

Summary of the Social Innovation Lab on Affordable Housing

What value does a Social Innovation Lab bring to Collective Impact?

Feb 2020

Purpose of this Evaluation

The purpose of this evaluation is to document the process and learnings from BtB's Social Innovation Lab (SIL) on Affordable and Quality Housing, and specifically explore the usefulness of a SIL within a Collective Impact initiative.

Audience:

- Primary audience is BtB backbone team
- Learnings to be shared with 3 IC communities and IC team

Context

In the summer of 2018, an idea was generated from Inspiring Communities about how a social innovation lab might be used as a way to initiate a process for the Housing priority in Dartmouth North. NouLab, New Brunswick's social and economic development lab, was engaged to guide the lab and transfer learnings about process design. The idea moved forward with lab design and facilitation support from NouLAB. Beginning in November 2018, Between the Bridges invited 23 multi-sector stakeholders to work together on the housing affordability and quality challenges of Dartmouth North. A Social Innovation Lab was used to expedite the process of generating ideas about how to address the challenges surrounding affordable housing, identifying leverage areas, and move into implementation. Social Innovation Labs are one tool, among many that can be used to support the activities of a Collective Impact initiative. "Put simply, labs are intense meetings of diverse groups of people who are searching for breakthrough solutions to serious societal challenges." - Social Innovation Generation

Timeline:

Nov 1, 2018	1-day convening to identify problem statement
Feb 20-22, 2019	Days 1 - 3 of lab workshops
April 4-5, 2019	Days 4 & 5 of lab workshops
April - Nov, 2019	3 teams prototyping
Nov 20, 2019	1-day reconvening of prototyping teams to identify learnings, and make adjustments to prototypes.

Evolution of the Affordable Housing Social Innovation lab

The following section outlines what happened from the initial lab workshop days in Fall 2018, to teams implementing prototypes, to a reconvening of the teams in the fall of 2019.

WHAT HAPPENED?

Defining the Problem Statement

Full day meeting - Nov 1, 2018

In consultation with NouLAB, the Between the Bridges Backbone staff determined that there would be benefit in hosting a one day “advance” meeting and subsequently hosted and convened 21 people from Dartmouth North, including 10 residents, all with an interest and experience in housing issues. The purpose of this meeting was to identify a problem statement. Social Innovation Labs are an intentional problem-solving process that revolve around a particular challenge or problem statement. Identifying a problem statement that all participants are going to focus their work on is the first step in the lab process. Through collective group processes the group somewhat narrowed the focus and generated several problem statement options.

Survey

After the Nov 1 meeting, more analysis was needed to further narrow a problem statement to carry into the 5 day lab. The backbone team organized the information from the one-day dotmocracy and sent information out in the form of a survey to all sector participants. Concurrently all of the resident members were convened to have a group discussion to identify where they thought might be a focus. The collectively defined problem statement for the lab process was:

“How might we increase the number of affordable rental housing units in Dartmouth North?”

The Workshop Begins - 5 Days of Lab Workshops

Feb 20 - 22, 2019

April 4 & 5, 2019

In February 2019, 21 multi-sector stakeholders were invited by Between the Bridges team to work together on the housing affordability and quality challenges of Dartmouth North.

Participants had a wide-range of collective experience and perspectives:

7 Community Sector participants

2 Private Sector participants

8 Resident participants

4 Government participants (2 municipal, 1 provincial, 1 federal)

The group was facilitated through a Social Innovation Lab process, and through five days of working together they analysed the challenge, and identified 3 priority areas to focus their time and energy to and have the most impact. The 3 prototype teams all got off to a strong start and met independently to

forward their ideas. The three teams are Tiny Homes, Neighbourhood Beautification, and Housing Navigation Officer.

SO WHAT?

Initially very positive reaction to the experience from both lab participants and the Between the Bridges backbone team

- **Social Innovation Labs are a useful tool for quickly turning ideas into action.** Through evidence based analysis, a multi-sectoral group had identified affordable, quality housing was identified as a high priority focus area, and needed to decide what specific actions it would take to begin addressing this issue. The SIL provided an opportunity to try a new approach that could expedite that process and move people into action.
 - The Between the Bridges backbone team has said that a lab would be a great way to kick off an alignment team, or CI initiative. They reflected that relationships are hard to form in a slow CI approach. *“Knowing what we know now, we might want to start any table with a lab.”* - BtB backbone team
- **High value for participants:** The intensity of the time committed to a lab (5 days) allows participants to build new relationships and a high level of trust amongst one another, understand the relationships that exist, quickly identify a wide range of ideas, increased their understanding of the challenge, and enabled people to see their own role and sense of agency. A more in depth exploration of this in Appendix A
- **Participants reacted well to the 5 day lab workshop experience.** Survey responses from 21 lab participants. On a scale from 1 to 10, would you recommend this process to others? Average response was 9.3/10. The following are quotes from participants:
 - “It was such an incredible experience from start to end.”
 - “Education combined with the tools to make massive change”
 - “Well done. Facilitators were very engaged, respectful and attentive.”
 - “Working collaboratively with with people with the right skill sets life experiences and motivation to get things done in the area of affordable housing in Dartmouth North”
 - “I liked how the outcomes were concrete. Previous experiences with labs were not as positive due to too much focus on theory not practice”
- **Preconditions were in place for the lab to be successful.** Collective Impact is a long term change initiative that starts by setting in place a lot of the preconditions needed for a lab to be successful. They could clearly state what the challenge was that they wanted to address, they had the necessary resources to start the work, they had the trust and relationships with stakeholders, and they had some of their own strategic thinking about the challenge that could inform and shape the lab. A more in depth exploration of this in Appendix B

During the first 6 months of prototyping, the team is seeing some challenges with the outputs of the lab process

- **Prototype Team Hits a Snag:** The Housing Development Officer Team made an application for funding and were rejected. The prototype team, partnered with Housing NS, applied to the Poverty Reduction Government Innovation program for a 1 year grant of \$90,000 to support a full-time position.
 - The application process was more at arms length than a typical “BtB” project - so what does this mean for future labs? This put the relationships with prototype teams at risk, between BtB and the provincial government. They were told to apply again. The government wants to show up differently, but initially gave no valuable feedback on this process or communications.
 - What is missing that could have made this work? What is the mechanism that needs to be in place?
 - What are the opportunities to collaborate with the provincial Poverty Reduction Government Innovation team to learn / share / adapt from recent housing grant applications?
 - **Solution to be tried:** Collective approaches in the development of grant applications from the prototype teams. The team has been discussing more stewarding from BtB to the networks of system level leaders connections for additional support to navigate the grant systems.
- **Labs develop ideas quickly which may be at the detriment to the time necessary for building relationships.** CI typically supports project development over a longer period of time , and identifies project partners at the same time. The team believes this may lead to less likelihood of running into the same issues as the Housing Officer granting challenge.

WHAT HAPPENED?

6 Month Reconvening

Nov 20, 2019

The prototype teams reconvened in November 2019, 6 months after the five day lab workshop. The teams were working independently during this time and had minimal contact with the backbone team over the 6 month period. The following section outlines the reflections and insights from both participants and backbone team about the 6 month reconvening.

SO WHAT?

The reconvening was largely positive, with breakthroughs happening for each team, and everyone left feeling reinvigorated.

1. People realized they accomplished more than they had thought in the previous 6 months

- Hadn't solved the problem, but the reconvening helped surface their learning and development, about their prototype, the challenge and context they're working within
- Their efforts and progress were validated by the other team members

"I thought we were all nowhere, but we are all somewhere. We all moved!"

2. There was value for people to reconnect across teams

- Whether teams had been meeting up or not, having a space to share stories and get encouragement from others was hugely valuable. This reconvening allowed them to share specific ideas, recommendations, and make strategic connections to others. The teams may have initially assembled by interest and experience, but the entire group is working on the same challenge of housing and there is a lot of value in reconnecting. In the follow up survey, several people requested more time together.

Ideas that came out of the one day convening included:

- **Neighbourhood Beautification Team:** New Idea to create a promotional video to show the potential of the space, and recruit more people. Also now considering soliciting donations (companies, individuals, etc).
- **Tiny Homes Team** had time to explore their two biggest questions with others: Ownership models and available capital and finances.

"I needed this. I felt stuck. And now I feel fired up. I had tunnel vision, but then I heard solutions from within the group."

3. Coaching with NouLab on prototypes helped teams open up new thinking and find clarity on their next steps

- Breakthroughs happened for each team. The combination of light coaching from people with a fresh perspective on the challenges and a lot of experience with prototyping service delivery.
- Working in a prototyping mindset is not the way that we typically work. The prototypes had quickly become pilot projects not allowing much room for change / pivots. Team members felt they just had to make their initial idea work, without necessarily taking the learning from what they had done and making minor or major adjustments. The refresher from NouLab was valuable in that it refreshed people's thinking about their work, and helped them to see new possibilities.
- Innovation does not typically happen right away - it takes time to learn a sufficient amount about the challenge, to then be able to create an innovative solution. The teams are still in experimentation, testing and learning about what responses are needed in their particular situation.

Tiny Homes

- **New Prototype:** Create flyers to gauge people's interest

Navigation Team made a change in direction or pivot and developed two new prototypes

- **Pivot:** moving their intervention more upstream, from officer, to bigger picture thinking. There needs to be a focal point, potentially a lead agency to be the face of creating affordable housing. A place for government to work with.
- **New Prototype Idea:** Mapping the process out to test the complexity. Map the user journey (the thing that the navigator would help people go through). May identify other solutions through this process. Then show the map to different users and departments so they can understand the journey.

Neighbourhood Beautification

- **New Prototype Idea:** Creating a test letter to get feedback on their proposal. The group has received a template for this from NouLAB.

Tiny Homes

"I had doubt in our prototype, tiny home viability. The teamwork and creativity today made me rethink that and showed new options"

Reflections from the backbone team

1. Team formation is key to success:

Team formation has been key for prototypes getting traction. For example, the progress the Tiny Homes team has made has been made possible by the involvement of leaders from organizations in which this work is their core mandate and which provides access to a lot of information, people, and resources.

2. Coaching via zoom has its limitations

Participants expressed that the technology was a frustrating part of the coaching session and other options may be considered in the future. The NouLab coaches also expressed that the technology was not ideal.

3. CI + SIL Hybrid

One of the key differentiators between success and failure for Social Innovation Labs, is secured resources to support the ongoing coaching and development of the prototypes. For labs the funding can end at the prototype stage but CI can offer the longer term relationship building and support. CI has the potential to be a great container and holder for labs, and have built in support structure for prototypes.

NOW WHAT?

Evolution: What is the next phase for the Housing Lab + CI hybrid?

After 6 months, the prototype teams had experimented based on their initial understanding of the challenge. A lot was learned in the initial 6 month period of experimenting, including identifying new directions and possibilities for the prototypes, based on what was showing the most promise. The backbone team now has to make a decision on how to best proceed and support these initiatives. As the formal lab process has concluded, what are the next steps for the prototype teams?

As of February, 2020:

- **Community Housing Development Officer Prototype Team has identified promising new sources of support and funding for a position similar to the one they had been considering. Connecting the work to the larger provincial picture is also emerging.**
 - The prototype teams work over the last year has put in a state of readiness to align with newly launched Federal Transformation Centre, started in Dec 2019, to rebuild the community housing sector across the country.
 - Executive director came to Halifax to meet with potential grant recipients, including this prototype team. There is potential to receive funding to support their initial prototype idea (the housing navigator officer), which would support preparation of applications to _____
 - The CMHC is interested in funding the development of a provincial community housing sector umbrella organizations
- **Tiny Homes Prototype Team took advantage of a one-hour coaching opportunity with the Lab facilitators (NouLab) at which a lot of next steps and new opportunities to explore emerged.**
 - To be supported with BtB backbone providing space and support for meetings.
- **Neighbourhood Beautification Prototype Team is working to add members and capacity as they also continue to identify projects for near-term attention.**
 - To be supported with BtB backbone as requested.

February 2020 - Backbone Team Reflections

Reflections on how to use labs more effectively in the future

More pre-work on exploring the challenge, in an effort to identify more specific problems

- The lab process puts emphasis on identifying a problem statement, and then having a “5 day sprint”, essentially 5 days of intensive exploring the challenge, creating prototype ideas, and then forming into small teams around a few specific prototypes that appear to be the most promising.
- The backbone team feels that the 5 days may have been better spent just talking about challenges, and not moving to prototypes right away. Suggested process for the future: CI table first, have exploratory type meetings, find specific challenges, then identify How Might We questions (problem statements)

A more specific problem would lead to more valuable outcomes

- The backbone team feels that lab processes do not work well for tackling broad challenges such as the housing challenges of Dartmouth North. Now that they have gone through the process and identified more specific root issues within the housing challenge, they feel they could host a more effective lab.
- The backbone team could have recruited people with more specific skills, experience, and positions to effectively address the problem.
- Not a fair expectation to expect a lab to move the needle on housing in the short term.

Representation on Teams

- Quality of people is everything. The Backbone team feels that Recruiting really high quality people from multiple sectors has been a driving force for the success of the teams.
- Prototypes need to have cross representation on the teams to be effective - following CI approach. Otherwise they don't have the representation to do anything effectively. Ideal min-spec: Residents, non-profit, and public sector at the table. This requirement needs to be held tightly by the hosting/backbone team, as well as ensuring that there is appropriate capacity to take on the work..
- Working groups should be 6-12 people, diversity of perspectives, leadership capacity.

Brainstorming Prototype Ideas

- Process for brainstorming ideas and then selecting prototypes needs to be focused, more rigorous, to ensure prototypes are more aligned with original HMW question.

A lab activates people and relationships

- Residents felt that the lab process was weighty enough to commit time to, and that time commitment is essential for building relationships. The 5 days of dedicated time upfront activated people and was great at building energy and relationships.
- The lab process put everyone on the same playing field and made the room feel neutral in terms of power.
- Relationships were strong. Participants were contacting each other outside of the lab, and new productive relationships between government and community sector were formed.

Lab provides useful tools

- Labs have exposed the backbone team and participants to new tools that could be used for other tables such as Student Success. Some new relevant tools include: user journey mapping, prototyping, systems thinking processes

Funders must be open to long term experimentation

- Funders and partners must be open to taking risks and understand that the lab process is not just the 5 day workshop. The workshops create prototypes, which then begin experimenting and trying things out, uncovering new learnings and changing direction as they go. Some prototypes will fail, or have a relatively small impact, while others may succeed. It can take a couple years before a prototype team really hits on a new discovery or innovation that has significant impact.

Unanswered Questions:

- How do you know you have a specific enough problem to use the lab process effectively?
- Do you need outside facilitation support to do the work? Or can the backbone team lead the process?
- Is the lab process able to catch up to where the SSAT is?

Appendix A//

What value did participants receive from the lab process?

Involvement in the lab led to shifts in participants' insights, confidence, networks, and commitment to act.

Increased Understanding - a more holistic grasp of the situation they are in, their own role in it, and prospects for change.

- “More awareness of what I can do. Recognizing I have a voice.”
- “It is refreshing to work at a table where a project will get lifted off the table and become reality ..It is inspiring..Because it is not found often”
- “This work has provided tremendous insight into details related to a specific priority project, but it also reminds me of the true essence of community development.”
- Learned of new initiatives with United Way that I can partner with.
- Better understanding of the work of different city workers as well the role the province takes in housing
- Learned there is more interest from non for profits in tiny homes than I appreciated.
- Made me realize housing [provincial agency] actually has human compassion . not something I experienced while renting
- There is a willingness to work together from all sides
- HRM bylaws people are actually people, not just nay-saying robots. :)
- Nothing will change if the city does not want to contribute outside of their own egos.
- Have a better understanding of some the challenges government employees work with
- There are a lot of people who are willing to help with an open mind.
- My perceptions have been altered because I now know they want to work with us . We ❤️ them
- Government reps seemed to be more positive about change than I expected.
- “Learning about others and what we can do together as a team . The break down of the higher up people realizing they want to help”
- Learning what a vibrant, exciting and full of potential Dartmouth North has become.
- Working and meeting a great group of people interested in improving their community.
- Learning more about my community and what steps to help make it grow.

New & Deeper Relationships – developing insights and empathy into the perspectives of diverse stakeholders, and enough trust to allow them to work together in deeper ways. Four participants said relationships didn't change, and the rest stated that they improved in some way. Networking was cited by several residents as the most valuable part of the experience.

- Built new relationships with residents and several organizations focused around Dartmouth North
- Great relationships built with the province, HRM and CMHC
- Many established relationships have been deepened beyond the limits of conventional professionalism.
- City planning. Non profits. Other community members. Provincial contact
- Got to know people I had seen at other meetings over the five days. Now have a point of contact at a location or two that I didn't have before.
- Formed relationships and deepened relationships with others in community ..It was exhilarating to work with the affordable housing peeps n City staff ..and work collaboratively ..They are amazing wonderful people

- Well relationships with halifax city people have been established ..We walk a common path.
- Relationships with government reps has been enriched. Reconnection with another non-profit has strengthened.

Intentions – shifts in how participants see what they can and must do to address what is happening in their system.

- To help make my community a safer and more beautiful place.
- They will help in making a case to change regulations
- It's like any project. It grows adopts and changes over time. Its empowering to give the power back to the people.
- I just want to be helpful. I hope I get to be helpful to some of the people here.
- I am privileged to have been invited here to work with people who are so committed to making this community a better place.
- When people with different backgrounds come together with a common goal anything is possible...the willingness of a diverse group to look at things from a different perspective

Increased Knowledge

- All starts with an idea
- Modelling application of design-thinking approach for other topics
- Will inform my approach to all of my work moving forward.
- Will help shape future projects
- Knowledge is power. This knowledge is transferable to other situations.
- They will help in relationships with clients, coworkers and other stakeholders.
- The process itself was instructive. Prototypes are better than committing whole to a new way of doing things - adopt, adapt, improve.

Appendix B//

Preconditions to Support a Successful Lab

What were the preconditions that contributed to the Lab's success?

Between the Bridges had all the preconditions in place to use a lab. The approaches are aligned in fundamental ways: addressing a complex social challenge, wanting to enable community members to take action through resources, valuing a diversity of perspective to find better solutions, and having experience in the field to know where the leverage points and how effective action can be taken.

“Preconditions represent a starting-point and not an end point. They are, if you like, a little like pulling together everything you need in order to start an expedition. Starting an expedition without each of these preconditions in place risks failure. Forgetting to take enough water or to take a readily available map represent a type of failure that can easily be avoided. Finally, preconditions should not be confused for a “strategy” – they are literally preconditions for your strategy.” - [Zaid Hassan](#)

In order to take action in any situation a set of preconditions needs to be met. These are:

1. **Challenge** – can we clearly state what the challenge is that we want to address?
2. **Resources** - Do we have the necessary Resources to start work?
3. **People** - Do we have the right People (in terms of either skills or representation) on board?
4. **Strategic Direction** - Do we have some sense of Strategic Direction – our best guess as to what might address the challenge we are working on?

1. Challenge

The organizing team (BtB) could clearly state the challenge that needed to be addressed. The topic of Affordable and Quality Housing was identified 2 years ago at the beginning of Between the Bridges through data and community engagement, however was not moved on initially based on capacity, and that others were doing it already. There is a deep held understanding in the community, that is affirmed at all of the tables of the BtB network, that housing is one of the root causes that challenge the community of Dartmouth North.

There was significant engagement done with residents, government representatives, and relevant non-profit organizations, to ensure that they were focusing on priority areas within the housing system.

- Communication about BtB and the area of Housing started 6 months earlier through the engagement of a researcher to create a situational context research paper. This research cemented the importance of data and research to inform the work.
- There was a one-day advance session held November 2019 to begin to recruit lab participants, test the waters of relationship building and generate a Problem Statement. Further synthesis of that data from the one-day by BtB backbone staff to shorten the large list of potential problem statements.

- There was extensive 1:1 engagement, with BtB staff, including a short survey with sector leaders with the short listed data to glean their perspectives on priority areas in housing
- At the same time in person engagement with residents as a group was organized to glean their perspectives on priority areas in housing
- Further synthesis of the information was done to format it for the lab.
- Within the first 3 days of the lab, the problem statement was further refined

2. Resources

BtB had the necessary resources: financial, social, and political capital, to support the lab process. As an initiative that was already setup to support community development, there were many pieces in place to support the lab including space, 2 ft staff, 1 pt staff, and funding.

Financial Capital

- Residents were provided with a \$50/day gift card or check of their choice
- Participation in the one day session in November was \$100
- The Space was comfortable, bright, beautiful, tons of natural light. spacious enough and cozy. large white walls for writing on and posting was magical.
- Funding that had not been spent in the early days of BtB, was allowed to be carried forward, providing adequate resources to engage with third party lab experts in NouLab. This collaboration was developed after a review of potential more local consultants and NouLab was selected with an understanding that one of the goals was knowledge translation of labs to the BtB staff.

Social & Political Capital

- BtB had existing credibility with residents. An early focus of the Collective Impact approach is identifying a shared agenda amongst all stakeholders.
- Residents, government reps, and local orgs, understand that BtB is trying to do something different in bringing people together to work in new ways together. Their work over the last 2 years has built this trust and reputation.
- The one-day advance workshop created a significant foundation for trust building, particularly between the residents regarding the government leaders.
- Similarly, the advance research process undertaken by BtB engaged and aligned the lab with provincial Housing department.

3. People

BtB had a diverse and representative group of stakeholders from Dartmouth North. Bringing the diversity around the table is a cornerstone for collective impact so there was no big “leap” to make to begin recruitment. BtB aimed to create as much diversity of experience and perspective at each table. A significant amount of work was done to ensure people were well oriented to the purpose and process, and therefore felt invited.

- Matt and Bette recruited and personally met with all participants in person or by phone if the only way. Met to get to know each other, share about BTB, share what was known so far about a Social Innovation Lab process
- Met with supervisors of the people needed, so they were supported in making the time available
- Nathalie helped greatly with Housing NS and making sure the right people were there and the organization represented for all days

- Residents were caucused 2 different times to support their involvement and influence the design of the tables
- Invited people who were interested and prepared to show up. It does not serve the process well to demand people attend.

The value of having a host organization and a facilitation team

Having convenors and facilitators in the room is a strength as some groups often have to do all that work themselves when they lead a lab process. Having a 3rd party facilitators really supported the success of the process. The BtB convenors took care to ensure people felt welcome and comfortable, which allowed the consultants to focus on their roles

- Collaborative Design: The BtB team + NouLAB Team worked intensively together to design the lab. Daily debriefs and as needed throughout the process to adapt and redesign.
- Somewhere there is some additional insight with respect to Day 1 and what worked well and where there were learnings. We can try to find or recapture.

4. Strategic Direction

BtB backbone team had some sense of Strategic Direction before the lab began, ie. their best guesses as to what might address the housing challenge, and who to reach out to to begin addressing this challenge.

The backbone team had the freedom to explore many strategic directions which were ultimately decided upon by the lab participants. It was not influenced or predetermined by funders.

Having a more focused strategic direction would have been beneficial to the lab process. This idea is explored in more detail in backbone team reflections on page 8.

Appendix C//

Summary of Survey Responses after Initial 5 workshop days in April

Survey responses from 21 lab participants
The numbers represent average response

On a scale of 1 to 5, how would you rate your satisfaction with these elements?:

Facilitation 4.9
Agenda 4.6
Space 4.5
Food 4.4
Activities 4.4
Documentation 4.4

On a scale of 1 to 10, how clear were the explanations of these concepts?

Interviewing 9.2
Persona Development 8.8
User Journey Map 8.8
Prototyping 8.5
Problem Framing 8.4
How Might We Questions 8.3
Systems Mapping 7.8
Cynefin 7.3

On a scale of 1 to 10, how much did you learn about these concepts?

Interviewing / User Research 8.3
Prototyping 8.2
Biases and Assumptions 8.0
Understanding the problem 7.6
Listening and Feedback 7.6
Human Centered Design 7.2
How to influence the system 6.8

Things to improve:

Process

- More concrete guideline for next steps so ideas are not lost
- Where are things at with the Lab team? Are they prototyping? Researching? Ideating? (where on the cycle are they) 2. What is the timeline? 3. What is the end goal?
- We got a bit stuck in the weeds at the beginning with the facilitators' explanations of high level concepts
- Some parts of process took too long, especially the ones featuring the toys.
- Include some unscripted social time.

- Being clear about whether ppl from organizations are representing themselves or the organization. Some times it's hard to distinguish between the two.
- Be consistent in the demand/requirement for active listening and shutting down annoying sidebar conversations

Logistics

Less time between two parts.

- I wondered if the amount of time between the two parts of the process would be better shortened.
- Love the format but less time between days.
- Difficult jogging the memory with the break in between.
- more sessions
- less time between days

Timing

- Host at the beginning of a week

More quiet

- I can't think of anything ..the noise level at times from 3 groups all working simultaneously made hearing at times difficult
- Groups brainstorming should be in different rooms...Noise levels sometimes hindered hearing
- Breakout rooms where individual tables cld go & work, undisturbed by the noise of fellow participants.

Bigger Space

- Larger room for 20 or more people..not much larger though