

Introduction to Labs and Corresponding Services

We look forward to working hand-in-hand with you to co-create a bespoke set of Solutions Labs that will help you creatively and effectively address housing pressures. Deloitte has many differentiators:

- Deep in-house expertise in Canadian economics, analytics, housing markets, behavioural economics, labour markets, infrastructure, and policy evaluation;
- Capability to engage skilled and relevant subject matter experts, internally and externally, domestically and internationally; and
- Proven expertise in conducting multi-stakeholder, user centric, dynamic, and engaging labs that enable co-design with participants.

Deloitte's specialty lies in marrying **immersive user research** with **advanced analytics** to uncover unconventional insight.

We believe innovation starts with bringing good data to the table.

We have the chops to analyze the convergence of policy, economics, and social outcomes at the macro and micro level to rigorously analyze housing challenges and uncover potential solutions. Further, we lead with human-centered design methods borrowing from the social sciences, such as ethnography and behavioural economics, to deep dive with a small number of users and derive meaningful insights into their lived experience, behaviours, and needs.

While we're together, we will deliver artful experience design to co-create with participants, stakeholders, and end users. We use activities and methods that uncover deeper meanings, spark creativity, and align people on the best path forward.



Expertise

Within Deloitte we have the expertise to assess possible scenarios and meaningfully understand and incorporate the perspectives of target populations and key stakeholders, and to coordinate with all levels of government, communities or private sector organizations.

Nothing speaks louder than direct experience of our clients. The following link provides a brief testimony from our client Dynacare, which illustrates the effectiveness of the lab experiences that we create with and for our clients:

<https://youtu.be/PAYzveXhYOg>

Locations

Deloitte is uniquely positioned in our facilities and ability to host the Lab experience. We have a number of “Greenhouse” locations which are designed to provide experiential opportunities to drive issue discovery, exploration, and ideation. We have five state of the art Canadian locations (Montreal, Ottawa, Vancouver, Calgary and Toronto) and are able to establish “pop-up” Greenhouse environments across Canada. We have the technical and logistical support to effectively organize and run high-impact lab sessions.

Toolkits*



Content methods and tools

Housing market economics – We have in-house expertise to offer a rigorous analytical approach to understanding how policy measures impact housing market supply, demand, pricing, and other outcomes.

Social programs and labour markets economics – We merge multiple forms of analysis to understand the interplay of social programs, tax policies and transfers, and labour markets. We leverage this insight to identify and mitigate potential adverse impacts of a financial benefit on the labour market.

Policy evaluation – We have expertise in conducting social benefit-cost analysis to help prioritize relevant public investments within any one province or territory.

Systems mapping – We visualize complex issues by breaking them down into portraits of the systems of stakeholders, organizations, and resources to illustrate how each one impacts outcomes. This enables teams to easily communicate how value is being created for all stakeholders and ensures a shared language and vision.

Process methods and tools

Problem framing session – At the kick-off of labs, we like to facilitate a session bringing all relevant parties to the table in order to collaboratively define the specific problem we're tackling from the lens of our users, align on research questions and approach, and the scope of the engagement.

Interviews – We thoughtfully understand stakeholders and end-users using innovative methods to ensure their perspectives are at the centre of guiding solutions. In-depth interviews are conducted in-situ with users, e.g. with citizens at their home, or with landlords in their offices. We combine the standard question/answer format with design exercises to learn about things that are difficult to articulate.

Co-design workshops – We facilitate sessions that help groups identify their attitudes and behaviours, and generate possible solutions. We use multiple methods (e.g. prototyping, card-sorting, responding to scenarios, roleplay) and techniques that consider group dynamics. Wherever possible, we immerse stakeholders and lab participants closely in the insights gathered from user research to de-risk innovation by ensuring solutions are desirable, feasible, and viable.

References

1 The City of Hamilton/CityHousing Hamilton

The City of Hamilton is focused on the transformation of its prime waterfront area, and engaged Deloitte to co-create the long term vision for Hamilton's waterfront with a focus on the specific West Harbour properties and highest and best use analysis, consideration for community housing and affordable housing, and the development of a decision making framework for City Council. The project also included significant work to prototype the financial and social implications of affordable housing within Hamilton's new transformed waterfront. We engaged City leaders, Council and community stakeholders throughout the entire process.

Methodology

- **Market analytics** on the local real estate market to prepare development scenarios.
- **Public engagement** to understand the appetite for the waterfront lands and citizen perspectives on the provision of affordable housing on the site. Engagement of City leaders and council to develop a decision-making framework that would ensure informed decision making with respect to meeting affordable housing needs in the area.
- **Evaluated implications and impacts** of social housing on the development and in CityHousing Hamilton's portfolio. This included a feasibility analysis of existing, City-owned affordable housing assets in the area and identifying alternatives for replacing or expanding existing units (e.g. conversion to multi-residential, or redevelopment of existing assets and infill development).

2 Employment and Social Development Canada (ESDC)

ESDC recognized that the experience of applying for Maternity EI is often burdensome and inefficient and may put additional stress on new mothers and fathers. The Ministry engaged Deloitte to re-design their public-facing Employment Insurance for Maternity and Parental application system to reflect policy changes and user experience best practices. The team then conducted research with external users, stakeholders and SMEs. The insights uncovered directly fed into an iterative prototype development process. As a result, the final deliverable had been co-created and tested by both the team, users, the client, and key stakeholders.

Methodology

- **User behaviour research** – IDIs were conducted with new moms. During the interviews our team tested concepts (e.g. paper prototypes of potential e-mails) to elicit feedback. We also held co-design workshops with employees to further identify pain points and test ideas.
- **Design sprints** – Using an approach that moves from low-fidelity paper sketches to high-fidelity interactive digital prototypes, the team quickly explored possibilities for experience flow, screen design and interaction models. In each sprint the team sought feedback from internal stakeholders and subject matter experts in order to improve the next iteration.
- **Team engagement** – To ensure that the entire team was a part of the journey from start to finish, project stakeholders participated in regular prototype review sessions.

Deloitte's Key Contact

If you have any questions or would like to explore working together, please contact: Marcia Douglas, marciadouglas@deloitte.ca