



### **About the Sidewalk Toronto Community Services Advisory Working Group:**

The Sidewalk Toronto Community Services Advisory Working Group was established in March 2018 to be a source of external expertise to Waterfront Toronto and Sidewalk Labs. Meetings were convened by Shaina Doar, Head of City Operations at Sidewalk Labs, and Leslie Gash, Senior Vice President, Development at Waterfront Toronto. The March meeting was led by Dina Graser, advisor to Sidewalk Labs along with Leslie Gash from Waterfront Toronto, and the June meeting was led by Joanna Lack and Alexis Wise from Sidewalk Labs along with Leslie Gash from Waterfront Toronto. The November meeting was led by Shaina Doar, Alexis Wise, and Ariel Kennan of Sidewalk Labs, as well as Dina Graser.

Members were selected by Waterfront Toronto and Sidewalk Labs as local leaders and experts on issues related to the Quayside project. The list was developed to ensure a range of diverse opinions that balanced institutional affiliations and perspectives on urban issues. Members were primarily from civil society and academia, with a few from the private sector.

Members were invited to attend three meetings — March 28, June 5, and November 15, 2018 — though not all members were able to attend every meeting.

The role of the advisors was to:

- Provide guidance, critiques and suggestions on proposed approaches, concepts and designs;
- Consider and convey the perspectives of relevant constituencies and stakeholders;
- Provide a sense of the broader community's reactions and concerns and explore how these might be addressed; and
- Provide feedback on any other relevant matters that Sidewalk Labs and Waterfront Toronto refers to the Advisory Group for comment.

Group members operated using a consensus-based approach, and any points of disagreement were noted in the minutes.

The following minutes from each meeting may include editor notes for clarity and context, and have omitted any commercially sensitive content. Meetings followed 'Chatham House Rules'— comments were recorded but not attributed to specific individuals.

In the notes, 'project team' refers to staff, variously, of Waterfront Toronto and Sidewalk Labs who were involved in convening and presenting to the advisory group.

We list the members of the Community Services Advisory Working Group below in order to establish a complete record. We are grateful for their time, expertise, and their work to refine and improve the ideas that will make up the Master Innovation and Development Plan (MIDP) proposed by Sidewalk Labs. It is, however, important to note that their participation in the advisory working group, and their identification here, does not imply endorsement of the MIDP, any component thereof, or this project, generally.

**Members of the Community Services Advisory Working Group:**

Name	Organization
Anne Babcock	Woodgreen
Brett Belchetz	Maple
Jane Pyper	YMCA of the GTA
Julie Cookson	Anishnawbe Health Foundation
Kate Mulligan	Alliance for Healthier Communities
Kwame McKenzie	Wellesley Institute
Larry Webb	Community Representative
Lekan Olawoye	MaRS
Linda Frempong	METRAC
Linda Jackson	St. Michael's Hospital
Margaret Hancock	Family Service Toronto
Michelynn Lafleche	United Way
Pam Ryan	Toronto Public Library
Rosemarie Powell	Toronto Community Benefits Network



**Sidewalk Toronto Community Services Advisory Working Group  
Meeting 1: March 28, 2018  
George Brown College Student Residence**

On March 28, 2018, a group of stakeholders convened in an advisory capacity for a half-day discussion as part of the Community Services Advisory Working Group of the Sidewalk Toronto project. This group will be providing input on the early stages of the Sidewalk Toronto project and will be considering questions related to Sidewalk Toronto's community services. Meetings are expected to last until late 2018 as the Sidewalk Toronto project team formalizes and details its plans for the development of the Quayside District.

**Executive Summary**

- Participants were optimistic and excited about the development of the Quayside District and the partnership between Sidewalk Labs and Waterfront Toronto.
- The project team raised the idea of developing a community hub in the Quayside community. Participants engaged in significant and extensive discussions about what a community hub would look like and some of the challenges and opportunities it could pose.
- Participants felt that inclusion needs to be highlighted more effectively and centrally in this discussion and that this will be of immense importance to the development of Quayside.
- Participants expressed some concern about the lack of clarity about what the population and housing mix is going to look like in Quayside. They emphasized multiple times that it's hard to plan for community services when it's unclear what Quayside's population will consist of. [Ed Note: housing plans were presented at Roundtable 4 on December 8, 2018. You can see the presentation deck [here](#).]
- Participants recommended that commitment and concern for public art and support for the arts community be central to the project.

- Participants want the project team to account and plan for people who will work and visit Quayside alongside people who will live there.

### **Introductions and Background**

Participants introduced themselves before reviewing their draft Terms of Reference. Participants expressed some concern over expectations around members keeping confidential the content that is shared. A short discussion ensued in which organizers made clear that while the specific content of these meetings should be seen as confidential, they fully expected and hoped that participants would use the information and discussions generated by the working group to inform their participation in broader discussions around Sidewalk Toronto.

Next, a presentation was delivered on the history of the collaboration between Waterfront Toronto and Sidewalk Labs.

Representatives of Waterfront Toronto next laid out the core principles of this project.

Participants had a number of questions around non-community services pillars, and how these different areas of interest would overlap and work together.

- Some participants were particularly interested about where arts and culture fit within these pillars. The project team responded that for now, this is being held within the public realm pillar. They also noted the Sidewalk Labs office space will include exhibition and art spaces.

Some participants suggested that affordable spaces for artists to live and work could be an important part of the project.

- The project team agreed this is an important part of this development project, and have engaged local arts organizations as part of its advisory groups consultation.
- One participant reminded the group that there are numerous Toronto models that can be followed on some of this, such as the Regent Park redevelopment.

Next, project team representatives gave a presentation about the Community Services pillar. They outlined the various aspects of the work, including Health and Human Services; and Childcare, Education and Workforce Training.

- The project team reminded participants that this will be a partnership between government, Sidewalk Toronto and the broader community.
- The project team also noted that the next meeting will look at the social determinants of health and community health services.

Participants were particularly interested in discussing and considering ideas around creating a community hub in Quayside.

- Participants liked the idea of a community hub designed to utilize flexible and innovative physical spaces. They felt it could be of real benefit to larger discussions around community hubs in Ontario.

Participants felt confident that the point of the Sidewalk Toronto project is to create a community that is diverse and inclusive, and equitable.

- There was a general agreement on the part of both advisors and the project team that this was not about building just a 'funky community' for young, urban professionals.
- Participants felt that inclusion should be included in the pillars and also in the gaps between them.
- The project team called on participants to help identify and fill the gaps.
- There was a general consensus that this project must integrate itself into the fabric of existing communities.

## **General discussion**

After the presentation, the agenda moved into general discussion. The group began with a conversation about the projected population for the neighbourhood and how that will impact the needs of the people who will live and work there.

- Participants felt that it is important to know what the project envisions in terms of the housing and population mix, as this will have implications on what services need to be created. The project team noted that it was too early to know what the population of Quayside would be.
- Project team staff said that they were looking at the 20% affordable housing mandated by the city and seeing how they could push this number up. The intention is to create housing diversity. [Ed Note: housing affordability plans were presented at roundtable 4 on December 8. You can see the presentation deck [here](#).]

Participants were generally supportive of the community hub model and had an extensive conversation about what it would look like to do it well.

- Some participants expressed concern about the difficulty of operating hubs because of conflicts between co-located groups, for example over space needs.

- Participants with a background in the creation of community hubs argued that hubs have to provide good space for a diversity of purposes and provide adequate space for a wide breadth of groups.
- Participants also felt that grouping services together can make communities more inviting.
- A participant asked if the project team would consider the idea of a more diffuse, digital-style of hub rather than as a specific physical space.
- Participants felt that it was important that this project also convene people for purposes other than just for accessing community services.
- Participants wanted to ensure that the project team evaluates the services that already exist around this area, and consider how Quayside services can integrate into other services that already exist.
- A participant asked about whether a community hub actually means co-located community services. They asked if the hub would be a public service hub, or a combination of a public service and commercial service community hub - the takeaway is that there are a variety of opportunities to consider.

A participant suggested that this project needs to ensure that it has the proper infrastructure for a wide range of service provision. An innovative way to do so would be to examine how to build physical space that can flexibly accommodate an evolving range of needs and uses.

- Participants reminded the group that one of the challenges with community hubs is that there can be barriers with how institutional public spaces can be repurposed. There needs to be some willingness from various bureaucratic institutions to allow for more flexible uses of public infrastructure.
  - Participants felt that this potential community hub needs to have a flexibility that allows for both formal and informal spaces. They questioned what principles are needed to allow for this.

Participants next asked what a real inclusive community might look like and how to create it in Quayside.

- Participants felt very strongly that it was important to ensure that this community wouldn't just be for 30-something early technology adopters. Participants then discussed how to design to include the broadest community possible.
- One participant wanted to remind the project team that it would be especially important to think about this community in generational terms and ensure it includes older people,

families, and other groups, and that people can live there long-term as they age and grow.

- Participants re-emphasized the importance of having a wide variety of housing options and ensuring a decent mix of housing types for residents.
- Participants suggested that though housing is key, the project team has to make sure the community is inclusive of people who work or do other activities in Quayside as well.
  - Participants recognized that due to the innovative and unique nature of this planned community it will likely become a destination for tourists. The project team should recognize the risk that existing residents become supplanted or further marginalized, and consider how the community can be planned to balance different needs.

The general discussion ended with a number of questions that the Community Services Advisory Working Group would like to consider in future meetings:

- How do we measure success when it comes to building an inclusive community?
- Do we want to first put together scenarios of what we don't want?
- How do we appeal to groups that are typically underrepresented in new downtown and waterfront developments?
- How do we make people safe? How do we ensure that all people feel welcome in this space?
- Do you want to be a destination neighbourhood, or a livable neighbourhood? How do we balance these ideas?
- How do we build inclusive communities where homeless people are also welcome?
- Can you build a place that allows people to move from one type of housing to another in the same community?
- How do we build the right education and training programs to ensure that people will benefit and contribute to the technological innovations at Quayside?
- Does technology provide us with an ability to improve accessibility and inclusion in ways that we haven't had before?

The group planned to meet again on June 5, 2018, to discuss these questions and more.



**Sidewalk Toronto - Community Services Advisory Working Group  
Meeting 2: June 5, 2018  
YMCA Cooper Koo**

The Community Services Working Group for Sidewalk Toronto convened on June 5 for a half-day discussion.

**Executive Summary**

- The project team delivered several presentations about the community's expected population, the opportunities presented for innovative health and community service delivery, and the potential to create a community facility that builds on present initiatives and tests new innovations.
- Participants shared various ideas and examples of innovative ways to improve health and well-being.
- Participants suggested various ways that the Sidewalk Toronto project could contribute to improved community health, including the creation of community hubs, promoting multi-generational communities, providing services to vulnerable communities, promoting community self-determination when it comes to service provision, and democratizing data collection.
- Participants noted the importance of Indigenous involvement in the site and in helping to inform the provision of community services at Quayside.
- Participants felt that while data collection at Quayside has the potential to improve the provision of community services, how to protect privacy will be an important consideration, particularly in the event Sidewalk Labs needs to collect health data. [Ed note: SWL will not be delivering health services and as such does not expect to collect health data. Any data collection at Quayside by any party would be subject to Canadian privacy and personal data collection laws.]

## **Recap and Progress Update**

Sidewalk Labs staff began with a progress update and a recap of engagement activities that are under way, as well as how these activities will inform the development of the Master Innovation and Development Plan.

### *Discussion*

- Some participants gave feedback that the working group needs more representation from Toronto's Indigenous community.

## **Presentation: Understanding Who We are Designing For**

Sidewalk Labs staff delivered a presentation about what is known about the population that will be served by Quayside, and provided maps showing the current distribution of health and community services in the area.

### *Discussion*

- Participants emphasized that the mid-east sub-region of the city faces significant deficits around health outcomes and social indicators, and that this should be an important consideration in the planning of community and city services in Quayside.
- Participants were pleased with the amount of information that was being collected and organized in order to impact this planning, but some were concerned that this data is too broad to be useful at this point.
- Participants suggested that the project team avoid making assumptions or generalizations about neighbourhoods near Quayside, many of which face real challenges but are also vibrant and evolving.
- Participants suggested that the project team look at how the surrounding neighbourhoods are changing, including how people are moving into and out of the area.
- Participants noted that there were also service providers located outside the mapped geography that could serve the Quayside population
- Participants noted that service design for Quayside will have to consider how people outside of Quayside can access services in Quayside, and vice versa, given that the location is not currently easily accessible by public transit or by pedestrians.
- Participants thought that it was important for the conversation about data collection and privacy to continue, especially when it came to the collection or use of personal data

- One participant noted that TransformTO, the City's climate action strategy, is collecting similar data and might be a resource to the project team.
- One participant suggested caution when collecting and reporting on neighbourhood data as it can lead to stigmatization of a community
- Participants asked for more information on what Quayside's population mix will look like to help the group give better input.

## **Group Discussion**

Presenters asked participants to share a model or idea that inspires them when they think about how the Sidewalk Toronto project can improve the health and well-being of Torontonians.

- Participants gave several examples:
  - The World Health Organization's guidelines about how to build cities for seniors;
  - The Regent Park redevelopment and the inclusion of a full suite of community services as part of the planning of that project;
  - Autodesk, a company based at MaRS, which creates spaces designed by AI;
  - THRIVE NYC, which promotes mental health through the design and evolution of urban spaces;
  - +Pool in New York, a project that uses a mega-filter to create temporary swimming pools in the Hudson River;
  - Reach Out and Read at St Michael's Hospital, which builds deeper and longer-lasting ties between the hospital and outpatients by providing books to children in their primary care practices.
  - Community Health Centres, used throughout Ontario
- Participants discussed the importance of a diverse and vibrant street life in the evolution of healthy communities, particularly in tower neighbourhoods.
- One participant suggested that the project team consider the importance of environmental health and food security in the creation of community services.
- One participant reiterated the importance of community hubs, especially in densely populated communities.

- Participants also discussed the importance of Indigenous participation in this process, potentially through the Indigenous Place-making Council.

*Note: see appendix for links to the materials shared by participants.*

### **Presentation: The Opportunity**

Sidewalk Labs delivered a presentation about how the project might be able to help improve community health by designing neighbourhoods that address environmental determinants of health, providing access to community services, including health services, and using digital solutions to enhance service provision.

#### *Discussion*

- Participants suggested that the project team examine issues of belonging and participation within the built environment.
- Participants discussed the importance of creating a health model that incentivizes and promotes health and well-being rather than treatment-based interventions.
- Participants liked the idea of using technology to improve health outcomes by monitoring post-care interventions as well as modeling upstream needs.

### **Breakout Discussions**

Next, the group split into three breakout groups to discuss three questions:

1. How can Sidewalk Labs, in partnership with local stakeholders, make a meaningful contribution to the health of the community?
  2. To develop this idea further, who would you involve?
  3. What would you do tomorrow to begin moving in this direction?
- Participants suggested an all-season indoor/outdoor open space hub where people could meet and engage with each other. Participants suggested that such a space should:
    - Be surrounded by small businesses and community organizations;
    - Tie in to Indigenous culture and ideas;
    - Serve as a mechanism to address social isolation;

- Be accessible and inclusive;
  - Be welcoming and accessible;
  - Include a broad range of amenities;
  - Involve city council, the small business community, Indigenous organizations, and community and cultural groups; and
  - Help promote reconciliation.
- Build a community that emphasizes a multi-generational/complete community ideal encompassing housing, services and built environment.
    - Participants suggested this community could allow residents to age in place.
    - Participants noted that to be successful, it would involve encouraging volunteerism and community engagement in ways that don't typically exist within tower neighbourhoods.
    - Participants discussed how to create a community that encourages freedom, safety, and trust between neighbours, and also creates unconventional connections and a sense of belonging and stability for residents to encourage long-term residency.
    - Participants suggested that the next step would be to research examples of communities where this is encouraged.
  - Ensure access to services for vulnerable populations.
    - Participants suggested using human centred design for vulnerable populations, promoting organic, community-led development, and providing housing for the homeless population who already populate this site.
  - Encourage communities to decide what services they need to promote self-determination (which also promotes health).
    - Participants discussed what kind of community structures would have to be created to address this and which would allow self-determined community services to be funded.
    - Participants suggested a next step would be to examine the Community Health Centre model as well as other examples of this kind of structure.
  - Democratize data ownership.

- Participants discussed how Sidewalk Labs might support local organizations to use data for the purposes of positively impacting public service provision while protecting and emphasizing individual ownership and consent.
- Participants emphasized the importance of collecting and sharing data while not compromising individual privacy.

### **Presentation: Quayside Planning and Implementation**

The meeting concluded with a presentation from Sidewalk Labs about the potential creation of a community facility in Quayside that would build off current initiatives and priorities in Toronto and test new approaches.

#### *Discussion*

- One participant noted that many of the ideas presented by the project team are currently central to the work being done by community health centres. The participant suggested that the project could make a positive impact by supporting this ongoing work (in addition to exploring new concepts and initiatives).
- One participant noted that there is active discussion in the community about the experience of community hubs, and that some organizations have had mixed experiences with them.
- One participant noted that just providing public space that can be flexibly used 24/7 is a service to the community, particularly when trying to deal with social isolation.

### **Appendix: Shared Resources**

In advance of the meeting, the project team asked participants to share stories, articles, and resources that they have found helpful or inspirational. The list is collected below.

#### **Shared links and resources:**

- [Delivering primary health care as envisioned: A model of health and well-being guiding community-governed primary care organizations](#)
- [The Dawn of System Leadership](#)
- WHO, [Global Age Friendly Cities](#)
- [Loneliness can kill you — but is it government's job to solve it?](#)



**Sidewalk Toronto - Community Services Advisory Working Group  
Meeting 3: November 15, 2018  
Centre for Social Innovation Spadina**

The Community Services Advisory Working Group for Sidewalk Toronto convened on November 15th for a half-day discussion.

**Executive Summary**

- Sidewalk Labs presented updates on various community and health service aspects of the project, including plans to integrate commitments to diversity, equity and inclusion, the community well-being framework, as well as updates on social infrastructure, civic life, and community hub plans.
- Participants noted the importance of holding other businesses and service providers accountable to commitments for diversity, equity and inclusion and suggested some possible ways of doing so.
- Several participants encouraged the project team to clearly set out values and other frameworks for neighbourhood participants as part of their role as an essential catalyst.
- Participants were in favour of the community well-being framework that Sidewalk Labs presented. There were questions about the way it does or does not promote individual and community control over health and well-being.
- Several participants urged Sidewalk Labs to engage with provincial level actors on issues around healthcare and social services infrastructure development sooner rather than later, in order to start conversations about funding and other resources. [Ed note: Both before and after this meeting, the project team had engaged the province and will continue to do so.]
- Some participants were pleased with the many avenues for connection and integration that Sidewalk Labs had presented, both physical and digital.

**Project Update**

The project team began with a project update. Presenters gave participants more background on Sidewalk Labs' role in Quayside, which they described as an 'essential catalyst' that will provide the resources, partnerships, and risk tolerance to kick-start innovations.

The project team then delivered a presentation on Sidewalk Labs' Responsible Data Use policy which reviewed and explained the four components of the policy, which include Responsible Data Use (RDU) guidelines, Responsible Data Use Assessments, a Civic Data Trust, and Open Standards.

### **Presentation: Diversity, Equity and Inclusion**

The project team delivered a presentation about work to date on ensuring that Quayside is a diverse, equitable, and inclusive community. The project team envision that Quayside will be a place where all who live, work or visit can belong and thrive. Staff reviewed how they are defining the terms 'diversity', 'equity', 'inclusion', and 'inclusive community'. They then reviewed key commitments that the project will make in seven different areas: Indigenous engagement, workforce development, affordability, economic development, accessibility, community services and programming, and civic engagement.

#### *Discussion*

- Several participants recommended that introducing targets might be an effective way to ensure that the proposed diversity, equity and inclusion commitments are implemented. One participant pointed to the use of targets in community benefits frameworks as an example.
- Some participants wanted to hear more specifics about which populations have been considered and what needs have been identified.
  - One participant asked for more information on how the needs of the homeless population that currently resides in the Quayside area will be met in the proposed new neighbourhood development.
  - One participant suggested that the inclusion of a shelter in the Master Innovation and Development Plan could enhance Quayside's capacity to meet underserved populations.
- Two participants were pleased with the project team's commitment to the development of the SWT Business Incubator and asked for more information on this initiative.
  - A participant noted that the Eglinton Crosstown project was unable to meet some of its targets for social procurement because of gaps in capacity in the social enterprise sector.
- Several participants agreed that integrating and connecting the different conversations that the project team is convening with service providers and service users will be important to ensuring that Quayside is accessible. One participant suggested that technology could play a key role helping make these connections between different stakeholder groups.
- Several participants agreed that affordability is at the centre of an inclusive neighbourhood and should be a lens for all decisions about the MIDP.

- Some participants asked for more information about how Sidewalk Labs would promote adherence to Diversity, Equity, Inclusivity (DEI) principles and commitments amongst business and service providers in Quayside.
  - One participant recommended setting principles and standards that Quayside's business community would follow, and offered the Toronto company OneEleven as an example of an organization doing this.
- Several participants agreed that understanding and buy-in will be an important element if the project wants to meet its DEI objectives. They suggested that education and buy-in of employers, planners, politicians, and other influencers will be key.

### **Presentation: Community Well-Being**

The project team delivered a presentation community well-being. The presentation began with an overview of the Community Well-being Framework developed by the Conference Board of Canada and DIALOG, which the project team is intending to use as a guiding tool while developing Quayside. It covers five domains: social, economic, environment, cultural, and political. The project team also noted that it hopes to work with community partners to advance a research agenda around how community health and well-being can be impacted by the built environment.

#### *Discussion*

- Participants generally reacted positively to the framework and agreed that it was appropriate for this project.
  - One participant suggested that it might be possible to work with the Conference Board of Canada to test and further evolve the framework.
- One participant noted that the framework may be missing details about the unique needs of some of the populations being considered in the development of Quayside and that the project team could engage those populations in a review of the framework.
- One participant expressed concern that the framework puts too much agency into the hands of service providers and lacks a person-centered approach. The participant encouraged the project team to center the plan around the health promotion principle of individual and community control over health and well-being.
- The following resources were recommended for review:
  - Gertie Mai Muise: [Enabling Cultural Safety in Indigenous Primary Health care](#)
  - WHO resolution from 40th Anniversary Alma Ata Declaration conference
  - Alliance for Healthier Communities: [Model of Health and Well-Being](#)
  - [National Collaborating Centre for Determinants of Health](#)
  - [National Collaborating Centre for Environmental Health](#)

## **Presentation: Social Infrastructure Framing + Health and Well-Being Overview**

The project team delivered a presentation about the project's social infrastructure strategy, and then gave a short update on the health and well-being strategy. The social infrastructure strategy will encompass physical spaces, which will include plans for a community gathering space. Programming and service delivery partnerships are another part of the strategy and will include health and well-being services, learning and career opportunities, and civic life and engagement. The strategy also includes exploring digital complements that will consist of tools to improve health, education, and civic engagement. Sidewalk Labs will not deliver community services, rather these services will be delivered by local partners.

The project team also outlined how they plan to provide space for health and community service delivery on the waterfront, both as part of the vision for a complete community and in response to projections of population growth in neighbourhoods around Quayside. Initial concepts for a community hub have been developed following human-centered design research carried out by the project team over the last few months.

### *Discussion*

- Participants discussed the role of the provincial government.
  - One participant suggested that the project team engage with participants of the new healthcare council to share the project's health goals and vision.
  - One participant suggested that the project team should promote the community hub by showing how it aligns with current provincial priorities.
  - Participants noted that iteration and testing can be difficult in a government context, and that bringing people to the table can be challenging, but that it is easier when there is shared understanding of the gaps to be addressed.
- Several participants agreed that, despite unknowns about future business and service partners, the project team should be clear about the values and best practices it expects to be upheld by partners in the community hub. One participant suggested that part of Sidewalk Labs' role as a catalyst should be to reflect back its learnings about best practices, and how consultations informed those best practices.
- One participant noted that there are broader discussions happening about the differences between service integration and governance integration in co-located spaces. The participant asked for more information on the team's approach.
- Participants stressed the importance of "person-centred care" and felt that the DEI values need to be incorporated more clearly
- Several participants were encouraged by the opportunities for spontaneous collaboration that an integrated community space could create.
  - One participant reiterated the value of a health-promoting framework for the community hub so that the co-located services are feeding into a bigger set of objectives around advancing equity.

## **Presentation: Civic Life**

The meeting concluded with a presentation from Sidewalk Labs about civic life in Quayside. They reviewed the different physical spaces and digital complements that the project team is considering to foster a civically engaged community.

### *Discussion*

- Participants agreed that tech-enabled community connection tools were welcome. One participant suggested that piloting digital tools in existing communities would be a good idea.
- Two participants were in favour of opportunities for ‘tech blackouts’ as well, and suggested that this would reinforce in-person connection building.
- One participant suggested that the combination of tech and flexible spaces for services could enable a one-stop approach to providing health and social services.
- One participant shared that their experience with community hub development demonstrated that adaptability is key to long term success.
  - One participant suggested that the project team focus on creating spaces that enable integration, rather than worry about the specifics of which types of services will occupy those spaces.