



Canada

Design Thinking Workshop

Creative and Collaborative Problem Solving

November 2, 2022

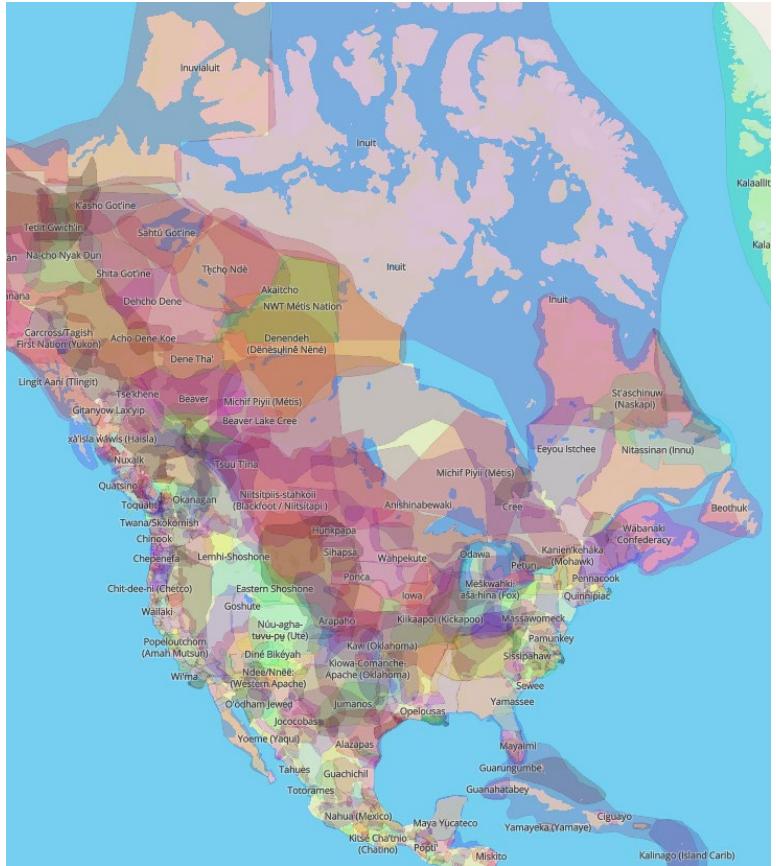
Your facilitator



Matthew Carreau (He/His/Him) - Evergreen

Matthew is a Senior Program Officer at Evergreen working on the Housing Supply Challenge Support Program. Matthew has background in urban and community development, public engagement and collaborative design. He has a decade of experience designing and delivering urban innovation projects in cities across Canada and in the UK, including roles in urban planning, digital ‘smart cities’, community engagement and co-design, and social entrepreneurship.

Land Acknowledgement



Evergreen respectfully acknowledges that the sacred lands upon which we operate, and the built communities and cities across the country, are the traditional territories and homelands of the respective First Nations, Métis Nations and Inuit who are the long-time stewards of these lands.

Our head office is located in Tkaronto, on Treaty 13 territory and nestled into the banks of the Waasayishkodenayosh / Wonscotonach (Lower Don River). We are grateful to have the opportunity to work within this territory and to share the gifts of this land with the community.

Objectives of today's workshop

In this workshop you will...

- Learn about the principles and practices of Design Thinking and how they can be applied to your project.
- Adopt a Design Thinking mindset by identifying the key questions and issues facing your project at the moment.
- Brainstorm the individuals, groups and other partners you need to engage in the coming months to advance your project.
- Reflect on thoughtful practices for engagement that are grounded in respect, relationality and collaboration.

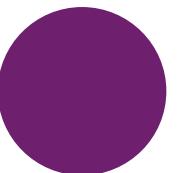
Agenda

- 10 mins** Welcome & overview
- 10 mins** **What the heck is Design Thinking?**
- 15 mins** **Design Thinking in practice**
- 10 mins** Break
- 20 mins** **What are the key questions facing your project?**
- 20 mins** **Brainstorm who you need to engage**
- 20 mins** **Prioritize partners for engagement**
- 10 mins** Break
- 30 mins** **Respectful, relational and collaborative engagement**
- 5 mins** Q&A / Discussion
- 5 mins** Wrap up & next steps



Today's
workshop is
2.5 hours

What you need to participate



ACTIVITY WORKBOOK
Design Thinking Workshop

Table of contents

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- 5. Prioritize Key Partners for Engagement / [page #](#)
- 6. Prepare for Engagement / [page #](#)
- 7. Design Thinking Resources / [page #](#)

How to use this workbook

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In interdum vitae lacus volutpat pretium. Curabitur nec risus mauris. Suspendisse at felis laoreet, euismod ante ac, tristique sem. Curabitur consequat luctus rutrum. Sed in est tincidunt, scelerisque dui pulvinar, ultrices enim. Nam sed faucibus lacus.

Activity Workbook

Templates for all of today's activities can be found in the Design Thinking Workbook.

Please download the Microsoft Word document from the chat and keep it open on your computer for the duration of the workshop.

If you are unable to open the workbook or do not have a computer handy, you can use pen and paper for the activities instead. More information will be shared during each of the activities.

Before we start...

- **Please update your display name on Zoom!**
Name (pronouns, if comfortable) - Organization/Team
- **Closed Captions**
Closed captions are available if needed. To enable them, click the menu options (button with three dots) and select 'Show captions'.
- **Technical support**
If you have any technical questions or need support with Zoom, please direct your message to **Evergreen Tech Support** in the chat or email us at **HSC-DOLsupport3@evergreen.ca**.

Friendly guidelines for creating a respectful space

- **Share the air** – be mindful of other voices in the room that haven't had a chance to speak yet and invite them to contribute
- **Speak from your experience** – Don't make assumptions or general statements about groups of people or communities that you aren't part of
- **Build on ideas** – Listen to what others say and build on their ideas instead of waiting for them to finish before jumping in with your thoughts

Your suggestions

Values

- Lead with kindness
- Non-judgement of each other's ideas
- Be supportive of each other
- Embrace silence

Practices

- Take turns talking during breakouts and discussions
- Respect others when it is their turn to talk
- You can choose to “pass” if you don’t feel like talking
- You are always welcome to rejoin the conversation at any time; the circle always comes back around!
- Listen more than you talk

What the heck is Design Thinking?

- Cutting through the jargon and getting to the heart of Design Thinking—creative and collaborative problem solving.
- Discussion: what does Design Thinking mean to you?

10 minutes



What the heck is Design Thinking?

The term "Design Thinking" can often feel jargony, technical and elitist. But at the heart of it, Design Thinking is really about:

- **Creative and collaborative problem solving**
- **Thinking about challenges in a holistic and connected way**
- **Involving people and communities in the process**
- **Continually iterating and challenging assumptions**

What the heck is Design Thinking?





Reflection & Discussion

1 Do any of the ideas presented in the video or summarized in the list below resonate with you? If so, which ones and why?

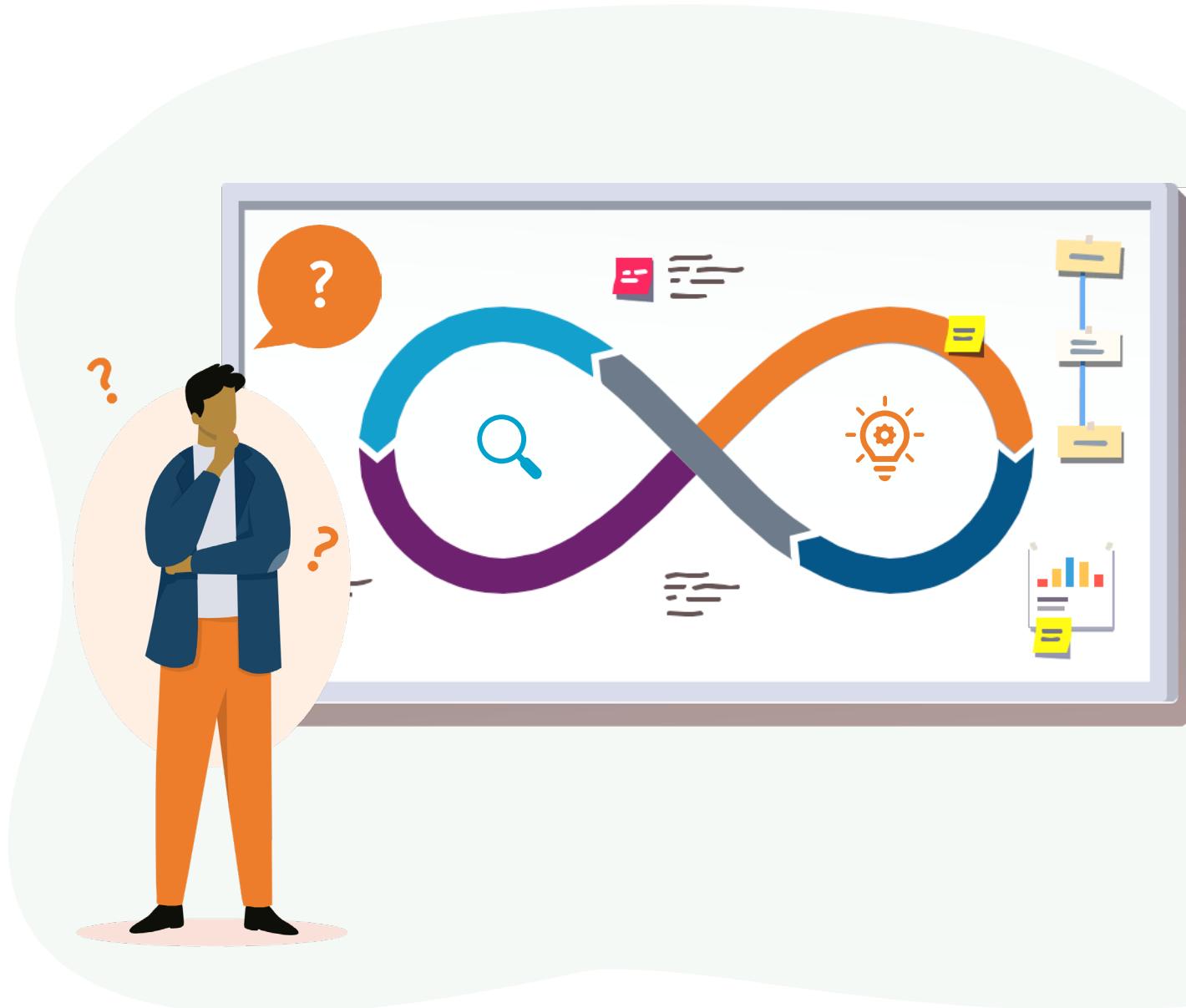
- Creative and collaborative problem solving
- Thinking about challenges in a holistic and connected way
- Involving people and communities in the process
- Continually iterating and challenging assumptions

2 Do any of these ideas align with how your team is currently working?
How are you currently integrating these practices into your project?

Design Thinking in practice

- Overview of the principles, practices and process of Design Thinking.
- Poll: What phase of the Design Thinking process is your team currently in?

15 minutes



Key principles and practices of Design Thinking



Creative problem solving

- Asking big questions; being curious and open to unexpected insights.
- Creative "outside the box" thinking
- "Old" ideas for "new" problems



Involving people and communities in the process

- Ongoing, continuous engagement
- Designing *with* people, not *for* people
- Co-creating shared understanding of the problem AND the solution



Thinking about challenges in a holistic and connected way

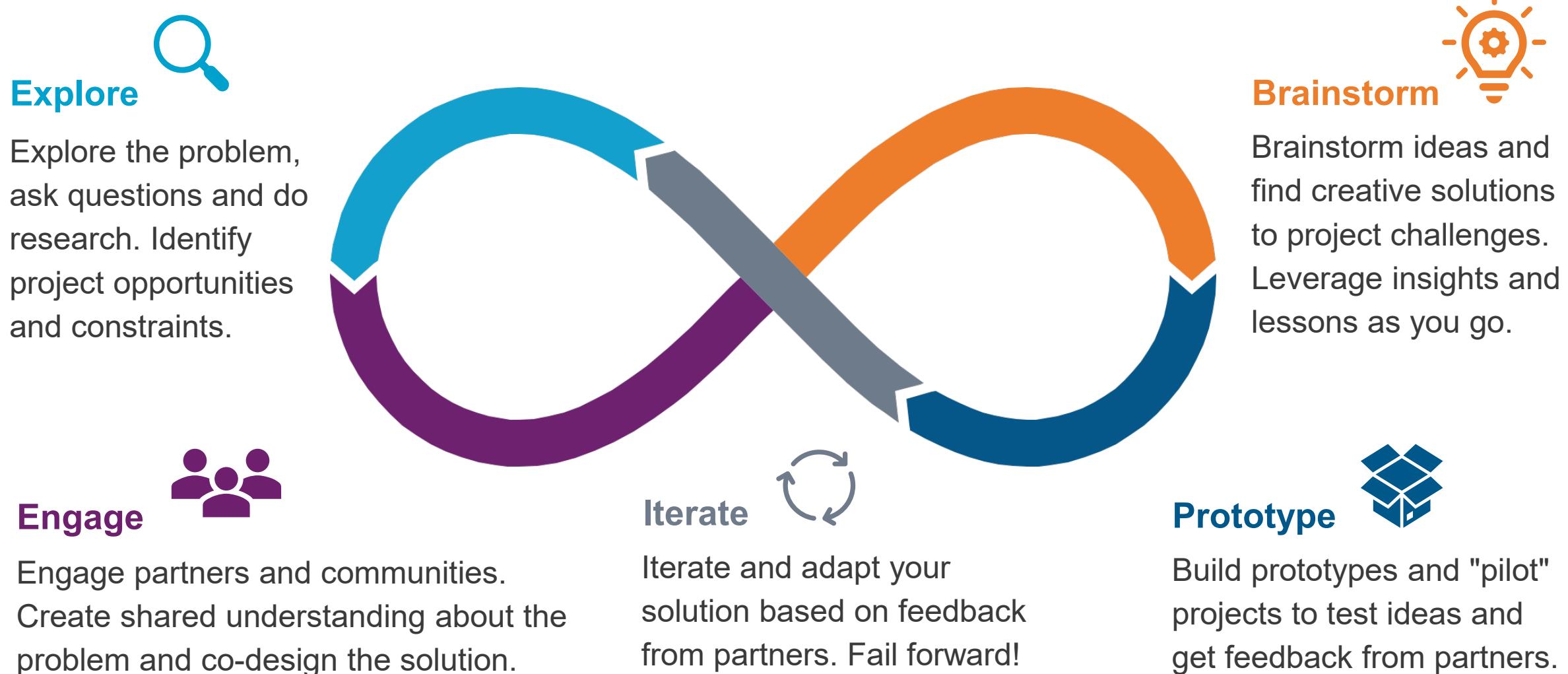
- Challenges are interconnected
- Solutions that are holistic are more likely to have greater impact
- Systems change rarely happens through isolated projects in siloes



Continually iterating and challenging assumptions

- Humility as the starting point
- Being aware of assumptions and biases
- Test your ideas by prototyping them first
- Failure is part of the process; fail forward

Phases of the Design Thinking process

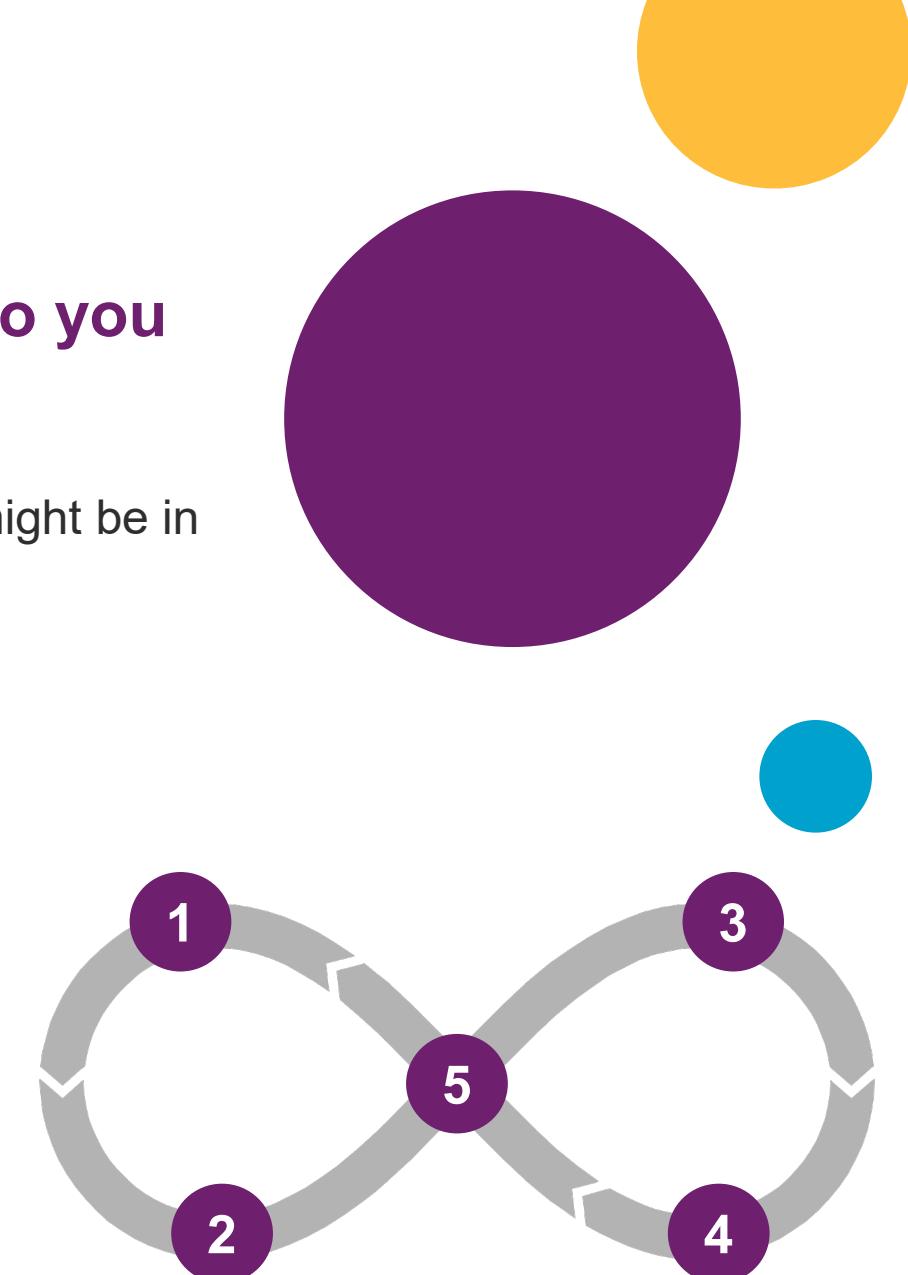


II. Quick Poll

What phase of the Design Thinking process do you think your team is currently in?

Share your answer in the poll that appears on your screen. You might be in more than one phase at the same time.

1. **Explore** the problem, ask questions and do research.
2. **Engage** partners and communities to co-create shared understanding of the problem/solution.
3. **Brainstorm** creative ideas and solutions.
4. **Prototype** and test your ideas by creating "pilot" projects.
5. **Iterate** your solution based on feedback from partners.



Let's take a
10 minute Break!



What are the key questions facing your project?

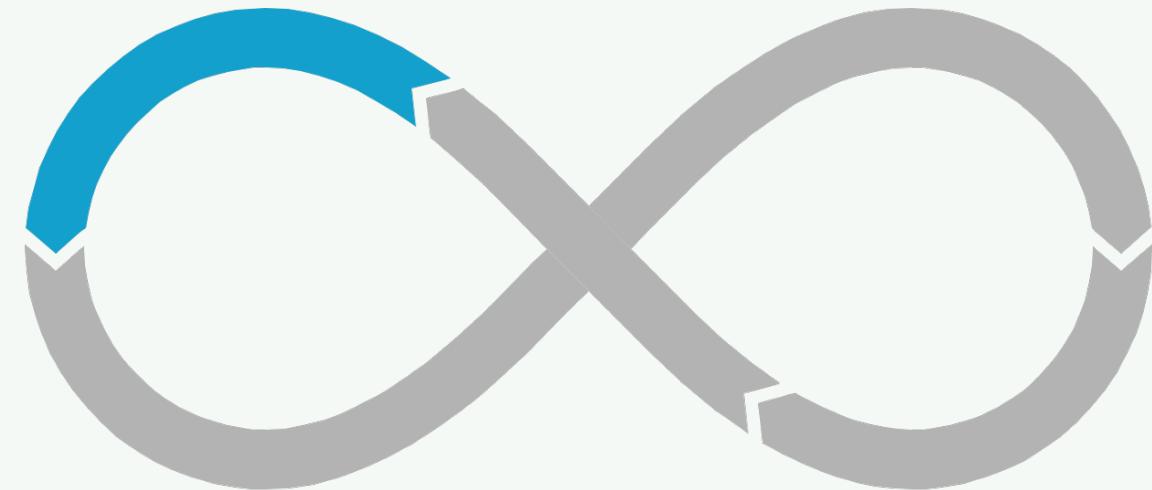
- As you embark on incubating your solution in the coming year, what are the key questions that need to be answered?
- Asking questions opens the door to reaching out and engaging with community partners.

20 minutes

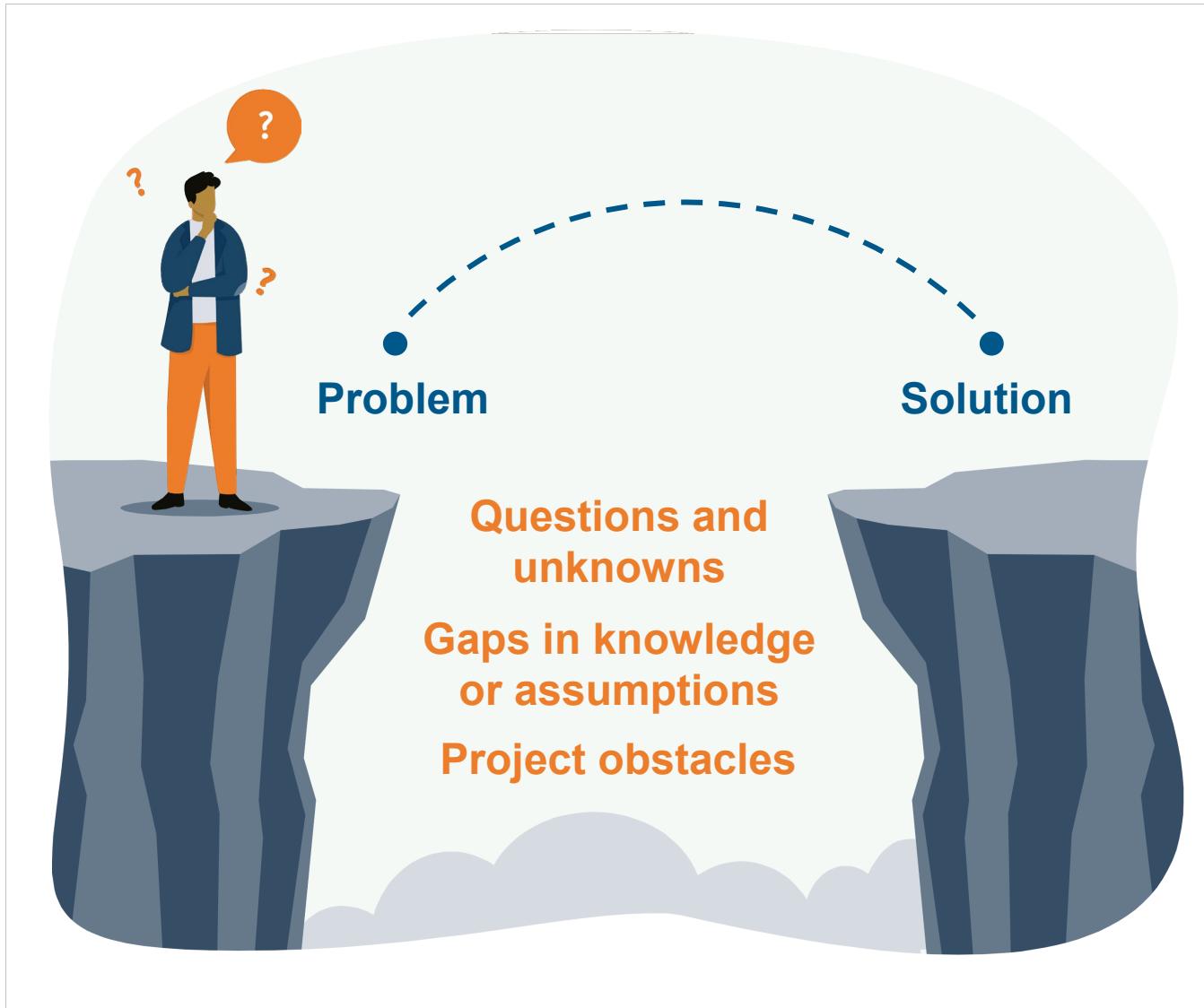
Explore



Explore the problem, ask questions and do research. Identify project opportunities and constraints.



What are the key questions facing your project?



- What obstacles does your team need to overcome? What questions need to be answered? What unknowns need to be solved? What gaps in your knowledge or capacity need to be filled?
- Identifying these questions and issues now will help bring focus to your project and inform how your work and who you engage in the coming months.

Example

Problem

Limited access to building materials and constructions skills.

Gaps in knowledge and assumptions

Is this a solution the community supports?
Is this solution feasible and sustainable?

Questions (who, what, when, where, why, how)

Where will the warehouse be located?
What permits and approvals are required?
Who will manage the warehouse?
Who will set up and run the training program?

Obstacles (time, money, people)

Long approval timelines; limited financing;
trouble finding suitable partners

Solution

Warehouse solution combined with skills training program.

Activity

What are the key questions or obstacles facing your project?

The template for this activity can be found on page 2 of your workbook.

The Problem	Questions, Gaps & Obstacles	The Solution
<i>Type here...</i> 1	<i>Type here...</i>	<i>Type here...</i> 2

Step 1 – Write the core housing supply problem that your team is working on in the left-hand column of the table.

Step 2 – Write the proposed solution your team is developing to address that problem in the right-hand column of the table.

Activity

What are the key questions or obstacles facing your project?

The template for this activity can be found on page 2 of your workbook.

The Problem	Questions, Gaps & Obstacles	The Solution
Type here...	Type here...	Type here...

3

Step 3 – Identify the questions, gaps and constraints facing your project in the coming months.

- What obstacles does your team need to overcome?
- What questions need to be answered? What unknowns need to be resolved?
- What gaps in your knowledge or capacity need to be filled?

Brainstorming who you need to engage

- Brainstorm the people, communities, organizations and groups that your team needs to engage.
- Who can help you answer the questions you identified in the last activity?

20 minutes



Who do you need to engage?

Start here...

Who can help you **answer the questions or overcome the obstacles** you identified?

Who is **most impacted** by the problem? Who would **benefit** from the solution?

Think about...

Who do you need to get **buy-in and support** from? Who is allied to your cause and who is opposed?

Who holds **valuable knowledge, information or critical resources** that your project needs to access?

Don't forget...

Who are the **decision-makers and gate keepers** impacting your project?

Who are the **other key players**? Who is operating in this space? Who else has an interest in your project?

Activity

Brainstorm who you need to engage!

The template for this activity can be found on page 3 of your workbook.

Step 1 – Review the questions you identified in the previous activity.

Compare notes with your team members and choose the top 1-3 questions or obstacles to build your brainstorm around. Write this in the box below.

Type here...

If you were not able to complete the previous activity, or you have not identified any gaps or questions, simply write down the problem or solution your team is working on.

Activity

Brainstorm who you need to engage!

The template for this activity can be found on page 3 of your workbook.

Step 2 – Begin brainstorming a list of individuals, communities and organizations that can help you answer the questions you identified in and/or those with an interest in the problem/solution your team is working on.

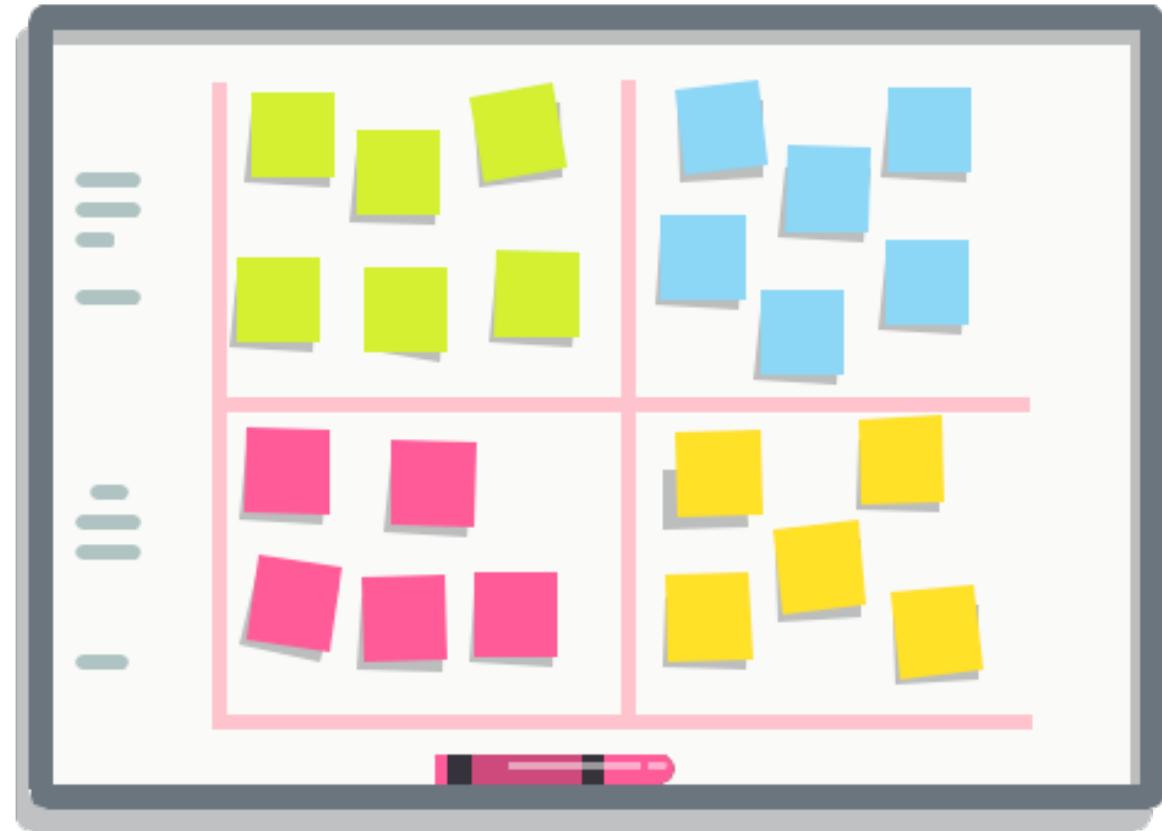
Who can help you answer the questions or overcome the obstacles you identified above?	Type here...
Who is most impacted by the problem? Who would benefit from the solution?	Type here...
Who holds valuable knowledge, information or critical resources that your project needs to access?	Type here...

Cast a wide net and identify as many different names and groups as possible. Think about who you need to engage in the coming months.

Prioritize partners for engagement

Analyse your brainstorm
and create a priority list of the
key partners you need to engage
in the coming months.

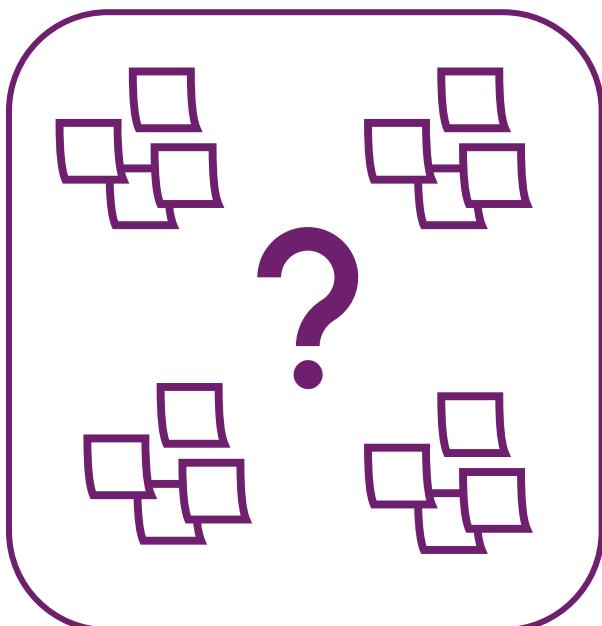
20 minutes



Prioritize partners for engagement

STEP 1 – REFLECT

Take a step back and look at your brainstorm with fresh eyes. Who's missing?



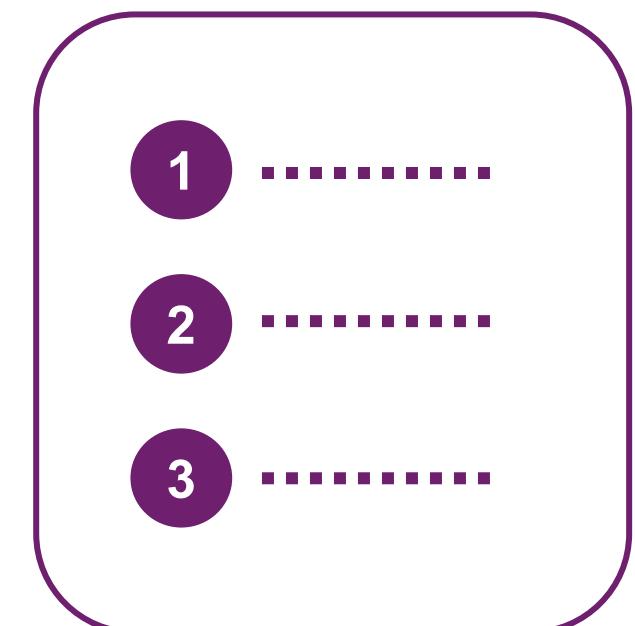
STEP 2 – SORT

Sort your brainstorm to understand each partner's level of impact, power and connection to your project.

Impact	Power	Connection
4 squares	4 squares	4 squares

STEP 3 – PRIORITIZE

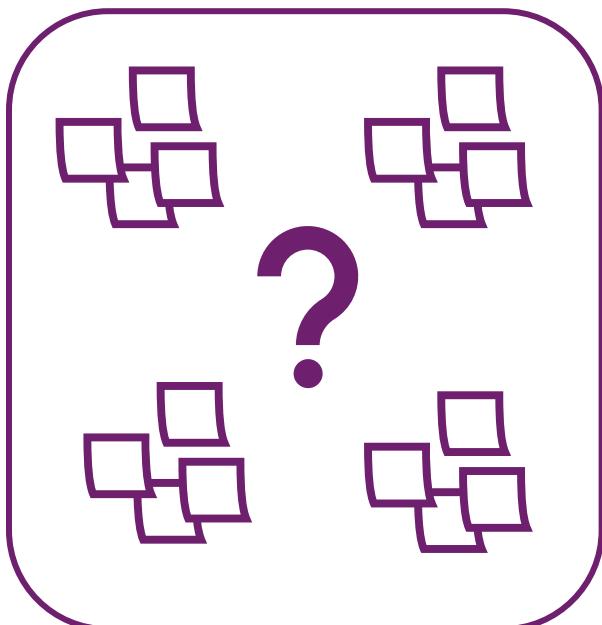
Create a priority list of the top 3-5 partners to engage in the coming months.



Prioritize partners for engagement

STEP 1 – REFLECT

Take a step back and look at your brainstorm with fresh eyes. Who's missing?

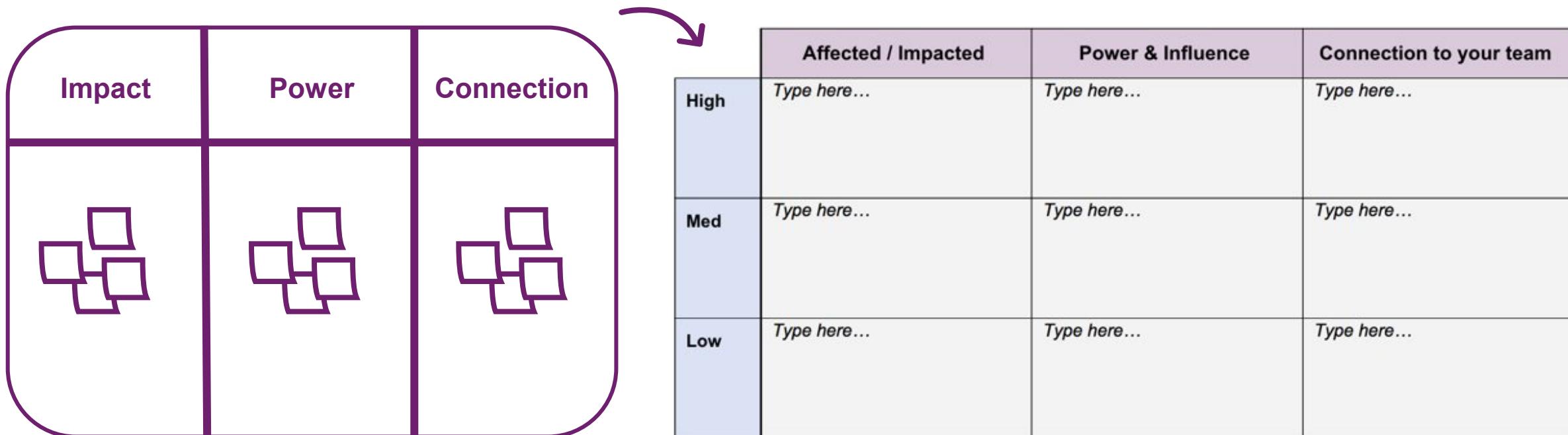


- Try to identify any potential gaps you might have missed.** Are there any individuals, communities or groups that you may have overlooked?
- Are there any groups that might be over-represented or under-represented in your brainstorm?** For example, does your list mostly include partners from a certain sector or geographic region?
- Did you find it challenging to brainstorm partners?** If so, make note of the areas where you struggled to identify partners and prioritize this as an area for further research.

Prioritize partners for engagement

STEP 2 – SORT

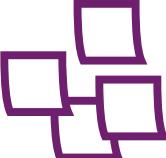
Sort your brainstorm to understand each partner's level of impact, power and connection to your project.



Prioritize partners for engagement

STEP 2 – SORT

Sort your brainstorm to understand each partner's level of impact, power and connection to your project.

Impact	Power	Connection
High		
Medium		
Low		

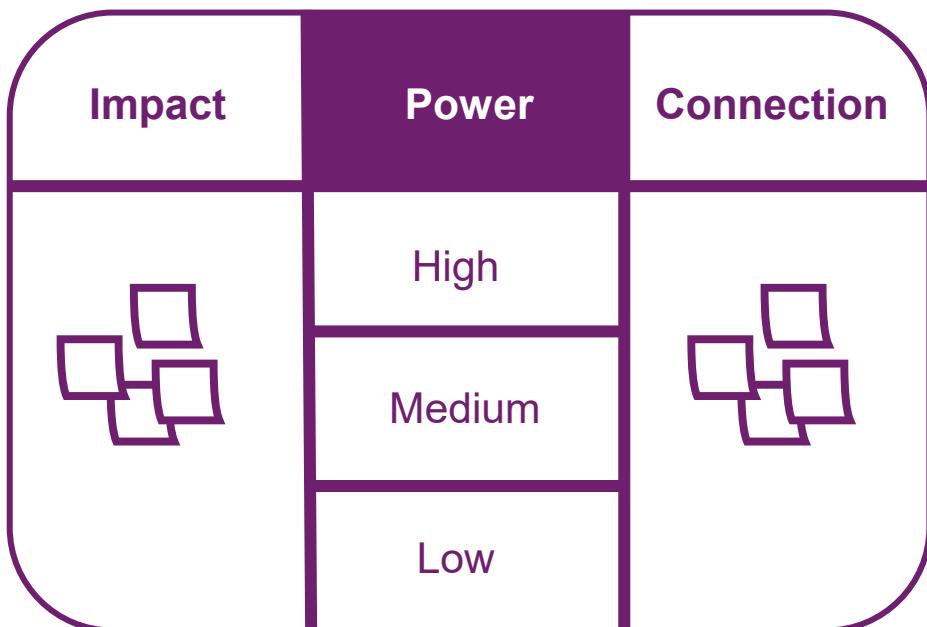
How affected / impacted are your partners?

- Some partners such as community members will be highly personally impacted by your project in terms of their physical wellbeing and livelihood.
- Other partners such as investors or suppliers will be affected by your project but in a more indirect way.
- Prioritize engaging partners who are highly impacted

Prioritize partners for engagement

STEP 2 – SORT

Sort your brainstorm to understand each partner's level of impact, power and connection to your project.



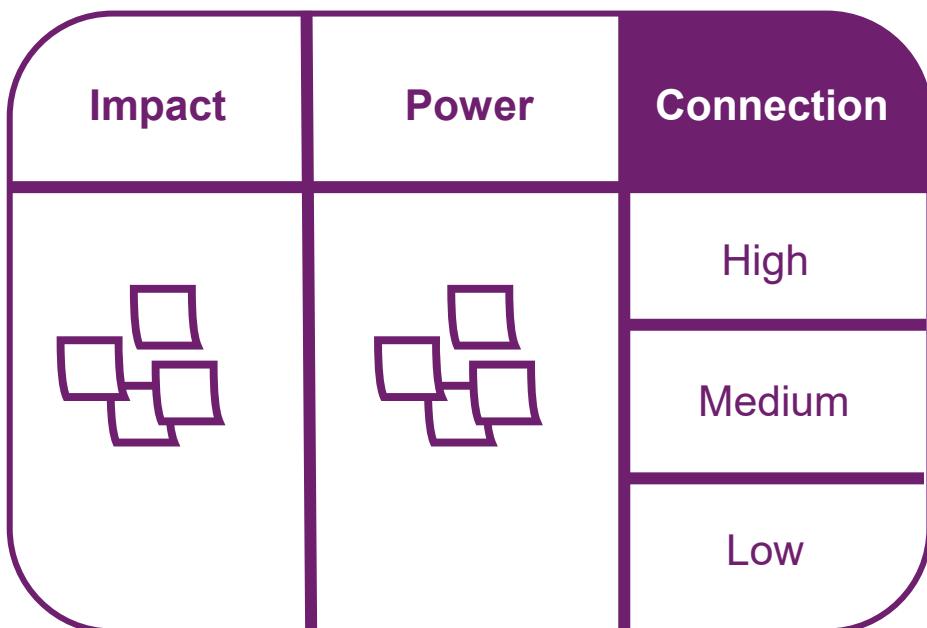
What level of power / influence do your partners have?

- Power refers to the ability to influence the outcome and success of your project. How you choose to rank the relative power of your partners is up to you.
- Some partners hold power because they control access to money or decision-making authority. Other partners might hold power through their ability influence people or generate attention around an issue.
- Prioritize partners who lack power and influence. Manage relationships with partners who have a high level of power and influence.

Prioritize partners for engagement

STEP 2 – SORT

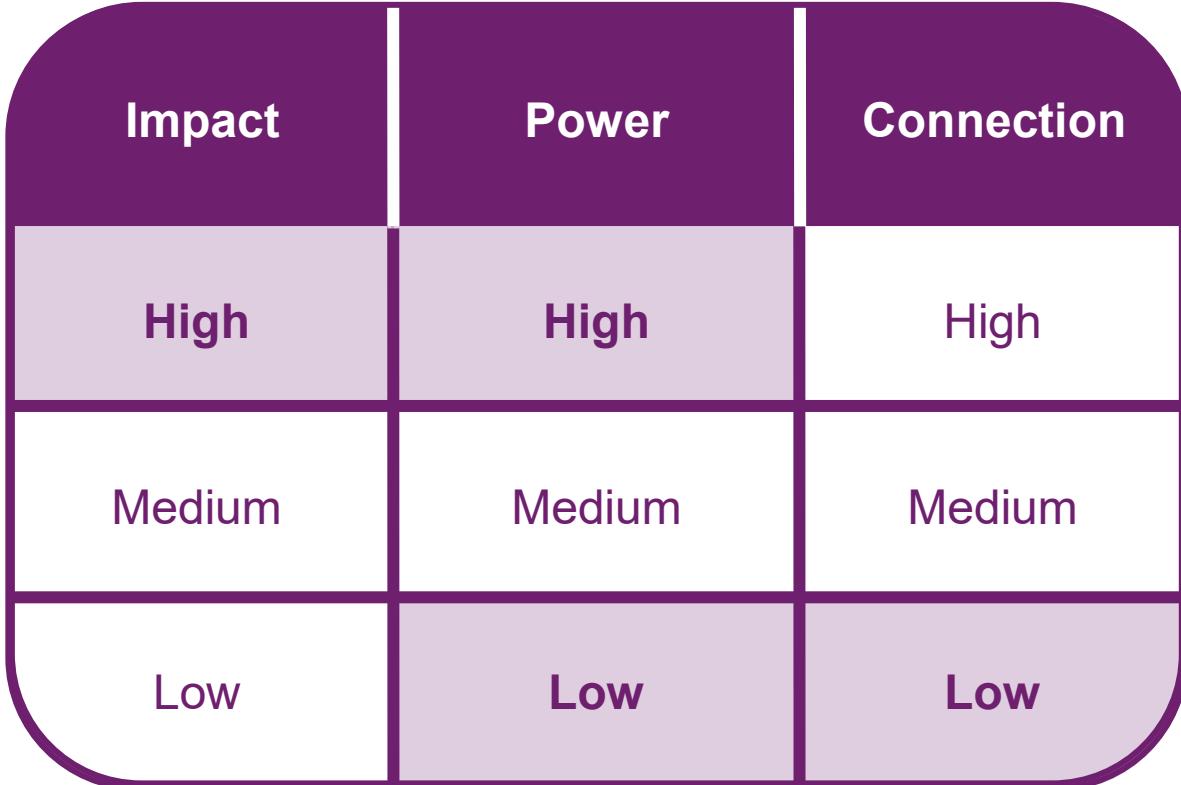
Sort your brainstorm to understand each partner's level of impact, power and connection to your project.



Level of connection to your team

- **High** – Partners that you have worked with before and who you have a close personal connection or professional relationship with.
- **Medium** – Partners that you have a tangential connection with (e.g., you met at an event, know each other from the community) but who require time and effort to build a proper relationship with.
- **Low** – Partners you have never interacted with before and who would not recognize your name or face.

Prioritize partners for engagement

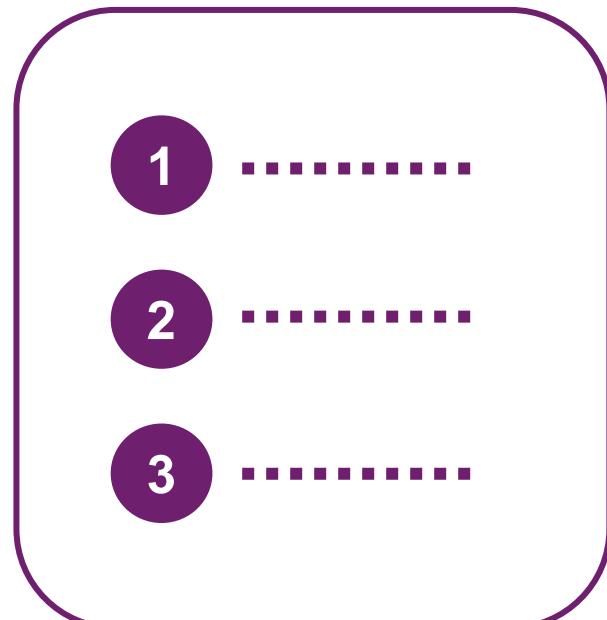


- **Prioritize engaging partners who are highly impacted** by your project, especially those whose wellbeing and livelihoods are affected.
- **Prioritize engaging partners with limited power**, especially those who are often excluded from decision-making.
- Manage partners who hold high levels of power and influence over your project.
- **Prioritize engaging partners that you don't yet know** and need to build relationships with.

Prioritize partners for engagement

STEP 3 – PRIORITIZE

Create a priority list of the top 3 partners to engage in the coming months.



Considerations

1. **Strategic** – Who's buy-in and support is the most critical for the success of your project in the coming months?
2. **Practical** – Who can help you answer the questions or overcome the obstacles your project is currently facing?
3. **Empathic** – Who has lived experience of the problem you are trying to solve? Who will be impacted by your solution?
4. **Relational** – Who do you need to begin (or continue) building a relationship with? What partnerships will take time and effort to establish and grow?

Activity

Prioritize partners for engagement

The template for this activity can be found on pages 5 of your workbook.

STEP 1 – REFLECT

Take a step back and look at your brainstorm with fresh eyes. Consider the following questions:

- Try to identify any potential gaps you might have missed. Are there any individuals, communities or groups that you may have overlooked?
- Are there any groups that might be over-represented or under-represented in your brainstorm? For example, does your list mostly include partners from a certain sector or geographic region?
- Did you find it challenging to brainstorm partners? If so, make note of the areas where you struggled to identify partners and prioritize this as an area for further research to identify the key players.

Activity

Prioritize partners for engagement

STEP 2 – SORT

Sort your brainstorm using the matrix below. Use your best judgement to determine where to place different partners in each of the categories.

	Affected / Impacted	Power & Influence	Connection to your team
High	Type here...	Type here...	Type here...
Med	Type here...	Type here...	Type here...
Low	Type here...	Type here...	Type here...

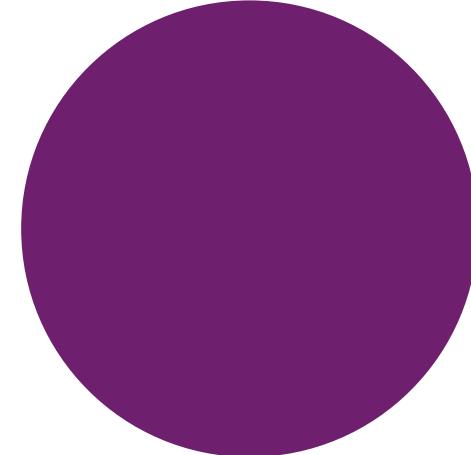
Some partners might rank higher in one category but lower in another category. What does this tell you about that partner's relationship to your project?

Activity

Prioritize partners for engagement

STEP 3 – PRIORITIZE

Use the questions below to sort your brainstorm and identify the top 3-5 partners that you need to prioritize for engagement in the coming months.



- 1. Strategic** – Who's buy-in and support is the most critical for the success of your project in the coming months?
- 2. Practical** – Who can help you answer the questions or overcome the obstacles your project is currently facing?
- 3. Empathic** – Who has lived experience of the problem you are trying to solve? Who will be impacted by your solution?
- 4. Relational** – Who do you need to begin (or continue) building a relationship with? What partnerships will take time and effort to establish and grow?

Let's take a
10 minute Break!



Respectful, relational and collaborative engagement

- Reflection and discussion
- Wise practices for engaging partners in respectful and collaborative ways
- Preparing for engagement

30 minutes





Reflection & Discussion

What does respectful and relational engagement mean to you?

Reflect on the following definition of "relationality" from Shawn Wilson, an Opaskwayak Cree scholar from northern Manitoba in his book *Research is Ceremony*:

“ Relationality is the acknowledgement that we all exist in relationship to each other, the natural world, ideas, the cosmos, objects, ancestors and future generations, and furthermore, that we are ACCOUNTABLE to those relationships.



Relationality is about honouring our interdependence and being accountable to each other. **What else is important? What other ideas and words come to mind? What does it mean to engage partners in ways that are respectful and relational? What does that look like?**

Engaging partners in relational ways means...

Nurturing relationships over the long-term

- Approach partnership building as a long-term process. Get to know people!
- Relationships move at the speed of trust – and trust takes time to build.
- Demonstrate your commitment to partners and communities over the long-term.

Reciprocity – not being transactional

- Partnerships require give and take. What are you willing to give up or change?
- Don't just think about what a partnership can offer you. What can you contribute to a partnership?
- How are you investing in the communities you are working with?
- How can your solution increase housing **while also** building capacity and resilience in the community?

Engaging partners in relational ways means...

Reflecting on your power

- Consider the power you hold as a project leader with the promise of Government funding. How might your perceived power impact your relationships with partners who hold relatively less power?
- Consider the power you hold as an individual because of your privileges. How might personal privilege influence or bias how you engage partners and the decisions you make?
- Consider how power is distributed in your project? Are there opportunities to collaboratively share power? Do the communities your project aims to help have power/agency to shape the direction of your solution?

Being transparent and accountable

- Collectively define values, roles, responsibilities and expectations with your partners in a collaborative way. Collectively define what accountability looks like when expectations aren't upheld.
- Keep partners informed about project decisions and progress.

Activity

Prepare for respectful and relational engagement

The templates for this activity can be found on page 8 of your workbook.

	Partner #1	Partner #2	Partner #2
	<i>Insert partner here...</i>	<i>Insert partner here...</i>	<i>Insert partner here...</i>
What is this partners connection to the problem or solution you are working on?	<i>Type here...</i>	<i>Type here...</i>	<i>Type here...</i>
What is this partners main concern, interest or motivation with respect to your project? What matters to them?	<i>Type here...</i>	<i>Type here...</i>	<i>Type here...</i>
What are your main reasons for wanting to engage this partner?	<i>Type here...</i>	<i>Type here...</i>	<i>Type here...</i>

Activity

Prepare for respectful and relational engagement

The templates for this activity can be found on page 8 of your workbook.

- What is this partner's connection to the problem or solution you are working on?
- What is this partner's main concern, interest or motivation with respect to your project? What matters to them?
- What are your main reasons for wanting to engage this partner?
- What level of engagement and participation in your project do you want this partner have? Why?
- What does this partner need in order to feel respected and willing to be engaged?
- What steps will you take to ensure you engage respectfully and relationally?

Q&A / Discussion

Wrap up & next steps

Short survey

Please take two minutes to complete a short survey to let us know what you thought about today's workshop and how we can support you moving forward!

Wrap up & next steps

Project Management Resources

Is your team looking for support with project management fundamentals such as how to create a work plan, budgeting and risk management?

Check out our Project Management Session – a pre-recorded webinar that covers these topics and more! The webinar includes helpful tips for setting up your project for success in Stage 2 and includes information that will help you prepare for your final application.

Wrap up & next steps

Design Thinking Office Hours

Following today's workshop, your team will be able to book time for follow-up support to continue exploring Design Thinking and partnership engagement.

Each team will have access to **2 hours** of support:

- 1 hour of **one-on-one support** to ask questions and get personalized feedback
- 1 hour of **drop-in support in a group setting** to workshop solutions with other teams

Wrap up & next steps

Project & Partnership Support from Innovation Seven

Starting in November 2022, each team can access up to **8 hours of one-on-one support with advisors from Innovation Seven**. The type of support will be based on your team's needs and may include guidance on project planning, budgeting, risk management and partnership development.

You can familiarize yourselves with these concepts and the Stage 2 application requirements by watching the On-Demand Project Management Session on the Community Solutions Portal: <http://www.hscsupportprogram.ca/>

More details to be announced in the coming weeks in the Support Program Newsletter and on the Community Solutions Portal!

Wrap up & next steps

Join the Round 3 Northern Access Facebook Group

We've set up a private Facebook Group for you and your fellow shortlisted applicants to connect and share resources! **Please take a moment now to join the Facebook Group if you are interested.**

Wrap up & next steps

How to get in touch:

Housing Supply Challenge Support Program
647-670-2265

HSC-DOLsupport3@evergreen.ca
www.HSCSupportProgram.ca

CMHC
Challenge@cmhc.ca
www.cmhc.ca/NorthernAccess



Canada

A grayscale aerial photograph of a large urban construction site. In the foreground, there's a complex network of steel beams and structures. Several construction cranes are visible, some with long booms extending over the site. In the background, there are several completed high-rise residential or office buildings. The overall scene suggests a major urban development project.

Thank you!