

The Future of Home: Inclusive Housing Solutions Lab



CMHC Solutions Lab - Final Report
February 2022



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Introduction

Organization Details



Lead Organization: Skills Society: Supporting the Citizenship of People with Disabilities

Skills vision is a community where all individuals are valued citizens, deserving respect, dignity and rights. Through services and innovative projects, Skills works to help people with disabilities experience meaningful lives as valued citizens. Skills Society provides support services to over 350 children and adults with developmental disabilities, survivors of acquired brain injury, and their families. A large portion of the supports Skills Society provides are residential supports to adults with intellectual disabilities and other complex needs (e.g. addictions, multi system involvement). Skills Society's innovative projects actively advocate for the inclusion of people with disabilities within the community.

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Project Partners



Action Lab

The Action Lab experience promotes creative problem solving, offers tools to help tap into collective wisdom and helps people



design solutions to challenges they are working on. The Action Lab Stands On Three Pillars:

- (1) The Space: Edmonton's most unique venue that you can rent for private events, workshops, meetings, strategic planning and more engaging collaboration.
- (2) Facilitation and Workshops: If you need facilitation of strategic planning and visioning we have amazing people who can design and facilitate a session to suit your needs.
- (3) Social Innovation Lab: Stewardship of multi-month to multi year deep dive processes to navigate complex social issues and co-design solutions with stakeholders.

<https://skillsociety.ca/action-lab/>

Inclusion Alberta



Inclusion Alberta is a family-based non-profit federation that advocates on behalf of children and adults with developmental disabilities and their families. Inclusion Alberta, together with families share a dream of meaningful family life and community inclusion for individuals with developmental disabilities. As an advocate, Inclusion Alberta supports families and individuals in their desire to be fully included in community life.

www.inclusionAlberta.org



Civida

Civida is the largest provider of social and near market housing in the Edmonton area. They currently manage over 4500 social housing rental units and over 600 near market housing units, and offer both townhouses and apartments throughout the city. Civida's vision is to build quality homes and inclusive communities with engaged people.

www.crhc.ca

Homeward Trust Edmonton



A not-for-profit organization committed to ending homelessness in our city. Homeward trust leads local efforts to address homelessness and its devastating impacts on individuals,



families, and neighbourhoods. Homeward Trust is dedicated to making a difference. Their efforts are driven by community needs and priorities as outlined in A Place to call Home: Edmonton's Plan to Prevent and End Homelessness. Homeward Trust works with agencies, neighbourhoods, mainstream systems, community members, and all orders of government in pursuit of their goal of ending homelessness in Edmonton.

www.homewardtrust.ca

External Solutions Lab Consultant



Ben Weinlick

Executive Director, Skills Society

Founder, Think Jar Collective

<https://thinkjarcollective.com/>

Project Summary

What is the Future of Home: Inclusive Housing Solutions lab?

Skills Society, Capital Region Housing, Homeward Trust, and Inclusion Alberta have partnered to explore affordable and inclusive housing for people with developmental disabilities. The creation of housing and support models that are affordable, accessible, and also support the social inclusion of people with developmental disabilities is complex work that requires the coordination and cooperation of multiple stakeholders and deeper insight into the perspectives and experiences of people with disabilities. This lab seeks to address the current gaps in housing for people with disabilities using a social innovation lab approach.

What are social innovation labs?

Social Innovation Labs are designed to be generative, drawing on the strengths, empathy, creativity, and wisdom of a collective to explore new ways of making progress on a complex challenge. Social Innovation Labs are not designed to provide immediate fixes to challenges. They tend to focus on systemic challenges and aim to generate longer term solutions.



Why a lab on accessible and affordable housing for people with developmental disabilities?

We are concerned about the tendency to create, ‘specialized’, congregated, institutionalized living arrangements for people with developmental disabilities that often perpetuate their exclusion and marginalization. There is currently a lack of housing options that are affordable, accessible, and meaningfully support the social inclusion of people with developmental disabilities. Additionally, people with developmental disabilities and their supports are frequently left out of conversations surrounding housing. Now, more than ever, there is a need for housing and support models that are co-created with people with developmental disabilities and their supports.

The creation of housing and support models that are affordable, accessible, and also support the social inclusion of people with developmental disabilities is complex work. A social innovation approach is right for this project because of its emphasis on (1) bringing diverse stakeholders together, (2) going deep to understand root causes, (3) creating solutions with, not for people, (4) finding out what works using small scale tests, and (5) scaling only the ideas that show promise after testing with community.

Challenge Scope for the Housing Solutions Lab

Project Scope

This lab generated promising prototypes of two proposed housing and support models, created with and tested by multiple people - community members, people with lived experience, service providers, and context experts.

Guiding Question

What might an affordable, accessible housing and support model that also supports the social inclusion and belonging of people with developmental disabilities look like?

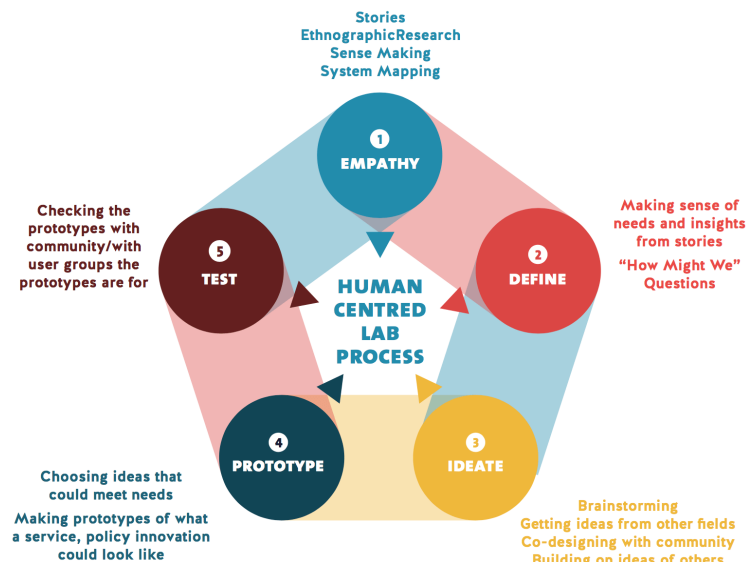
Approach

What is Human Centred Design?

Human Centred Design (HCD) is a well established approach to collaborative problem solving. The key to HCD is that it helps teams co-design solutions with deep stakeholder insights. With deeper system and user insights, teams can develop solutions that better meet community needs. Being better at meeting needs of stakeholders and systems can lead to efficiencies, and increased value of solutions.

The lab incorporated the following 5 phases anchored in Human Centred Design process principles:

1. Empathy: Sharing stories and conversations through scrappy ethnographic research (e.g. interviews, in context hang outs, observation), empathy mapping (i.e. developing personas or use cases), and system mapping (e.g. Rich Picture Mapping, Iceberg Analysis, ZIP analysis).
2. Define: Making sense of needs and insights from stories, developing “how might we” questions
3. Ideate: Brainstorming, getting ideas from other fields, co-designing with community (e.g. journey mapping)
4. Prototype: choosing ideas that could meet needs, making prototypes
5. Test: checking prototypes with community



Design thinking tools that were used in this lab include:

- Mixed qualitative and quantitative research to understand people in context
- Co-design - designing with people rather than simply for people
- Participation and co-creation of new opportunities with the people involved
- Rapid Prototyping to make ideas real and test small bets before big bets
- Visual communication, to clarify and create shared understanding



Engagement

Lab Stewards

Lab Stewards were responsible for the development of lab design and the processes used, coordinating activities, adapting and responding to feedback, and organizing the logistics of the lab.

Project Manager

- **Paige Reeves**, Senior Leader of Research and Social Innovation, Skills Society

External Solutions Lab Consultant

- **Ben Weinlick**, Executive Director, Skills Society

Subject Matter Expert

- **Matt Ashdown**, Senior Manager of Community Supports, Skills Society

Project Coordinator

- **Rebecca Rubuliak**, Senior Leader of Continuous Improvement and Innovation, Skills Society

Developmental Evaluator

- **Mark Cabaj**, Here2There Consulting

Project Partners

- **Trish Bowman**, Executive Director, Inclusion Alberta
- **Esther De Vos**, Director of Policy, Research, and Education, Civiida
- **Ashley Eddy**, Manager of Access and Case Management, Homeward Trust

Core Teams

These teams were the driving force behind developing the prototypes that emerged. Striving to be a diverse representation of the system being explored, the Core Lab teams did sense-making of the key challenge. They also did scrappy and rapid research, made sense of insights, came up with possibilities, as well as prototyped and tested solutions. Core Lab participants included people with developmental disabilities, their families and allies, service providers, funders, architects, advocates, and social innovators.

- **Paz Orellana-Fitzgerald**, Design Researcher, Social Innovation
- **Samuel Juru**, Strategic Planner, City of Edmonton, Social Innovation
- **Iwona Faferek**, Designer
- **Melissa Bui**, Designer
- **Christienne Linklater**, Coordinator of Community Supports, Skills Society
- **Elaine Mulder**, Design, Consulting, Construction
- **Janelle Knoop**, Assertive Housing Worker, Bissell Centre



- **Jeffrey Ku**, Land development, Affordable Housing, Social Innovation
- **Kathryn Rambow**, Community Development, e4c
- **Kristine Trinh**, Government of Alberta PDD¹
- **Larry James**, Advocate, Lived Experience
- **Lasha Robert**, Manager of Community Supports, Skills Society
- **Rhea Kachroo**, Affordable Housing Solutions Lab, Social Innovation
- **Shawna Francis**, Family Perspective, Inclusion Alberta
- **Tara McCashin**, Architect

Advisory Committee

Bev Hills, Senior Manager of Community Supports, Skills Society
PDD system knowledge, advocacy/service provider perspective

Hart Chapelle, Board Chair, Skills Society
Public sector/PDD civil servant, PDD system knowledge, business development

Jessica Brandsma, Regional Coordinator, Inclusive Post Secondary Education, Inclusion Alberta
Advocacy/family perspective, family managed supports

Sue Manery, CEO, Southern Alberta Community Living Association
Housing and support models, supportive roommates, PDD system knowledge

Tom Sutton, Regional Executive Director, Community and Social Services, Government of Alberta
PDD system knowledge, cost structures

Murray Soroka, Founder & CEO, Jasper Place Wellness Centre
Social entrepreneurship, Housing First, affordable and supportive housing development

Robert Lipka, Principal Urban Designer, City of Edmonton
Universal Design, city planning and design, zoning by-law, policy development and subdivision design

People Engaged as Part of the Primer Research

In addition to project stewards, partners, and advisors, the following individuals and organizations contributed their insights and expertise in the creation of the Primer document:

- **People with developmental disabilities** supported by Skills Society

¹ Government of Alberta Persons with Developmental Disabilities Program



- **Ashley Salvador**, Co-founder and President, YEGarden Suites
- **David Howard**, President, Homes for Heroes Foundation
- **Kim Fox**, Parent & Advocate, Realtor, Remax Realty
- **Paul Cabaj**, Executive Director, Alberta Community and Co-operative Association
- **Robert Lipka**, Principal Urban Designer, City of Edmonton
- **Teresa Goldstein**, Manager of Community Planning, City of Calgary
- **Travis Fong**, Co-founder and Vice Chair, YEGarden Suites
- **Trish Bowman**, Executive Director, Inclusion Alberta
- **Ashley Eddy**, Manager of Access and Case Management, Homeward Trust
- **Bev Hills**, Senior Manager of Community Supports, Skills Society
- **Murray Soroka**, Founder & CEO, Jasper Place Wellness Centre
- **Esther De Vos**, Director of Policy, Research, and Education, Cvida

People & Organizations Engaged as Part of Scrappy Research

People with developmental disabilities, their families and allies, PDD & PDD funded service providers, funders, architects, advocates, and housing developers were engaged as part of the scrappy research. In addition, the following organizations and housing developments were engaged through interviews and/or tours:

- Brentwood Community Development
- Summit Village Coop
- Northern Alberta Coop Housing Association
- Melcor YMCA Village
- Stony Plain Manor, Cvida
- Arts Coop Housing
- Multicultural Health Brokers

Prototype Testing

Who we connected with (anonymized)	How we connected with them
Housing Developers	3 interviews, 1 group interview
People with Disabilities	6 interviews
Housing Funders	3 interviews, 2 group interviews
PDD & PDD Funded Service Providers	6 interviews
Natural Supports	4 interviews
Family Members & Allies	1 interview
General Community Members	1 interview, 7 online surveys



Community Showcase

126 people registered for the Community Showcase event. In addition to Lab participants and partners, registrants included people with developmental disabilities, their families and allies, service providers, funders, architects, advocates, government, and housing developers.

The following organizations registered (as was self-identified by registrants on the registration form):

- Government of Alberta
- CMHC
- Civida
- Rehabilitation and Employment for Developing Independence (REDI) Enterprises Society
- e4c
- Southern Alberta Individualized Planning Association
- Southern Alberta Community Living Association
- Taber Special Needs Society
- Quest Supports Services
- Next Step Residential
- Ability Resource Association
- Evo Experience Design
- Parkland School Division
- Bluefox Association
- The Sinneave Family Foundation
- Lifestyle Options Retirement Communities
- City of Edmonton
- Autism Independent Living Association
- City of St. Albert
- New Age Services
- Community Living Alternative Services
- Connections for Families Society
- Government of Alberta - Disability Services
- Children's Services
- Edmonton Integrated Services
- City of Lethbridge
- Silvera for Seniors
- HTE
- YWCA Edmonton
- George Spady Society
- Arch Enterprises



- Family Connections
- Inclusion Alberta
- Self Advocacy Federation
- Skills Society

Knowledge Product Support

- **Martina Macfarlane**, Primer Researcher and Writer
- **Ryan Kelly**, Editor
- **Shawn Tse**, Documentarian
- **Iwona Faferek**, Designer

Knowledge Dissemination Activities & Results

Knowledge Dissemination Activities

- **Scrappy Field Research:** Between workshops 2 and 3, and 3 and 4, core teams went out and connected with diverse stakeholders (eg., people with disabilities and their families, developers, service providers) to learn more about their perspectives on the challenge. This is a knowledge sharing activity in that a diverse set of stakeholders learned about the project and were then later invited back to participate in testing the prototypes as well as the community showcase.
- **Prototype Testing:** In the process of testing a diverse set of stakeholders were engaged and learned about the project, and were invited to the community showcase.
- **Community Showcase:** To conclude the work of core teams a community showcase event was held. Diverse stakeholders attended, including funders and partners we thought may be interested in taking the prototypes up and further developing them. Stakeholders had an opportunity to learn about the prototypes and process. 126 people registered for the Community Showcase event. All registrants were provided a digital Showcase package which included key knowledge products created as part of the Lab.
 - Community members and organizations we have connected with to date, as a result of the showcase:
 - Next Step Residential
 - Autism Independent Living Association
 - Beyond Limits Inclusive Community
 - People with disabilities and their families
 - Seniors and Housing, Housing Division, Government of Alberta
 - Centre for Autism Services Alberta



- **Final Community Report:** Four strategic learning briefs were designed. A digital copy was published to the Future of Home Lab website and shared with everyone who participated in and supported the lab process, as well as all those who attended the community showcase. These reports were used to widely disseminate the learnings from the project through stewardship committee and partner networks.
- **Presentations:** The stewardship team took opportunities to present on the project outcomes and process as was appropriate/possible:
 - Skills Society Annual General Meeting
 - Submitted a prototype pitch (3 minute video) to the Alberta Seniors & Community Housing Association 2021 Convention. The video was viewed by a panel of CEO's for housing in Alberta and across Canada
 - Skills Society Board Meeting
 - Presentation to the Toronto Community Housing's Strategic Planning and Stakeholder Relationships team
 - Presentation at the Centre for Autism Services Alberta's Annual General Meeting

Due to COVID we were unable to present at conferences as we would've hoped. As the project is continuing, we have full intentions to present at conferences and gatherings (eg., Systemic Design Exchange - a local community of practice on systemic design in Edmonton, Alberta Council of Disability Services conference)

- **Website:** A project webpage was created on the Skills Society website (<https://skillsociety.ca/projects/future-of-home-inclusive-housing-solutions-lab/>). This webpage is a landing page for the project and includes all knowledge products created. The website was cited and shared in most knowledge dissemination activities and knowledge products.
- **Social Innovation Canada Social R&D National Practice Gathering:** Two project stewards attended the Social Innovation Canada Social R&D National Practice Gathering. An online community was created for all social R&D enthusiasts and practitioners attending the gathering and beyond to share work, connect with peers and participate in sharing and learning. A page was created on the platform sharing about the project and how to learn more or connect.
- **Skills Society Annual Reports:**
 - 2020 Annual Report: https://issuu.com/edmontonshiftlab/docs/skills-society_annual-report-2020
 - 2021 Annual Report: https://issuu.com/edmontonshiftlab/docs/210516skl_2020_annual_report_final
- **Project Partners**



- **Affordable Housing Solutions Lab:** A lab participant was the Solutions Lab Strategist with the Affordable Housing Solutions Lab, and two lab participants later went on to participate in the Affordable Housing Solutions Lab. Through this engagement, lab participants were able to share learnings from the Future of Home Lab more broadly with stakeholders participating in the Affordable Housing Solutions Lab.
- **Core Team Member's Networks**
- **Social Media:** Throughout the process project highlights, knowledge products, etc. were shared through Skills Society and project partners' social media as well as re-shared through networks' social media

Knowledge Products Created

Note: All knowledge products created are linked in the Phase One Summary Report (appended to this report). Any knowledge products that are not linked in the Phase One Summary Report have been appended separately including the MOU template and Workplan with Timeline.

Phase 1: Definition

Establish scope and reframe issue

- Workplan with Timeline
 - Preliminary plan for the trajectory of the lab shared with lab participants and updated as needed as the project progresses
- Memorandum of Understanding (engagement strategy)
 - MOU outlining scope, objectives, expectations, key contacts, and partner commitments to be signed and agreed upon by all partners and members of the stewardship committee
- Primer Document
 - Pre-lab research report providing background information on the core challenge used to ensure all lab participants start with shared understandings; findings also shared with stakeholders interested in learning more about the core challenge
- Lab Brief - Shared Community Model
- Lab Brief - Scattered Site Model
 - 5 page document briefly outlining background, core challenge, process, approach and objectives of project used by lab participants and sharing with others what the lab is all about
- Team Charter



Phase 2: Discovery

Generate insight through data and lived experience; understand the current state of the issue based on a range of research methodologies

- Personas
 - Short descriptions of user groups being designed. Used by core teams during empathy phase. Also shared with various stakeholders to help them understand the core user groups being designed for.
- Insights Matrix - Scattered Site Model
- Insights Matrix - Shared Community Model
 - In workshop #2 core teams worked together to make sense of what was learned in field research by adding sticky notes to the *Insights Matrix* (large foam core poster board), and sorting insights into categories. Teams used the boards as a reference point in future workshops.
- Criteria Cards

Phase 3: Development

Co-develop new ideas through stakeholder input

- Gaps & Next Steps Canvas - Scattered Site Model
- Gaps & Next Steps Canvas - Shared Community Model
- Design Criteria and Min Specs - Solution Criteria
 - In Workshop #3 teams worked to create minimum design specs (constraints they must design within)
- Three Horizons Canvas - Scattered Site Model
- Three Horizons Canvas - Shared Community Model

Phase 4: Prototype and Test/Delivery

Test and refine shared ideas and proposals

- Prototype Model Canvases - Prototype Evaluation and Testing Workbook
 - In Workshop #4 teams worked to begin to visualize their prototype. This formed the foundation for their prototype booklets.
 - In addition, they began to create a plan for evaluation and testing of their prototypes.
- Graphic Recording - Scattered Site Model
- Graphic Recording - Shared Community Model
 - While teams were working to visualize their prototype, a graphic recorder was capturing the prototype process.



- Prototype Booklet - Community Connectors
- Prototype Booklet - The Commons
 - Core teams worked with their designers to develop 'pitch' booklets of their prototypes that were used for presentations on the prototypes to various groups, in testing the prototypes with others, and at the community showcase.
- Prototype Video - Community Connectors
- Prototype Video - The Commons
 - Core teams created quick, snappy videos of the prototypes in order to test them with various stakeholders
- Stakeholder Testing Tool

Phase 5: Roadmap

Communicate clear path to solution uptake

- Insights from Prototype Testing with Stakeholders
- Mini-Documentary
 - A short 10 minute documentary film was created that showcased the core challenge, each prototype, and the lab process.
- Final Community Report
 - Four strategic learning briefs were designed. A digital copy was shared with everyone who participated in and supported the lab process, as well as all those who attended the community showcase. These reports were used to widely disseminate the learnings from the project through stewardship committee and partner networks.
 - i. Strategic Learning Brief - What Makes a House a Home
 - ii. Strategic Learning Brief - Addressing Tensions in Building an Inclusive Home Life for People with Disabilities
 - iii. Strategic Learning Brief - A Portfolio of Possibilities
 - iv. Strategic Learning Brief - What We are Learning: Design, Delivery, and Evaluation of the Future of Home Lab
- Roadmap Report: A Look at Where We Are at Present and Where We Are Headed

Lessons Learned Throughout the Project

What Makes a House a Home

FOCUSED ON HUMAN-CENTRED DESIGN



The strength of a human-centred design process is its ability to build empathy and understanding amongst a diverse range of stakeholders. Through prototyping processes, family members, allies, service providers, funders, architects, advocates, and housing developers each had an opportunity to learn about the experiences of people with developmental disabilities in navigating current housing and support systems.

This Inclusive Housing Solutions Lab centred around understanding and defining the meaning of home for people with disabilities. This document summarizes what the group learned during this human-centred process—and how these learnings will come to life in each organization's housing and support work.

HOME & SOCIAL INCLUSION

The purpose of the Lab was always about more than just creating new physical spaces for people to live in. It was also about creating spaces that people with and without disabilities can call home —because having a safe, stable, and comfortable place to call home is the foundation of a rich and inclusive life.

The work of the Lab was rooted in the fundamental principles that:

- Having a home is a basic need and right
- When you have a safe space to start your day, it is easier to go out and explore your neighborhood and community
- When you have a home you are proud of, you can invite others in and share food, experiences and laughter
- Home is where you can experiment and explore what it means to be you. It is a place to be comfortable, express yourself and be yourself. Your home is a reflection of you!
- Home can be a launching point for connection with others. When your home is part of a larger community, it's easier to build relationships with neighbors, contribute your gifts and talents, and access important resources and amenities.

WHAT DOES AN INCLUSIVE LIFE LOOK LIKE?

A rich and inclusive life involves all people living, working, and playing together in the same spaces. It means that people with disabilities are seen as friends, colleagues, neighbors and citizens – and they feel comfortable being themselves. An inclusive life means that everyone's authentic selves are empowered, celebrated and welcomed.

A 'HOUSE' IS NOT THE SAME AS A 'HOME'

A house is a physical space that provides shelter to people—whether it is a duplex, an apartment, a condo or a bungalow. In contrast, a home is a physical space that also offers distinct feelings of ownership, pride, belonging, and warmth that come from being comfortable in



a space. Having shelter is important for survival, but the ultimate goal is having people thrive from a place they can call home.

Unfortunately, because of the way current housing and support systems are structured, many people with developmental disabilities do not have the opportunity to make their house a home. Enabling this shift was the essence of the Inclusive Housing Solutions Lab.

‘HOME’ FOR PEOPLE WITH DISABILITIES IS THE SAME AS IT IS FOR PEOPLE WITHOUT DISABILITIES

Historically, and sometimes still today, it is assumed that people with disabilities need different or specialized places to live. This assumption is not accurate and has long been challenged by people with disabilities and their families and allies. It ignores the simple fact that people with disabilities desire the same things as people without disabilities—including a safe place to call home.

KEY INSIGHTS

The Lab explored and learned about the meaning of home for people with disabilities and how this definition should refocus and reshape stakeholder priorities in the housing and support space. These findings are summarized below:

INSIGHT 1: THERE ARE ‘UNIVERSAL’ QUALITIES THAT MAKE A HOUSE A HOME

Although everyone’s homelife is unique, there are some consistent qualities to a home that is comfortable, inclusive and enriching.

1. SAFETY

Feeling safe inside and outside your home

- Being able to go for walks in your neighborhood
- Being able to be in shared/common spaces in the building

2. AUTONOMY AND CONTROL

Having autonomy and control within and over your space

- Having the freedom to make the space your own and express your identity by decorating, having plants, having pets, etc.
- Being able to choose your roommates or to be able to live with your partner
- Being able to choose your support staff

3. CONNECTION

Opportunities to connect with friends and neighbors

- Having a good relationship/spark with your support staff
- Knowing your neighbors, having a relationship with them



- Having open spaces in your home you can share with others and do things together in
- Having things to do with others in your home when they visit—food, games, comfy seating areas, a garden

4. INDEPENDENCE

Having your independence recognized and respected

- Space to do things on your own or in the way you like it
- Having private space
- Meaningful things to do on your own
- Having the built environment set up to enable your independence (i.e. incorporating accessibility into design)

5. BELONGING

A feeling of ownership and that you belong in your home

- A space to feel like you can be yourself and let your guard down
- A place to feel like you can stay as long as you want (i.e. you won't be kicked out)
- A sense of pride and ownership

Defining what makes a house a home can be difficult because most people without disabilities take the quality of their home life for granted. Taking the time to explore and be explicit about what makes a home enables stakeholders to focus their decision-making, communicate clearly and sharpen their advocacy.

INSIGHT 2: HOME IS FORMED OUT OF RECIPROCAL RELATIONSHIPS

While 'housing' people is an important goal, it doesn't automatically mean that a sense of home comes with it. This is a common and longstanding misconception. Instead, partners and leaders now recognize that a sense of home, and a vibrant home life, is formed out of reciprocal relationships.

A house becomes a home when.... you have friends and family to invite over and you have neighbors who know your name and stop by to chat.

During the Lab, participants quickly learned that they were not just prototyping a physical space and support model but rather a 'way of living' that encapsulated values such as interdependence, community and care. This way of life would involve people sharing their life with one another – regardless of their differences.

This might look like people:

- Spontaneously checking in with one another
- Offering food and conversation when someone is going through a difficult time
- Celebrating wins together



- Sharing a job opportunity they heard about with a neighbor seeking employment

The features outlined in our Phase One prototypes reflect different ‘hunches’ as to what might help nurture this desired ‘neighbourly’ way of life:

Shared community spaces that create opportunities for neighbours to gather and engage in shared activities together.

Retail and commercial spaces that offer ‘bumping grounds’ to spark social connection and draw the outside community in.

A community concierge to help animate the building with the help of volunteer neighbours. Together, they match-make neighbours with similar passions or interests, coordinate community activities, and keep a pulse on what’s happening in the neighbourhood surrounding the building.

A shared social contract that ensures neighbours understand and remain committed to this way of life and outlines opportunities for sharing gifts and talents with the community.

A community inspired and organized to participate:

- A social committee facilitates care packages for those facing challenges
- A pride-of-ownership committee spearheads a community art project for the lobby and invites neighbors to help plant flower beds that improve the curb appeal of the building
- A team of neighbours are paid to be part of the ‘community night watch,’ providing overnight problem-solving support as needed to people with developmental disabilities and create an added sense of security in the building

IMPLICATIONS THE IMAGE OF TRANSFORMATION IS CLEAR(ER) BUT THE PATH IS MURKY

To a large extent, it is clear what a vibrant and rich home life for people with developmental disabilities looks like. While these qualities and values were quick to emerge during the Lab’s work, the path to achieving them was less clear.

This exploration affirmed how wickedly complex it is to create an inclusive home life for people with developmental disabilities within our current systems. As with other complex social challenges, change is required across multiple systems and on multiple levels (see the brief titled “A Portfolio of Possibilities” for a deeper look). Furthermore, building towards this inclusive vision requires a relentless, iterative process of trade-offs and creative resolutions in order to be successful (see the brief titled “Navigating Tensions in Building an Inclusive Home Life for People with Disabilities” for a deeper look).

NURTURING A SENSE OF HOME IS A COMMUNITY EFFORT



There are everyday actions everyone can take in their work to build a more inclusive future for people with developmental disabilities. Together, these micro actions begin to shape the much larger vision for an inclusive, enriching home life.

Examples of immediate, individual actions:

If you are a support person or family member:

- Always keep the person you serve at the centre of all decisions related to their home life
- Help the individual make their space a reflection of their personality by helping them decorate or arrange their home the way they want
- Support people to have guests in their home if they want

Everyone can explore creative ways to build connections with neighbours

- Make an effort to learn neighbors' names and chat with them every once in a while
- Welcome new neighbours to the neighbourhood by saying hello or baking them a treat
- Offer to take a neighbour's dog for a walk
- Invite the CommuniTEA Infusion Van to your neighborhood or help host a block party

Examples of larger systems changes to advocate for:

- Increase the amount of funding available for 'innovative' home building projects that reinforce connection and community
- Advocate for people to be able to have pets where they live
- Ensure buildings are held to a high standard of physical accessibility and incorporate elements of universal design
- Break down stigma associated with affordable or supportive housing models, combatting prevalent 'not in my backyard' attitudes
- Demand more affordable housing options that are also inclusive. For example, rather than being complete, separate buildings for affordable housing, offer affordable suites in regular buildings or a few units in a larger townhouse development
- Keep trying to understand the patterns and principles that prevent people with and without disabilities from forming lasting relationships
- Advocate for sustainable and meaningful paid employment for people with disabilities

SOURCES

Key insights for this brief were generated from data gathered by two Core Teams in the prototyping process. Additional insights were gathered in a workshop held with Core Team members as well as through numerous reflexive conversations amongst stewards and Core Team members.



1. Canadian Association for Community Living. 2020. Position on Housing. <http://www.myhomemycommunity.ca/s/CACL-Position-Statement-onHousing-2020.pdf>
2. Crawford, Cameron. 2008. A Report on the Housing Needs of People with Intellectual Disabilities. <http://www.myhomemycommunity.ca/s/NationalNoPlaceLikeHome.pdf>
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Addressing Tensions in Building an Inclusive Home Life for People with Disabilities

The Lab explored many aspects of what it will take to refresh and reform housing models - from the community level to large-scale systems change. Through their work, participants also defined the 'tensions' involved in creating an inclusive home life for persons with disabilities and what it will take to navigate and address those tensions. This document is a summary of their insights and ideas.

THE CHALLENGE: BUILDING A HOUSING MODEL THAT IS INCLUSIVE, ACCESSIBLE, AFFORDABLE, SUSTAINABLE AND SUPPORTED BY STAKEHOLDERS

The participants of the Future of Home Lab were given a straightforward yet difficult challenge: create a home-oriented housing model for people with developmental disabilities that was inclusive, accessible, affordable, economically sustainable and possible within current housing and support systems. The model also had to be supported by all key stakeholders.

Table 1: Five Key Attributes that Guided Prototyping

ATTRIBUTE	DESCRIPTION
Inclusive	Having meaningful things to do and places to go; feeling valued and respected by others; having choice, autonomy, and freedom; and having rich and varied relationships.
Accessible	The physical design of the building is 'universally' accessible to all its residents; is located close to neighborhood amenities and to human services.
Affordable	People participating in the Provincial Assured Income for Severely Handicapped (AISH) program can afford rent or mortgage .
Economically Sustainable	The housing model is economically viable for the building developer/manager, feasible within the funding model and budgets of PDD, and doable with municipal bylaws and zoning.
Supported by Stakeholders	The model is supported by key stakeholders, including persons with disabilities, their families, PDD providers, other residents, and housing developers and managers.

KEY INSIGHTS

In the process of exploring different prototype models, Lab participants uncovered important insights around the tensions that can arise with creating home-oriented models that are affordable, accessible, inclusive, viable/sustainable and supported.

INSIGHT 1: THERE ARE UNIQUE TENSIONS IN BUILDING A 'HOME-ORIENTED' HOUSING MODEL FOR PEOPLE WITH DEVELOPMENTAL DISABILITIES

The idea that any 'model' has tensions is not new to anyone in the private sector, public policy, and community development services.

The Iron Triangle is a popular metaphor for describing how project managers must manage the tension between ensuring a typical project is delivered on time, that is delivered under projected cost and that the final product is of good quality.



The common wisdom is that anyone working on developing a product, service, project or business model must constantly manage the trade-offs within this triangle - or other tensions between key features of the project.

In the case of the Future of Home Inclusive Housing Lab, Lab participants modified the traditional Iron Triangle to accommodate the different tensions around creating a housing model for people with developmental disabilities.



TENSION	DESCRIPTION
Affordability & Viability/ Sustainability	Tension between the minimal government income support available to persons with developmental disabilities (i.e., AISH is approximately \$1,685/month) and the realities of the housing market where the minimum rent return rate is roughly \$1,250/month.
Inclusivity & Affordability	Tension between building cost-effective housing and avoiding creating "institutionalized" settings that concentrate affordable units and human services in a single location.
Accessibility & Viability/ Sustainability	Tension between integrating a "universal design" into a building to make it accessible to all people and the extra costs associated with integrating these features.
Accessibility & Affordability	Tension between ensuring housing is close to community amenities and human services yet also affordable.
Inclusivity & Viability/ Sustainability	Tension between the economic viability of larger housing developments, the 'efficiency' of PDD service delivery, and the reality that inclusive communities and trusting relationships are easier to build on a smaller scale.

Note: Lab participants concluded that there were no tensions between the attributes of inclusion and accessibility.



INSIGHT 2: THERE ARE (AT LEAST) THREE WAYS TO ADDRESS THESE TENSIONS

The Lab participants identified three options for how these tensions may be addressed when creating home-oriented housing for people with disabilities.

Option 1: Focus on one or two priorities while sacrificing others

For many people with disabilities, making ‘hard choices’ is an unfortunate reality. Scarce financial resources means searching a small pool of housing units that can be rented for \$725/month or less (affordability), and then stretching any remaining income as far as possible to address remaining needs.

This acute focus on affordability means that most persons with disabilities may have a roof over their head – but their living arrangements fall well short of the accessible and inclusive home they seek. This difficult choice leads them to live in buildings with uneven physical access, in neighborhoods they don’t always feel safe, away from community amenities, disconnected from neighbors, and living within tight parameters that prevent them from making their apartment their own (i.e. owning a pet). “The status quo is unacceptable,” noted one Lab participant.

Option 2: Optimize by making trade-offs

To address these tensions, stakeholders can develop a model that aims to balance key criteria by making careful trade-offs in the design.

For example, in an effort to reduce the costs of a building—and increase its economic viability and affordability—a group might decide to install two rather than four elevators in a building. While this means a decrease in accessibility for those who have physical limitations, the group may feel that the trade-off is acceptable and creates a more balanced model. They may then discover that reducing the number of elevators requires them to reduce the number of units in the building in order to be compliant with city building codes. While this weakens the economic viability of the model, having fewer units in the building increases its sense of community and inclusivity.

This approach to managing tensions is relentless and iterative. It requires social innovators to work through multiple cycles of design and examine the trade-offs until they find a model that meets most— but not all—of the stakeholders’ key criteria. These models are an improvement on Option 1 but still fall short of the hopes and aspirations people with developmental disabilities have for their home.

Option 3: Use integrative approaches to build entirely new models

A third way of dealing with tensions in building home-oriented housing for people with disabilities is to resist the pressure to make conventional tradeoffs and instead to try and create



‘third and better options’. This approach is referred to as ‘integrated thinking and design’ (Martin 2007, Riel & Martin 2017).

Take, for example, how an integrated approach might find a creative way to weave together the best of two distinct, yet imperfect, housing models for persons with disabilities. On the one hand is a large-scale, affordable housing development that feels more like a warehouse but is economically viable. On the other hand is a development that is much smaller in size, creates community interaction amongst residents but is more expensive because of its added amenities. Faced with these polarities, conventional designers would seek to find the ‘sweet spot’ by balancing two less-than-ideal outcomes.

An integrated approach, however, could seek to take the best elements of each approach and arrive at the following model: a large housing development with many smaller clusters of units, each designed around a small shared living area. This model of nested ‘micro-communities’ offers the size required to ensure economic viability and affordability, with the scale and community-oriented design that promotes inclusion.

This process of integrated thinking and design is demanding, requiring stakeholders with deep expertise in their field to be patient and not settle for the ‘least worst trade-off.’ It means systematically working through multiple, deeper, cycles of the integrated thinking process.

INSIGHT 3: BUILDING ‘HOME-ORIENTED’ HOUSING MODELS TAKES TIME

Lab participants employed practices of ‘optimizing trade-offs’ and ‘integrated design’ as they crafted a housing model that addressed all of their key criteria. In Phase Two, a smaller design team of architects and a business planner merged the Phase One prototypes into a single hybrid model that continues to be refined to meet the Lab’s key criteria. The result will be a feasibility study of the merged prototype to ‘test’ with local housing developers and other stakeholders.

Lab participants recognized this work is a small microcosm of the much larger, longer process required on many innovative housing projects. It can take years to create a robust new model with multiple rounds of developing, testing and refining different elements with developers.

As a result, the partners of the Future of Home Lab are committed to sharing the knowledge and insights that evolved from their experimental efforts— and the specific housing model that emerges—so that stakeholders can build on these learnings and continue to innovate new housing models in the future.



INSIGHT 4: THERE IS A NEED FOR INCREMENTAL REFORM AND TRANSFORMATIVE INNOVATION

Lab participants' original vision for a home-oriented housing model for people with disabilities was constrained by a number of systemic barriers including:

- The low levels of income support available to persons receiving AISH, leaving them with very little money to spend on housing and reduced options when it comes to rental properties
- Municipal zoning and by-laws, reinforced by consumer demand, that leads to low-density housing developments, reduces accessibility to amenities, services and increases social isolation
- A consumer culture and home ownership paradigm which promotes individualism and private space rather than community and connection
- Social norms which frame persons with disabilities as people who need assistance with their deficits, rather than seeing them as full members of their communities

The realities of these barriers means that social innovators operating in these systems must work on three different types of innovation:

1. Incremental innovation: which aims to develop, test and refine housing models that are viable and sustainable in existing systems, yet offer the possibility of only incremental – rather than dramatic – improvements in affordability, accessibility and inclusion

2. Reform-oriented innovation: which seeks to address the systemic barriers that get in the way of home

3. Transformative innovation: which is focused on creating radically new models and dramatically expanding the number, variety and quality of multidimensional, home oriented housing models.

SOURCES

Key insights for this brief were generated based on observation of the two Core Teams prototyping process. Additional insights were gathered in a workshop held with Core Team members as well as through numerous reflexive conversations amongst stewards and Core Team members.

1. Riel, J., Roger, M. 2017. Creating Great Choices: A Leaders Guide to Integrative Thinking. Boston, MA: Harvard University Press.

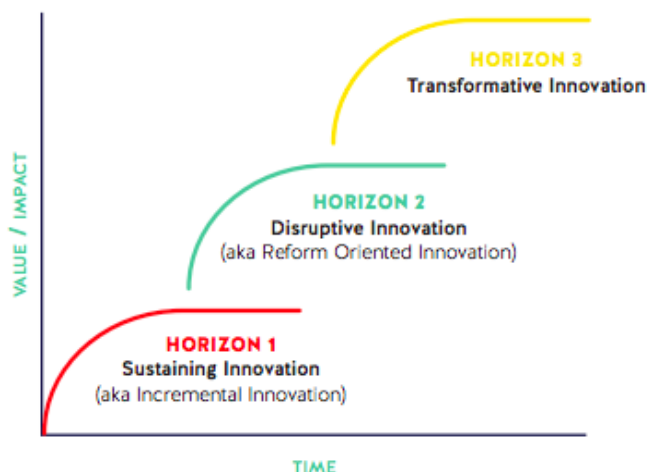
2. Roger, M. 2007. The Opposable Mind: How Successful Leaders Win Through Integrative Thinking. Boston, MA: Harvard University Press.

A Portfolio of Possibilities

Outlined below is the range of innovations that Lab participants explored, along with important lessons that can be applied towards improving the affordable and accessible housing and support options for people with developmental disabilities.

THREE HORIZONS OF POSSIBILITIES

The Three Horizons Framework (McKinsey & Company, 2009) is a simple and popular way to understand the different degrees of innovation available to tackle complex issues (Baghai et al., 2000). Originally developed to help private sector firms think more broadly about how to stay competitive, the model has been adapted in the social innovation world to tackle tough social challenges. The framework distinguishes three types of innovations:



HORIZON 1

Incremental Innovation – develop and execute housing and support models that are feasible, effective and viable in the current environment. These models require little to no change to larger systems.

HORIZON 2

Reform-oriented Innovation – develop, test and scale new and better housing and support models that require changes in the larger public, private and social systems in which they are embedded. These might include changes in policies, regulation, routine practices, or programs.

HORIZON 3

Transformative Innovation – develop, test and scale models that are based on entirely different paradigms, cultures and beliefs. These models are often difficult to implement and scale because they require an eco-system that does not yet exist. The true value of these models is in demonstrating

	HORIZON 1	HORIZON 2	HORIZON 3
	Sustaining Innovation	Disruptive Innovation	Transformative Innovation
Short-hand	Same Game, Same Rules	Same Game, Different Rules	Different Game, Different Rules
Long Version	Innovative actions that can be implemented with minor tweaks to existing policies and systems.	Innovative actions that require substantive changes to existing systems and policies in order to make a deeper and more lasting change.	Actions that are based on radically new ideas, values, and beliefs that require radical changes in policies and systems.
Results/ Effectiveness	Predictable, quicker, modest.	Less predictable, slower, more substantive.	Unpredictable, possibly long term, transformative.
Feasibility	Easier and less resistance to implement. Changes in capabilities not required.	More difficult – some resistance to implement. Possibly new capabilities required.	Possibly very difficult to implement. Many capabilities unknown; need to be developed over time.

Three Horizons Framework (McKinsey & Company, 2009), adapted by Mark Cabaj, Here to There Consulting Inc.



what might be possible in the future and helping to lay the groundwork for change. Organizations and innovators trying to make progress on complex challenges need to pursue all three types of ideas in order to achieve success.

THREE HORIZONS OF IDEAS IN THE FUTURE OF HOME LAB

Lab teams used the Three Horizon Framework as a tool for ideation and sorting the themes that had emerged from the informal research that involved individual and group interviews with key stakeholders as well as tours of existing supportive housing sites. Ideas, features and measures were mapped across the three horizons using ‘What if’ statements that linked back to the core guiding question of the lab:

What might an affordable, accessible housing and support model that also supports the social inclusion and belonging of people with developmental disabilities look like?

Select examples of each type of innovation are provided in the text. See Appendix: “Highlights of What If’s Surfaced by Prototype Teams” for an overview of ideas produced by prototype teams.

HORIZON 1 INNOVATION

Same Game, Same Rules

Horizon 1 ideas are innovative actions that can be implemented with minor tweaks to existing policies and systems. These innovations push the limits of how far one can go within current systems without reforming them. The prototype teams came up with a number of creative ideas that were feasible within the current housing and disability supports environment. These ideas require little to no change to current systems but still contribute to improving housing affordability, accessibility, and inclusion.

What does a Horizon 1 idea look like?

What if a developer, the City or a not-for-profit group donated a building or land?

Donated land can contribute to the creation of affordable housing – and allow for an innovative, inclusive model to be built that helps ‘nudge’ systems change forward. However, this spontaneous ‘one-off’ generosity does not require reform and does not impact fundamental, long-standing barriers to affordability and social accessibility. It is helpful in finding ‘here and now’ housing for people with developmental disabilities but not necessarily for contributing to wider systems or social change.

HORIZON 2 INNOVATION

Same Game, Different Rules



Horizon 2 ideas require substantive change to existing systems and policies in order to make a deeper and more lasting change in housing affordability, accessibility, and social inclusion. Many of the ideas raised by Lab participants require changes in larger public, private and social systems and generally fall into four categories:

1. Municipal Policies and Regulations

The political and regulatory context in which housing stakeholders (ie. social housing organizations, developers, etc.) operate. Housing goals—no matter how large or small—rely on policy and zoning bylaws that regulate land use, the scale of developments, and the density of these developments.

- What if a Community Benefit Agreement could be established with developers that would enable key principles like accessibility, affordability and inclusion to be reflected in new projects? What if zoning bylaws opened up to allow for more diverse housing options?
- What if, no matter where people lived, they had easy access to amenities and transportation?

2. The Business of Buildings

The design, construction, and operation/ management of buildings.

- What if there were shared services in the building (eg. internet, power)?
- What if there were connecting units to accommodate for more options for size and creative living styles (eg. families could live across multiple units)?
- What if pets were universally allowed?

3. Supports

Support to help people thrive in everyday life. This includes support for income and employment, formal community-based supports (ie. service providers), and natural supports (ie. neighbours, family members, friends and community).

- What if PDD funds could be pooled by the neighbourhood?
- What if there was a mentorship-style program that connected people to one another, offering informal support?
- What if tenants received certifications or accreditations (eg. harm reduction training, first aid) as part of living in the building?
- What if a person could access support from wherever they live? (ie. separation of support and housing)

4. Housing Financing

Financing and funding for social and housing initiatives, and rental and home ownership options.

- What if property tax from those with a higher income could be used to help reduce rent for people with developmental disabilities living in the same building or neighbourhood?
- What if we could create a lender-supported fund—similar to an endowment fund—that could be used to provide down payments for those who cannot afford them?



- What if we started a not-for-profit organization that specifically developed inclusive housing for people with developmental disabilities?

Those who work in the affordable and accessible housing space in Canada have long advocated for changes to existing systems and policies in order to drive better outcomes. Their advocacy is as important today as it always has been. The work of this Lab contributes to these efforts. The central focus of this Lab, supporting the social inclusion of people with developmental disabilities, broadens the systems attended to and expands the number of innovations required. By surfacing these broader system challenges, this Lab sheds light on the frailties in our systems that can make it difficult for people with developmental disabilities to have a safe, affordable, and inclusive place to call home.

HORIZON 3 INNOVATION

Different Game, Different Rules

Horizon 3 ideas are based on entirely new values and beliefs and require radical changes to current systems and policies.

This exploration brought to light the underlying assumptions, values and beliefs that lie within current housing and support systems, and our broader communities, that can create barriers to an inclusive home and community. Tulloch and Schulman (2020) highlight one such example: “Our social service system counts only certain needs - for safety, shelter, food, income, and physical care” (p. 24). The belief that surviving is simply good enough keeps the system in place. By transforming this mindset to instead focus on helping people thrive, then the system must also adapt to embrace and explore “ways of understanding people’s needs for adventure, purpose, connection, or growth.” (p. 24). This shift in thinking can help us reimagine systems in new ways.

In this Lab, we strove to build off the efforts of those who came before us. The shift articulated here has been raised by many people with disabilities, their families, friends, and allies for decades.

Embracing a culture shift, like the one described above, can help us imagine systems in new ways and might spur system-level changes. For example:

- What if our neighborhoods were built not for privacy and individuals/families, but instead for shared living amongst extended families and/ or chosen family? This could result in a larger market for shared and inclusive housing, or land use regulations that allow for more integrated, mixed use housing – rather than separate buildings.
- What if people with disabilities and other community members offered support to one another? This disrupts the notion that care and support of people with disabilities is the sole responsibility of the government and recognizes that we are all interdependent. This could result in government support (financial and otherwise) being shared across a



neighbourhood or directed towards helping to match or connect people with similar needs/interests.

This transformation is not only possible but it already exists in several demonstration projects around the world. Together, we can learn from their example:

- L'arche, Saettedammen in Denmark (<https://cohabitas.com/a-visit-to-saettedammen-co-housing/>)
- Shared Lives Plus in the UK (<https://sharedlivesplus.org.uk/>)

KEY INSIGHTS INSIGHT 1: TRANSFORMATION OF HOME LIFE INVOLVES A SHIFT IN THE WAY WE RELATE TO ONE ANOTHER

“We create space and include people with [developmental] disabilities as citizens in our institutions [education systems, communities, healthcare systems], but do we also include them in our lives as human beings?” (Reinders, 2002, p. 2)

One of the most significant learnings that emerged from this Lab was the need to transform how we relate to one another. This culture shift requires us to elevate important values such as interdependence, community, and care – the essential elements of a vibrant and inclusive home life. We can start to imagine what this shift starts to look like in everyday life:

The person with a developmental disability that lives on the same street as you is seen as a neighbor and friend, someone you want to get to know and spend time with. Through your relationship with this person, you learn that they love to bake like you – so you invite them over once a week to make tasty treats. While spending time together, you notice when something isn't right with them and offer emotional support. Now this person doesn't require as much formal paid support because they have a neighbor who cares about them and shares their life with them.

INSIGHT 2: DEVELOPING AN INNOVATIVE MODEL IS COMPLEX

This work confirmed the complexity of building new housing and support models that are affordable, accessible, and support the social inclusion of people with developmental disabilities. For starters, there are a number of systems involved with a variety of actors and interests. At the ground level, every person with a disability is unique with different needs and preferences for what a 'good life' embodies. No single model will be the right model for everyone. All of this complexity requires us to embrace systems thinking, note the tensions, and nurture promising principles and patterns.

INSIGHT 3: HORIZON 1 HOUSING AND SUPPORT MODELS REQUIRE EXPERTISE AND TIME TO DEVELOP – AND ARE FRAGILE TO MAINTAIN



Because they work within the system rather than reforming it, Horizon 1 innovations will only achieve incremental results. Having said that, Horizon 1 innovations can have modest but important impacts on affordability, accessibility, and social inclusion –and improve housing and support for people with developmental disabilities. The larger goal with Horizon 1 innovations may simply be to push the limits of the system in the hope that the systems will eventually shift and change.

The Horizon 1 housing and support model—even if and when it is developed—is likely to be somewhat fragile and sensitive to change. Weaving together all the measures needed to create affordable, accessible and inclusive models, without reform, requires the right support (financial and otherwise), creative partnerships, and a developer with significant experience and capacity to manage the moving pieces.

INSIGHT 4: THE CASE FOR INNOVATION ACROSS ALL LEVELS IS POWERFUL

It is critical that ideas flow from all three Horizons in order to produce meaningful change. Horizon 1 ideas meet the needs of people in the here and now. Horizon 2 ideas help evolve systems to work better for people. Horizon 3 ideas spark our imagination and keep us reaching for more.

These Horizons are also not discrete. Horizon 1 ideas have the potential to open doors to Horizon 2 reform. Horizon 3 ideas can spur new Horizon 2 reforms. Horizon 2 and 3 ideas are less predictable and longer term, requiring the groundwork of Horizon 1 (and possibly Horizon 2) measures to move forward. One horizon is not superior to another—it's 'all of the above'.

The prototype that emerged in Phase 2 of this Lab has elements of all three Horizons—it calls for small tweaks within current systems (Horizon 1), reform (Horizon 2), and a culture shift in the way we relate to one another (Horizon 3).

All of this affirms the need for innovation across Horizons in the move towards building an inclusive home life for people with developmental disabilities.

SOURCES

Key insights for this brief were generated from data gathered by two Core Teams in the prototyping process. Additional insights were gathered in a workshop held with Core Team members as well as through numerous reflexive conversations amongst stewards and Core Team members.

1. Baghai, M., Coley, St., White, D. 2000. *The Alchemy of Growth: Practical Insights for Building the Enduring Enterprise*. New York, NY: Basic Books.

2. McKinsey & Company. 2009. "The Three Horizons Framework." McKinsey Quarterly.
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4. Tulloch, G., and Shulman, S. 2020. The Trampoline Effect: Redesigning Our Social Safety Nets.
5. Reinders, J. S. 2002. "The Good Life for Citizens with Intellectual Disability." Journal of Intellectual Disability Research, 46, 1-5.

APPENDIX A: HIGHLIGHTS OF 'WHAT IF...' SURFACED BY PROTOTYPE TEAMS²

SYSTEM: MUNICIPAL LAND USE POLICIES, REGULATIONS AND PLANNING

HORIZON 1	HORIZON 2	HORIZON 3
What if a developer, the City, or a not-for-profit group donated land? What if we could repurpose an existing space (ie. convert a hotel into a co-housing building)? What if we partnered with a developer that is doing similar work and found synergies between the two projects to achieve both ends?	What if a Community Benefit Agreement could be established with developers that would enable key principles like accessibility, affordability and inclusion to be reflected in new projects? What if zoning bylaws opened up to allow for more diverse housing options? What if, no matter where people lived, they had easy access to amenities and transportation? What if developers received tax incentives for developing affordable, accessible, inclusive housing? What if there was a minimum standard in new builds for affordable housing (ie. 2% of all new builds have to be affordable housing)?	What if we got away from the notion of creating housing by 'grouping' (i.e. single unit family houses, affordable housing, housing for seniors) when zoning properties, allowing for the creation of a mix? What if neighborhoods were built for shared living amongst extended families or chosen families?

² This appendix is a small sampling of the many creative ideas prototype teams had.

SYSTEM: THE BUSINESS OF BUILDINGS

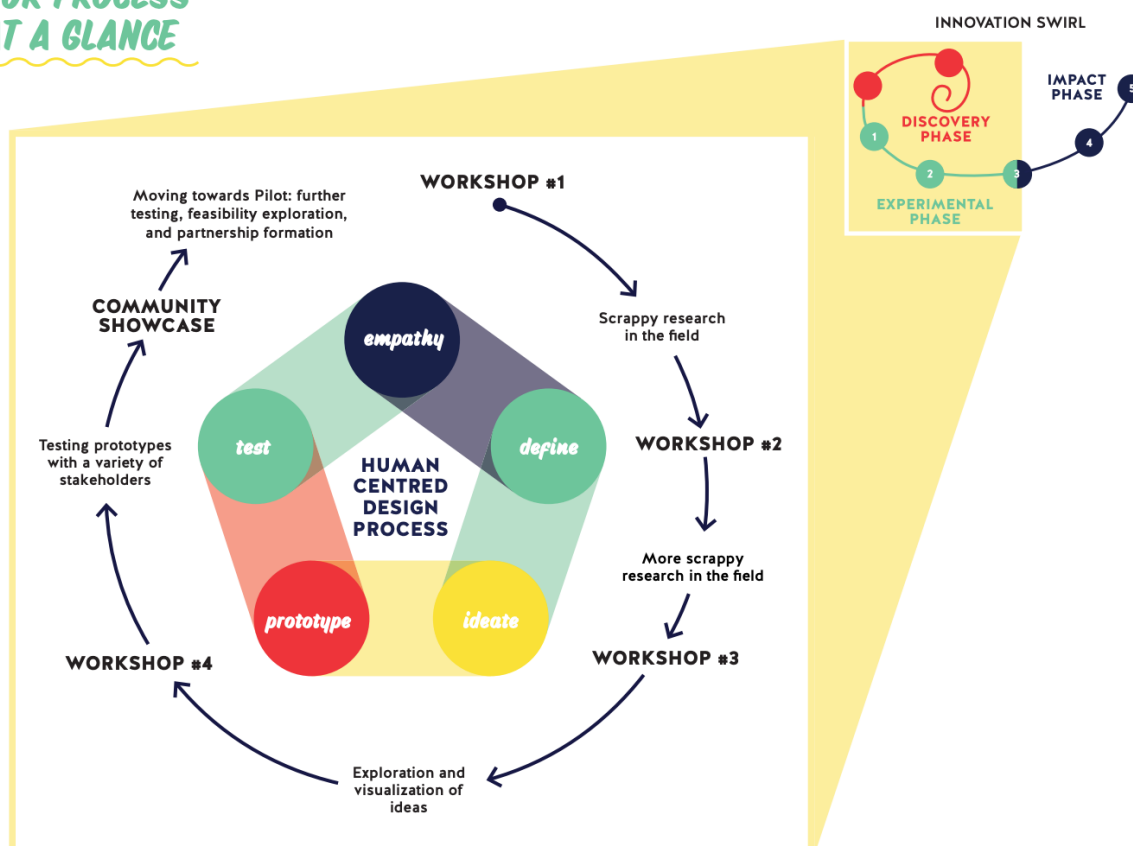
HORIZON 1	HORIZON 2	HORIZON 3
What if there was a rooftop park as a safe outdoor space? What if there was a commercial kitchen that could be used as a ghost kitchen for revenue? What if the site included an office space so support could be present 24/7? What if there were commercial tenants in the building and everyone in the building got a discount when accessing them? What if we had fun multifunctional furniture in the open spaces that could transform for different purposes and needs?	What if there were connecting units to accommodate for more options for size, and creative living styles (ie. families could live across multiple units)? What if there was a program and space for collecting bottles and items for deposit in the building? What if we had a shared multi-functional commercial space that employed people in the building (ie. cafe, bakery, dog walking/grooming)? What if there were shared services in the building (ie. internet, power)? What if all downtown multi-family developments were required to have 10% low income housing? What if pets were universally allowed? What if cities provided tax incentives to developers to include smart home technology that support independence in new builds (ie. medication administration)?	What if every development was required to provide communal, exterior shared spaces (ie. central games area, green spaces)?

SYSTEM: SUPPORTS

HORIZON 1	HORIZON 2	HORIZON 3
What if there was always a neighbour on call to support when people needed it? What if part of people's rent could be 'paid' through volunteer time? What if there was someone hired to be a social curator of sorts, facilitating connections in the building? What if there was intentional matching of people in the building with unique skills and those interested in learning something? Or-What if neighbors could hire one another to help with daily tasks (ie. lawn care)?	What if pooling of PDD funds was required to live in the building? What if supports were shared across multiple buildings? What if in exchange for living in the building tenants received certifications or accreditations (ie. harm reduction training, first aid)? What if the shared space in the building was the community centre so people living in the building could come together to do things and maintain it? What if there was a mentorship style program where people were connected to one another to offer support naturally? What if wrap around supports were available that could be packaged together? PDD is then one piece of a set of supports. What if a person could access support from wherever they live (i.e. separation of support and housing)? What if PDD created a separate stream of supports for people labelled with complex service needs?	What if community supports and relationships of care were valued more? What if PDD funds were distributed by neighbourhood? What if partnerships were built with recreation organizations to access facilities and support in different, more inclusive ways?

Design, Delivery, and Evaluation of the Future of Home Lab

OUR PROCESS AT A GLANCE



KEY LEARNINGS ABOUT SOCIAL INNOVATION LABS

In the process of facilitating the Future of Home: Inclusive Housing Solutions Lab, the Lab Stewardship Team—in cooperation with Lab participants—uncovered a number of important insights about the design and delivery of Social Innovation Labs. While these insights are immediately relevant to the Action Lab stewards who are constantly developing, testing and improving their unique approach to social innovation, they are also relevant to other teams, organizations and collaborations employing a Social Innovation Lab approach in their work.



INSIGHT #1: IT IS POSSIBLE—BUT NOT IDEAL—TO FACILITATE A SOCIAL INNOVATION LAB ONLINE

Social Innovation Labs aim to create a dynamic space for diverse teams to come together and explore the systemic nature of a challenge they wish to address.

They are usually carried out in face-to-face sessions where people can freely discuss ideas, make sense of data, share their experiences and stories, and work together to create, workshop and test novel solutions that they wouldn't be able to come up with on their own.

The sudden arrival of the COVID-19 Pandemic required the Stewardship Team and participants to pivot. While two in-person workshops were held with COVID-19 safety measures in place, along with site visits to interview people with disabilities in their current home, the rest of the planned sessions were carried out online.

This pivot was largely successful in multiple ways:

- The Stewardship Team created multiple channels for participants to carry out their work and collaborate online, including workshops via videoconferencing (i.e. Zoom), a communication platform (i.e. Slack), shared Google docs, open electronic resources and lab tools, and individual video and telephone meetings.
- The feedback from Lab participants was that working online was sometimes difficult but that the work was designed and managed well. Through this feedback, we learned a variety of ways online Labs could be improved in the future (See Table A).
- Despite these challenges, the Future of Home Lab team was still able to carry out each step of the original lab design on time, and complete all of its key deliverables.

At the same time, working primarily online made it difficult to take advantage of the strengths of the Lab approach. These challenges included:

- The reduced possibilities for field research with innovation stakeholders—most notably people with disabilities—face to face or on-site. This undoubtedly limited the range and depth of information that could be gathered.
- The very limited options for employing different interactive prototyping techniques to make promising solutions more tangible (e.g., mock ups, simulations). The use of a graphic recorder to visually capture the key features of the two Prototype Teams was very helpful, but was only one way to tangibly represent the key features of their proposed housing models.
- The struggle to have deeper, more dynamic discussions amongst team members that is normally possible when working face-to-face. Although the team worked well together, most participants reported that 'online fatigue' and the inability to use non-verbal communication (drawing, body language, physical interaction) at times limited their ability to work together.

The Lab team demonstrated that it's possible to deliver a Lab online, complete deliverables and surface innovative ideas. They also identified online Lab activities that the team can draw on to complement more traditional Labs when public health restrictions allow.

The experience also revealed that the power of Social Innovation Labs still depends—in large part—on the ability for diverse people to come together face-to-face to build relationships, freely discuss challenges from diverse perspectives, and work dynamically to explore novel solutions.

Activities that Make the Online Experience Possible	Activities That Can Improve the Online Experience	Activities That Cannot Be Done Online
• Extensive availability of online meeting platforms (e.g., Zoom) • A graphic recorder to visually map out the key features of each Prototype Team's prototype • Experienced facilitators to manage meetings • Electronic versions of all presentations, resources and tools	• Recorded meetings for those who would like to double-back on key conversations • Kinesthetic activities for people to engage online (e.g., interactive board like Miro) • Smaller break out groups • An online directory of resources, organized for easier access	• Extensive research with experts and stakeholders, including on-site visits and conversations with people with disabilities • Interactive prototyping techniques to make promising solutions more tangible (e.g., mock ups, simulations) • Deeper types of discussions amongst team members that is normally possible when working face to face

INSIGHT #2: THERE ARE UNAVOIDABLE TENSIONS IN THE DESIGN AND DELIVERY OF LABS.

Tensions are an unavoidable part of any effort to tackle a complex challenge.

There are tensions in developing an effective solution or model to address the challenge itself (e.g., the tension between having both affordable AND quality housing). There are also tensions in designing and facilitating the innovation process to come up with a promising solution (e.g., the tension between finding an effective solution in a short period of time).

Tensions can be framed as challenges that invite participants to be creative in how they are addressed.

The Future of Home Lab participants experienced three major tensions in the design and delivery of their innovation lab:

- The Tight-Loose Challenge Brief: creating a challenge brief that was framed tightly enough to provide clear direction to the Innovation Teams but not so tight that it could not be adapted to be more helpful and/or reflect new learnings that emerged in the Lab.
- The Linear-Non-Linear Design: designing the phases and actions of the Lab process in a way that laid out a systematic approach to innovation while still being responsive to emerging opportunities, learnings and shifts in context.
- The Diverse-Manageable Innovation Team: putting together Prototype Teams that had sufficient diversity to ensure rich perspectives and creative thinking, yet small enough to allow for building trustful relationships and high performing teams.

Table B: Tensions in Lab Design & Delivery

Tension	On one hand...	On the other hand...	The Challenge	Future of Home Participant Feedback
TIGHT-LOOSE CHALLENGE BRIEF	... innovation teams are more creative when the challenge they are trying to address and the constraints within which they must work are clearly laid out in a design brief.	... it is difficult to know in advance all the features of a successful model. Some room must be left for new and emergent learning.	How might we frame our innovation challenge tightly enough to provide direction to innovation teams while still leaving room for creativity, chance and new learning?	• The Challenge Briefs provided clear direction for each Prototype Team • The Challenge Brief should include a stronger use of 'personas' to represent the diverse range of persons with disabilities • The Lab Brief be revisited periodically throughout the Lab and updated if appropriate

Tension	On one hand...	On the other hand...	The Challenge	Future of Home Participant Feedback
LINEAR-NON-LINEAR PROCESS	... all participants in a Lab would like a well laid-out process and set of tasks that reflect a solid understanding of the different phases of innovation.	... the process of innovation is organic and results in new learnings and opportunities that require participants to adjust their original plans and work iteratively.	How might we create a clear framework and plan for our innovation process that allows for ongoing development and adaptation?	• Appreciation for the structure and facilitation of the entire Lab • The level of effort required to participate was greater-than-planned, with mixed opinions about if it was “too much” or “more opportunity to contribute” • Periodic check-ins at transition points in the process to discuss the need, options and level of support for the next phase
DIVERSE-MANAGEABLE TEAM	...the greater the diversity of team members, the richer the insights into the challenge and more creative the solutions.	... there are logistical and financial constraints on how many people can be engaged in Teams and practical limits on the size of working groups before they become ineffective.	How might we engage the greater diversity of people in Prototype Team work in a way that is efficient and effective?	• The diversity in the Teams was one of the best features of the lab • A desire for greater participation from people with more expertise, including housing developers and persons with disabilities • Create a process that allows for multiple levels of participation

The Action Lab Stewardship Team is committed to introducing participants of future Innovation Labs to the idea of ‘tensions’ in Lab projects and how they can embrace them as opportunities for creative thinking.

INSIGHT #3: PROMISING SOLUTIONS DO NOT NEED TO BE CREATED FROM SCRATCH.

The focus of most Social Innovation Labs is to come up with entirely new and novel solutions to a complex challenge.

The participants in the Future of Home Lab discovered that there are (at least) three different pathways to innovation:

- Create something entirely new from scratch
- Build on, improve or scale a model that exists close by
- Adopt and adapt a model from elsewhere

The Stewardship Team was eager to provide information and examples to the Prototype Teams so that they could think beyond the conventional ‘create something new’ approach. To assist in this, they included examples of two types of housing models developed in other sectors and communities.

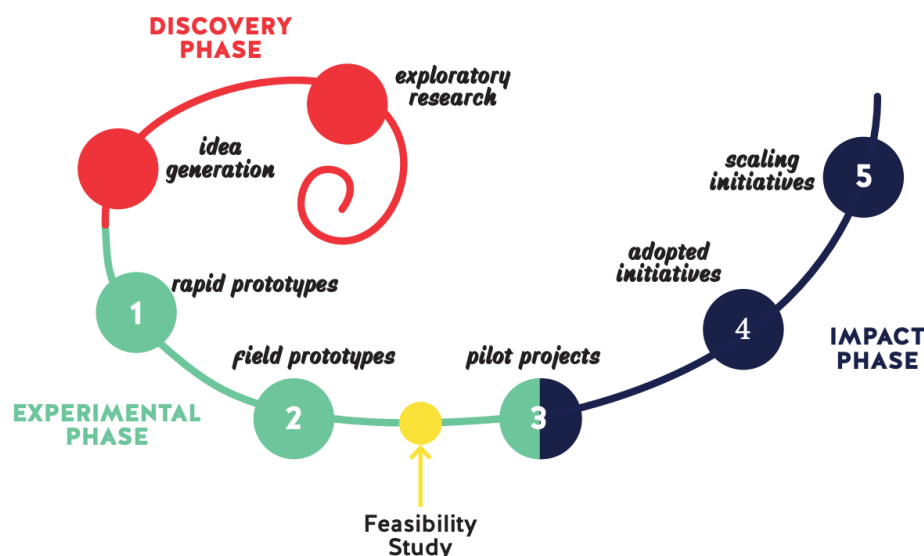
In their feedback, participants suggested the teams could have gone further in sharing other examples:

- Participants found housing models in British Columbia, Arizona and the United Kingdom that were highly educational and inspirational for the Lab
- The team assigned to carry out a feasibility exploration found that some of their financial projections could be strengthened by building on financial models already employed by several local housing providers

The Stewardship Team is already committed to more fully integrating a ‘multiple pathway’ orientation to innovation in its next labs by: (1) encouraging Lab participants to consider all three pathways in their innovation work; and (2) completing pre-Lab research on other ‘similar’ models that can be shared with Lab teams as baseline information.

INSIGHT #4: THERE IS A STEP BETWEEN A PROTOTYPE & A PILOT PROJECT

The conventional understanding in the field of social innovation is that prototypes that test well against their core criteria (e.g., effective, feasible, viable) should have a business case created and a pilot/demonstration project developed to allow for a more systematic test of the new model.



Innovation Swirl: Mark Cabaj, Here to There Consulting (2020)



In the case of the Future of Home Lab, participants discovered the value of an intermediate step between a prototype and more formal pilot project: a feasibility study to systematically assess the financial viability of a new model.

- A feasibility study builds on stakeholder feedback regarding the prototype – particularly around their preferred features and ways to improve the overall model – but adds a more thorough set of financial analysis and projections that developers and would-be residents need to know in order to decide whether or not to proceed with the idea further.
- If the findings of the study show that the model is viable, much of the analysis can be used to inform the creation of a more formal business plan or pilot project.

The Stewardship Team concluded that the complex nature of their proposed model, coupled with the high stakes nature of developing a full fledged business plan and pilot project, meant that carrying out a feasibility study was the best 'bridging' step between their prototype testing and putting the idea in practice.

While feasibility studies are quite common in the business world, the team's experience shows that social innovators should consider this as useful step in the developing, testing and refining of promising solutions.

INSIGHT #5: TREATING 'STRATEGIC LEARNING' AS A CRITICAL LAB OUTCOME

The central focus of any Social Innovation Lab is to provide diverse teams with an opportunity to experiment with different ways to tackle stubborn, complex challenges, such as ensuring affordable, accessible and inclusive housing for people with disabilities.

Defining the success of a Lab solely on its ability to create a successful innovation, however, is too narrow for two significant reasons:

1. Most prototypes do not result in successful innovations. For example, the Dyson company required 15 years and 5,127 prototypes to produce its now famous, best-selling vacuum cleaner³. Social innovators often need multiple cycles of innovation to land on a solution that is not only effective, but feasible and viable. It is highly unlikely that they will find the perfect solution based on a single prototype.
2. Each Lab generates learning that can be used to inform and improve future rounds of innovation. Social innovators always uncover deeper insights into the nature of the challenge, what does and does not work, and the systems that hold these complex problems in place.

³<https://nymag.com/vindicated/2016/11/james-dyson-on-5-126-vacuums-that-didnt-work-and-1-that-did.html>



The Stewardship Team concluded that a better definition of ‘results’ in a Lab should be widened to include the ‘strategic learning’ that emerges from the process.

Just as those leading research and development (R & D) efforts to address more mainstream challenges (e.g., Type 2 diabetes) are expected (and required) to codify and share their learnings with the field so that others can build on them to inform future R & D efforts, lab participants should do the same with their insights in order to drive future innovation.

To demonstrate their commitment to this idea, the Stewardship Team has developed several Strategic Learning Briefs (in addition to this one). These include:

- What Makes A House a Home?
- Addressing Tensions in Building an Inclusive Home for Persons with Disabilities A
- Portfolio of Possibilities: Innovating Across Three Horizons of Change

These resources will be useful for future work by the Action Lab partners—and others— to create better housing solutions for people with disabilities. They can also be used to inform the work of other organizations, collaborations and communities interested in a similar mission.

NEXT STEPS

These five insights that emerged from the Future of Home: Inclusive Housing Solutions Lab process are significant learnings for the Action Lab team.

These insights go beyond the ‘steps and activities’ of Social Innovation Labs provided in most guides and templates; instead, they reveal deeper strategic issues that can be addressed when bringing a diverse group of people together to experiment with new ways of tackling tough systemic challenges.

In the spirit of ongoing improvement and innovation, Action Lab facilitators have already responded to these insights and have integrated them into their next phase of the Future of Home: Inclusive Housing Solutions Lab. They have:

- Identified the best online Lab activities (e.g., videos, Zoom team meetings) to use as ‘complementary supports’ to future Labs that will be primarily face-to-face;
- Included ‘Lab tensions’ (e.g., process vs. product) in the orientation session for new Lab participants;
- Expanded the pathways to innovation beyond ‘build from scratch’ to include expanding upon successful models that already exist;
- Upgraded the innovation continuum to include feasibility studies as a step between prototypes and pilot projects; and
- Added ‘strategic learning’ to the definition of Lab Outcomes and Strategic Learning Briefs as key lab ‘deliverables.’



The Action Lab Team will also make these insights available to lab facilitators, social innovators, funders and policy makers through its website, conference presentations and professional networking sessions.

Further Reflections from Stewards and Core Teams

Why the Shared Community Model team veered away from tiny homes towards a large apartment building

An apartment style offered a couple things it seemed like tiny homes couldn't:

1. volume of people needed to financially support roles like pooled, flexible support workers and social convenor role
2. enabled a wider diversity of family configurations to live together (ie hard to have multigenerational or large families living in tiny homes)
3. with more people a part of the community it felt like there was more opportunity to cultivate community and have natural connections take place
4. enabled for the addition of retail space that opens up opportunities for employment and funneling funds back into the community (this is not sustainable in a tiny home model)

It is interesting that both prototype teams landed on a larger scale model - as there is a bit of a tension here with some of the dominant assumptions in the disability/inclusion space (ie., that smaller is better for cultivating connection and belonging and the urge to avoid large settings as they can feel "institutional" and "congregated"). However, prototype teams were finding larger scale models might actually better enable community and customized support.

Additional Design Reflections

It would have been interesting to see what might have evolved had we placed more/stronger constraints for each prototype team. For example, had we said and been firm that the Shared Community Model team needed to make their model work within a tiny home framework. So the physical space was set to a large extent and the support model had to be made to work within it. We wondered if this might have created space for more innovation as it would have forced some creativity to make things work within the constraints.



Key findings in Roadmap

The Problems We Are Trying to Solve

There is currently a lack of housing that meets the needs of people with developmental disabilities—that is accessible, affordable, and fosters inclusion. In many apartment buildings rents are out of reach, suites are inaccessible, and there are few opportunities for residents to connect. This can make residents feel unsafe, lonely, and left with a sense that their house is not a home.

Key Features of the Prototype

During the Lab, participants quickly learned that they were not just prototyping a physical space and support model but rather a ‘way of living’ that encapsulated values such as interdependence, community and care. This way of life involves people sharing their life with one another – regardless of their differences. Importantly, teams recognized this ‘neighbourly’ way of life requires nurturing - intentional efforts on the part of key paid supports, like the community concierge, to build and sustain a vibrant community culture.

This ‘way of living’ might look like people:

- Spontaneously checking in with one another
- Offering food and conversation when someone is going through a difficult time
- Celebrating wins together
- Sharing a job opportunity they heard about with a neighbor seeking employment

→ Ultimately, it looks like neighbours having meaningful interactions with one another.

Lab participants explored ways that both the physical and social spaces might be part of nurturing community. The features outlined below reflect different ‘hunches’ as to what might help nurture this desired ‘neighbourly’ way of life:

Barrier Free Design throughout the building creates seamless access to indoor and outdoor amenity spaces and within individual suites for people with disabilities.

Low ratio of affordable units and disbursement of affordable units throughout the building supports inclusion.

On demand support services through partnership with a local service provider enable residents with disabilities to access supports when they need them.

A community night watch initiative contracts neighbors in the building to provide more natural feeling support as needed to residents with disabilities overnight.



Shared community spaces create opportunities for neighbours to gather and engage in activities together.

Retail and commercial spaces offer 'bumping grounds' to spark social connection and draw the outside community in.

A community concierge helps animate the building with the help of volunteer neighbours. Together, they match-make neighbours with similar passions or interests, coordinate community activities, and keep a pulse on what's happening in the neighbourhood surrounding the building.

A shared social contract ensures neighbours understand and remain committed to this way of life and outlines opportunities for sharing gifts and talents with the community.

A community inspired and organized to participate in activities like:

- A social committee facilitating care packages for those facing challenges
- A pride-of-ownership committee spearheading a community art project for the lobby and inviting neighbors to help plant flower beds that improve the curb appeal of the building.

Who Benefits & How - Anticipated Impacts

RESIDENTS WITH DISABILITIES

- Gain access to a high end apartment in a desirable location near amenities at a monthly rate that fits their budget
- Receive PDD funded supports when they need it (rather than having it be scheduled in) in the comfort of their own home
- Build connections and meaningful relationships with others through the built in community building activities

RESIDENTS WITHOUT DISABILITIES

- Gain the opportunity to 'live their values' in an inclusive community
- Build connections and meaningful relationships with others through the built in community building activities
- Learn about the experience of disability and ways they can support people's inclusion

DEVELOPER/PROPERTY MANAGER

- Able to offer enhanced property management services that far exceed building maintenance, and incorporate community building for all residents
- Reduced turnover costs and peace of mind knowing they have support finding tenants for a subset of units

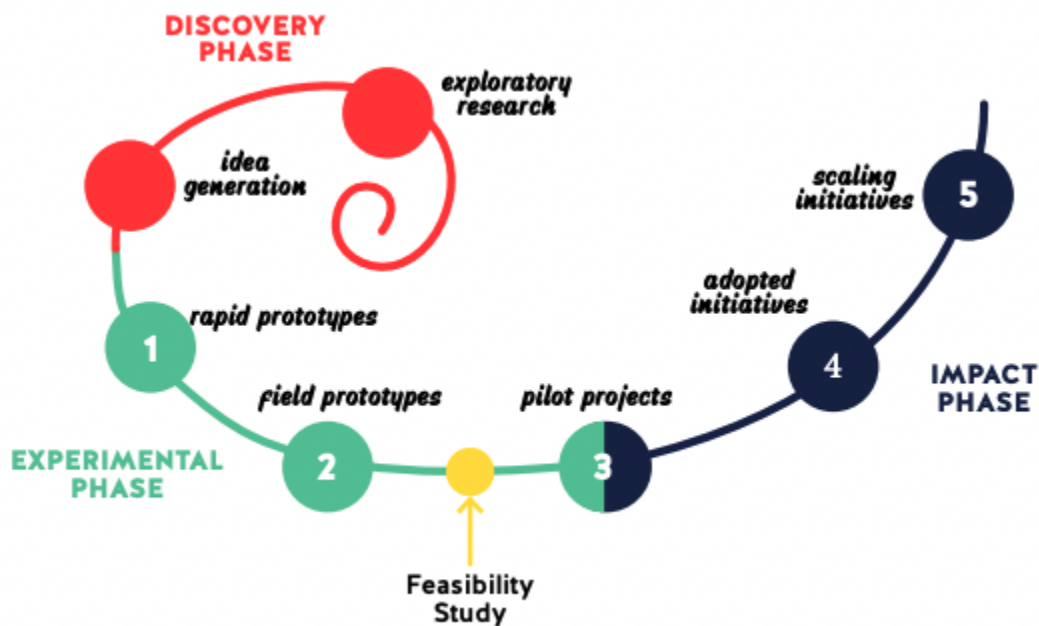
- For profit developers/property managers gain access to federal grant dollars and tax incentive programs when working with a non-profit to offer affordable housing

DISABILITY SERVICE PROVIDER

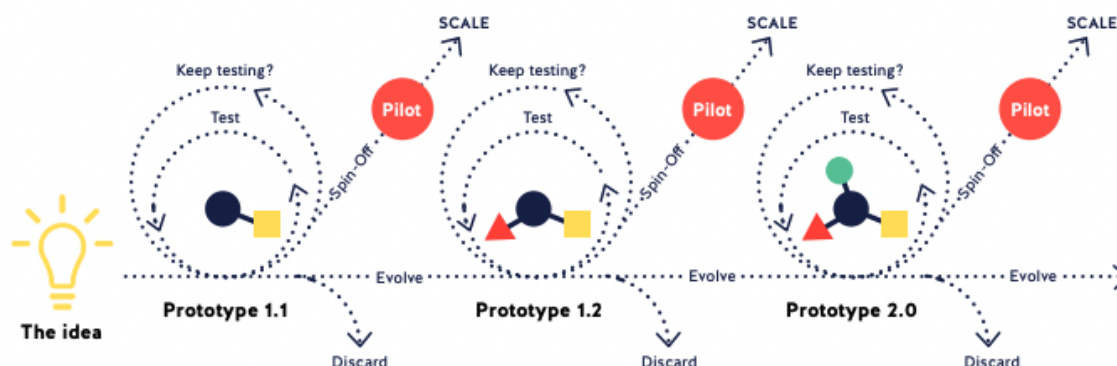
- Strong relationship with landlord enables them to better support the people with disabilities they serve
- Contribute to disability and housing sector system change, incorporating learning into practices and sharing with others
- Community Disability Support Workers able to tap into the community building activities in the building to support the inclusion of the people with disabilities they serve

Where We Are in the Innovation Cycle

We are currently somewhere between prototype and pilot in the innovation cycle (see stages 2 and 3 on the innovation swirl). The first phase of the Future of Home Lab resulted in two prototypes that were then merged into a unique third prototype. As we began preparing to pilot this third prototype (described above) two opportunities emerged. Following the innovation cycle enables us to remain committed to continual learning and improvement of ideas over time - growing what works, and letting go of what doesn't. It also enables us to be responsive and follow up on interesting opportunities that emerge at various points in the process, like prototyping a 'spin off' idea that emerges late in the game (see more on this below).



Innovation Swirl adapted from NESTA by Mark Cabaj, Here to There Consulting (2020)



Iterative Prototyping Process by Mark Cabaj

The Opportunities

#1 - Piloting the Full Prototype

In the spring of 2021 we learned about a package of land in a central neighborhood in Edmonton that was to be redeveloped into a large apartment complex. One of the partners in this Lab, Skills Society, had an existing relationship with the developer. Seeing an opportunity to collaborate, we, the Future of Home Lab team approached the developer to explore possibilities. Much to our delight the developer was interested in collaborating to bring the imagined prototype to life as a pilot. We then jumped head first into a process of partnership formation—testing the feasibility of the ‘full prototype’ in real time in negotiations with the developer.

#2 - Prototyping a ‘Spin Off’ Feature of the Full Prototype

As we were exploring the feasibility of the prototype a ‘spin off’ idea emerged. What if we took one part of the prototype that shows promise of scaling and prototyped it on it’s own? The idea to prototype and test the Community Concierge feature of the merged prototype was born

AN ENHANCED PROPERTY MANAGEMENT SERVICE - THE ‘SPIN OFF’ PROTOTYPE

Imagine a property management service that does not just maintain a property but enhances it. In addition to all your usual property management services, our team would build and nurture community within your building. A Community Concierge helps animate the building with the help of volunteer neighbours. Together, they match-make neighbours with similar passions or interests, coordinate community activities, and keep a pulse on what’s happening in the neighbourhood surrounding the building. A highly desirable service, we help combat tenant turnover, conflict, and property abuse. Through the incorporation of principles of asset based community development we nurture a



sense of community amongst residents, increasing tenant satisfaction, sense of belonging, and pride of ownership.

As this opportunity surfaced much later in the game, we have begun to prototype and stress test this idea as a separate prototype to the one already on its way to be piloted. What's neat about this prototype is that it shows promise of being scalable and reaching and benefitting multiple marginalized populations, not just people with disabilities.

Reflections in Pursuing Opportunity #1

NAVIGATING TENSIONS IN MOVING TOWARDS A PILOT

In this section we discuss some key reflections related to our work on Opportunity #1 - piloting the full prototype.

As we negotiated the terms of our partnership a number of tensions surfaced. This is common when moving an idea towards a pilot and is an important part of tackling a complex challenge. The process surfaces the ways the idea does and does not fit within real life constraints. When there is a poor fit between the idea and the real life context, the team must then work to create a better fit. Our team discussed three ways of addressing tensions:

1. Focus on one or two priorities while sacrificing others
 2. Optimize by making trade offs
 3. Use integrative approaches to build entirely new models
- (see Martin 2007 and Riel & Martin 2017 for more on integrative thinking and design)

Although using integrative approaches is the most desired, it is also often the most challenging and is not always feasible. In our case, we had the opportunity to 'jump in' on a development already in progress thereby placing constraints on what could be changed or added. For these reasons we focussed largely on optimizing, using integrative approaches only where possible. Additionally, sometimes neither optimization nor integration were viable options so features were sacrificed in order to move the project ahead. A summary of tensions that surfaced and how we addressed them are on the following page.

For a deeper dive into the unique tensions that emerge in building a 'home-oriented' housing model with and for people with developmental disabilities and (some) ways of addressing them see our Strategic Learning Brief titled "Addressing Tensions in Building an Inclusive Home Life for People with Developmental Disabilities" that can be found on our website.

TENSION	EXAMPLES	HOW WE ADDRESSED THEM
Affordability and Viability	Tension between the minimal government income support available to persons with developmental disabilities (i.e., AISH is approximately \$1,685/month) and the realities of the housing market where the minimum rent return rate is roughly \$1,250/month.	OPTIMIZED We hope to be able to offer 12 of 96 units at a deeply discounted rate affordable to someone living on AISH by reducing costs elsewhere in the building and applying for federal funding that supports affordable housing developments.
Inclusivity and Viability	Tension between the need for shared indoor and outdoor amenity space to support community building activities and the increased cost each square foot of shared space adds.	SACRIFICED Due to financial constraints, we will likely only be able to accommodate limited shared indoor and outdoor amenity spaces. Seeing value in moving the partnership ahead, we are comfortable making this sacrifice and hope to get creative in the design of the shared space to maximize functionality.
Inclusivity and Viability	Tension between having retail space in the building that can support inclusion and affordability but requires specific zoning, consumer appetite, and impinges on amenity space.	INTEGRATED With limited space to dedicate to commercial space we creatively conceptualized a 'micro cafe' with a minimum viable workspace and cozy seating area that can be used by customers during the day and residents in the building after hours.
Inclusivity and Viability	Tension between meaningfully supporting resident inclusion and the additional costs associated and rigid mental models around what property management entails.	INTEGRATED Inclusion supports are not typically offered to an entire building of residents nor is supporting inclusion typically thought of as part of property management. The Community Concierge role and shared social contract are new, innovative approaches to supporting inclusion and are being sold as a part of an 'enhanced property management' package.
Accessibility and Viability	Tension between integrating a "universal design" into a building to make it accessible to all people and the extra costs associated with integrating these features.	OPTIMIZED Due to the additional costs, and in the absence of code/law that requires higher accessibility standards, we plan to compromise by having all shared indoor and outdoor amenity areas be barrier free. In addition the 12 affordable suites will incorporate universal design principles and a subset will be fully wheelchair adapted.
Accessibility and Affordability	Tension between ensuring housing is close to community amenities and human services yet also affordable.	OPTIMIZED Because the building is located in a highly desirable, central location, market rents in the area are high, making it more difficult to offer rents at a deeply discounted rate. To address this we will make a trade off - offering fewer units at a deeply discounted rate to enable the location.



SOURCES

1. Riel, Jennifer, Martin, Roger (2017). Creating Great Choices: A Leaders Guide to Integrative Thinking. Boston, MA: Harvard University Press.
2. Martin, Roger. (2007). The Opposable Mind: How Successful Leaders Win Through Integrative Thinking. Boston, MA: Harvard University Press.

Next steps to implement the Road Map

What We Imagine the Future Might Hold

Looking to the future we see the following as key next steps in continuing to move both opportunities towards pilot with the hope of adoption and scaling. Items that still require funding are marked as a “remaining barrier” as without successful funding, the project will not be able to proceed.

Opportunity #1 - Pilot of Full Prototype

Soon

PREPARATION FOR CONTINUED PROTOTYPING

- Apply for funding to support the social research and development (R&D) work of further refining the Community Concierge role, social contract, and PDD funded support model *Remaining Barrier*
- Participate in design conversations with developer to finalize key physical features of the building
- Apply for funding from CMHC and/or other federal, provincial, and municipal sources to enable the subset of suites to be offered at an affordable rate *Remaining Barrier*
- Apply for municipal funding to support tax incentives to further increase the financial viability of the building *Remaining Barrier*

Next

CONTINUED PROTOTYPING

- Prototype the Community Concierge role, social contract, and PDD funded support model with community in a series of workshops—working out the who, what, where, when, and how of each feature
 - Conduct a research scan into different community building approaches that may be incorporated into the Community Concierge role
 - Connect with and learn from others doing similar work
- Conduct a scan of possible partners for the community building work in immediate neighborhood and beyond and develop a plan for reaching out and onboarding new partners



- Secure funding for Community Concierge role *Remaining Barrier*

And then

PILOT

- Pilot Community Concierge, social contract, and PDD funded support model features in the real building once built
- Develop a feasibility study and business case if the idea shows promise

Down the Road

ADOPTION AND SCALING

- Look towards scaling - replicating what is working in other buildings in other locations in Edmonton and maybe eventually in other cities.

Opportunity #2 - Prototyping and Pilot of a 'Spin Off' Feature of the Full Prototype

Soon

CONTINUED PROTOTYPING

- Conduct further prototyping and market research based on the results of the feasibility assessment
- Develop a business plan if the idea shows promise

And then

PILOT

- Pilot the business model in a single location

Down the Road

ADOPTION AND SCALING

- Look towards scaling - replicating what is working in other buildings in other locations in Edmonton and maybe eventually in other cities.

Anticipated Impacts

This project has built knowledge around (1) the relationship between housing and social inclusion and (2) how to meaningfully and effectively include people with developmental disabilities in a co-design process (see Future of Home Strategic Learning Briefs). Through knowledge dissemination and continuing to move prototyped ideas towards full implementation, this Lab hopes to contribute to:

- increasing the variety and availability of housing options that support the distinct needs of people with developmental disabilities; and
- disability and housing sector system change, incorporating learning into practices and sharing with others



Anticipated impacts of continuing to move the prototype towards full implementation (see Road Map) will produce meaningful change by meeting the needs of people with developmental disabilities in the here and now, with the potential to support many more in the future through scaling of ideas and helping to evolve systems to work better for people.

Achievements of the Future of Home Lab

All in all we achieved everything we set out to do. But what was exciting was how the emergent nature of the process enabled the creation of new tools and approaches that we didn't necessarily plan for originally. Below is a summary of expected and emergent achievements.

Expected Achievements

Curated a robust primer

This document provided foundational information on the social innovation approach, the lab theory of change, foreseeable tensions in the project, the proposed challenge area, and existing models the teams might learn from.

Developed two prototypes and tested them with community

Two core Future of Home Lab teams each created a prototype and tested them with community stakeholders, ultimately collaborating on a single prototype: a new, ready-to-pilot housing and support model of inclusive living.

Refined a spin-off prototype based on one of the features

As the Lab work evolved, the Stewardship Team agreed that a singular part of the prototype should be developed and scaled on its own. This prototyping will occur in Phase 2 of this project.

Developed four Strategic Learning Briefs to share our lessons learned

These documents formally capture in-depth learnings about the process and the complex problem the Lab was trying to solve. These Briefs can be used by stakeholders working within the space, as well as by other organizations facing similar challenges.

Emergent Achievements

Imagining Possibilities Canvas using the Three Horizons approach

In the ideate phase, teams generated a large volume of interesting and innovative possibilities that ranged from highly feasible to wildly difficult to implement. To support teams' convergence, we realized it would be helpful for them to have a tool to use to 'sift' through the ideas, sorting



them based on feasibility and type of innovation. This spurred the creation of the “Imagining Possibilities Canvases”. We first introduced the Three Horizons framework to the teams (see more on this framework in the strategic learning brief titled “A Portfolio of Possibilities”). They then worked together to plot their ideas on the canvas.

Customized Prototype Evaluation and Testing Approach

Historically we’ve opted for a more ‘one size fits all’ approach to evaluating and testing prototypes. This time we thought we’d try upgrading our approach to incorporate customized testing methods for teams. In addition to a generic survey teams could use in conversations with stakeholders about their prototype, we also offered for team members to work one on one with the developmental evaluator to create additional customized tools. The evaluator ended up supporting teams in making a focus group outline as well as a customized survey for a specific stakeholder group (see more in the booklet titled “Insights from Prototype Testing with Stakeholders”)

Formed stronger partnerships in a move towards a pilot

To help bring the new prototype to life, the Lab established a working partnership with a for-profit housing developer and began the process for piloting a new model within a proposed housing development.

Feasibility Assessment of a ‘Spin Off’ Feature of the Full Prototype

Working with a consultant, we worked through a rapid prototyping and testing process of a ‘spin off’ prototype that emerged late in our innovation process - a social enterprise business. An in-depth analysis of the market, operational, financial, and mission feasibility of the concept was completed. This process is an essential step prior to moving forward with a business plan, as it shows whether a concept has possibility for adoption or implementation.

Uptake & Replication

The Future of Home Lab deliverables have been shared across a variety of networks, and Lab Stewards continue to engage in opportunities for presenting and sharing the findings with stakeholders. The strategic learning briefs were intended to widely disseminate project learning, and stakeholders may adopt learnings and aspects of the prototypes.

Skills Society, in partnership with a for profit developer, Civida, PDD, and Homeward Trust, have applied for additional funding to work towards implementation and pilot of the full prototype in a future development in Edmonton (contingent on funding, construction expected to commence 2023). This work will engage representatives from organizations across sectors as project partners, furthering the potential for replication and uptake. If the pilot shows promise, Skills Society will look to replicate what is working in other buildings in other locations in Edmonton and maybe eventually in other cities.



Based on the results of the Community Concierge Feasibility Assessment, Skills Society will conduct further market research to confirm the feasibility of the Community Concierge social enterprise business. This work is currently underway and if the social enterprise proves feasible, Skills Society will explore this venture.

Appendices

Appendix: Memorandum of Understanding Template

Appendix: Phase One Summary Report (includes links to all knowledge products created)

Appendix: Workplan with Timeline