DESIGNING A WAY TO EVALUATE SAFETY, CLEANLINESS & INCLUSION INITIATIVES IN PRINCE GEORGE

Event Journal
March 30–31, 2022
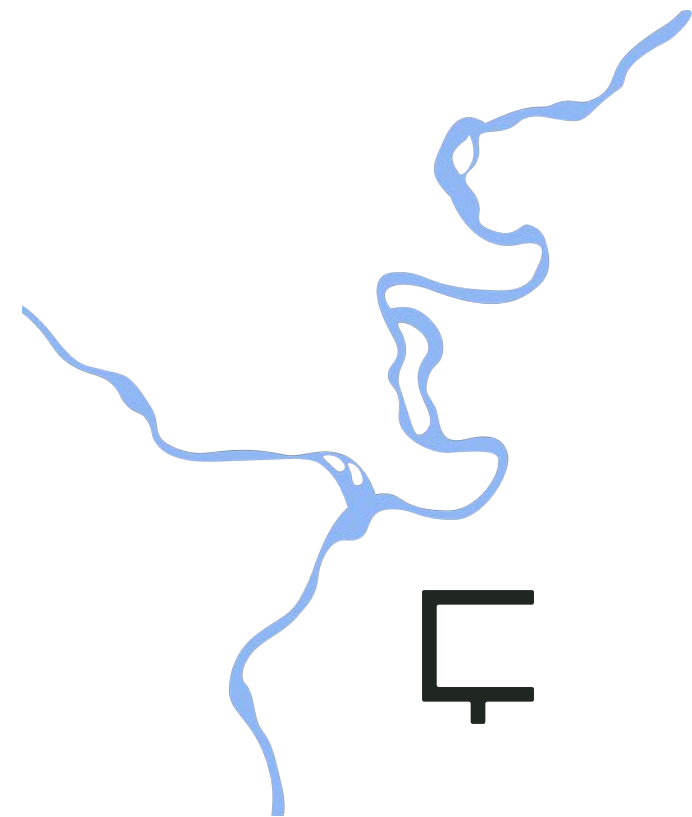
Facilitated by Coeuraj

A **synopsis** of why and how we gathered over two days in Prince George

We convened 43 participants from a diverse field of participants from across Prince George, over two half-days

*This included municipal and provincial government agencies, NGO organizations, business, and peers*

We were honoured to have our gathering opened and closed by **Elder Veronica Seymour** from **Lheidli T'enneh First Nation**

The imperative to strengthen Indigenous voices, knowledge and wisdom in processes like this is an ongoing challenge across Canada. In addition to having these voices in the room, it was important that we opened and closed the session in a good way.

Lheidli T'enneh
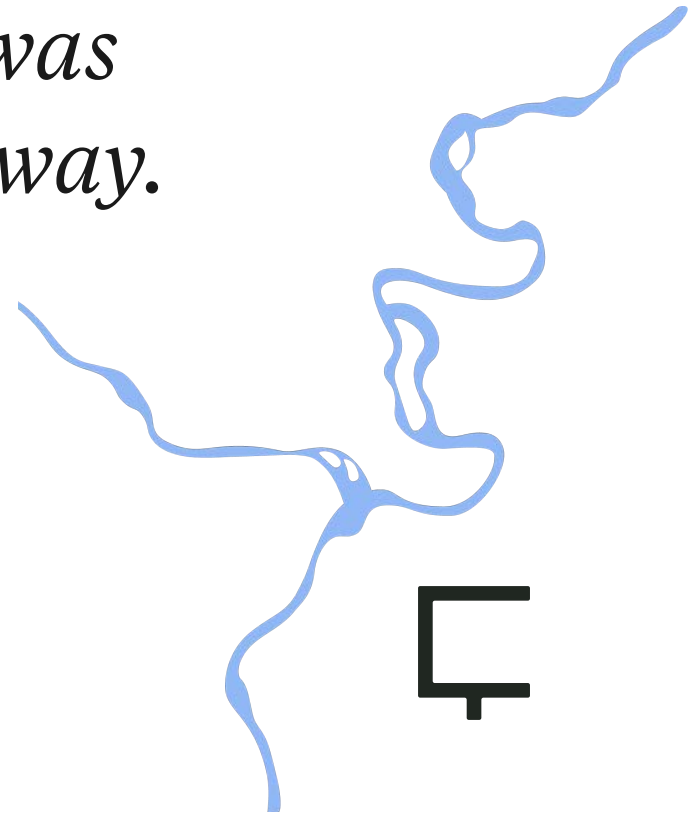
PARTICIPANTS

- Acme Janitorial Services
- Active Support Against Poverty (ASAP)
- Association Advocating for Women & Community (AWAC)
- BC Housing
- BC Schizophrenia Society Prince George Branch
- City of Prince George Bylaw Services Team
- Carrier Sekani Family Services
- Central Interior Native Health Society
- City of Prince George Downtown Economics
- City of Prince George Outreach Workers
- Community Arts Council
- Downtown Prince George - Business & Property Owners
- City of Prince George Fire & Rescue Services
- Homespun Refillery
- Lheidli T'enneh Band
- Northern Health

- Northern John Howard Society
- Overdose Prevention Services
- Prince George Chamber of Commerce
- Prince George Native Friendship Centre (PGNFC)
- Prince George Nechako Aboriginal Employment & Training Association (PGNAETA)
- Prince George Public Library
- Positive Living North
- Pounds Project Society
- Public Works
- RCMP
- Salvation Army
- Select Committee on a Clean, Safe & Inclusive Community
- Tourism Prince George
- YMCA of Northern BC
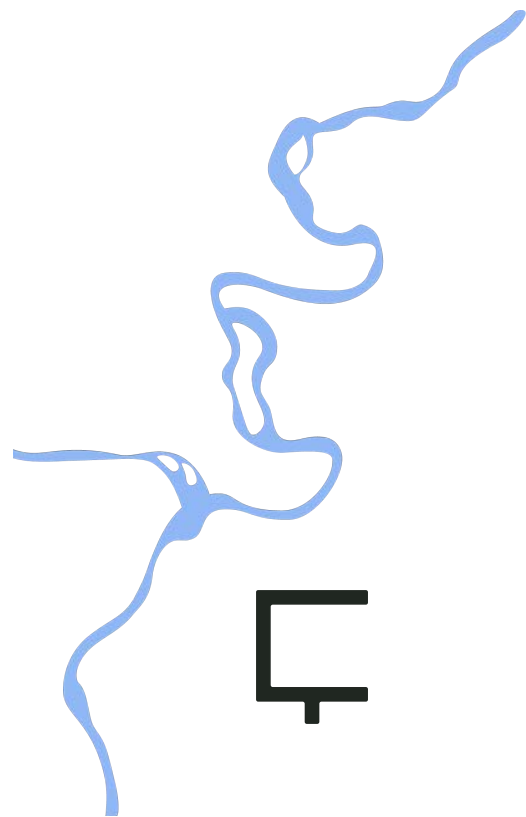
We had the fortune of having a core design team to guide this co-design journey

DESIGN TEAM

- **Charlotte Peters,** Manager Bylaw Services, City of Prince George
- **Chris Wetmore**, Coordinated Access & Assessment Manager, BC Housing
- **Christina Doll**, Workforce Development Officer, Economic Development, City of Prince George
- **Colleen Van Mook**, Executive Director, Prince George Downtown Business Improvement Association
- **Eoin Foley**, Nancy O's, Betulla Burning, Birch & Boar Restaurant/Business Owner, Restaurateur, Prince George (all downtown locations) and President of the executive board for the Prince George Downtown Business Improvement Association
- **Nicole Doucette**, Aboriginal Homelessness Team Lead, PGNAETA- Prince George Nechako Aboriginal Employment and Training Association
- **Shane DeMeyer**, Director of Specialized Services, Northern Health Authority
- Chief Superintendent **Warren Brown**, District Commander, "E" Division North District, RCMP

COEURAJ FACILITATION TEAM

- Dani Prapavessis
- Gina Doxtator
- John Hibble
- Max Lindley-Peart
- Thomas Kennedy

CORE CITY OF PRINCE GEORGE TEAM

- Bonnie Mercedes
- Chris Bone
- Sarah Brown
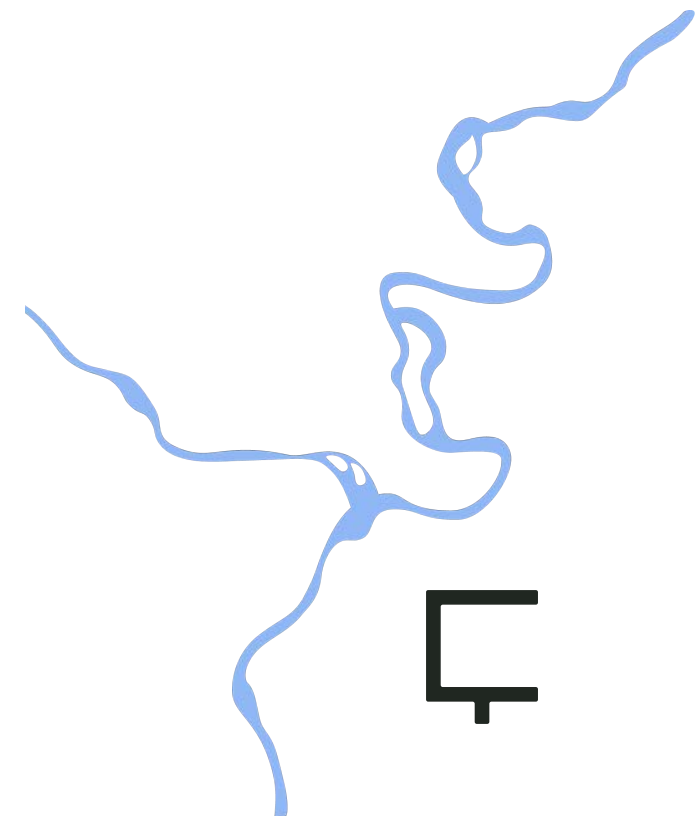
Because the issues we are dealing with tend to be 'adaptive challenges', co-design work is iterative and can feel messy

TECHNICAL PROBLEMS VS. ADAPTIVE CHALLENGES

The single biggest failure of leadership is to treat adaptive challenges like technical problems.

| TECHNICAL PROBLEMS	ADAPTIVE CHALLENGES
1. Easy to identify	1. Difficult to identify (easy to deny)
2. Often lend themselves to quick and easy (cut-and-dried) solutions	2. Require changes in values, beliefs, roles, relationships, & approaches to work
3. Often can be solved by an authority or expert	3. People with the problem do the work of solving it
4. Require change in just one or a few places; often contained within organizational boundaries	4. Require change in numerous places; usually cross organizational boundaries
5. People are generally receptive to technical solutions	5. People often resist even acknowledging adaptive challenges.
6. Solutions can often be implemented quickly—even by edict	6. "Solutions" require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

EXAMPLES

- Take medication to lower blood pressure
- Implement electronic ordering and dispensing of medications in hospitals to reduce errors and drug interactions
- Increase penalty for drunk driving

- Change lifestyle to eat healthy, get more exercise and lower stress
- Encourage nurses and pharmacists to question and even challenge illegible or dangerous prescriptions by physicians
- Raise public awareness of the dangers and effects of drunk driving, targeting teenagers in particular

Adapted from Ronald A. Heifetz & Donald L. Laurie, "The Work of Leadership," *Harvard Business Review,* January-February 1997; and Ronald A. Heifetz & Marty Linsky, *Leadership on the Line,* Harvard Business School Press, 2002
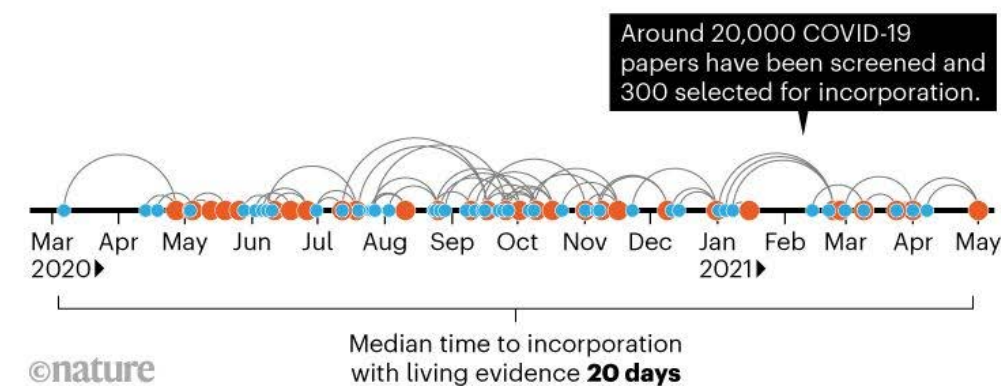
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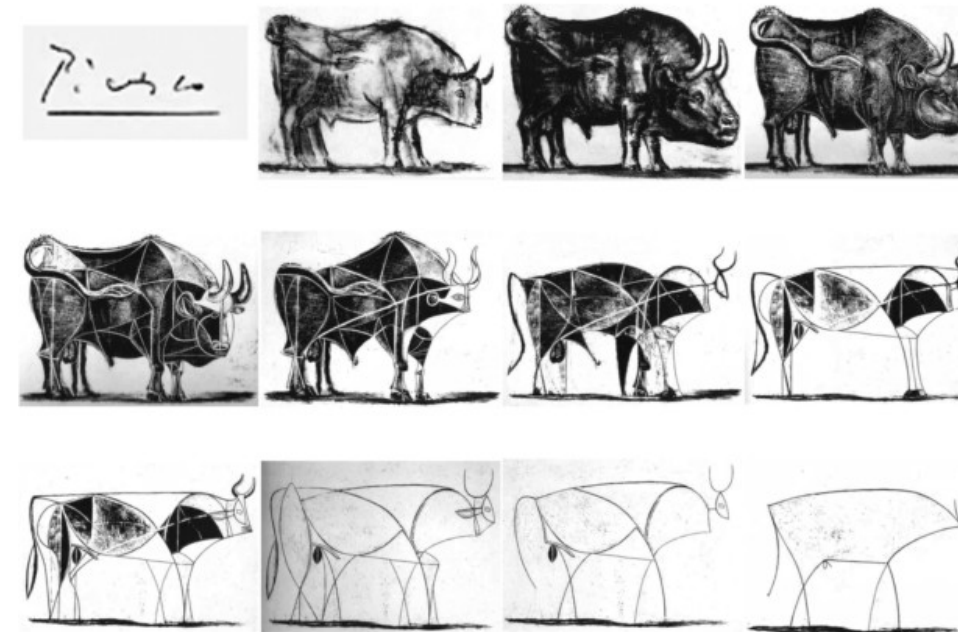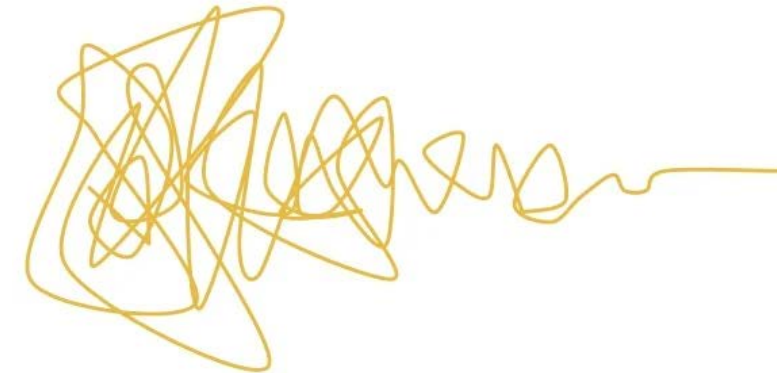
how design feels

Our collective experiences with COVID-19 offered a metaphor to understand the adaptive challenges faced by Prince George

The role of **data, knowledge, common aims and shared measurement systems** to enable **learning** and **adaptation** in an **emergent** situation

COVID-19

Learning from the stroke experience, Australian COVID-19 guidelines launched using living evidence, often updating weekly.

Around 20,000 COVID-19 papers have been screened and 300 selected for incorporation.

Mar 2020 ▶ Apr May Jun Jul Aug Sep Oct Nov Dec Jan 2021 ▶ Feb Mar Apr May

©nature

Median time to incorporation with living evidence **20 days**

Testing and adapting a range of **upstream** and **downstream** interventions

Moving Prevention Upstream

Why do we believe in the importance of upstream prevention? To understand, imagine standing along the bank of a rushing river…

Why intervene here?

Why intervene here?

Why intervene here?

Building the field: cross-sector, multi-national **collaboration** and partnerships

Indigenous communities and tribal councils	Indigenous advocacy organizations e.g. BC AFN	Multiple levels of government	Public health agencies	Hospitals	Manufacturers and suppliers of PPE
Schools	Manufacturers and suppliers of vaccines	Broadcast and social media organizations	Justice and law enforcement	WHO	Researchers and academics

…to name a few!

We posed some of the questions and the objectives and outcomes that would give direction to our time together

Questions we are asking:

- How can we enhance safety, cleanliness, and inclusion (SCI) efforts? What do these things mean to you?
- How can we understand the impact of safety, cleanliness, and inclusion interventions and initiatives?
- What does social change mean to you? What types of change do you want to see in Prince George?
- How can we increase relationships across the system?
- How can we move from collective intent to collective action?
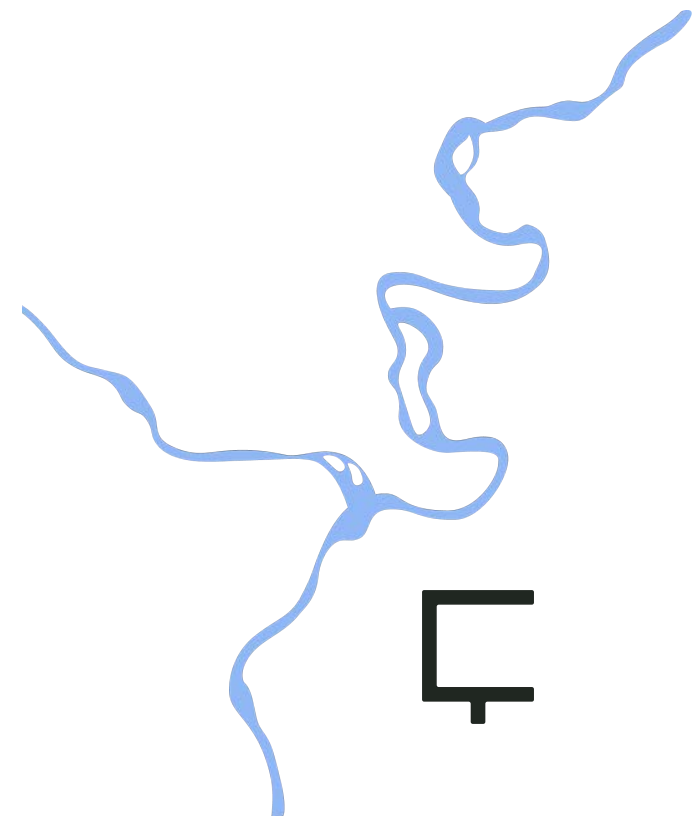
OBJECTIVES

Together, we will...

- Draw on the data and knowledge in the room to better align our understandings of **the 'problem space'** for specific issues relating to Cleanliness, Safety and Inclusion in Prince George.

- **Align our aspirations** for longer term, sustainable changes, and intermediate outcomes, for target groups who require the most help

- Draw on the data and knowledge in the room to better align our understandings of the range of cleanliness, safety and inclusion **interventions** that currently exist
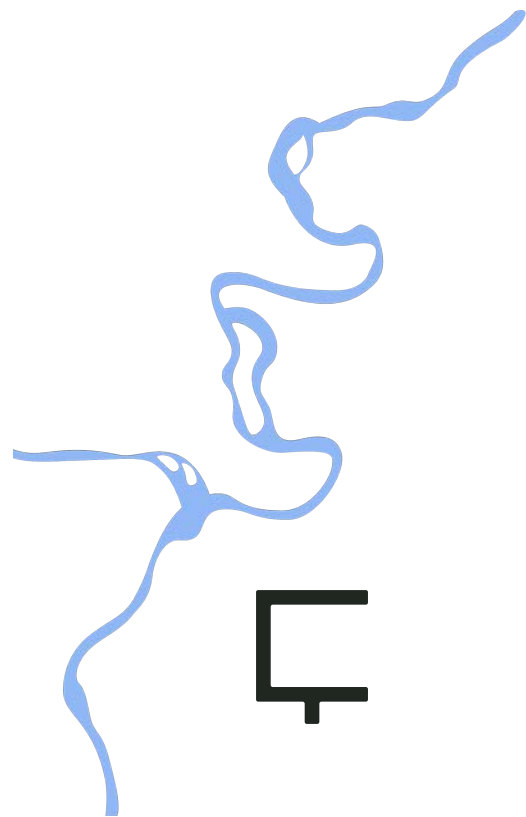
OUTCOMES

- We have a greater shared understanding of what the issues are and what we are trying to solve.

- We know more about what is being done to address the issues and what we can do differently.

- Through greater shared understanding, shared outcomes, shared vision, we are building and strengthening the field of collaborators, resources and solutions.

- We are developing the building blocks for a first draft of an evaluation framework.
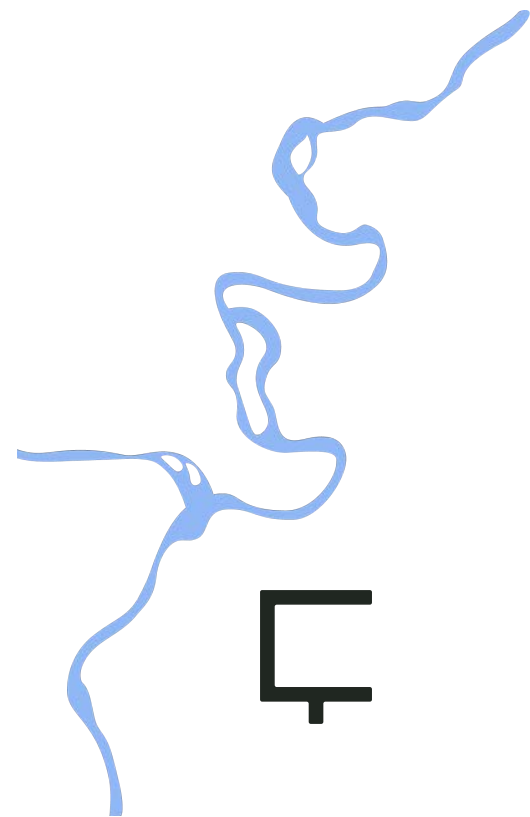
Our agenda over the two days was simple but supported the intent of the session

DAY ONE (8:30 - 1:00)

- Welcome and opening
- Centering and connecting
- Problem space
- Aspiration space
- Share
- Close

DAY TWO (8:30 - 1:00)

- Welcome and opening
- Centering
- Solution space
- Share
- Close
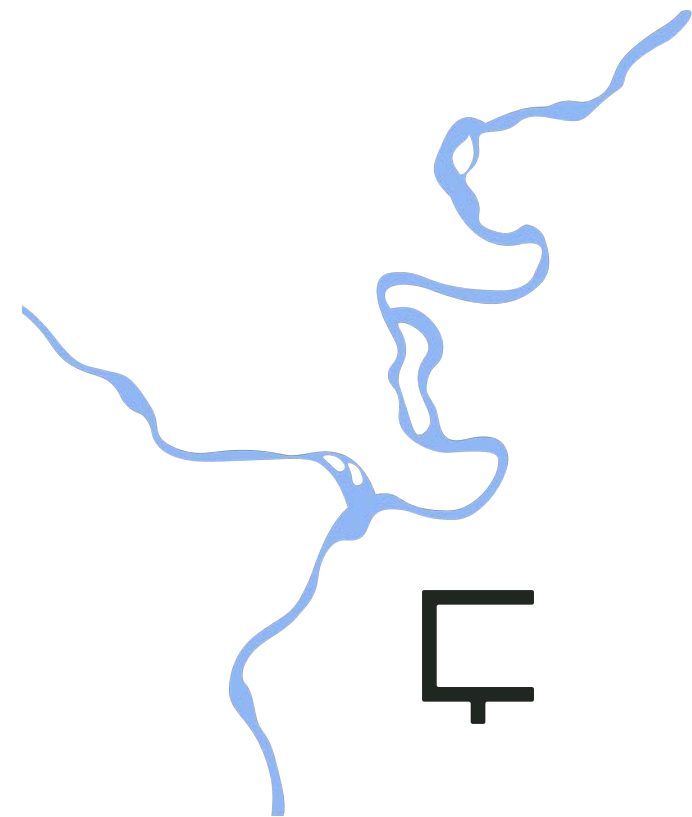
This agenda would move us through a first draft of definition on the problem, aspiration and solution spaces

⚠ **Problem space**

To define and map the problem, who it affects and cause-effect

? **Learning space**

To measure and evaluate outcomes from our interventions with a focus on learning about what is and isn't working, and what changes are needed.

🏴 **Aspiration space**

To define and map long term changes and intermediate outcomes for target groups.

We were here

🔧 **Action space**

To prepare for high quality delivery of solutions and interventions.

Solution space

To identify and map the organizations and resources we have available to deliver these interventions

Once we had centred everyone to the purpose and process for our time together, we connected with each other

Participants self-organized into groups based on a few questions. They started more playful in nature "what is your favourite type of ice-cream?" and ended with "are you most passionate about safety, inclusion, or cleanliness?" Groups discussed and shared more about their *why*.

Our co-design work over 2 days centred around 5 themes, derived from our research and work with the design team in Prince George

The following 5 themes are non-exhaustive and incomplete - they are 'scaffolding'. They are interconnected and were identified as key social issues to get the conversation started about root causes and systemic issues impacting safety, cleanliness, and inclusion in downtown Prince George.

1. Perception of safety
2. Opioids and mental health
3. Housing crisis and unsheltered peoples
4. Graffiti, garbage, needles, and biohazards
5. Downtown lacks vibrancy

We designed our space to be as **participatory as possible** to **enable our participants to share their knowledge, ideas and wisdom**

We worked individually and in small groups to explore the space and contribute our ideas.

Through individual and small group work, we began by defining problems and aspirations for each of these themes

The output for each theme included group insight into the following questions:

PROBLEM SPACE

- What is a simple statement of the 'Problem'?
- How is it changing over time? Where is the problem distributed across the city?
- Which target groups are most affected and need the most help?
- What are the upstream and downstream causes and consequences?

ASPIRATION SPACE

- What would be the sustained change over 10 years for each target group?
- What might the types of outcomes be in over weeks and months for these target groups?
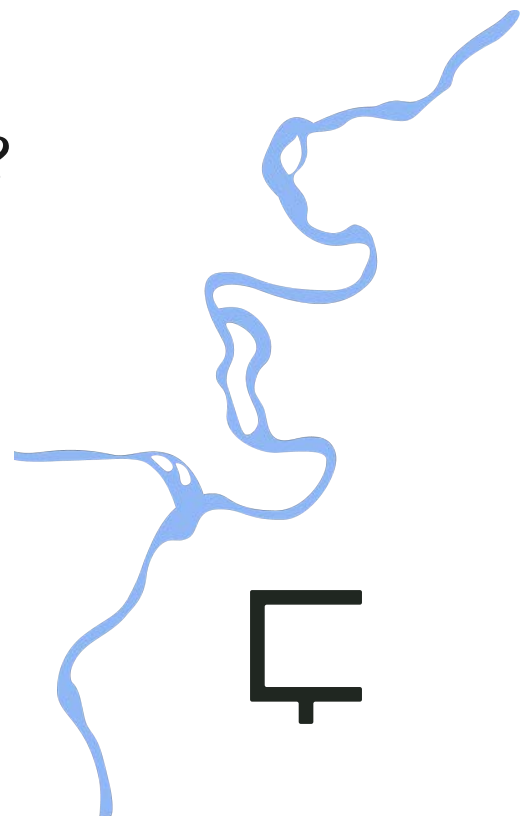
Exemplar: Housing crisis and unsheltered peoples

After Day 1, a feeling of hope, connectedness and engagement were prevalent.*

What words describe what you were thinking and feeling after Day 1?
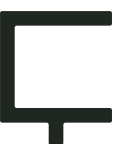
We started Day 2 with a polarities activity

Participants gathered in the centre of the plenary and were presented with two options—one on either side of the room. They were invited to move to the side of the room representing their choice.
The one rule—they couldn't stay in the middle, forcing people to make a binary choice to denote their priorities and preferences. Where would you stand?

- **Qualitative** versus **quantitative** data?
- Leaders with **vision** or **pragmatism?**
- **High magnitude** (i.e. reach) versus **depth** (i.e. intensity) of impact?
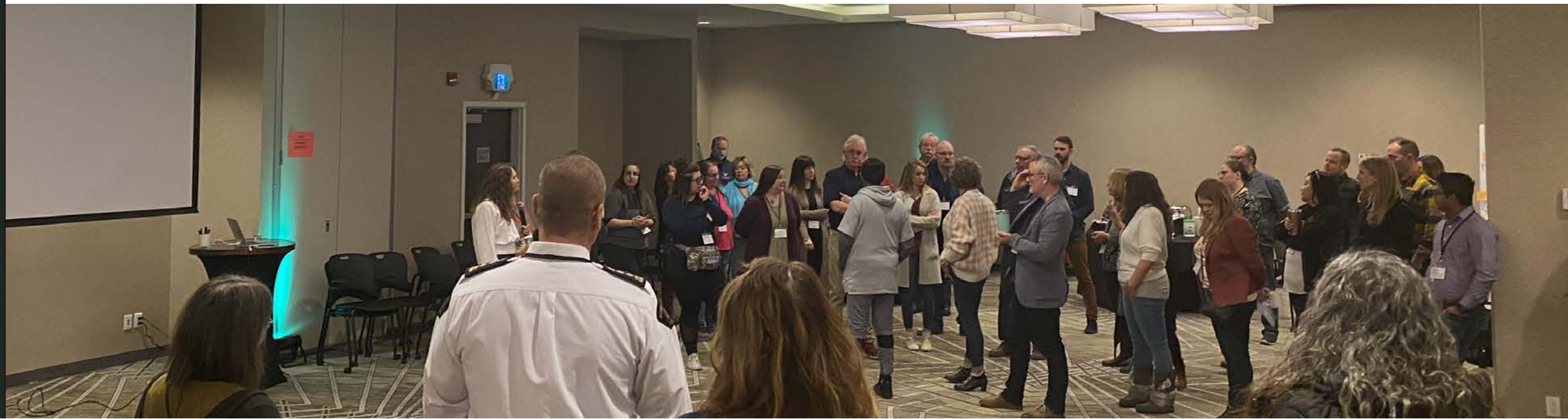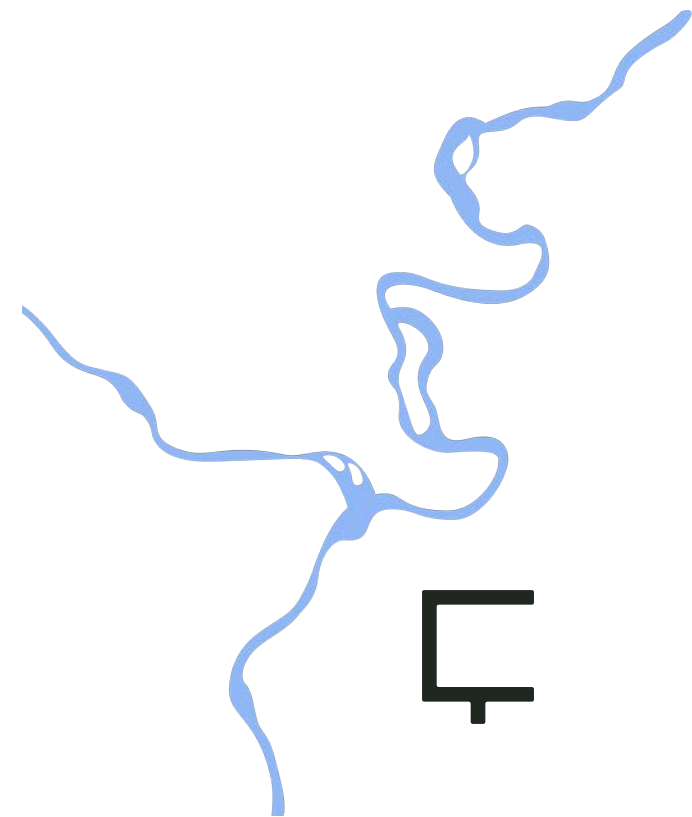
We begun our exploration of the solution space together — developing our shared understanding of existing interventions, and participating organizations
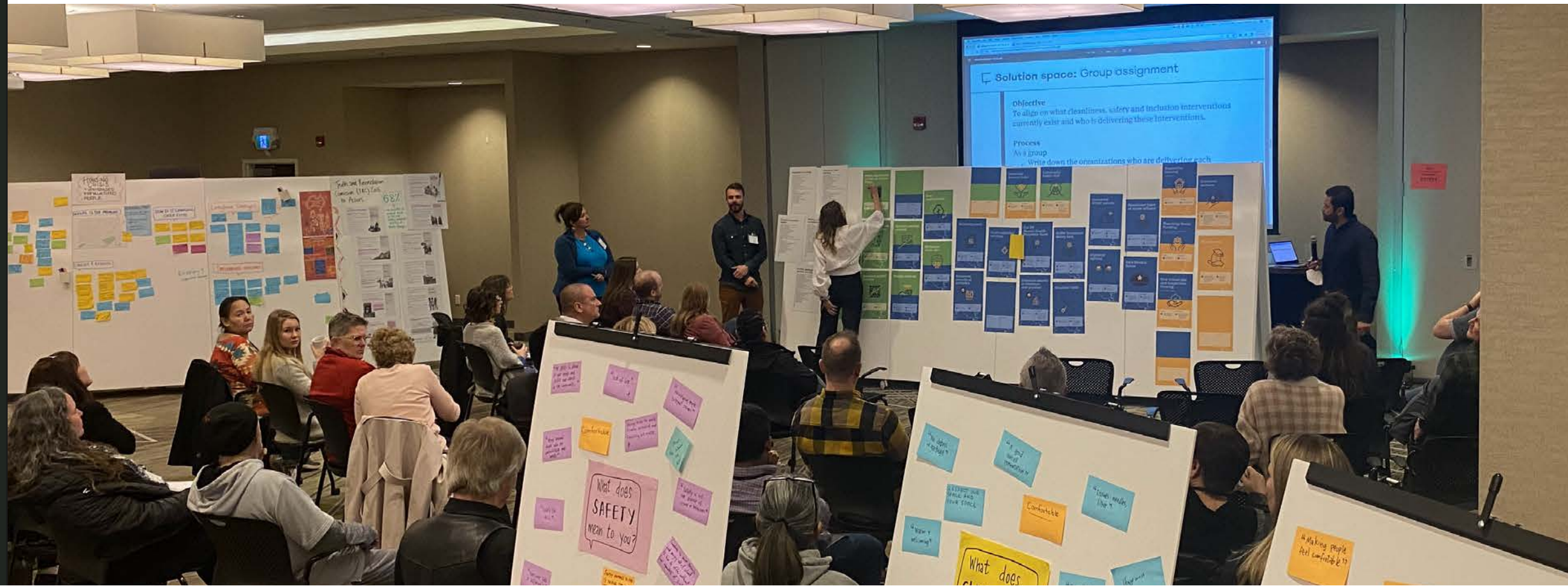
We "voted with our feet" and collaborated on ranking interventions in each theme, based on their perceived impact
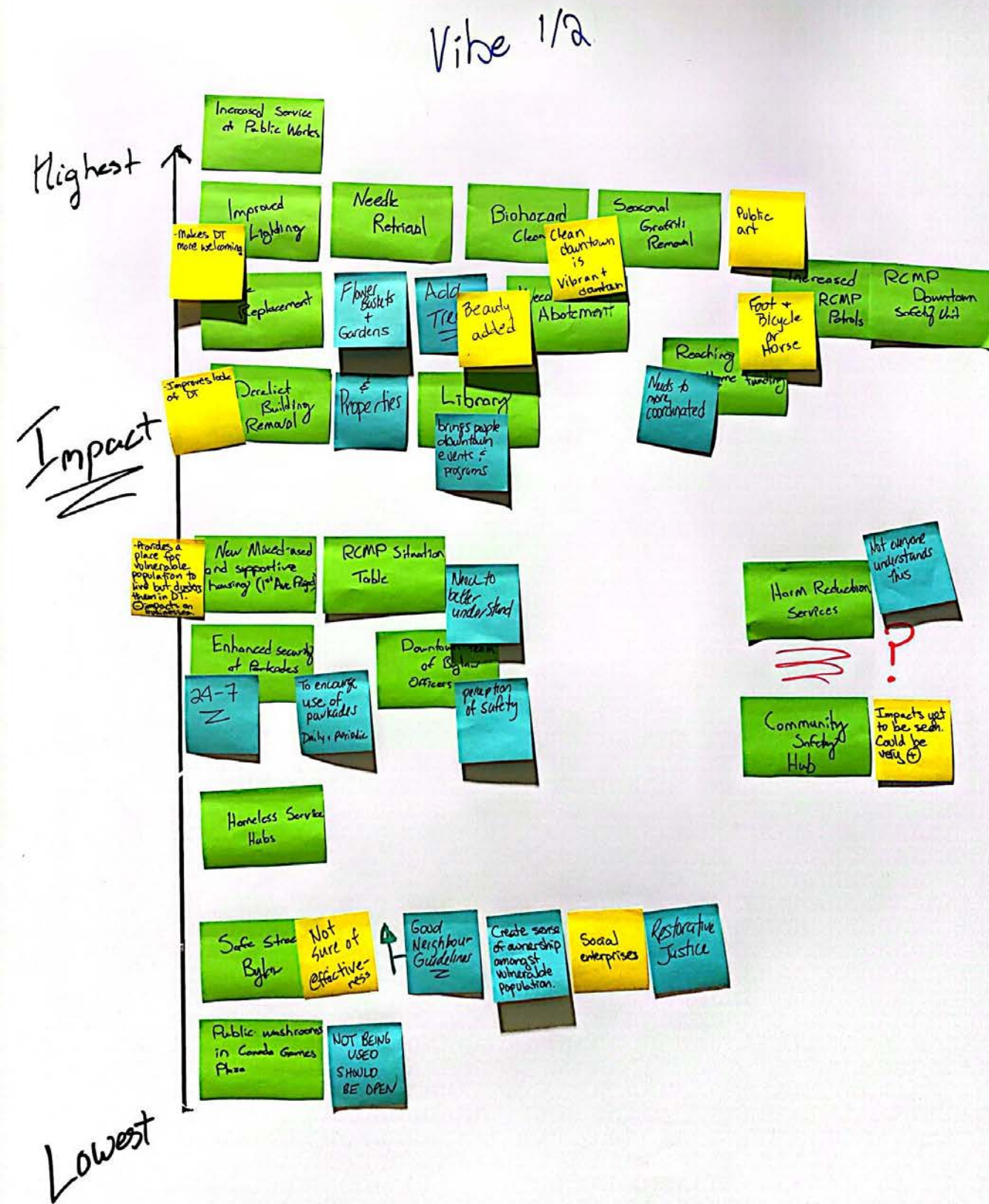
In doing this assignment, groups ranked interventions in a scale of perceived impact and asked important questions including:

- Impact for who?
- Under what conditions is this intervention feasible and impactful?
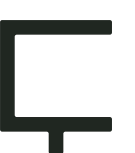- How do interventions connect to the desired outcomes for each theme?

Exemplar:
Downtown lacks vibrancy

After Day 2, these were our reflections

What words describe what you're thinking and how you're feeling after today?

We would reconvene in a few weeks time, virtually, to continue our collaboration…

- Digital transcription and synthesis of your work

- Join us at our next, 3hr virtual workshops:
    - Session 3—A playback and an opportunity to iterate, refine and focus of your work
    - Session 4—Developing a first draft of an evaluation framework

- Opportunity for further 1-1 conversations and interviews