

CMHC Solutions Labs:

# Shift Collaborative

Collaboration and innovation for your housing solutions.

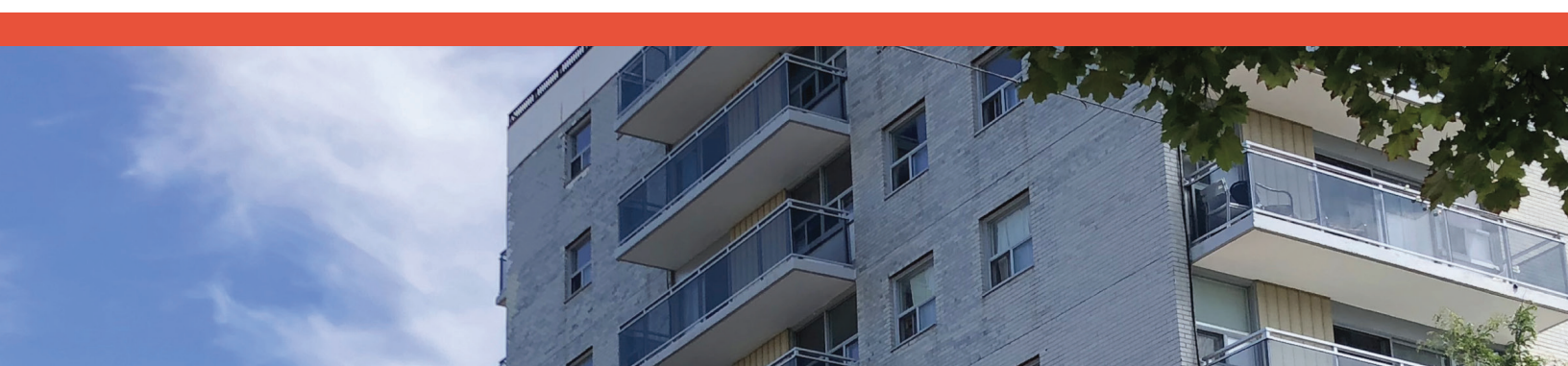
We are a team of expert Solutions Lab Consultants. Together, we share a deep commitment to social innovation and a breadth of experience with the housing sector, community development and collaborative change processes.

**SHIFT COLLABORATIVE** helps people make progress on tough social and environmental challenges together. As renowned process designers, facilitators and engagement specialists, we help diverse sectors to shift from:

- working in isolation to working collaboratively;
- addressing symptoms to tackling root problems;
- dealing with single issues to changing systems, and
- linear planning to real-time experimentation and adaptation

Our Lab Team harnesses an incredible range of skills, experience, housing knowledge and connections that will translate into high quality Lab experiences delivered with thoughtfulness, efficiency and professionalism.

**PARTNERSHIPS & CROSS-SECTOR COLLABORATION:** None of us can create change on our own. SHIFT is skilled at convening diverse system actors and stakeholders, identifying common goals and moving towards action together. As process designers, facilitators, coaches and engagement specialists, we help people work across sectors and scales for greater impact. We bring a range of experiences facilitating private sector/non-profit/government/community partnerships that have resulted in changing how people work, the development of new infrastructure, changes to public policy and advancing social and economic change. Our backgrounds in adult education and developmental evaluation ensures that we support adaptive action and “real-time” learning throughout the process.



## Expertise Relevant to NHS Priority Areas



### Housing for those in Greatest Need:

Our team brings respect, experience and understanding related to engaging and accompanying participation of equity-seeking groups and those in greatest need of housing. We have experience working with diverse populations including Indigenous people, people experiencing or at risk of homelessness, women+ at risk of or fleeing violence, youth, seniors, low-income individuals and families, people involved with the justice system, and persons with disabilities. We have a strong belief in the power of community leadership and ownership.

**Indigenous Housing:** We have on the ground experience supporting Housing Solutions Labs with diverse Indigenous communities and organizations in both urban and rural settings. In these Labs we have supported our partners to address housing inequities commonly faced by many Indigenous communities. Together we have supported innovative solutions related to shelter & housing, as well as understanding home as connection to broader traditional territory and local ecosystems. Partners in this work have included Fearless R2W in North end of Winnipeg, the Greater Victoria Aboriginal Coalition to End Homelessness, Lisaak Olam Foundation and T'Sou-ke Nation, among others.

### Community Housing Sustainability:

SHIFT has worked closely for years with the community and non-profit housing sectors, and our partners bring experience developing and operating community housing organizations. Together with our partners, we work with an eye to long term sustainability and impact. Collectively, we have experience with social enterprise and community economic development including co-operatives and non-profit housing development and management. We bring an entrepreneurial mindset and social finance tools to support innovation in housing sustainability.

**Northern Housing:** Our team brings many years of community development experience in Canada's North, and understands the unique housing challenges in this context. We have worked particularly with First Nations and local governments in the Yukon and Northwest Territories, and have an understanding of the unique costs, capacity and climate challenges in very small, isolated communities. This experience combined with our community economic development approaches contributed to our recruitment as Solutions Lab Consultants for the Nunavut Housing lab in 2019.

### Sustainable Housing and Communities:

SHIFT brings a strong social and environmental justice lens to all of our work and we have particular experience supporting cross sector groups to think together and identify solutions in the intersection of health, climate and poverty. We believe that in the long term our ability to diversify affordable housing and reduce energy costs and climate change impacts.

**Balanced Supply of Housing:** It is a clear that no "one size fits all" for community housing development. SHIFT knows that community members have unique and diverse needs, income levels and lifestyles that require different kinds of housing models. This diversity needs to be hard wired into the partnerships, planning, development and management of community housing stock. Our experience in participatory research, impact evaluation and cross-sector partnership convening are some of the tools we bring to supporting Solutions Labs. These innovations foster a more balanced supply of housing that addresses current gaps.





## Tools and Methods

We pride ourselves on being at the forefront of new tools and approaches to systems change work. Through our decades of work in social innovation, collaboration and change making, we bring experience and training in:

- Lab Process Design
- Group Convening & Facilitation (in-person and virtual)
- Stakeholder Engagement
- Community-Directed Research & Sense-making
- Coaching
- Multi-sector Learning & Collaboration
- Leadership Training
- Developmental Evaluation & Measuring Impact
- Community Development
- Digital Communications & Storytelling
- Feasibility Studies and Market Research
- Social Enterprise Development and Growth
- Social Procurement
- Business Planning
- Scaling Models
- Policy development around housing issues and solutions

### Some of the specific tools and methods we specialize in include:

- Human Centred Design & Service Design
- Human Systems Dynamics
- Adaptive Action
- Participatory Action Research
- Systems Mapping & Root Cause Analysis
- Theory of Change
- Collective Impact
- Community Dialogue
- Integral Theory
- Theory U
- Developmental & Outcome Evaluation
- Prototyping & Lean Experimentation
- Social Enterprise
- Social Purpose Real Estate/ Housing Development & Management



## Relevant Experience

Lab Team	Sample of Relevant Experience
Stacy Barter, M. Ed. (SHIFT) 	<ul style="list-style-type: none"> <li>Expert in Lab process design and facilitation with 25+ years facilitating cross-sector collaborative change processes</li> <li>Learning &amp; Engagement specialist with background in Adult Education and social innovation</li> <li>Subject matter expertise in social sustainability and social inclusion.</li> </ul>
Michelle Colussi (SHIFT) 	<ul style="list-style-type: none"> <li>Over 30 years experience in Community Economic Development and social innovation</li> <li>Developmental Evaluation, Collective Impact and Non-profit leadership coach</li> <li>Extensive experience working with Northern and Indigenous communities.</li> </ul>
Kerri Klein, M.A. (SHIFT) 	<ul style="list-style-type: none"> <li>Experienced Project Manager, Lab process designer, facilitator, evaluator and coach</li> <li>Expert in Systems Thinking &amp; Practice</li> <li>Subject matter expert in healthy communities and climate change.</li> <li>Extensive experience with community non-profit housing sector.</li> </ul>
Deirdre Goudriaan, M.A (SHIFT) 	<ul style="list-style-type: none"> <li>Expert process designer, facilitator and coach</li> <li>Extensive experience designing process and facilitating change in the youth, health, seniors and government sectors</li> <li>Consummate mediator and communicator in situations of conflict and crisis, expert in facilitating work across diverse perspectives and viewpoints.</li> </ul>
Kristi Fairholm Mader, M.A. (Partner with Scale Collaborative) 	<ul style="list-style-type: none"> <li>Expert in social financing, impact investment, social enterprise and enterprising approaches to social change</li> <li>Leader in social economy sector</li> <li>Subject matter expert in affordable housing, and housing challenges faced by diverse populations.</li> </ul>
Lee Herrin (Partner with Scale Collaborative) 	<ul style="list-style-type: none"> <li>Recipient of CMHC Best Practices in Affordable Housing Award in 2008</li> <li>Experienced developer and property manager of affordable housing</li> <li>Renowned non-profit leader, researcher, statistician and organizational coach.</li> </ul>

## Sample Experience

### CMHC-supported Housing Solutions Labs:

*Lab Design, Facilitation, Coaching and Developmental Evaluation for:*

- Winnipeg Housing Solutions Lab for Indigenous Youth Aging Out of Care
- Nunavut Housing Solutions Lab
- “At Home In A Neighbourhood Where I Belong”: Inclusive Housing Solutions Lab for People with Intellectual Disabilities (New Brunswick and nation-wide)
- T’Sou-ke Nation Indigenous Housing Solutions Lab
- Surfacing Our Strengths: Co-Developing Strategic Solutions with Women+ At Risk of Violence & Homelessness (Greater Victoria)

### Other Related Experience:

- City of Vancouver Public Engagement Solutions Lab- Design & Facilitation
- BC Housing’s Resilient & Connected Neighbours – Design, Coaching & Facilitation
- City of Surrey Youth Services Innovation Lab- Design & Facilitation
- Growing Impact: BC’s Next Level of Healthy Communities Leadership - Curriculum Development, Facilitation & Coaching
- McConnell Foundations’ Well Ahead Systems Practice Training – Design & Delivery
- Collective Impact Training & Coaching – various collaboratives
- Vancouver Island Social Innovation Zone- Facilitation, Research & Management (*Partners at Scale Collaborative*)
- Social Enterprise Catalyst – Convening, Facilitation & Management
- Thriving Non-Profits- Program development, Design, Facilitation & Coaching (*Partners at Scale Collaborative*)
- Ready to Rent – Community development and capacity building education and training (*Partners at Scale Collaborative*)
- CRFAIR, Food Systems Supply Gap Solutions Lab – Co-design and facilitation

**Please contact us for more info at any time:**

**Stacy Barter**

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