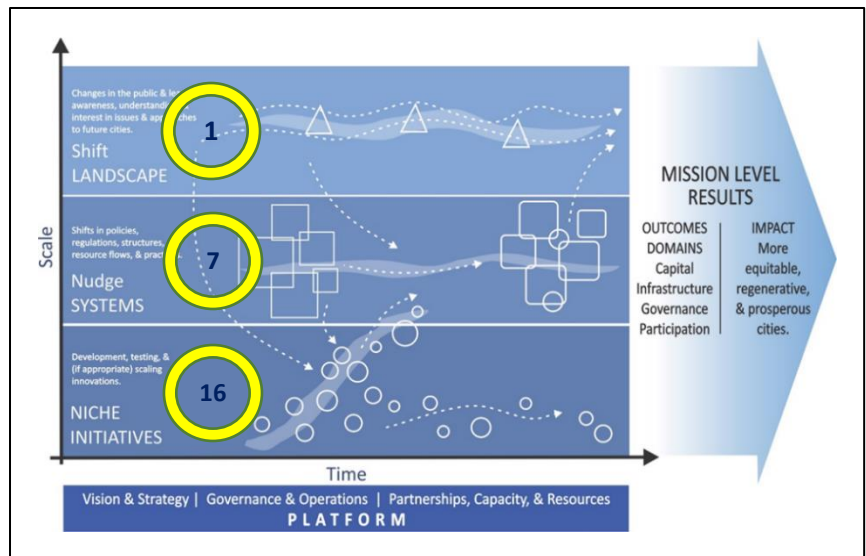
Only one prototype fell into the Shift Landscape and Horizon 3 – Transformational Innovation categories. The Wellness Council prototype looked to shift the paradigm of decision making when it comes to community impact. This would require a reimagining of a new set of legislation, policies, processes and practices. The timeline in this situation is stretched out far into the future.

Of the 24 prototypes, five chose to Double-Down after testing. They are all categorized as Nudge Systems and Horizon 2 – Reform Innovations.

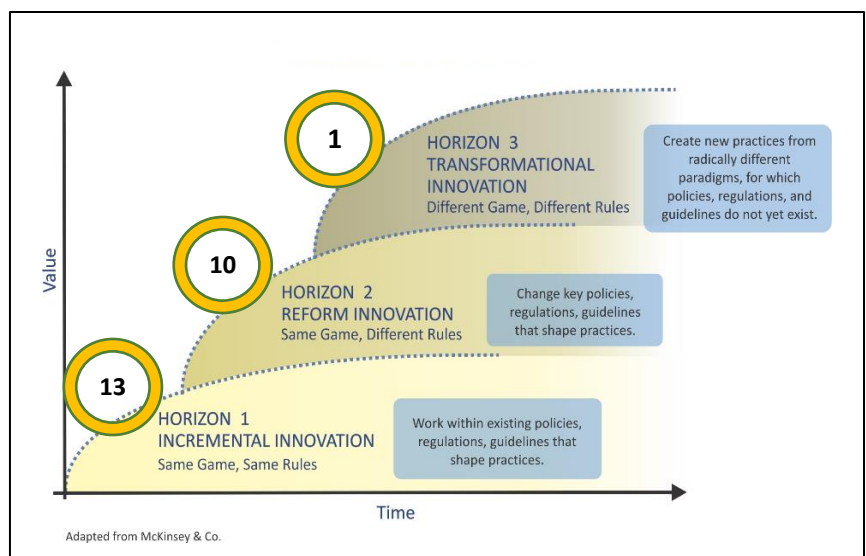
- It's All About Connections
- Project Welcome Mat
- Public Washrooms
- City Centre Mall
- Pop-Up Porch

This might reflect the desire of community to push systems change and still feel the impact at an individual and neighbourhood level.

Prototype Distribution by Multi-Level Perspective Framework



Prototype Distribution by Three Horizon Framework



Thirteen (54%) prototypes decided to continue prototyping (whether led by RECOVER or another stakeholder). These prototypes, for the most part, are Niche Initiatives and in Horizon 1 – Incremental Innovations. Six (25%) prototypes have formally concluded. These prototypes represent all categories. Although only one prototype from this year has concluded, it is likely that more will come to a decision to stop. This might be a result of waning stakeholder support, sufficient learnings being generated or a change in context or environment.

Breakdown of Prototypes by Multi-Level Perspective Framework

	Round 1 Prototypes	Round 2 Prototypes
Shift Landscape	<ul style="list-style-type: none"> Wellness Council 	
Nudge Systems	<ul style="list-style-type: none"> It Takes A Village It's All About Connections Project Welcome Mat Public Washrooms 	<ul style="list-style-type: none"> City Centre Mall Data Sharing is Caring Pop-Up Porch
Niche Innovations	<ul style="list-style-type: none"> Culture Club Empty Storefronts Greenhouse Community Hub Job Skills Matching Meet & Eat Socially Conscious Businesses Universal Basic Income 	<ul style="list-style-type: none"> Alley Arts & Gardens Community Business Exchange Expectant Good Sleep Kit Housing Doula Mobile Workshop Neighbour Connect Old Strathcona Odd Jobs Stow & Go Network

Breakdown of Prototypes by Three Horizon Framework

	Round 1 Prototypes	Round 2 Prototypes
Horizon 3	<ul style="list-style-type: none"> Wellness Council 	
Horizon 2	<ul style="list-style-type: none"> Greenhouse Community Hub It Takes A Village It's All About Connections Project Welcome Mat Public Washrooms Universal Basic Income 	<ul style="list-style-type: none"> Data Sharing is Caring City Centre Mall Neighbour Connect Pop-Up Porch
Horizon 1	<ul style="list-style-type: none"> Culture Club Empty Storefronts Job Skills Matching Meet & Eat Socially Conscious Businesses 	<ul style="list-style-type: none"> Alley Arts & Gardens Community Business Exchange Expectant Good Sleep Kit Housing Doula Mobile Workshop Old Strathcona Odd Jobs Stow and Go Network

Conclusions

Overall, the impact of the current prototype portfolio is limited to the participant or end user and perhaps some neighbourhood level changes. Realistically, population level changes are not likely to occur. There are two reasons for this. First, the number of Shift Landscape prototypes is insufficient, and the likelihood of their success is low due to the challenges of complexity and constriction of timelines. Second, the progress and scale of Niche Initiatives and Nudge Systems prototypes are too isolated and small to have significant cumulative impact.

Recommendation: If the intent is to impact population level change, increase the number of prototypes categorized as Shift Landscape or Transformational Innovations. These seem to have the greatest potential for broader impact but require greater investment of time and resources to achieve success. Expect the success rate of these prototypes to be very low.

The evaluation showed that, of the twelve prototypes tested in this cycle, only two were adopted to be scaled and only one was concluded. Conversely, the other nine - 75% - are being further tested by RECOVER or another stakeholder. This raises several questions....

1. Is there capacity, resources and accountability to oversee the continued testing and experimentation of so many prototypes?
2. How much testing and experimentation is enough? What criteria can be used to allow teams to “let go” of a prototype?

There is the potential to fall into a trap of constant testing and the desire to make a prototype successful.

Recommendation: Implement a regular routine for standardized evaluation of the prototypes. This would include processes and structures for data collection, analysis and sense-making. One specific component in this would include common guidelines for assessing when prototypes are concluded, adopted or undergo further testing.

For those that have transitioned into the Performance Phase of the Innovation Continuum, it is too early to expect impact. A good evaluation of these initiatives is needed to capture further learning and to measure significant changes.

Recommendation: Implement use of the rubrics developed for the Discovery and Performance Phases of the Innovation Continuum. Applying the rubrics in the Discovery Phase assists in understanding the potential for success of prototypes. Therefore, more prototypes are likely to be successful. The rubrics in the Performance Phase offer a window into the context in which prototypes can be scaled. Again, this increases the likelihood of success.

In addition, share the overarching evaluation framework with all stakeholders and engage them to actively participate in the process.

CHAPTER 3

Developmental Evaluation Results

2019 was a continuation of the prototyping process as twelve innovations were selected to be tested. This next iteration of RECOVER prototyping integrated some new aspects and looked to be more explicit about others. The expansion into Old Strathcona challenged RECOVER to engage stakeholders in this new area and launch the human-centred design process with what they learned from before and additional supports.

1. InWithForward (IWF) implemented more ethnographic research at City Centre Mall and in Old Strathcona to better understand the lived experience.
2. The Social Innovation Institute (MacEwan University) supported the innovation process and is linking with social entrepreneurs in Edmonton.
3. Here to There Consulting and Civitas Consulting are supporting an enhanced evaluation of the prototypes and RECOVER overall.

This Developmental Evaluation has structured learnings and results in three phases – Pre-Lab, Prototype Testing & Exploration and Post-Lab.

PHASE 1: Pre-Lab – Research and Engagement

The Pre-Lab phase included:

- Ethnographic research and training conducted by IWF
- IWF report back on Strathcona and City Centre
- Coach Work plan Process Developed
- Guiding Principles developed
- Evaluation Framework developed and adopted
- Coaches recruited March 25
- Kick off sessions for Coaches and Connectors in June
- Prototype selection and co-design sessions. Stakeholders are asked, “What if we used social innovation to improve urban wellness in Edmonton?”

The RECOVER Core Team provided the following feedback:

Highlights:

The Core Team appreciated the richness of the ethnographic research and the importance of adding Strathcona and City Centre to broaden the understanding of these communities. Great appreciation was expressed of IWF and the human centred design approach. The January 29th community meeting in Strathcona was highlighted and the team appreciated the ability to see how so many stakeholders and community had “aha “moments from the research insights. The fact that the research focuses on those with lived experience and the importance of including those with lived experience in the process was highlighted. This in turn was reflected in the importance of the diversity of the teams that are part of RECOVER prototypes.

Challenges:

The primary challenge experienced by City Connectors was in finding individuals to join the prototype teams. Recruitment, engagement and retention were all highlighted as issues. However, there was some sentiment that agencies and communities could help with this if enough lead time was given. With greater support for prototypes through the testing and evaluation, other organizations could be better positioned to take over the next steps.

The demand on City staff involved in RECOVER was overwhelming. City staff served multiple roles including Core Team Members, City Connectors, facilitators and stakeholder liaisons, just to name a few. In these roles, they were being asked to support Prototype Coaches, implement and integrate research, document information, collect data for evaluation, make sense of the data, coordinate contracts, build trust and relationships with stakeholders, and perform typical administrative functions. City staff felt spread thin at times, as they were pulled in multiple directions to test twelve prototypes.

Learnings:

Recruitment to the teams was seen as a real challenge with the need to spend time building relationships, momentum and engagement practices. It was outlined in the work plan by the city to build a toolkit that would assist Coaches, Connectors and team members with roles and responsibilities. Based on feedback, the toolkit needs to be more deliberate with more training given to Coaches in learning and sense making sessions.

Planning for this phase was substantial and as a result the team spent most of their time preparing for the launch of the prototype testing. The Evaluation framework was also being developed between the Core Team and Mark Cabaj during this time. The framework was useful for the Core Team as it coalesced components (i.e. governance, prototypes, strategy, stakeholders, urban wellness) of RECOVER into a more cohesive structure. In addition, a set of prototype rubrics was being developed. It was clear that evaluation and evaluative thinking provided greater clarity and direction.

The Connectors implemented reflective sessions - one in February, three in March, one in July and one in September. They covered topics from coach skills, relationships, communications, social media communications, and storytelling. These practices could be improved by adding more deliberate developmental evaluation elements.

It was suggested that including Connectors, Coaches, those assisting with internal and external communications and developmental evaluators in this phase would help to strengthen the process.

The Prototype Coaches provided the following feedback:

The Coaches valued having an opportunity to coach in a social innovation context and this is grounded in their desire to give back to community. The Coaches came from diverse backgrounds, with some having knowledge of social issues and others with design or business experiences. Overall, they highlighted gaining something through this process – knowledge, skills or new perspective on issues.

A more robust onboarding process for prototype teams was articulated. This means clearer roles and responsibilities and greater intentional use of toolkits, templates and data collection. This would also assist in recruiting stakeholders to the prototype teams.

There was a discussion as to how to choose who is on the various teams. This discussion is also reflected in the conversations from the City Connectors, “Is this public engagement a highly democratic process or a key stakeholder process or a hybrid?” Do stakeholders self-select the prototype that interests them or are specific stakeholders actively recruited to a prototype?

PHASE 2: Prototype Exploration & Testing

The Prototype Exploration phase included:

- 12 prototypes were tested in the field (July to October 2019) to explore each of the challenge areas. The 12 teams were comprised of 5-10 people, including a Prototype Coach and a City Connector, who kept the team organized and guided the process.
- Development of evaluation rubrics, testing and revision to the tools (June to October 2019).
- Two-day strategic session with IWF and City of Edmonton (August 2019)

The RECOVER Core Team provided the following feedback:

Highlights:

It was generally agreed that this phase was stressful and very busy with all the details but that it was exciting to see theory emerge into practise. A key success indicator for the field-testing process was that relationship building emerged as essential to the entire process. The stronger the relationships at all levels the better the outcomes. The Connectors saw that the city tools and knowledge were more refined this year and that gave the connectors a greater feeling of confidence. This is in contrast to the Coaches, who would have liked more tools and templates.

Prototypes were seen to be spaces where deeper dives could be taken and were viewed as safe spaces for testing and failing. In contrast, typical public engagement processes can result in conflict, with opposing views and perspectives being unresolved.

Challenges:

Human-centred design and prototyping are a new and different way of working within community for the City of Edmonton. It is an iterative and emerging process and is not linear. The RECOVER team is rapidly learning and adapting. The team reflected that at times it felt quite overwhelming to implement all the aspects of the prototypes – meetings and logistics related to confirming the concept, conducting initial concept testing, implementing field tests, evaluating the prototype, and preparing for the showcase.

Within prototype teams, the greatest challenge seemed to be stakeholder engagement and retention. Some prototype teams experienced inconsistent membership, which made it difficult to delegate duties, action plan and report back to the group. Scheduling and time of year may have been a factor in this. In essence, there was an underlying tension between inclusion (the desire to be sure all voices were heard and included in decisions) and accountability (the need to move forward on the process, knowing that testing needed to be completed for the Showcase event).

The demands of prototype testing increased through the summer and required more time to be dedicated to the process. Although there were structures and processes in place, including weekly team meetings, technology (e.g. Hangouts, WhatsApp) and documentation templates, this may not have been enough to optimize communications and knowledge transfer. The process could be more consistent with prototypes to collect data, learn and adapt?

Integrating the IWF research with on the ground realities was challenging and at times even questioned by prototype team members. However, the Core Team agreed that having the IWF research was essential to the success of RECOVER. There was some scepticism expressed as to whether this is real co-design with the community and the most vulnerable.

Continuous communications between various participants were absent and the need to build these aspects into the process as well as a more robust communications plan and strategy for both internal and external audiences are needed. It is important to ask ourselves, “Are we all making the same movie?”

Learnings:

Testing twelve prototypes at one time exceeds the capacity and resources available. In the future, there is a need to streamline the selection of prototypes and have more support for data collection, logistics etc. Alternatively, prototype teams could implement several smaller field tests as opposed to one big test.

Equity and diversity remain an integral part of RECOVER. The work needs to be intentional to ensure that Indigenous and newcomer voices are included.

The community agencies involved in RECOVER were quite accommodating. However, their participation may have been constrained by their capacity, resources and staff hours. In

addition, the diversity of community agencies was limited. Several non-profits within the RECOVER neighbourhoods were not engaged with the prototyping. It is not clear why these agencies were not involved – whether it be due to a lack of interest or capacity, or a lack of knowledge of the initiative.

There was a recognition that the teams can improve decision making and communication between all involved in the process. One approach suggested was to have prototype teams, City Connectors and Coach's meet to share updates, issues and learnings. In processes such as these, collecting data and communication is vital in showing progress and success. Beyond that, the group also needs to capture reflections, strategies and rationale for adaptations.

A significant question is beginning to emerge: "If the 'System' is not ready to change can this work be done properly?" Systems are difficult to change and are often seemingly immovable. However, having the support of community members, city staff, agencies and business result in more momentum and hopefully more pressure to change.

Feedback from Prototype Coaches formed several themes:

Prototype Development & Process

Coaches identified a disconnect in the transition of prototype selection to team selection as those who were on the teams didn't have the chance to review the full complement of opportunities. This also meant that Coaches didn't have a line of sight to the desired outcomes for urban wellness.

During the process of prototyping, the Coaches gained skills and an appreciation for facilitating meetings. With the number and diversity of team members, Coaches needed to find the most effective form of communication for the team.

The Coaches expressed concern for community members that are marginalized, stemming from the multitude of prototypes and field tests, and repeated ask of them to participate in prototyping.

Prototype Team Composition

Some prototype teams had a small group. This allowed the team to move the prototype forward quickly. However, a single person/voice could shift the direction/definition/understanding of the prototype. Group dynamics can also be a concern. Coaches had to be attuned to and navigate the power dynamics at times.

It was also identified that attendance to team meetings was inconsistent. This made the prototyping process challenging as the resources weren't available to take action. Even though there was diversity on the team, Coaches shared that there was a lack of the right members e.g. by-law, service providers, etc.

Supporting the Team

For the Coaches and many team members, this was their first experience with RECOVER. Coaches suggested that there needed to be a proper onboarding of people to the process and projects. Part of the onboarding process would be laying out the scope of the prototypes and the introduction of the evaluation frameworks and rubrics. The evaluation framework/rubrics helped to coalesce the project and make decisions and it was noted that this was a significant moment that brought greater clarity.

Through the testing phase, Coaches were supported by City Connectors that made linkages to resources and other stakeholders. Regular check-ins from the very beginning is desirable. The Coaches would also like to connect with other Coaches to share experiences and support each other.

Role Clarification

Coaches struggled at times with their role. Some Coaches needed to remind themselves they were there to guide the process rather than participate in the process. This can be challenging, yet an important boundary to maintain.

The Coach and City Connector dynamic played out differently in different prototypes. In some cases, there was a clear delineation of roles and responsibilities. In others, the responsibilities of each role was not so clear. There was a mix of supporting the prototype team through the testing and the administrative activities i.e. bookings, equipment, supplies, etc. The unique connector duty was to bring external resources and linking with other City staff or community agencies as needed. Ultimately, whatever activities are needed, the Coach and City Connector need to be explicit about their roles together up front.

PHASE 3: Post-Lab – Showcase & Scaling

The Post-Lab phase included:

- Prototype Showcase hosted at MacEwan University’s Round House (October 22, 2019). Prototype teams prepared posters summarizing their prototypes and presented these in an open house showcase to others interested in the work. Attendees were invited to ask questions and provide feedback to the prototypes to support further development and refinement. This was followed by a panel discussion with a community member with lived experience, a service provider, a Coach, and a prototype team member. The discussion was led by an Indigenous facilitator who opened with a Cree creation story about learning and innovation from the Indigenous worldview. The showcase was opened and closed by Metis and First Nations Elders.
- A celebration and feedback session with Prototype Coaches and City Connectors (November 4, 2019).
- Some teams are meeting to move forward on the ‘next steps’ of the prototypes.

The RECOVER Core Team provided the following feedback:

Highlights:

The RECOVER Showcase resulted in high level data being crystallised and the consistency of presentation allowed for excellent reflection and engagement as to how far the teams had come over the past few months. It also allowed for the stakeholders to engage and show interest at the showcase with the potential for new resources both human and financial. The Indigenous worldview and the panel’s reflections were considered core to the event and very well received.

The Coaches’ feedback session was valuable - from providing toolkit suggestions to strategies on how they navigated the systems. The session also served as a celebration and appreciation of their efforts. Overall, City staff were impressed with the Coaches’ reflections.

Challenges:

Although the RECOVER Showcase was successful, there was the sentiment that it felt like an end and didn’t present any next steps. The Showcase missed an opportunity to build momentum for RECOVER. Comments reflected the difficulty in maintaining momentum but especially when there seems to be no real planning or that planning is done by a small select group and does not include the entire team. The team highlighted the need for a more deliberate and integrated approach at all levels (governance clarity is vital here) in order to make sense of the work.

Learnings:

Roles, responsibilities and processes need more clarification by everyone involved and team tensions need to be addressed. There was also a core question by some of the team whether RECOVER and social innovation is something that works and really moves needles.

The team wants to see a governance and stewardship process that is inclusionary with visions aligned amongst other initiatives.

Stakeholder Feedback

Feedback from various stakeholders was collected from July to October 2019. The feedback was gathered through informal, unstructured conversations. Stakeholders include prototype team members and participants, community members, City staff and government officials.

The feedback generated several themes which complement the feedback from Coaches and Core Team.

Awareness – RECOVER and its prototypes garnered positive media coverage in 2018 with the Project Welcome Mat prototype at Boyles Street Community Services, for example. However, little was mentioned publicly in the aftermath and left some wondering what was happening. There is also a genuine desire by some to participate and engage in the process, but it was not clear how, when or where they could do so. This lack of awareness in 2019 left some feeling like there was a loss of momentum in the broader community. The RECOVER Showcase is a highlight of the process that could be leveraged more to raise awareness.

Alignment – There remain questions as to how RECOVER aligns with other initiatives and activities, whether it be social programs, business communities or grassroots movements. Articulating these linkages would support the narrative of making this a safer city and the commitment to urban wellness.

Sustainability – There are questions as to whether these prototypes can be scaled to be more impactful. And if so, are there resources to sustain the innovation? The common sentiment in the sector is that pilot projects are implemented and end when funding shifts regardless of outcomes.

Diversity – The integration of Indigenous and Ethnocultural perspectives could be strengthened. Participation and engagement of diverse groups could offer greater opportunities not yet fully understood and realized.

Governance – The governance and stewardship structures are unclear. With a proposed governance structure only going to Council in mid-2019, it's not surprising that some felt RECOVER is a city initiative. Furthermore, the Core Team is comprised of City staff, who serve a backbone function for the project.

Conclusions & Recommendations

As a collective, we are challenged to tackle three main issues.

- How do we best meet the needs of people who are highly marginalized?
- How do we support thriving communities?
- How do we plan wellness services that consider the cumulative effects on neighbourhoods and community?

RECOVER is tasked to deliver:

- A framework for urban wellness innovation,
- An approach grounded in data,
- Uncovering tensions and building relationships, and
- Opportunities for solutions-based collaboration.

In the past year, RECOVER and all those involved have built on the previous round of prototypes to gain greater understanding of the three main issues. People are keenly aware that changing our way of working with community takes time and involves a steep learning curve. It is a different language and a different mindset. As RECOVER continues its work, these are the emerging considerations based on feedback and evaluation results.

Communication - While RECOVER staff are living out this strategy over time, the informal and formal communication of this approach does not always keep pace. In the first year, RECOVER focused on strategic communications, providing information on the objectives and intent of RECOVER to the broader public and direct stakeholders. This year's communications were more tactical in nature, sharing more detailed information on the processes and results from RECOVER.

A communication plan moving forward will need to include both a strategic and tactical approach. Being clearer and more consistent in communicating with key internal and external partners will help to broaden the base of support and engage those with limited or no past participation. There are a variety of ways to accomplish this, including the development a list of key messages, a glossary of key terms, metaphors, illustrative anecdotes and Frequently Asked Questions.

Recommendation: Engage stakeholders through traditional and non-traditional methods to inform, educate and engage groups that are not represented in the RECOVER process – namely, Indigenous and cultural minority groups. Although RECOVER has made significant attempts to draw these groups into RECOVER, there is either a barrier or gap that results in lack of participation. Broader engagement is critical to the principle of Inclusivity.

Evaluation & Impact – The evaluation framework and rubrics are useful in creating an understanding of how prototypes fit in the bigger picture. RECOVER is beginning to understand how the prototypes, as a collective, form a portfolio that can catalyse community change. Initial results would indicate that getting to population level change is unlikely to occur if RECOVER continues in this format. In fact, more questions have emerged through the evaluation, namely:

- Are there too many prototypes or not enough?
- How many prototypes are needed to transition to the Performance Phase of the continuum to have broader impact?
- When an innovation is adopted, what type of scaling is required – scaling out, up, deep, scree, infrastructure, or some combination of these?

Answering these questions is part of the continuing process defined within the Evaluation Scope of Work.

Recommendation: RECOVER can implement periodic cross-project reflection sessions to identify and make sense of the learnings and results from all the projects and use the insights to inform changes in RECOVER's overall strategy. Prototyping Teams, the Core Team, and supporting stakeholders can formalize and implement data collection procedures as part of the formal evaluation.

Capacity Building & Capacity – RECOVER has done a good job in developing capacity in the city with Connectors and Coaches. Furthermore, RECOVER has supported the training of ethnographers with InWithForward leading the process.

Members of the Core Team seem to be stretched as they have been responsible for oversight of RECOVER and act as City Connectors in addition to their other projects. This begs the question of “What level of dedicated human resources are necessary to ensure RECOVER is implemented effectively and with greatest impact?” The RECOVER Core Team, with its stakeholders, have been having strategic conversations to determine the path forward.

Recommendation: Explore what a “demand side” platform looks like for RECOVER. Rather than have RECOVER develop the opportunities to move forward for prototyping, have opportunities in community be brought forward to RECOVER as a prototyping platform. This implies that these opportunities have the appropriate stakeholder support needed. RECOVER applies its rubrics to ensure it aligns with the intent and mandate of the overarching initiative.

Governance – In 2019 RECOVER was reiterating its governance structure and the process to oversee progress. As a result, the oversight duties fell to the Core Team. In the absence of a stewardship team, the gap could lead to tensions amongst stakeholders struggling to define roles and responsibilities.

The development of the governance structure for 2020 and beyond will need to ensure it is clear on role and alignment. Are RECOVER's goals and objectives still relevant and what can it do to contribute to the emerging issues at hand? How does RECOVER fit with other initiatives? Do we apply the same decision-making process to RECOVER as we do with prototypes? Is it time

to Stop, Pivot/Persevere, Spin-Off or Double Down on RECOVER? The governance structure will be tasked with the overarching strategy.

Recommendation: Strategize collaboratively with stakeholders to determine how RECOVER will proceed in 2020 and beyond. If RECOVER is a test in and of itself, then stakeholders play a role in determining the progress of the initiative. The governance structure is central to this activity.

RECOVER, to date has explored 24 prototypes with varying degrees of success. What remains constant is the willingness to try something different with a group of people focused on human-centred design and see what happens. The mantra for RECOVER (and maybe for life) ... “Learn and Adapt.”

Acknowledgement

Thank you to all those who have participated in and supported RECOVER since its inception. The commitment and dedication to improving urban wellness in our city requires great passion and compassion. We know that our success only happens when everybody in our community is successful.

Special thanks to the following, whom without their efforts, this evaluation would not be possible.

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Appendix A – Evaluation Rubrics for the Experimental Phase

IMPACT refers to the extent to which an innovation can contribute to the urban wellness of individuals and organizations in the six targeted neighborhoods.

This includes **(a)** contributing to one or more domains of urban wellness, **(b)** the number of people and/or organizations that will benefit, **(c)** the depth of impact, **(d)** the durability of the impact and **(e)** the extent to which it will benefit the six “Recover” neighborhoods.

1	Very Poor	<input type="checkbox"/> It touches on only one domain of urban wellness. <input type="checkbox"/> It affects a few individuals or organizations. <input type="checkbox"/> It will result in very modest improvement in people’s/organization’s lives/situations. <input type="checkbox"/> The benefits will be “one-off”. <input type="checkbox"/> The impacts will not be felt in the six “Recover” neighborhoods
2	Poor	<input type="checkbox"/> It touches on two domains of urban wellness. <input type="checkbox"/> It affects a small number of individuals or organizations. <input type="checkbox"/> It will have very modest improvement in people’s/organization’s lives/situations. <input type="checkbox"/> The benefits will be short lived. <input type="checkbox"/> The impacts will be felt in only one “Recover” neighborhoods.
3	Good	<input type="checkbox"/> It touches three domains of urban wellness <input type="checkbox"/> It affects only a small number of individuals or organizations. <input type="checkbox"/> The impact will have very modest improvement in people’s/organization’s lives/situations. <input type="checkbox"/> The benefits will likely linger on for some after the original implementation. <input type="checkbox"/> The impacts will be felt in two to five “Recover” neighborhoods.
4	Very Good	<input type="checkbox"/> It touches on four domains of urban wellness. <input type="checkbox"/> It affects a large number of individuals or organizations. <input type="checkbox"/> It will lead to substantive improvement in people’s/organization’s their lives/situations. <input type="checkbox"/> The benefits are likely to last over the medium term. <input type="checkbox"/> The impacts will be felt in all six “Recover” neighborhoods.
5	Excellent	<input type="checkbox"/> It touches on all fives domains of urban wellness <input type="checkbox"/> It affects only a very large number of individuals or organizations. <input type="checkbox"/> The impact will lead to significant improvement in people’s/organization’s lives/situations. <input type="checkbox"/> The impact is likely to be long term or recurring. <input type="checkbox"/> The impacts will be felt in all six “Recover” neighborhoods and beyond.

IMPACT | Score:

Why did you rate it this way?

Feasibility refers to the extent to which the team, organization or network meant to be the ‘lead innovators’ have the operational capabilities to effectively and efficiently manage and sustain the innovation. This includes **(a)** people with skills, knowledge and attitudes, **(b)** organizational structures/processes, **(c)** legitimacy and profile with key beneficiaries, neighborhoods and partners.

1	Very Poor	<input type="checkbox"/> It exceeds the skills, knowledge and attitudes of lead innovators. <input type="checkbox"/> The group does not have the technology required. <input type="checkbox"/> The structures/processes are inadequate. <input type="checkbox"/> There is insufficient legitimacy and profile amongst key beneficiaries, neighborhoods and partners.
2	Poor	<input type="checkbox"/> The lead innovators have some of the skills, knowledge and attitudes of lead innovators, but require a significant boost in capacity in order to take it on. <input type="checkbox"/> The group has some of the technology required, but upgrades required. <input type="checkbox"/> The structures/processes are somewhat helpful but require substantive changes. <input type="checkbox"/> The group has some legitimacy and profile amongst key beneficiaries, neighborhoods and partners.
3	Good	<input type="checkbox"/> The lead innovators have many of the skills, knowledge and attitudes of lead innovators: some critical areas need attention. <input type="checkbox"/> The group has much of the technology required, but there is still work to do. <input type="checkbox"/> The structures/processes are adequate but could be better. <input type="checkbox"/> The group has sufficient legitimacy and profile amongst key beneficiaries, neighborhoods and partners to proceed, but it would be good to strengthen them.
4	Very Good	<input type="checkbox"/> The lead innovators have most of the skills, knowledge and attitudes of lead innovators: little adjustments required. <input type="checkbox"/> The group has most of the technology required: minor additions would be good. <input type="checkbox"/> The structures/processes are strong enough to proceed with confidence. <input type="checkbox"/> The group has a strong legitimacy and profile amongst key beneficiaries, neighborhoods and partners.
5	Excellent	<input type="checkbox"/> The lead innovators have all the skills, knowledge and attitudes of lead innovators. <input type="checkbox"/> The group has all the technology required. <input type="checkbox"/> The structures/processes are more than adequate. <input type="checkbox"/> The group has a great deal of legitimacy and profile amongst key beneficiaries, neighborhoods and partners.

FEASIBILITY | Score:

Why did you rate it this way?

Viability refers to the extent to which the innovation can thrive in the systems in which it is embedded. It refers to **(a)** the policy and regulations that influence the innovations, **(b)** the day to day practices and processes of administration and decision-making, **(c)** the availability of sufficient financial resources required to carry out the work, and **(d)** the formal structures and authority of who gets to make the 'decisions about the design, implementation and ongoing adaptation of the idea.

1	Very Poor	<input type="checkbox"/> There are critical policy and regulatory barriers to developing and implementing the innovation. <input type="checkbox"/> There are critical administrative barriers to developing and implementing the innovation. <input type="checkbox"/> The resources required to develop and sustain the innovation are very scarce and very difficult to obtain. <input type="checkbox"/> The authority to make decisions on the design and implementation of the innovation are well outside of the control of the people eager to manage the innovation.
2	Poor	<input type="checkbox"/> There are significant policy and regulatory barriers to developing and implementing the innovation. <input type="checkbox"/> There are significant administrative barriers to developing and implementing the innovation. <input type="checkbox"/> The resources required to develop and sustain the innovation are scarce and difficult to obtain. <input type="checkbox"/> The authority to make decisions on the design and implementation of the innovation are outside of the control of the people eager to manage the innovation.
3	Good	<input type="checkbox"/> There are few, yet notable, policy and regulatory barriers to developing and implementing the innovation. <input type="checkbox"/> The larger administrative practices for developing and implementing the innovation are somewhat supportive. <input type="checkbox"/> The resources required to develop and sustain the innovation exist and can be obtained with some effort. <input type="checkbox"/> The authority to make decisions on the design and implementation of the innovation are somewhat within the control of the innovator group.
4	Very Good	<input type="checkbox"/> The policy and regulatory framework to developing and implementing the innovation are supportive. <input type="checkbox"/> The larger administrative practices for developing and implementing the innovation are supportive. <input type="checkbox"/> There are easily obtainable resources to invest in this innovation. <input type="checkbox"/> The innovator group has the authority to make decisions on the design and implementation of the innovation.
5	Excellent	<input type="checkbox"/> The policy and regulatory framework to developing and implementing the innovation are very supportive. <input type="checkbox"/> The larger administrative practices for developing and implementing the innovation are very supportive. <input type="checkbox"/> There are easily obtainable and plentiful resources to invest in this innovation. <input type="checkbox"/> The innovator group has the authority to make decisions on the design and implementation of the innovation.

Viability | Score:

Why did you rate it this way?

Stakeholder Support refers to the extent to which key stakeholders support the idea, including **(a)** the people and organization whom the idea is meant to benefit, **(b)** the ‘prototype’ teams meant to develop and test it, and **(c)** the community stakeholders whose support is required to develop and test it.

1	Very Poor	<input type="checkbox"/> The people and organizations whom the idea is meant to benefit are against the idea and will actively resist it. <input type="checkbox"/> The ‘prototype teams’ needed to lead the development and testing of the initiative will actively resist it. <input type="checkbox"/> The community stakeholders whose support is required to develop and test the idea dislike it and will actively resist it.
2	Poor	<input type="checkbox"/> The people and organizations whom the idea is meant to benefit are not in favour of the idea, and do not want to be involved. <input type="checkbox"/> The ‘prototype teams’ needed to lead the development and testing of the initiative are disinterested. <input type="checkbox"/> The community stakeholders whose support is required to develop and test the idea are disinterested.
3	Good	<input type="checkbox"/> The people and organizations whom the idea is meant to benefit have some reservations but are somewhat/cautiously supportive of the idea. <input type="checkbox"/> The ‘prototype teams’ needed to lead the development and testing of the initiative have reservations but are somewhat/cautiously supportive and willing to proceed. <input type="checkbox"/> The community stakeholders whose support is required to develop and test the idea have reservations, but somewhat/cautiously supportive.
4	Very Good	<input type="checkbox"/> The people and organizations whom the idea is meant to benefit really like the idea and will actively support it. <input type="checkbox"/> The ‘prototype teams’ needed to lead the development and testing of the initiative really like the idea and eager to proceed. <input type="checkbox"/> The community stakeholders whose support is required to develop and test the idea really like it and will actively support it.
5	Excellent	<input type="checkbox"/> The people and organizations whom the idea is meant to benefit love the idea and are strong advocates for it. <input type="checkbox"/> The ‘prototype teams’ needed to lead the development and testing of the initiative are love the idea and can’t wait to get started. <input type="checkbox"/> The community stakeholders whose support is required to develop and test the idea love it and are strong advocates for it.

STAKEHOLDER SUPPORT | Score:

Why did you rate it this way?

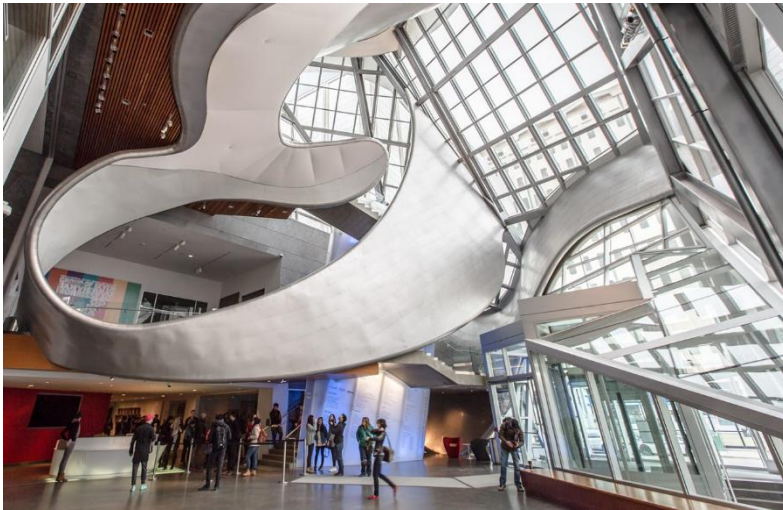
Appendix B - Prototype Profiles

'Prototype Profiles' were developed to provide an overview of the concepts that were tested. These profiles also summarize some of the learnings generated from the testing and feedback from stakeholders. The profile shows the descriptive evaluation frameworks that apply to the prototype and finally, the next stage of progress, if applicable.

Round 1 Prototypes	Page	Round 2 Prototypes	Page
Culture Club	34	Alley Arts & Gardens	58
Empty Storefronts	36	City Centre Mall	60
Greenhouse Community Hub	38	Community Business Exchange	62
It Takes A Village	40	Data Sharing is Caring	64
It's All About Connections	42	Expectant	66
Job Skills Matching	44	Good Sleep Kit	68
Meet & Eat	46	Housing Doula	70
Project Welcome Mat	48	Mobile Workshop	72
Public Washrooms	50	Neighbour Connect	74
Socially Conscious Businesses	52	Old Strathcona Odd Jobs	76
Universal Basic Income	54	Pop-Up Porch	78
Wellness Council	56	Stow and Go Network	80



Prototype Profile: Culture Club



Marginalized folks have indicated through the ethnography that they would appreciate more meaningful activities through the day. Much of their day consists of waiting, whether it be for services and appointments or socializing with friends. In turn, many of the arts and cultural activities in Edmonton have capacity to serve more Edmontonians.

WHAT IF there was a Culture Learning Pass that brokered folks on the streets to cultural excursions - like art galleries, symphonies, theatres and helped manage empty seats?

The idea of the Culture Club prototype originated from year 1 public engagement and ethnography which helped surface that there are inadequate activities and places to go for marginalized folks, new immigrants and racial minorities residing in Edmonton's core neighborhoods.

The prototype team was a diverse mix of representatives from mainstream arts organizations, and a few representatives from cultural groups in Edmonton, and decided to focus on new immigrants and racial minority groups. Collectively, the team decided to stage a curated tour at the Art Gallery of Alberta, to understand what this experience would be like for new immigrants and racial minorities, as well as observe interactions with traditional users, and staff at the Art Gallery of Alberta.



The field prototype was held on the evening of May 2nd, 2018, the process involved a 5-minute welcome and introductions of attendees, at the main entrance of the building. This was followed by a 1-hour curated tour of the art gallery, looking at three exhibitions, finally, the group had another hour to have dinner, drinks and talk about their gallery experience and what it means for them.

What We Learned

1. Create an equitable space for design. Incorporating an authentic process for co-design with community can be challenging. There is so much relationship building that needs to happen with the folks you are designing with and for, so they have the same influence as others.
2. While this opportunity arose from the first round of ethnography for the very marginalized, the idea of giving people something to do and experiencing the art and culture, resonated with a broader group.
3. There is immense value in making your field-testing fun and a chance to build stronger relationships as you do it. The act of “testing” doesn’t have to be overly formal. Think about the experience of those who are participating in your co-design. What value do they get out of participating?

“Providing info in multiple languages is key - tours and materials.”

“These facilities are designed for all and these spaces are for everyone.”

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Physical & Mental Health

What’s Next?

The concept of a Culture Club has pivoted and is exploring how this would be designed specifically with newcomers and different cultural communities who have limited knowledge of and access to the cultural amenities of Edmonton.

RECOVER remains involved in supporting this prototype and is working in partnership with the Diversity Centre and City of Edmonton’s Multicultural Relations Office. The focus will be on cultural performances, and connection between newcomers and different cultural communities.



Prototype Profile: Empty Storefronts



WHAT IF we incentivized property owners (government, business, homeowner, university) with empty storefront to temporarily support new social businesses/micro-entrepreneur while they test their ideas?

The “Empty Storefront” team was assembled, consisting of members from the City of Edmonton, Government of Alberta, Arts Habitat, Edmonton Arts Council, MacEwan University Social Innovation Institute, and the Indigenous Arts Movement, to address the issue of the many vacant buildings in the five core neighbourhoods. Surely something could be done to improve the look and feel of these places.

Our solution was to create an easy and simple process that would allow vacant space owners to collaborate with social entrepreneurs and artists to use that space to draw attention to the property, while giving exposure to local artists or social entrepreneurs. This originated when EndPovertyEdmonton observed, in their work with Indigenous artists, that there was a lack of access to resources and availability of vacant spaces in which to work.

Dawn Marie Marchand, former Indigenous Artist-in-Residence for the City of Edmonton and a community member, worked diligently to bring together other local artists to create a display inspired from the beauty and healing symbolism of Ribbon Skirts. We also had the privilege of working with iHuman Youth Society, which offers arts-based programming as a



positive engagement tool for marginalized youth between 12 to 24 years of age.

The artwork was on display at the historic GWG Building located at 10310 97 Street. It features beautiful beaded jewelry, bags, shoes, moccasins and ribbon skirts all created by community artists: Krista Leddy, Kathleen McIntire, Roxanne Tootoosis, Lisa Richards and Dawn Marie Marchand, from the I.A.M. group.

What We Learned

1. The activation and all the colours drew the attention of people walking by; the exhibit filled a space of emptiness for a few weeks. But a temporary and standalone setup is not enough; significant change to the look and feel of the street would require redevelopment of the entire area. The nature of what's inside was also important. People were supportive of local artists and particularly for the residents in the area, they felt proud of the Indigenous art that represented the people in the community.
2. For the artists part of the activation, they connected and networked with each other, built the social capital and the I.A.M brand in the community, raised the confidence in the traditional art of Indigenous culture, and collaborated with non-Indigenous people in the process. However, it didn't allow for the opportunity to build mentorship among the artists as initially intended.
3. The prototype team learned about short-term or temporary use of vacant spaces for independent and small groups of artists and social entrepreneurs. Issues of liability insurance, lease agreement, building management and relationships with landlords could be mitigated through an intermediary organization who can facilitate these challenges. The team did not explore taxation levers that could have significantly more impact on incentivizing short-term lease for property owners. More research is needed to tackle this larger systems challenge.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Built & Natural Environment Physical & Mental Health

What's Next?

The Empty Storefront concept entered another round of iteration with formalized supports in 2018-2019. A partnership between the Social Innovation Institute at MacEwan University, Mitacs Canada, and Arts Habitat as the community partner led to a student research project that ultimately created a handbook about using art to activate empty storefronts.

Arts Habitat is stewarding the recommendations from this project in their program and advocacy work, continuing to develop a process and platform to facilitate short-term space usage that is mutually beneficial to entrepreneurs, artists, landlords and community members. City staff participates only when needed as an advisor or to navigate the proper channels in the City.

EDMONTON'S URBAN WELLNESS PLAN



Prototype Profile: Greenhouse Community Hub



Food security and animated spaces arose as issues facing those living in poverty or experiencing homelessness.

The old Remand Centre has been vacant for several years in Edmonton's core.

Could these two things be combined to mutually reinforce urban wellness?

WHAT IF the Remand Centre (or other central location) was converted to a greenhouse that employed vulnerable persons and provided community with a gathering space and urban fresh food?

This prototype explored the redevelopment of the Remand Centre or other vacant space into a Greenhouse Community Hub. This space could include a Café, Market Space, and Citizen Advice Bureau (a central information booth for what's good in the hood and all government services). There would be 24/7 components including public washrooms and shower facilities. This greenhouse will provide employment opportunities for the vulnerable and serve as a Community Hub Space that is welcoming to the whole community.



What We Learned

1. Components of the prototype had interest from multiple sectors.
2. While there is interest from stakeholders to contribute to the concept, there is a lack of leadership to champion the effort and turn the concept into reality.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 2 – Reform Initiative
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Built & Natural Environment Economic Vitality Physical & Mental Health

What's Next?

The Greenhouse Community Hub was concluded in May 2018 due to the lack of interest in leading the concept.

There is no further action needed by RECOVER.



Prototype Profile: It Takes A Village



Services for marginalized groups often have procedures and protocols that serve the needs of the service provider – line-ups, forms, hours of operation. While some of these are necessary, they can often be barriers to services for those that need them. Clients are required to travel to multiple locations at different times and provide their information over and over again.

WHAT IF service users could tailor/sequence the delivery based on their needs instead of the workflow of the agency?

The It Takes a Village prototype seeks to provide services including support functions and relationship building where people live. In particular, we are considering the needs of families and children who are vulnerable and could be seeking such things as food security, coaching, childcare and resources. Rather than these families always going to the service providers' facilities, how can services be aligned, and the service providers come to the individual and families?



What We Learned

1. The goal of improving service workflow between formal, informal and community supports and services hinges on a few key conditions:
 - Service models may not be particularly appropriate for the populations that exist around us, so **applying a cultural sensitivity lens in practice** can impact the delivery of services and supports.
 - Anything we change has to be **place-based**, meeting people where people naturally gather as well as recognizing their **socio-cultural communities** where interpersonal and intercultural relationships may be cultivated.
 - Targeting and building the **strength of the natural communities** can support families who are “just managing” to become more resilient. Mainstream Canadians can be mobilized to be “natural supports” or “good neighbours” while also learning from others’ lived experiences and worldviews. New relationships are mutually beneficial.
 - Co-designing such shared space is expected to provide better value to all - the families, neighbourhoods, society, as well as the informal providers and formal service systems.
 - Community Wellness in the truest sense is complex, messy and requires multiple prototypes to test different co-designed entry points to shared support space to see what is most feasible to carry forward in different ways.

“How do you support the supporters?”

“We’re all taking care of the same kids but we’re not talking to each other.”

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 2 – Reform Innovation
Multi-Level Perspective	Nudge Systems
Outcome Domains Impacted	Physical & Mental Health Safety & Security

What’s Next?

The prototype was concluded with no further actions needed or taken by RECOVER.



Prototype Profile: It's All About Connections



Generally, the window of opportunity is small and short for marginalized individuals to seek and get the supports they are looking for. Given that these opportunities are fleeting, how can supports and resources be made available in the right place, at the right time, when it is wanted?

WHAT IF we connected a community member in immediate need with the services they are motivated to take part in?

This idea includes outreach workers working outside standard work hours. This prototype needs to be client-based which means we will avoid solutions from a service-providers perspective. The outreach people need to be trusted people who participants are comfortable dealing with. This idea will strengthen connecting within our system as well as connecting the connectors (outreach people and agencies). The outreach supports will be available at libraries, shelters, parks, transit centres, etc. The outreach workers will be super navigators with the ability to access information on the system.



What We Learned

1. The pilot phase has helped to surface that 24/7 is a complex service, with different streams of supports along a continuum ranging from > The call > Dispatch > Initial Contact > Pick up > The Trip > Handover & Drop Off.
2. RECOVER will be challenged to maintain its principles of practice, now that the project is being administered by an independent organization.
3. REACH Edmonton has decided to continue with high-fidelity R&D in each phase of the continuum.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 2 – Reform Innovation
Multi-Level Perspective	Nudge Systems
Outcome Domains Impacted	Physical & Mental Health Safety & Security

What's Next?

All About Connections has become a pilot project that continues to experiment with the concept.

In the fall of 2018, REACH Edmonton took a service package to City Council to fund the Connector role within the 24/7 Crisis Diversion program. City Council approved the request and REACH has finalized the development of a pilot was launched in the first quarter of 2019.

Although RECOVER is not directly involved, City staff remain connected, participating only when needed as an advisor or to navigate the proper channels in the City. In 2020, RECOVER will help REACH to mobilize resources for high fidelity R&D for 24/7.



Prototype Profile: Job Skills Matching



Marginalized people served by agencies in the core and throughout the city struggle to employment that matches their education, skills and job-readiness state. The agencies also need employers who are understanding and flexible and can provide part-time and full-time hours.

WHAT IF we matched the skills of vulnerable people with businesses to fulfill employment needs and capacity?

This prototype needs to be developed with businesses who see the merit of engaging vulnerable people. We aim to create a small network of socially conscious businesses who will participate. We will rely on existing resources that already connect businesses to community such as BIA staff and community staff working in Citizen Services. We need to build an inventory of the needs of business owners and the skills needed to fulfill these needs. We will need support to help business owners unbundle jobs into specific tasks that could be handled by someone with limited work expertise. Currently some social services agencies provide employment services we need to connect with the agencies to develop the prototype.

The prototype developed three job seeker profiles and engaged potential employers to determine the likelihood of employment and what would be most useful as an employer.

What We Learned

1. The City took the lead on this prototype as no other organization was keen to champion the concept. There may have been more engagement had a social agency assumed the leadership role.
2. The limited engagement in this prototype meant greater inconsistency in participation by the prototype team.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Economic Vitality Social Capacity

What's Next?

The Job Skills Matching prototype concluded in July 2018. The prototype team refocused to explore how to get people ready to find meaningful work without a resume. Some actions were formulated but they were not implemented and ultimately the group did not reconvene.



Prototype Profile: Meet & Eat



Meet and Eat is a potluck series where individuals have an opportunity to share a meal with people from their community they don't know. This potluck series will take place in each of the five communities and focus on building trust and a sense of safety in the neighbourhood.

WHAT IF there were more opportunities to meet and share a meal and build connections with your neighbours and others you don't know in the community??

The prototype for Meet & Eat is targeted to residents of McCauley, especially different cultural and age groups that reside in the community. The concept was to be first tested three people who would each bring a friend. The group would discuss the idea over dinner and try to understand what is needed and what barriers exist to expand this idea. Also, how could this build off the Hello, Let's Eat pilot project by the City of Edmonton.



What We Learned

1. There's a fine balance between encouraging participation and putting too much pressure on someone. We need to respect the limits of individuals who sometimes can't make commitments.
2. Many good ideas have similar to programs in existence. When you can amplify that idea instead, that can be a better way to use resources versus trying to start the same thing from scratch.
3. It's okay for a prototype to meet an early end. That's the beauty of the process.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Physical & Mental Health Safety & Security

What's Next?

The Meet & Eat prototype concluded in May 2018.



Prototype Profile: Project Welcome Mat



Many Boyle Street community members gather on this space, but felt it was lacking people-friendly features and greenery. Working in tandem with Boyle Street community members by co-designing the public space and transforming it together, the goal is to find out if these changes improve relationships both within and beyond Boyle Street Community Services.

WHAT IF we improved sidewalk spaces in front of community agencies?

Many of the features installed on March 30, 2018 came from existing inventory of City assets. Two picnic tables were reused from the Imagine Jasper project, planters were borrowed through the McCauley Revitalization, bistro tables, chairs, Adirondack chairs, umbrellas and umbrella stands, and giant LEGO were all repurposed from the CITYlab group in City Planning. The giant LEGO was made and remade into various pieces of temporary art during the afternoon.

Artists from Boyle Street painted the sidewalk with colourful medicine wheels, feathers and bear paw prints. Community members helped with painting and arranging all the new furnishings. The Boyle Street Moving company, a social enterprise, delivered items from City storage facilities. Also, to be included is a new prototype ashtray from Capital City Clean Up, which will help to keep the sidewalk free of cigarette butts.



What We Learned

1. Changing the physical space did in fact change relationships within and beyond Boyle Street Community Services. The physical changes provided dignity to community members and provided a different perspective on what the Boyle Street is about to the broader community.
2. Co-designing with community members was critical in order to bring the right elements to the space and to create the sense of ownership and pride.
3. Having child-friendly elements was also key as children are members of the community and considered sacred. Giving them a space on the sidewalk was an effective way to discourage criminal activity and social disorder.

“What are you going to do when you got nothing to do? Today I painted those paws.”

“The Boyle Street has a lot of good resources. People don’t know about it because of the environment. This will change that.”

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Nudge Systems
Outcome Domains Impacted	Built & Natural Environment Physical & Mental Health Safety & Security

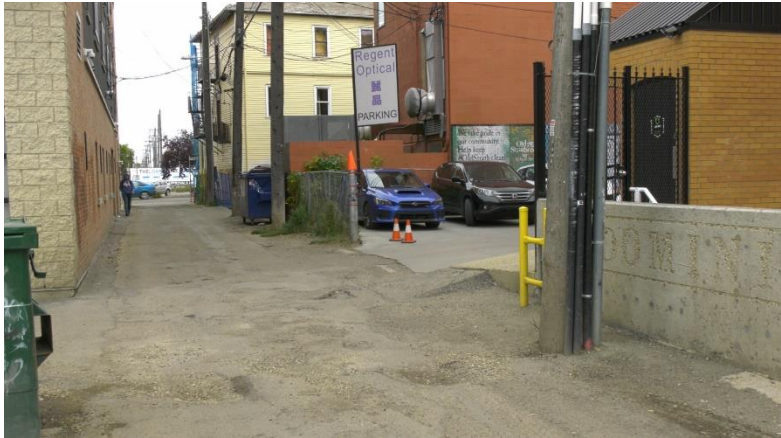
What’s Next?

Project Welcome Mat is currently working in the “Adopted Initiative” Stage of the Innovation Continuum, as Bissell Centre and Boyle Street Community Services both look to implement this concept more permanently at their sites. Other community agencies may also look to use this to improve the look and feel of their organizations.

As this prototype is being adopted by agencies themselves, RECOVER is no longer directly involved. The tools developed by RECOVER may be used by the agencies, but there is no obligation to so.



Prototype Profile: Public Washrooms

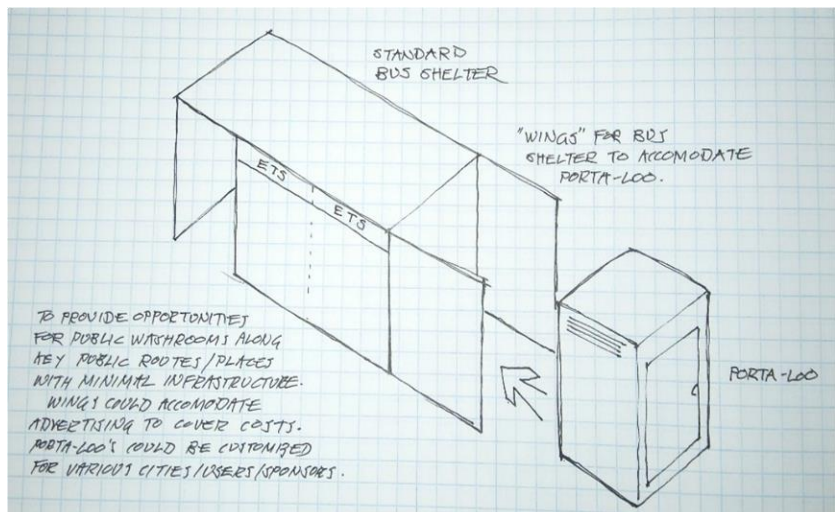


Edmontonians experiencing homelessness have a fundamental lack of access to washrooms. The issue of public defecation or urination has led to concerns of individual dignity, impact on businesses' and residents' properties and public health implications.

WHAT IF we had more universally accessible public washroom facilities that complemented existing ETS bus shelters?

This prototype stemmed from a design challenge conducted by students in the UofA Industrial Design Program. The City of Edmonton had proposed a challenge question, and the design process was managed by UofA.

The design team began with drawings of their concept to test the idea of portable toilets attached to bus shelters. Based on feedback from the team and other RECOVER prototyping teams, a non-functioning cardboard prototype was tested with people on the streets of Jasper Avenue. This cardboard mock-up differed from the initial concept and didn't have to be linked to a bus shelter as initially planned.



What We Learned

1. The longer design process resulted in a more fully realized concept, which was bolstered by RECOVER's prototyping process.
2. It is challenging to move past a quick field prototype when there is not appropriate authority to support ongoing work.
3. When faced with challenges, focus on one smaller slice of the whole.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 2 – Reform Innovation
Multi-Level Perspective	Nudge Systems
Outcome Domains Impacted	Built & Natural Environment Physical & Mental Health Safety & Security

What's Next?

With community feedback about the public washroom prototype attached to a bus shelter at Beaver Hills House Park, the next iteration is embedded in the Public Washroom Strategy, presented to City Council in April 2019. It received support from City Council and the community to continue adapting the RECOVER approach in 2019.



Prototype Profile: Socially Conscious Businesses



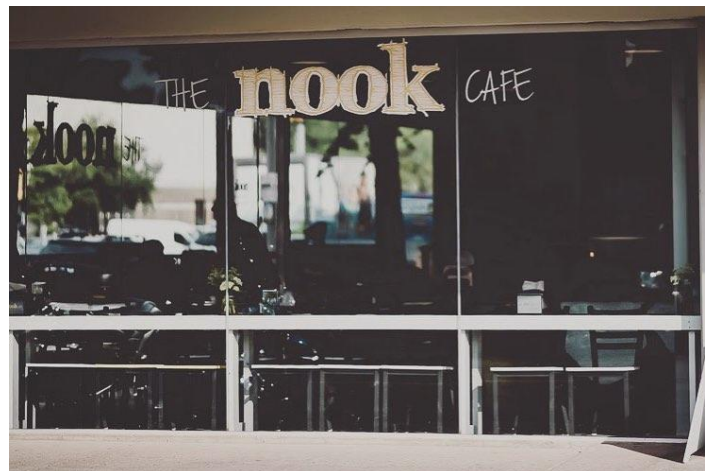
The ethnography conducted as part of RECOVER discovered several local businesses that were operating differently to support vulnerable neighbours and customers. This included a convenience store, coffee shop, liquor store and pharmacy, for example. The question that arose – “Who else could be doing this and how do we support and encourage them to do so?”

WHAT IF we could build momentum among small business owners in five neighbourhoods and expand their roles to support vulnerable neighbours and customers?

The prototype looked to develop a program that would encourage more businesses to adopt socially conscious practices. The program would include profiles of "early adopters", a recognition program - possibly with rewards, grants, networking opportunities and build on the "positive deviants" (socially conscious businesses/owners who foster a welcoming and helpful environment for vulnerable persons in their business) already in these neighbourhoods.

An event was held on May 3, 2018 and invited local business owners and/or managers. The evening event was hosted at The Nook Café (a socially conscious business) and included an information session by the StreetWorks Program from Boyle Street Community Services on Naloxone Kits, which can be administered in an opioid overdose situation.

Food, refreshments and good discussion and learning highlighted the event.



What We Learned

1. Business owners are a challenging stakeholder to engage in this format as it requires them to dedicate time away from their own business.
2. The information provided by StreetWorks expanded people's knowledge and broke down some myths related to opioid use and overdoses. Finding ways to share this and other relevant information to businesses could be valuable for relationship building and networking.
3. Businesses and their owners/staff contribute to enhancing well-being of vulnerable neighbours through other means. It may not necessarily be through direct business interactions.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Economic Vitality Physical & Mental Health Safety & Security Social Capacity

What's Next?

This prototype is reiterating with formal support from the Social Innovation Institute at MacEwan University and funding from Mitacs Canada. The partnership also includes the University of Alberta and the Nook Café.

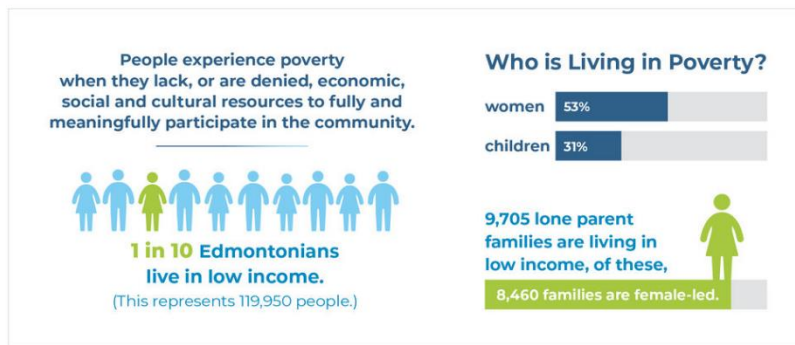
The objective will be to develop a network and incentives to support and recognize more businesses taking on a range of socially conscious practices. City staff will participate only when needed as an advisor or to navigate the proper channels in the City.

EDMONTON'S URBAN WELLNESS PLAN



Prototype Profile: Universal Basic Income

A PROFILE OF POVERTY IN EDMONTON



The five core neighbourhoods of RECOVER exhibit higher rates of poverty and homelessness. Could a guaranteed annual income improve urban wellness? Ontario is currently undertaking pilots to learn about guaranteed annual incomes and Ontario's work could help inform our thinking.

WHAT IF RECOVER Edmonton tested a prototype of a guaranteed annual income in the core neighbourhoods?

This prototype would focus on the range of low-income people in one neighbourhood and not be targeted only to the most vulnerable people. As we work on this idea we need to address perceptions about worthiness and assessment of need. This is such a bold and broad approach that we need to figure out if a prototype can test some aspect of guaranteed annual income.

The prototype tested the concept of a guaranteed basic income with several decision makers in Edmonton. Conversations with local municipal, business and not-for-profit leaders provided insight on the feasibility and desire to move such a concept forward.



What We Learned

1. Implementing a Universal Basic Income pilot would require Provincial and Federal participation. The City of Edmonton would be limited in its ability to implement such an initiative.
2. Business sector interviewees were interested in Universal Basic Income because it is not falling on businesses to fund it.
3. All leaders and front-line workers interviewed were open to knowing more about Universal Basic Income. People were not immediately opposed to the idea but needed more information and details as to how this could work effectively and efficiently.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 2 – Reform Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Economic Vitality Physical & Mental Health

What's Next?

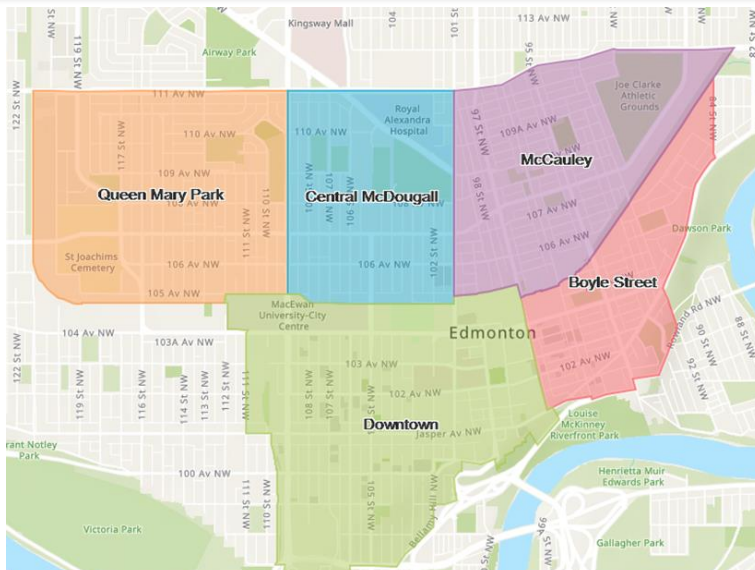
The Universal Basic Income prototype is spinning-off and exploring how to leverage the work of other proponents of the idea. An Edmonton group is mobilizing to engage with Calgary's Basic Income policy and conference.

The Basic Income Canada Network (BICN) organized a conference in Calgary on May 30-31, 2019. The objective of the conference was to build support for basic income and connect basic income advocates across Alberta.

EDMONTON'S URBAN WELLNESS PLAN



Prototype Profile: Wellness Council



The five core neighbourhoods of Queen Mary Park, Central McDougall, McCauley, Boyle Street and Downtown have a lot of potential, but also a lot of stereotypes. There are some real safety and livability concerns and the overwhelming number of initiatives in the area has residents concerned about the cumulative impact.

WHAT IF government funding placed community needs at the centre and required collaboration between all stakeholders?

The residents are looking for new ways to formulate community-wide efforts that would yield big changes as opposed to hoping that the individual efforts of organizations and services will improve community wellness.

The Wellness Council, composed of voices from all areas and sectors (residents, agencies, business and government), would provide opportunities to think about where we might reduce negative impacts, identify missed opportunities and capitalize on positive impacts.

A Wellness Council also identifies community needs and evaluates the impact of services on community.

To test this concept, the prototype team engaged current decision-makers to determine:

1. What value the Wellness Council would need to show,
2. The willingness to grant authority to the Wellness Council,
3. The composition of the Wellness Council, and
4. The scope of decision-making that would be possible for the Wellness Council.



What We Learned:

1. Bring decision making closer to the community. How can the voices within community be better integrated in the response to issues?
2. There is a desire to shift from an adversarial system to a collaborative system.
3. Shift from a reactive approach, where community is presented a nearly complete development plan, to one where the community vision is leading the plans.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 3
Multi-Level Perspective	Shift Landscape
Outcome Domains Impacted	Social Capacity

What's Next?

The prototype concluded in January 2019. There is a possibility of resurrecting the idea of the Wellness Council when the urge arises. Some members are working on it independently in the community, but ultimately the group would like to see government funding placing community needs at the centre and bringing all stakeholders together to develop solutions.



Prototype Profile: Alley Arts & Gardens



Research tells us that unlit or untidy spaces are prone to criminal activity or social disorder. Alley ways and empty lots can fall into this category and result in little traffic or use and feelings of the area being unsafe.

WHAT IF we had more art and planting in back alleys?

The Alley Arts and Gardens prototype team wanted to explore how they could move a trashed alley to become a treasured space. The prototype team was composed of community members, including several from the McCauley neighbourhood. People living in the neighbourhood described feeling unsafe and uneasy in their homes due to crime that had been happening for years. And at the same time, some neighbours had lived next door to each other for years without knowing each other's names.

We tried to solve this by inviting neighbours to connect through a pop-up event in their own back alley. But as we dug deeper, we learned about what is really going on in the neighbourhood: many of the people who live adjacent to the back alley were living with post-traumatic stress as a result of violence that had taken place on the street. We started to understand what it might take to make it a place where everyone can feel safer; and what might it take for neighbours to heal and thrive.



The pop-up event was organized with residents from that block. They went door to door and invited their neighbours to the event. The alley way was cleaned days prior to the event and on the day, neighbours provided most of the materials (tables, chairs, food, music, etc.). RECOVER provided some lights and other decorations.

What We Learned

1. There is usually a back story or context to the situation. In this case, residents of this block have been trying to recover from violence in their neighbourhood.
2. Encouraging connections is easier than we think. Neighbours want to get to know each other.
3. The right intervention at the right time can transform community frustration into positive community action. Most of the time, people want to be part of the solution.

"My favourite part of the evening was seeing people, including myself, move from conversation to conversation... When do we actually get time to talk with such a variety of people like this anymore?"

"[This] can work in neighbourhoods across the city. Can provide a way for neighbours to connect when they do not have any neighbourhood centres or meeting places."

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Built & Natural Environment Safety & Security Social Capacity

What's Next?

Neighbours on the block are excited to have another event. In addition, there are other blocks in the neighbourhood who were inspired by our test and want to hold their own back alley parties too. Members of our team are also curious to explore more deeply what other sorts of interventions, if implemented at the right time, would transform community frustration into positive community action. How else might we help neighbourhoods heal from traumatic events?



Prototype Profile: City Centre Mall



City Centre Mall is an anchor in Edmonton's Downtown, offering shopping, entertainment, parking and several food options. It is also a space for individuals to meet, hang out and socialize – whether it be office workers, students, seniors or people experiencing homelessness.

WHAT IF Edmonton's downtown was a safe and vibrant place, where different people could all feel like they belong and interact without fear of the other?

The City Centre Mall prototype wanted to test how redesigning the public streetscape outside the mall would change the ways in which people from all walks of life interacted with other. Several stakeholders came together, including Oxford Properties, BOMA, Downtown Business Association, Boyle Street Community Services, N.E.T. team and relevant City departments. The group discussed what they each saw as issues and ultimately decided to install benches, solar lighting, ashtrays, planters and a mural on the sidewalk near an entrance of the mall. The fixtures chosen could be used around the year.

Three Sociology students from MacEwan University were engaged to perform an evaluation of the prototype. They observed the space for seven days, documenting interactions and speaking with



people using the space. The results were brought back to the prototype team to make sense of it all.

Overall, people appreciated the space for its utility (a place to sit, ashtrays for smokers) and its aesthetics (planters and plants, and a mural - for those who noticed). People sitting on the benches noted that the streets and sidewalks needed to be cleaner.

What We Learned

1. The space brings together folks from all walks of life – people that might not interact with each other on a regular basis. Sharing this space might introduce some anxiety and fear of the unknown, but these are perception fears. At no point during the prototype was there any violent interaction.
2. Use of the space depends on the weather. The fixtures installed in the space might need to change with the seasons. In winter, this might include heaters, winter plants or glow in the dark murals, for example.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Nudge Systems
Outcome Domains Impacted	Built & Natural Environment Social Capacity

What's Next?

The key stakeholders have agreed to continue partnering and take this prototype to the pilot phase. Starting with the City Centre Mall, there is potential to scale this to other spaces such as Scotia Place or Commerce Place.

City of Edmonton remains involved and will help lead the design process to ensure it adheres to proper by-laws and standards.



Prototype Profile: Community Business Exchange



Good neighbours make for good business. If we knew a local business is doing good things in the community, the more likely we are to return to their shop and spread the word? We've discovered several businesses in the community that are supporting marginalized people on the streets in different ways. Undoubtedly, there are more out there.

WHAT IF every new business application had to meet community benefits criteria?

The prototype initially looked to create a forum for dialogue between community members and businesses. The team explored what this would look like and after getting input from the team members on the concept, the prototype decided to focus on understanding the motivations of business owners specifically.

Meanwhile, additional research was being conducted by other initiatives – namely, YEG Ambassadors, who were engaging business owners to conduct a survey as part of their Safety Project.

It became clear that other players were involved in the space of “community benefits”, “socially conscious businesses” and “giving back.” Uncertainty arose amongst the prototype team as to what role this prototype team could play. In the end, the prototype team reviewed the results of the YEG Ambassador’s Safety Project.



What We Learned

- 1. There are many players working in this space of “Community Benefits,” each with a slightly different focus, making it difficult to identify a testable, clear, focused idea. It has been challenging for the prototype group to find their niche contribution.
- 2. The focus of the prototype was also not clear. This lack of clarity likely affected people’s interest and commitment to the prototype.
- 3. Language makes a difference. Team members used terms such as “giving back”, “socially conscious business”, “community benefits” to mean different things. This made finding common direction more difficult.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Safety & Security Social Capacity

What’s Next?

The Community Business Exchange prototype has concluded with no further actions needed.



Prototype Profile: Data Sharing is Caring



WHAT IF there was a software portal that allowed health care and community organizations to exchange case management information?

All too often, clients are being supported by multiple agencies and programs. Their information held in case notes are isolated from other aspects of their care – medical, psychological, basic needs, etc. The treatment or support may be done in isolation from other action plans already under way.

The Data Sharing is Caring prototype tried to solve this by giving the client control over their information and choosing who can access their data, asking how we might create a new culture of data sharing in the social sector?

The prototype team wanted to focus on empowering the client, building better service coordination and securing the client's data. A mock Data Dashboard was created and taken to Boyle Street Community Services to test the look and feel with community members. The team then reviewed the feedback from the testing.



What We Learned

1. It takes a lifetime to build trust and a split second to destroy it. The issue of trust is very important for clients. There appears to be a general belief that people who access and use their information are doing so inappropriately.
2. This is a complex issue, requiring multiple partners, with diverse expertise in technology, policy, ethics, legal and operational aspects of data sharing.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 2 – Reform Innovation
Multi-Level Perspective	Nudge Systems
Outcome Domains Impacted	Physical & Mental Health Social Capacity

What's Next?

RECOVER held meetings with Community University Partnership (CUP) from the University of Alberta. CUP in turn has been convening partners to tackle data sharing at the level of service organisations. The Data Sharing is Caring prototype appeals to CUP because it focuses on the client. CUP believes that the tools and results of the RECOVER prototype will be helpful in surfacing the client perspective related to data sharing.

RECOVER is transferring its findings and work to CUP to advance this work.



Prototype Profile: Expectant



Becoming a first-time parent can be emotional, daunting and scary. New parents need to figure out feedings, diapers, bathing, body changes, self-care and more. And all of this with less sleep.

Some expectant mothers may not have enough of the supports needed – those new to the city, experiencing homelessness, dealing with unhealed trauma or isolated because their partner works out of town.

WHAT IF isolated parents-to-be had a network that would rally around them and provide them with the support they needed as they underwent this life transition?

The Expectant prototype looked to explore and test how a “baby box” could be an in-road for building the support network for new and isolated expectant parents. The prototype team brainstormed useful items for a new parent, such as petroleum jelly, nursing pads, spray bottle, ice gel packs and diapers. Next, the team developed a ‘script’ that would be used when testing this idea with expectant parents. In essence, asking them what items they would find useful in a ‘baby box’ and how these conversations could build relationships for supports.

The script divided the items into three categories:

1. items for the baby (e.g. diapers, baby clothes, baby blankets)
2. items for the parent’s physical health (e.g. nursing pads, spray bottle, ice packs)
3. items for the parent’s emotional wellness (e.g. coupons, calendar of events, a journal)



Using pictures of the items, the team set out to test the prototype with expectant parents and support workers. The feedback was then brought back to the team to be reviewed.

What We Learned

1. Not everybody understood the application of all items being presented in the prototype. There was a false assumption that people knew what the items were and how they were to be used as it relates to pregnancy, birth and postpartum care.
2. This prototype is less about the "what" of the items within the box, than it is about the "meaning and feelings" that the items in the box evoke and personalization of the box is key. This prototype has the potential to create a pathway for trusting relationships with the type of supports parents-to-be may require.
3. We learned that there are a lot of businesses and organizations out there just waiting to help. We need to figure out how to harness that energy.

"Stress doesn't end the day after the birth. It triples."

"For expectant parents who are undergoing other life transitions - in my case: moving to a new province, a new job, and separation/divorce - preparing for parenthood becomes an even more challenging task that can be easily sidelined by other more immediate met and unmet needs. This idea could help with that."

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Physical & Mental Health Social Capacity

What's Next?

The Expectant prototype team has decided to continue experimenting and testing the concept. Perhaps framing the idea as "self and community care" rather than "emotional and mental wellness" could help to build the relationship and support network.

RECOVER will stay engaged with the prototype and members of the team.



Prototype Profile: Good Sleep Kit



A good night's sleep is key to a healthier life. Sleep is important for optimal physical and mental health.

Most of us have nights when we don't get the rest we need, yet for folks who are sleeping rough or staying in shelters, this can be a daily struggle.

WHAT IF a good night's sleep was possible for everyone?

The Good Sleep Kit prototype initially looked at testing the concept of micro shelters. This has been done in several cities across North America. However, feedback from community members indicated that this was not a desirable approach

Going back into community lead to the idea of building a "kit" that provides simple sleep aids like eye masks and herbal tea. Ideas like a wind-down space - to relax and reflect, and guided grounding exercises - to ease anxiety and insomnia, were also explored.

A mock sample of the Sleep Kit was presented to folks at the Neighbour Centre in Old Strathcona to test the idea and get feedback. Feedback was also gathered from an Indigenous Elder and shelter staff. The team confirmed that sleep aids and a ritual for rest could enhance the sleep experience. The team also wanted to learn about how to respectfully create space for our Indigenous community members.



What We Learned

1. Sleep is an incredibly complicated issue as it is so intertwined with other facets of life. Sleeping in shelter spaces is impacted by intoxication, insomnia, fears and anxiety and general hygiene, for example.
2. Discussions of sleep often led to insights on housing, storage, and mental health. The underlying issue to poor sleep is having a safe place of their own to have autonomy.
3. The team struggled with their capacity and where they could potentially enact change. This may have limited the concepts they wanted to test.

“I haven’t slept properly in 25 years.”

“[This is] possibly something that works for sleeping inside shelters and outside. Good consideration for Indigenous groups.”

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Built & Natural Environment Physical & Mental Health

What’s Next?

More testing is needed. The prototype team would test the physical items (sleep masks and pillows) in the shelter environment and get feedback from community members and shelter workers. There is also potential to test some Rituals for Rest at the Neighbour Centre, such as tea time and sleep yoga. Engaging with an Elder will be central to this work.

RECOVER would stay engaged to keep iterating this prototype.



Prototype Profile: Housing Doula



For some, transitioning from homelessness back to housing is a difficult change. It requires them to maintain their space and change their routines or habits. It can lead to the loss of their social network and being socially isolated.

WHAT IF folks with lived experience could provide doula-like support to newly housed folks, helping them to navigate hurdles and form healthy relationships in their new community?

The Housing Doula prototype team began by drafting how the process would work and what it would feel like. This first concept of peer-support for newly re-housed folks was tested with community members at the Strathcona Branch Library and further feedback was gathered at a Housing First Workshop at the Bissell Centre.

The feedback from the testing moved the team to develop three profile cards of potential Housing Doulas. In speaking further with community members, they were asked their preferences for Housing Doulas and what characteristics were important to them. These conversations also gave further insight into their own experiences with homelessness.



What We Learned

1. Newly housed folks prefer housing support from people with whom they can identify (i.e. someone from the same culture, shared language etc.) and someone who has experiential knowledge being homeless.
2. The term 'Doula' was confusing for some. It might not convey the role of the peer supporter well enough.

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Physical & Mental Health Social Capacity

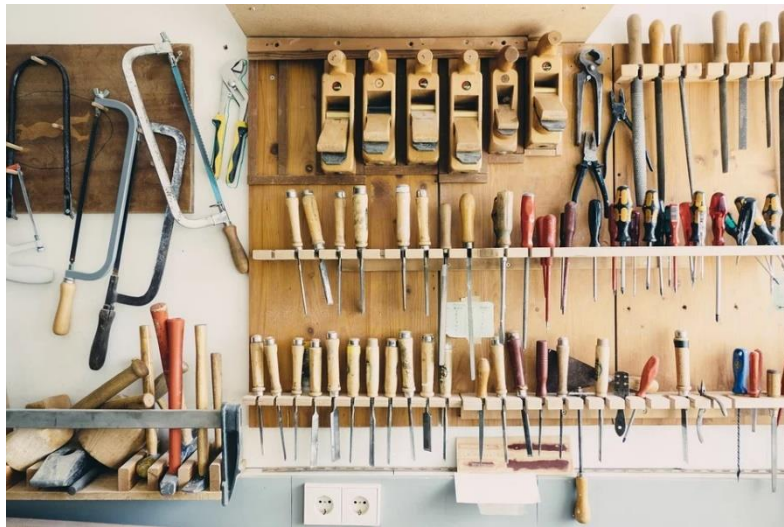
What's Next?

A partnership between The Bissell Centre, Homeward Trust and service designers is in the early stages of development. They are working to plan out the procedures and process of integrating Housing Doulas into current housing strategies.

This partnership would require no further action by RECOVER.



Prototype Profile: Mobile Workshop



What's a space without something to do in it? People experiencing homelessness often struggle to find positive ways to occupy their time and have skills that go under-utilized?

WHAT IF we had workshop spaces that create a sense of purpose for people who otherwise feel disenfranchised?

The Mobile Workshop prototype team's first test used pictures of tools (hand and power), sewing, craft and art supplies. presented to potential end users at the Neighbour Centre. Community members were asked what tools or supplies they would use and what type of space would they be most likely to use, for example, a permanent or mobile location. Interestingly, there was more interest in arts, crafts, and precision tools and less interest in bike repair and hardware.

Taking this knowledge, the team planned a pop-up workshop event at Boyle Street Community Services. Posters advertised the event and invited people to come make use of the tools and supplies. Would people use art supplies more than the tools? Would people bring in their own "projects"? Would the posters work in bringing people together?



What We Learned

1. An open-use space likely would not have the desired effects. A leader/mentor role is required to guide activity and encourage participation.
2. To better test whether people would bring in their own projects to work on, a more robust information/advertising campaign would be needed.



How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Built & Natural Environment Physical & Mental Health

What's Next?

The team found the idea to be very viable with strong stakeholder support, but the feasibility was largely dependent on a passionate program leader. To improve the feasibility, look for partnerships with groups that could provide that leadership/mentor role, e.g. trades associations, universities, and engaging passionate program leaders that already exist in organizations.

RECOVER will continue to experiment with this concept.



Prototype Profile: Neighbour Connect



You know how the more we get to know our neighbours - beginning with a “hello” over the fence - the more comfortable and safer we might feel with them? This can be especially powerful when as neighbours, we are new to the community and don't know anyone. And even more so when some of us don't have homes but are still members of the community.

WHAT IF we got to know everyone in the neighbourhood — even if they have drastically different life journeys from us?

The Neighbour Match prototype team went out to the Neighbour Centre and the Strathcona Community League to share information about RECOVER and chat about the idea of bringing people together. Many loved it while others were cautiously supportive. In the end, this concept was tested on September 5th with a “BBQ and Karaoke night” at the community hall. Neighbours from both communities were invited to come together, prepare a meal and BBQ, and let down our walls and sing a few songs with each other. Every part of the evening was intentional about getting to know one another, down to the placemats, the meal prep stations, Karaoke itself, and the door prizes including community league memberships.

About 60 neighbours came out and rolled up their sleeves to help out. Whether newly housed, experiencing homelessness, or a homeowner in the area, everyone contributed somehow - setting up the room, making salads, firing up the grill, serving drinks, singing your heart out, washing dishes, and cleaning up.



What We Learned

1. Bringing vulnerable and non-vulnerable community members together on an even playing field was harder than we thought. This was unfamiliar territory for many.
2. In circulating event tickets, the idea was met with apprehension and caution. This might reflect the perceptions of safety and fear of the 'other'.
3. Overall, the event was a success, there are questions about the sustainability of regular events like this (and the lack of champions to spearhead the initiative).

"I knew it would be hard for people to chat with our community members; but if you can't have a conversation over the dinner table, I don't know what would change that."

"There was a different feel compared to other BBQs where the community leagues host and provide food to attendees. I could feel the engagement when we made dinner together. We invited people who don't normally come."

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Safety & Security Social Capacity

What's Next?

The prototype left a few possibilities open.

The Neighbour Centre could take the learnings and initiate new partnerships with its Dinner Club: "[We can use] the Community League as a site to provide structure with staff supervision. Or we can host dinner club with the Community League once a month. Dinner Club is a space to break down barriers in a safe and comfortable way."

The City is always open to opportunities and there's a good possibility to explore pilots with select Community Leagues to start smaller. "It's a good model for community leagues to explore - EFCL can help promote this model as a way to engage in the neighbourhood."

In either case, RECOVER would have no further action as the primary lead.



Prototype Profile: Old Strathcona Odd Jobs



Low self esteem and lack of dignity can be an issue for folks who are experiencing homelessness, and those who are who are housed often have apprehensions about their unhoused neighbours. This creates a divided community.

WHAT IF everyone had the opportunity to contribute to their community, build relationships with their neighbours, and be valued for their presence?

The Old Strathcona Odd Jobs prototype bridges this gap by connecting people who are looking for casual work with neighbouring businesses who have odd jobs that need to be done, building relationships and a unified community along the way.

We began by learning from other employment program services - what works, what doesn't, and what might best suit our community. We also connected with neighbours and businesses to learn if odd jobs were an opportunity worth exploring.




The prototype was field tested through placing community members with a business needing casual labour. At the end, feedback from all parties were gathered. There was good excitement about the future of the idea.

Get your Odd Jobs done with us

Old Strathcona Employment Discovery: RECOVER has created a partnership with the Neighbour Centre to explore the Strathcona casual labour market. The following prototyp will help us validate if potential labor opportunities exist between local businesses and community members. We need your feedback!

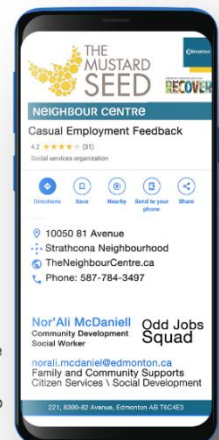
Be part of our project and give us your opinion

How to participate

-  **Send us your 3hr (min.) job(s)**
Anything you would like to delegate
-  **We'll bring you a lotto-winner**
Certain limitations apply
-  **The RECOVER program will pay**
You hire someone, we'll pay them \$15/hour to take part in the prototype
-  **Please provide feedback**
Your opinions matter, we would like to hear them.

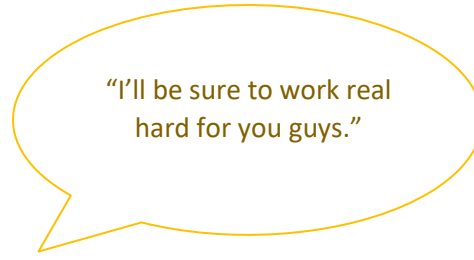
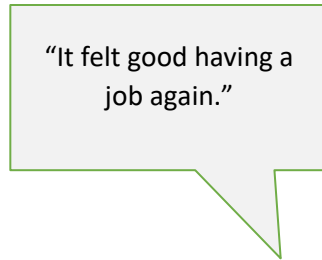
Team

- Nor'Ali:** City Navigator
- Sandra:** Prototype Advisor
- Zeinab:** Social Innovator
- Patchy:** Social Innovator
- Dominique:** Social Innovator



What We Learned

1. People have a desire to work and want to feel connected to the community they live in.
2. Matching the supply and demand. There are folks on the southside who are looking for work on a regular basis, and there are businesses in the area willing to support them.
3. An employment program can be complicated – managing interpersonal relationships, adhering to labour laws and matching suitable skills to opportunities. We need a partner!



How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Economic Vitality Social Capacity

What's Next?

Further exploration and testing are desirable. A partnership between the Neighbour Centre, Bissell Centre, local businesses, and community leagues would allow the concept to be further refined. Business and community participation are key to the success of this prototype.

With this partnership in place, RECOVER's role may be to support the transition and share its learnings.



Prototype Profile: Pop-Up Porch



Bissell Centre's outdoor spaces can feel uncomfortable, even undignified, and intimidating to others. Bissell had funding for outdoor improvement but wanted to make more informed choices. They wanted to experiment first so that they could be more confident that their investments would be the right ones.

WHAT IF outdoor spaces around Bissell West could provide a sense of normalcy, of belonging, and dignity?

The Pop-Up Porch prototype tried to solve this by spending time and energy on finding out what outdoor elements (furniture, landscaping and infrastructure) would be attractive, provide dignity, and be meaningful for the community accessing the space at the Bissell Centre.

The team began by talking with community members ask them how they use the space and what they would like to see there. Based on this information, items (e.g. patio chairs, umbrellas, tables, chalk) were collected and folks were invited to place and use them as they saw fit.

The spaces were monitored for usage and feedback collected from those using the items.



What We Learned

1. Staff at the Bissell Centre have noted less congestion and fewer disturbances since the seating areas appeared, but different spaces served different functions. The front space was more boisterous and social while the space behind the building was quieter and more relaxing.
2. A sense of ownership. The back porch offered a calmer space, one that was very much appreciated and looked after by the community.
3. There are bureaucratic realities and implications to change. Transforming the parking lot would mean the City needs to approve use of the alley way as parking for Bissell Centre vehicles.

“Would like some cover for when it rains.”

“More picnic tables on the North side of the building. We are tired of sitting in the sun.”

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 2 – Reform Innovation
Multi-Level Perspective	Nudge Systems
Outcome Domains Impacted	Built & Natural Environment Safety & Security

What’s Next?

Bissell staff have been working to scale up the prototype and have been making plans to purchase sturdier elements - such as awnings that can be attached to the building in back, and tables that can be bolted down. They are also been seeking permission to park in the alley on a permanent basis so parking lot in the rear of the building can be a back “porch” instead.

RECOVER would have no further actions required.



Prototype Profile: Stow & Go Network



People experiencing homelessness struggle to find a safe place to store their possessions. Carrying luggage, hauling carts or towing wagons limits one's access to services, whether it be medical appointments, income supports, getting ID, social programming or emergency shelters. There's simply no place to secure things while accessing supports.

WHAT IF a network of convenience stores, pharmacies, etc. had portable storage options to enable people to spend their days less encumbered by their belongings?

The Stow & Go Network prototype sought to develop a network of secure storage sites positioned in places where people will need them to access services and opportunities. In order to do this, the team needed to understand the storage needs (i.e. size, duration, access, frequency and location) of community members. They reached out to folks at Jasper Place Wellness Centre. From this information, the group created hypothetical storage locations & services.

"Pamphlets" for the locations and services were then taken to Boyle Street Community Services to test the concepts. There was no clear winner; needs were often in conflict, and there was a gap between what people needed and what was feasible or viable to provide.

Two distinct models arose from the feedback. On one hand, a short-term



solution for storing belongings at agencies while folks made use of the services and supports that day. In contrast, the long-term storage solution is a larger space for somebody to store their belongings until they are re-housed. Commonly mentioned items to store included household goods, winter jacket, bedding, and bikes.

What We Learned

1. There's a big gap between what our intended service users said they needed - a safe place to store their belongings until they are housed - and what service providers able to provide - a small, safe place to keep items for the duration of a service visit.
2. Ethical conundrum. Some people took offence at the idea of finding a safe place for belongings before finding a safe place for them to sleep or live.

"If I had a place to keep stuff, I could actually have things I care about. Would have something to care about."

"Start with smaller, incremental solutions to such a large issue. Look at different user groups, personas, circumstances, and seeing how each one relates. Don't abandon the idea."

How This Fits with the Evaluation Framework

Three Horizons Framework	Horizon 1 – Incremental Innovation
Multi-Level Perspective	Niche Initiative
Outcome Domains Impacted	Safety & Security

What's Next?

The Stow & Go Network prototype team envision developing the short-term storage of belongings at agencies as the most feasible option at this point. While it doesn't resolve the larger issue of managing the belongings of those experiencing homelessness, breaking some of the barriers to accessing services has potential to be impactful.

RECOVER would continue to experiment with this concept and has potential to engage design students to formulate more custom solutions.