



**A PORTFOLIO OF**  
*Possibilities*

1 OF 4 STRATEGIC LEARNING BRIEFS



# INTRODUCTION

The *Future of Home: Inclusive Housing Solutions Lab* draws on the principles of human-centred design and social innovation to generate new and creative housing and support models that are accessible, affordable, and support the social inclusion of people with developmental disabilities.

Through its Phase One work, Lab participants were divided into two groups and asked to focus on developing new approaches to housing and support services. Participants created and tested new prototypes with people with disabilities, family members, allies, service providers, funders, architects, advocates, and housing developers. After thoughtful review and collaboration, these two prototypes were merged to create a single prototype model—and a smaller spin-off prototype building on one of its features—described in more detail below.

This document outlines 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.

The *Future of Home* is a collaboration between Skills Society, Inclusion Alberta, Cvida (formerly Capital Region Housing) and Homeward Trust. Lab participants included people with developmental disabilities, their families and allies, service providers, funders, architects, advocates, and housing developers.

Visit our website to learn more about the *Future of Home* project and view Phase One Prototypes, lab tools, and other background information:

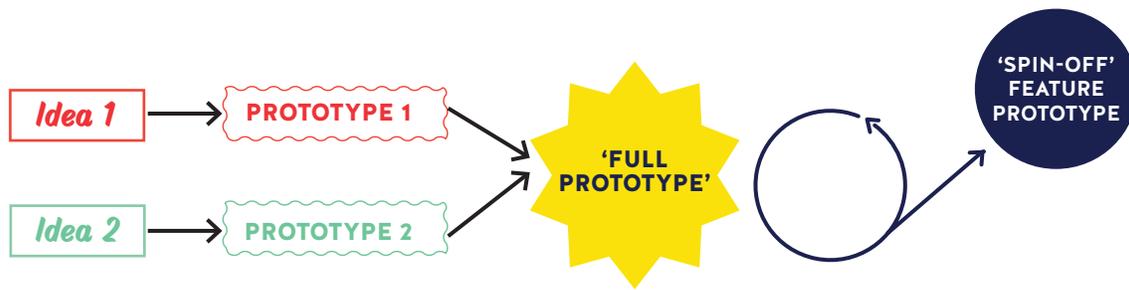
<https://skillsociety.ca/projects/future-of-home-inclusive-housing-solutions-lab/>

A Skills Society Action Lab project conducted in partnership with Inclusion Alberta, Cvida, and Homeward Trust.



Inclusion Alberta





## INCLUSIVE APARTMENT LIVING

*Converged 'Full Prototype' Description*

What could a new model for inclusive living look like? Imagine a six-storey, mixed-use apartment building located in a desirable, central neighborhood that is close to amenities and accessible by transit. Drawing on an Intentional Community model, there is a clause included in the rental agreement that outlines the inclusive philosophy of the building. The building has 90 units; 15% of these units are offered below market value in order to be affordable to someone living on AISH. Shared common areas in the building and vibrant retail spaces on the main floor create 'bumping grounds' for community connections to begin to form. A Community Concierge, a full-time paid position, regularly initiates community-building activities in the building. In partnership with a local disability service provider, people with disabilities receive PDD-funded support services in their own apartments on demand. Interested neighbors in the building are also contracted by the service provider to provide overnight support as needed.

## AN ENHANCED PROPERTY MANAGEMENT SERVICE

*The 'Spin Off' Prototype Description*

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.

## THE KEY ATTRIBUTES THAT GUIDED THIS WORK



# 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.

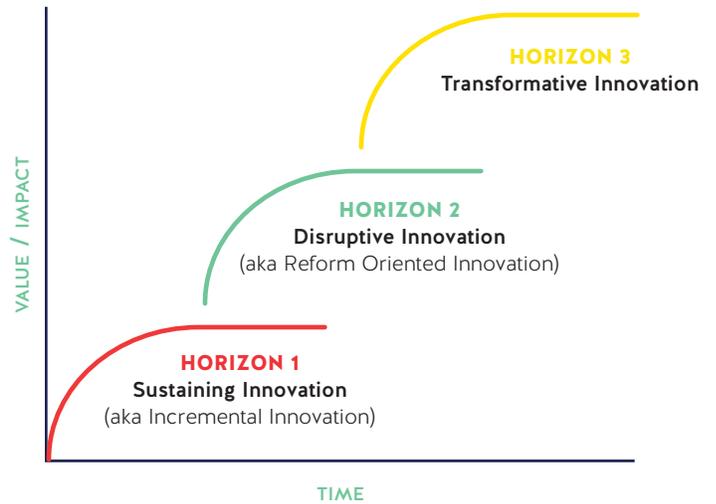
## HORIZON 2

**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 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.



	HORIZON 1	HORIZON 2	HORIZON 3
	Sustaining Innovation	Disruptive Innovation	Transformative Innovation
<b>Short-hand</b>	Same Game, Same Rules	Same Game, Different Rules	Different Game, Different Rules
<b>Long Version</b>	Innovative actions that can be implemented with <i>minor</i> tweaks to existing policies and systems.	Innovative actions that <i>require substantive</i> 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 <i>require radical</i> changes in policies and systems.
<b>Results/ Effectiveness</b>	Predictable, quicker, modest.	Less predictable, slower, more <i>substantive</i> .	Unpredictable, possibly long term, <i>transformative</i> .
<b>Feasibility</b>	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.*

## 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” on page 10 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?

See Appendix:  
*Highlights of What If's Surfaced by  
Prototype Teams on page 10 for more  
ideas that emerged within Horizon 2.*

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.

To learn more about how we might support a 'new way of living' and shape a more inclusive future for people with developmental disabilities, check out the brief titled **'What Makes a House a Home?'**.

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.

*To learn more about the tensions and tradeoffs between the key attributes of this work, read the brief titled **'Addressing Tensions in Building an Inclusive Home Life for People with Developmental Disabilities'**.*

### **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.

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## APPENDIX A:

# HIGHLIGHTS OF ‘WHAT IFS...’ SURFACED BY PROTOTYPE TEAMS<sup>1</sup>

### SYSTEM: MUNICIPAL LAND USE POLICIES, REGULATIONS AND PLANNING

HORIZON 1	HORIZON 2	HORIZON 3
<p>What if a developer, the City, or a not-for-profit group donated land?</p> <p>What if we could repurpose an existing space (ie. convert a hotel into a co-housing building)?</p> <p>What if we partnered with a developer that is doing similar work and found synergies between the two projects to achieve both ends?</p>	<p>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?</p> <p>What if zoning bylaws opened up to allow for more diverse housing options?</p> <p>What if, no matter where people lived, they had easy access to amenities and transportation?</p> <p>What if developers received tax incentives for developing affordable, accessible, inclusive housing?</p> <p>What if there was a minimum standard in new builds for affordable housing (ie. 2% of all new builds have to be affordable housing)?</p>	<p>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?</p> <p>What if neighborhoods were built for shared living amongst extended families or chosen families?</p>

### SYSTEM: THE BUSINESS OF BUILDINGS

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

<sup>1</sup>This appendix is a small sampling of the many creative ideas prototype teams had.

## SYSTEM: SUPPORTS

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

## SYSTEM: HOUSING FINANCING & OWNERSHIP

HORIZON 1	HORIZON 2	HORIZON 3
<p>What if we partnered with a developer to put aside 2-5% and have a disability services organization be the landlord?</p> <p>What if there was free internet for people living on AISH and low income seniors?</p> <p>What if you could rent to own your home?</p>	<p>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/neighbourhood?</p> <p>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?</p> <p>What if we started a not-for-profit organization that specifically developed inclusive housing for people with developmental disabilities?</p>	<p>What if we transformed the home ownership system to remove barriers and create innovative ways of owning a home on a very limited budget?</p>

<sup>1</sup>This appendix is a small sampling of the many creative ideas prototype teams had.