



# AFFORDABLE HOUSING IS A UNIVERSAL RIGHT

## WHY SOLUTION LABS

Canada's major cities have been battling with housing affordability for several years. Herein Canada is not alone. Many of the world's largest housing markets have been dealing with similar issues. In 2017, Canada launched its first-ever **National Housing Strategy (NHS)**—now a \$70 billion+ 10-year plan with inspiring goals. With it the federal government brings together public, private and non-profit sectors to ensure that everyone in Canada has a home they can afford, and meets their needs by 2030.

But housing affordability is **more than a housing issue**. It impacts on a much larger scale on the total economy. Hsieh and Moretti, two economists, found that the high housing price in some otherwise very successful US cities has a ripple effect, distorting the spatial allocation of labor nationwide. They calculated that the cost of the misallocation of resources caused by unaffordable housing constituted about 9.4 per cent of US GDP in 2014. Their paper also shows that the long-term welfare of households already owning a house—who may feel they benefit from climbing housing prices—is significantly decreased. Where high housing prices create an immediate hardship to low and median income households, over the long term, every

household—rich or poor—would eventually become poorer. This is because the imbalance in resource allocation decreases investments and the productivity of the entire country.

To tackle this interconnected complexity and ensure future-proof innovative solutions, CMHC calls on partners for the use of Lab approaches. In the **NHS Solution Labs** core team members and stakeholders will explore Canada's housing system from all and wider perspectives and dive into the **underlying key issues**, for which they then **develop, test** and **implement solutions together**.

## WHY OUR SOLUTION LABS

Metamorphany Changemakers is a next-generation **innovation** and **social change** organization—a **global** community of purpose-driven innovation consultants, mentors, coaches and subject-experts made stronger by our diversity, and aligned by our commitment to help **realize a fairer and healthier future**. We are dedicated to accelerate the development and deployment of **sustainable solutions** to issues that matter and affect us all—locally and globally. We build this future together in co-creation with the action takers and impact makers who want to lead with purpose in Housing, Education, Food,

and Human and Planetary Health.

In **our Housing Solution Labs**, we facilitate **future-proof solutions** by co-designing, co-creating and co-leading the future with you. Our services range from **facilitation of diverse teams**, **evaluation & prototyping** of initiatives, and **project management** to **coaching & mentoring** of startups, deployment of our **Youth- and Community Driven Innovation (YDI)** programs, and course/**workshop** development. We use a blend of proven approaches to solve for complex societal challenges in and across communities. Some of these include the use of **Solution Labs**, **Culture Labs**, **Change Labs**, **Innovation Games**, **Hackathons**, **Designathons**, **Futures Thinking Labs**, and other.

Each of our Lab Experiences is **uniquely tailored** to fit the context and reality of the participants. We meet you and your team where you are at, and guide you through every step of the journey. We mentor you with a **blend of tools and methods**. Our team is trained in a variety of proven tools and methodologies, including **our own** co-developed **Purpose Launchpad** and the **Studio.WHY Design Deltas**—both meta-methodologies that include the **best of Design Thinking**, **Lean Startup** and **Agile frameworks**, among others.



### SPECIALIZED IN ONLINE AND HYBRID

Leading with purpose and solving complex challenges is no easy task, especially in today's rapidly and ever changing world. Today's solutions may prove incomplete in tomorrow's reality. It requires a distinct mindset and support. We, therefore, believe in **capacity building over consulting** and intentionally **mentor** and **train** all core Lab participants in the diverse business and innovation methods we will be using, and in effective online collaboration using the newest services and technologies.

Our innovation coaches are certified and specialized in integrative facilitation, online and offline. We mentor you with diverse and proven methodologies, train you in futures- and systems thinking, connect you with others in our local and global networks, and show you how our online/hybrid innovation and collaboration techniques accelerate and amplify your outcome.

We envision and commit to a future with integrative and holistic approaches to affordable living and healthcare, education & learning, and food & regenerative agriculture. **Affordable housing** and **equal economical opportunities** for our current and future generations are fundamental to realizing this future.

Working with our Housing Solution Labs means that you take advantage of our unique collaborative

approach empowered by the local and international network of **Metamorphany Changemakers**, **STUDIO.WHY**, **F-fectis** and **MethodSquared**. Aside from our expert facilitators and coaches in **design.thinking**, **service design** and other types of innovation methodologies, we also work closely with **community development professionals**, **behavioural specialists**, **life coaches** and other change-makers.

We are **experts in online facilitation** and the use of **collaborative digital visual workspaces**, such as Mural and Miro. Based on our proven results and our **in-house designed digital canvasses**, we have been **handpicked by Miro** as an **expert consultant agency** to help solve the toughest challenges 100% online. **Mural** has also selected us as part of their **expert consultant network**. In fact, with the use of online collaborative workspaces and our specialized online facilitators we have been able to significantly amplify the outcome of our Labs. Combined with the use of our innovation methods that have **scientifically proven to double the effectiveness of your innovation process**, we are sure to help you achieve results.

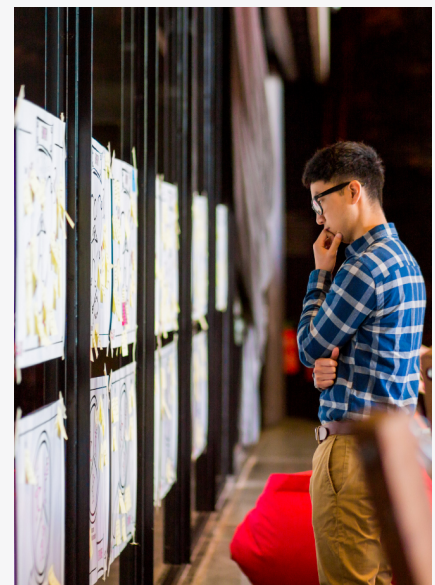
Our clients and us are in fact so satisfied with the amplified

outcome of our Online and Hybrid labs, that we have since facilitated and recorded each of **our Housing Solution Labs fully online**, allowing you to **broaden your team from all across Canada and beyond**. We can facilitate hybrid workshops and collaboration sessions during which we come together in person in one of our **mobile Lab locations**, while we use our **online platforms and frameworks** to amplify ideating, ease collating, and augment prototyping.

### EXPERTISE & EXPERIENCE

Some projects related to the **NHS priority areas** that our team has worked on are noted in the table on page 3.

Additional details may be found in our earlier submission to CMHC.



PRIORITY AREA	EXPERTISE	RELEVANT PROJECTS / TYPE LAB
Housing for those in greater need	Coaching / engaging / facilitating of diverse stakeholders; Align priorities, resources & future planning; Build capacity; Research; Prototyping/Experimentation.	<ul style="list-style-type: none"> <li>• Mosaic BC / 10-day Micro Lab</li> <li>• DTES Response Vancouver Downtown Eastside / Micro Lab</li> <li>• Downtown Eastside SRO Collaborative</li> <li>• National Starter Housing Shortage / Living Lab</li> <li>• Building Social Impact Providência, Brazil / Series of CDI Micro Labs</li> </ul>
Community Housing sustainability	Engagement + facilitation of diverse stakeholders; Dialogue; Research; Prototyping; Experimentation; Coaching; Mentoring	<ul style="list-style-type: none"> <li>• The 2030 Housing Dialogue / Series of Micro Labs</li> <li>• Sustainable housing UK / 5-Day YDI Lab</li> <li>• Reform Urgency System Social Housing UK - YDI Living Lab</li> <li>• Sustainable Idea Capture Framework UK / NL - Macro lab</li> <li>• The Digital Housing Association / 3 week YDI Lab</li> </ul>
Indigenous Housing	Research; Engagement+facilitation diverse stakeholders; Project Management; Coaching; Mentoring	<ul style="list-style-type: none"> <li>• DREAM 2030 / Living Lab and Dialogue</li> <li>• The Shire BC / Living Lab</li> </ul>
Sustainable housing and communities	Smart city technology literacy and analytics; Research; Engagement + facilitation; Futures planning; Systems Thinking; Design; Prototyping; Pitching sustainable community plans to diverse stakeholders; Project management	<ul style="list-style-type: none"> <li>• Dutch Hacking Health Series / large-scale Micro Labs--Health+Affordable Living</li> <li>• The Shire BC / Living Lab</li> <li>• Circular Innovation Games / Series large-scale Micro Labs</li> <li>• Technology and robotization in health and living / Living Lab</li> <li>• Fieldlab Mental Health / Living Lab on wrap around health services for seniors</li> <li>• Innovation Games Silva Jardim, Brazil / 10-day YDI Lab on sustainable and eco livelihood solutions for the local community</li> </ul>
Balanced Supply of housing	Research; Empathy stakeholder interviewing; Engagement+facilitation of diverse stakeholders	<ul style="list-style-type: none"> <li>• National Housing Shortage Project (NL) / 10-day Innovation Game</li> <li>• National Starter Housing Shortage / Living Lab</li> <li>• The Shire BC / Living Lab</li> </ul>

## SOME OF THE TOOLS AND METHODS WE USE

All our Lab Experiences are unique. We meet you where you are at, and deploy the **blend of tools and methods** that best suits your challenge and related reality. We have even co developed two **new comprehensive metamethodologies** for this reason **STUDIO.WHY Design Deltas** and **Purpose Launchpad**. Both include the best of **Design Thinking, Service Design, Lean Startup, Agile, ExO framework**, and more. Additionally, we deploy **systemic & future design methods**, and other **human centred design** methods, including **FORTH Innovation**.

We use a variety of tools, processes and frameworks to design and deliver our labs. Below are a few examples:

### WARM UP PHASE

#### RECRUITMENT AND TEAM DESIGN

Self Personas, Six Step Process, Mind cards, Fast track Dutch design thinking

#### EVERYTHING STARTS WITH WHY (SCOPING)

WHY + Team canvas, 6 W's, Creative spaces, 5 bold steps vision canvas

#### CHANGE MANAGEMENT

Theory U, Theory of Change, ADKAR, BUSIGNER, Gapingvoid, 23plusone

### WAKE UP PHASE

#### UNDERSTAND

Social network + stakeholder mapping, Reframing, Listening Channels

#### EXPLORE

Problem + Context Mapping; Building Research Plan; Empathy conversations

#### DEFINE

Affinity + Empathy Mapping, MoSCoW, Insight Cards, Personas, How might we?

### START UP PHASE

#### CREATE & IDEATE

Inspiration sessions, Gamification,

Collaborative ideation, Co creation workshop, Idea menu, Decision matrix, 3D Modelling, LEGO® Serious Play®

#### EXPERIMENT

Feedback grid, Storyboarding, Design critiques, Experience canvas, Life Hacking

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Future scan, Testing with users

**POSITION**

Why canvas, Storytelling, Shooting/Editing

**SCALE UP PHASE**

**ASSEMBLE**

Sustainable Revenue Methods, Focus group, Funding strategies, Pilots, Resource

**HOUSING SOLUTIONS LABS**

Video, Value proposition + Blueprint canvas, Blue Ocean..., Growth Hacking, Futures framework, roadmap building...

Assessment, Staff Your Project, Ways to Grow

**ORGANIZE**

Partnership action plan, Critical Tasks List, Community awareness building, Monitor

& Evaluate, Johari Window, Scaling Plan...

**ATTACK**

Monitor & Evaluate, Marketing & Branding, Communication, Breed ambassadors, Community Development, Growth hacking



**SOME OF OUR PROJECTS**

**THE 2030 HOUSING DIALOGUE NL (2019) - MICRO LAB**

One of many innovation events we've initiated, organized and facilitated the past years for the largest network of ICT professionals in housing. We brought together 120 executives to create a joint vision + framework on the anticipated direct impact of a rapidly changing world on affordable housing.

**THE SHIRE BC (2020) - LIVING LAB**

Ambitious project in BC. Building a self-sustainable community for seniors and others in greater need with wrap around health services and units that use the newest technologies for healthy living.

**NATIONAL STARTER HOUSING SHORTAGE EU (2019) - LIVING LAB**

Develop radically new solutions to the current housing shortage of First Home Buyers and (family-)starters, taking into account the declining population (future vacancy of buildings) and initiate a culture change towards innovation excellence...

**FUTURE OF SUSTAINABILITY IN INFRASTRUCTURE (2015 - ...) - MICRO LAB**

Series of yearly Micro Labs aimed to maintain The Netherlands' world leadership position in the field of Infrastructure and Water Management by finding new insights and radically new concepts in the field of Infrastructure, Environment, Smart Cities, Smart Mobility and Sustainability, and to foster an entrepreneurial mindset & innovation culture...

**DTES RESPONSE VANCOUVER DOWNTOWN EASTSIDE (2020) - MICRO LAB**

Support Covid-19 Rapid Response Efforts for the people at risk in Vancouver's Downtown Eastside...

**MEET SOME OF US**

We are a global cohort of innovators, changemakers, community development professionals, social workers, specialists, and coaches. Too many to introduce, but please meet some of our most inspiring and most senior firestarters and catalysts, whom you will surely meet as your innovation coach or facilitator at some point.



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