STRATEGIC INVESTMENT FRAMEWORK

Consultation Report

August 2016

Shelter, Support & Housing Administration

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INTRODUCTION

The City of Toronto's Shelter Support and Housing Administration Division (SSHA) provides temporary shelter and support for homeless individuals and families, funds supports and services that help people find housing and maintain their housing stability, and works towards new affordable housing solutions. SSHA has been designated as Toronto's Service System manager by the provincial and federal governments, and is responsible for the planning, management, and delivery of Toronto's housing and homelessness service system.

SSHA's work is guided by its five-year Housing Stability Service Plan (HSSP) that aims to transform Toronto's housing and homelessness services into an integrated, client-centered, outcome-focused system that enables residents to remain in their homes longer, and improves their well-being. This plan recognizes the importance of partnership and collaboration between the division and its community partners who play a critical role in service planning and delivery and identifies a series of key actions designed to strengthen these relationships.

SSHA will be developing a Strategic Investment Framework that will articulate divisional values, priorities and outcomes for investment that enable it to maximize the impact of its funding in alignment with the directions outlined in the HSSP. It will also be the important first step towards the development of a divisional Strategic Investment and Procurement Strategy. This strategy will support the division in investment planning by distinguishing between procurement and investment processes, and will identify goals and mechanisms for ensuring that financial resources are used in ways that are effective, efficient and grounded in best practice.

This report summarizes the key themes that emerged from consultations held with key stakeholders. The ideas presented in this report are a reflection of what was heard through the consultations, with no further analysis, prioritization or decision making included. These themes and ideas will be further reviewed and analyzed by staff in the coming months and will inform development of the final Strategic Investment Framework in early 2017.

SECTION 1: BACKGROUND

Why a Strategic Investment Framework is Needed

A Strategic Investment Framework will provide SSHA with a divisional perspective to guide its investment decisions and to maximize the impact of funding services and resources in the community. The Strategic Investment Framework will play an important role in advancing the HSSP's goals of fostering system stewardship and innovation (Strategic Direction 4) and strengthening partnerships and coordination (Strategic Direction 7). It will address these Strategic Directions by

- Supporting and strengthening partnerships and collaboration with community-based services who play a key role in delivering services to people who are homeless and at-risk of homelessness; and
- Being an effective steward of the housing stability service system by ensuring that we strategically invest our community funding envelope, one of our key assets

The development of this plan is timely, aligning with other City and divisional initiatives, including Social Development, Finance and Administration's review of the relationship between the non-profit sector. It will also be informed by, and aligned with, the best practices identified in SSHA's Community Engagement Framework, ensuring thoughtful investment planning that considers service user and stakeholder input.

In Scope
The focus of the Strategic Investment Framework is very specific, with a goal of creating a structure that supports and strengthens partnerships and collaboration with community-based services who play a key role in delivering services to people who are homeless and at-risk of homelessness. It will identify principles, investment priorities, impact goals and outcomes, and success indicators for funding invested in the community. It will engage stakeholders throughout the process.

Out of Scope
The framework will not review administration processes such as contract management, project assessment, funding approvals, or project reporting. Additionally, five-year divisional service priorities have been identified through the HSSP and the Strategic Investment Framework will not revisit these priorities; it will work to contribute to efforts to meet the objectives of HSSP and inform the development of subsequent divisional service planning efforts beyond 2019.

Service Expenditures, by the Numbers

A Strategic Investment Framework is important for guiding and supporting the investment decisions of an organization with a budget that is the size and complexity of SSHA's. SSHA's Operating Budget for 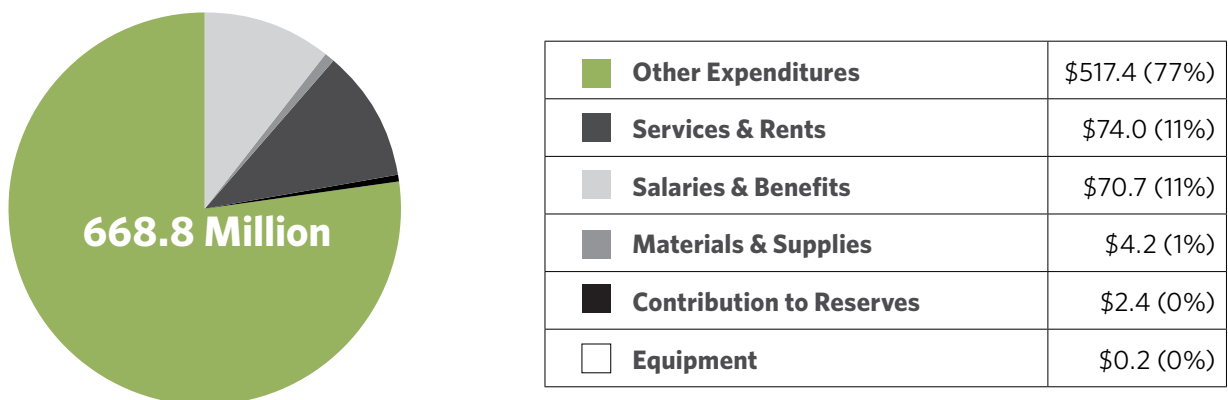2016 was $668.8 million dollars, with more than half of the funding coming from the City's tax base (53%), and most of the remaining funding provided by the provincial and federal governments (45%) (see Figure 1). SSHA's $668.8 million dollar operating budget covers a variety of costs, however the greatest part of the budget, $516.2 million dollars (77%), is allocated to organizations to provide housing and/or deliver services to homeless and at risk individuals. (see Figure 2). This $516 million dollars funds a number of agencies and a wide array of services, including Housing Stability Services (drop-ins, housing help, tenant supports, employability supports, systems supports, community-based Streets to Homes programs,), social housing and community-operated/purchase-of-service hostels.

Figure 1 - SSHA 2016 Operating Budget

■	**Property Tax**	$353.3 (53%)
■	**Province/Federal Subsidies**	$304.3 (45%)
■	**Contribution from Reserve Funds**	$11.1 (2%)
■	**Transfers from Capital**	$0.1 (0%)
■	**Sundry & Other Revenues**	$0.04 (0%)
☐	**IDR**	$0.01 (0%)
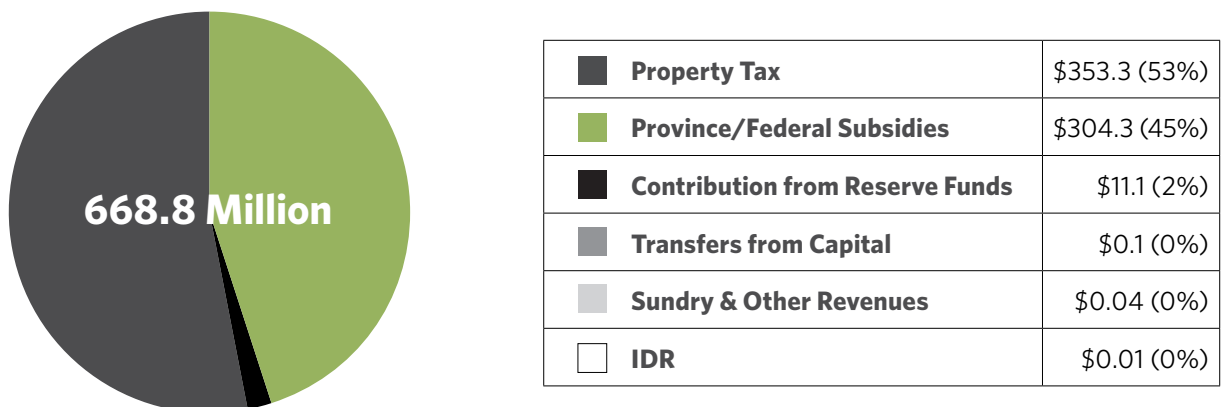
Figure 2 - SSHA Service Expenditures

■	**Other Expenditures**	$517.4 (77%)
■	**Services & Rents**	$74.0 (11%)
■	**Salaries & Benefits**	$70.7 (11%)
■	**Materials & Supplies**	$4.2 (1%)
■	**Contribution to Reserves**	$2.4 (0%)
☐	**Equipment**	$0.2 (0%)

SECTION 2: STAKEHOLDER CONSULTATIONS

Community consultation sessions were used as the primary method for initial stakeholder engagement in the development of SSHA's Strategic Investment Framework. Consultations were designed so that participants could provide feedback and work through two key areas of the framework: the identification of divisional principles to guide investment decision-making in the future, and priorities for how funding should be spent.

Invitations were sent to management and executive staff of all stakeholder organizations, including
- organizations currently receiving funding from SSHA to deliver services;
- organizations that have received funding from SSHA in the past;
- organizations with representatives that attend any of SSHA's stakeholder engagement groups, committees;
- organizations on any of SSHA's mailing lists; and
- other interested parties.

Stakeholders were invited from all housing and homelessness service sectors, including social housing, hostel/shelter services, Streets to Homes, and community grant recipients. SSHA staff were also invited to participate, either as table facilitators or as participant contributors in a separate consultation session. A total of 118 participants, representing 69 organizations and providing expertise from a wide range of positions and service areas attended the three consultation sessions that were held over a three week period in May 2016.

A report-back and preliminary analysis of consultation findings can be found in the following sections. Please note that a number of themes and ideas were identified in the consultation activities as both a principle and a priority (e.g. innovation). These themes and ideas will be explored and clarified in the development of the framework.

SSHA Strategic Investment Principles

What Was Asked
The first set of exercises focused on collectively identifying and defining principles for the Strategic Investment Framework. In order to ensure a consistent understanding of what a 'principle' is, consultation session participants were provided with the following defining features:
- they are an organization's essential and enduring tenets

- their definition and features are collectively agreed upon
- they are universal and root from the virtues an organization values most
- they are not abandoned or compromised for any reason.

Working together in groups, participants were asked to run through a series of activities that enabled them to identify and define principles for SSHA's consideration; vote on what they believed were the most important principles for an investment framework; describe what those principles would look like in action; and identify indicators by which SSHA could demonstrate its adherence to those principles. (See Appendix A for the full details of consultation exercises.)

What Participants Said

The consultation exercises began with participants reviewing a set of six SSHA-proposed principles, discussing what they meant, and identifying additional principles for consideration. The SSHA-proposed principles were: Alignment, Accessibility, Responsiveness, Stability, Equity and Diversity and Transparency. In addition to these six principles, participants at each session identified and brainstormed additional principles to be considered. In some cases, the same principles were identified by participants at more than one consultation session, and in those cases, the frequency of identification is noted below.

Participant-identified principles included:

- Accountability (x2)
- Capacity building
- Client-centred (x5)
- Collaboration (x2)
- Collective impact
- Communications
- Community engagement
- Consistency
- Creativity (X2)
- Customer service
- Effectiveness
- Efficiency
- Evidence based
- Excellence
- Fairness and/or ethics

- Flexibility
- Innovation (x2)
- Integrity
- Interactive consultation
- Ongoing evaluation
- Open mindedness
- Outcomes focused (x2)
- Partnership (x2)
- Person/ family/ community centred (x2)
- Relevance
- Supportive (x2)
- Trust (x2)
- Valuing and respecting dignity and choice (x2)

*Bracketed number represents the number of tables that identified that principle, out of a total of 20 tables (5 per session).

The second activity asked participants to consider the principles proposed both by SSHA and by participants, and vote for the three they felt were most important. The five principles with the most votes were selected for further work in which each table was assigned a high-scoring principle and tasked with: defining it, identifying how to put it into practice, and suggesting indicators for SSHA's success in adhering to it. Finally, participants were given time to review the work of other tables and add their own thoughts. This information has been included in the analysis below.

Analysis
In order to facilitate the analysis of the sessions, the principles were grouped into the following, based on similarities and common themes:

- Accessibility
- Alignment
- Client-centred
- Engagement
- Equity and diversity
- Innovation and creativity
- Partnership
- Responsiveness

- Stability
- Strong organizations/Organizational capacity
- Transparency and accountability

A total of 356 votes were cast and counted across all 4 sessions, with results below.

% of Votes by Principle Grouping

Staff completed summaries for the principles that received 5% or more of the total votes. Principles that received less than 5% of the total votes did not offer enough material to meaningfully report back on in this document, however they will be further explored and considered in the development of the final Strategic Investment Framework.

Summaries of discussions about the principles follow, and include the following information:

- a word cloud generated using material from a word association activity, which provides a snapshot of discussions across the four sessions. The words in each image indicate its frequency in the data set; the more often that word was used, the bigger and bolder it appears in the cloud;
- key concepts identified for consideration in drafting the defining features;
- examples of how each principle can be put into practice; and
- suggestions of possible success/accountability indicators.

TRANSPARENCY AND ACCOUNTABILITY

Defining features include...

- A commitment to enhanced openness, inclusion, collaboration and consultation with community partners and service users that is reflected in policy development and decision-making
- Investment processes, decisions and results that are clearly communicated in order to build trust and accountability among all stakeholders
- A genuine effort to share information in a clear and honest way to promote understanding and openness, using plain and simple language

Examples of this principle in practice are...

- Regular, transparent, effective communication with stakeholders that provides public access to: budget information, policies, communication guidelines and annual reports of divisional activities
- Regular consultation with community partners
- Clear funding administration processes
- Standardized performance reports and dashboards, including information on divisional budgets, and the contribution of partners

We'll know we are succeeding if...

- There is regular communication with stakeholders, and facilitated communication between stakeholders so that divisional, and partner agency information is widely available to all
- Key metrics are publicly shared so that agencies know how they are performing in relation to others, and all stakeholder users report that they better understand the work of the division and how to access services
- Information on how funding decisions are made is widely available
- There is increased response to divisional invitations/participation in RFP processes
- Stakeholders are included in investment-related processes

CLIENT-CENTEREDNESS

Defining features include...

Investment decisions that

- support the delivery of flexible, inclusive, respectful and holistic services that are responsive to the spectrum of individual needs
- recognize client self-determination and respect their role as experts in service development and access
- provide opportunities for meaningful engagement
- listen to client voices and respect their dignity and individual choice
- engage clients in the development of policy and procedures, and program design and delivery

Examples of this principle in practice are...

- The development of service standards for all funded agencies
- The provision of supports to community agencies to empower their clients to participate in service development and delivery
- Development of various mechanisms to allow community agencies to share their expertise with the City
- Client engagement and participation in processes that are accessible, regular communication of outcomes to participants
- Support for flexible service delivery models, and flexibility for programs to adapt to evolving needs/demographics

We'll know we are succeeding if...

- SSHA offers more, and regular, opportunities for client engagement
- Consultation outcomes are clearly reflected in decision-making, and disseminated through processes such as town halls
- There are increased opportunities to give feedback in different communities, with a consideration of geography
- Investments support more and strengthened partnerships to address diverse and dynamic client needs.
- Investment implementation plans are easily accessible and include client engagement strategies

EQUITY AND DIVERSITY

Defining features include...
- Demonstrated compliance with existing legislation
- A commitment to continuous improvement
- Ensuring diverse, safe, supportive, welcoming, non-judgemental, affordable and accessible services for everyone that consider the interplay of individuals, organizations and broader systems/networks
- Commitment to ensuring that divisional processes and investments are made using a responsive, anti-oppressive lens that respects and values human rights, fairness, inclusivity, engagement, and accessibility
- Recognition of, and demonstrated plans to, address historic inequalities and systemic barriers experienced by marginalized populations

Examples of this principle in practice are...
- Targeted investments and funding earmarked to address the needs of diverse groups and populations
- Criteria for funding that includes access and equity objectives and outcomes
- Evaluation and monitoring of funded organizations for compliance with their own policies, and a clear complaints process to hold organizations accountable
- Investment in organizations that prioritize hiring practices that include fair pay/a living wage ordinance
- Collection of data and subsequent tracking of the needs of underserved and equity seeking groups and regular reviews of investment in this area

We'll know we are succeeding if...
- Equity seeking groups have a leadership role in the development and delivery of services and training
- NIMBYism is reduced and attitudes towards vulnerable people and the services they access are improved
- Investments are made with consideration for eliminating systemic barriers to participation and service access
- SSHA is aligned with other levels of government to ensure that expectations and responsibility for equity and diversity issues are addressed
- Proactive approaches to addressing equity and diversity issues are at the core of SSHA's Investment Framework and subsequent investment strategy so that investments are responsive, but not reactive

INNOVATION AND CREATIVITY

Defining features include...

- A commitment to new and innovative ways of investing money for people and the community, leading to better outcomes.
- Engagement and feedback opportunities that bring together unlikely strategists to generate a range of investment ideas and solutions
- Room to learn, including not penalizing failure but rather using those opportunities as learning experiences

Examples of this principle in practice are...

- Recognition of service users as co-creators in defining program parameters and service outcomes
- Development of a range of mechanisms so that services can be flexible and responsive
- Funding made available for new service models to be piloted to address a diversity of needs
- Development of new partnerships that leverage private sector resources and expertise

We'll know we are succeeding if...

- There is a greater/marked improvement in the services available to homeless and at-risk individuals, as well as in their housing stability and overall circumstances, as measured by:
    - development of new policies and that facilitate and promote an environment of continuous improvement and innovation/creativity
    - less reliance on the emergency system (lower shelter occupancy)
    - a decrease in street homelessness
    - a range of new service and housing solutions, including low-barrier housing options.

STABILITY

Defining features include...

- Community investments that are long-term, consistent, and measureable, and that effectively support organizations to be responsive, leading to optimal client outcomes
- Investments that provide sufficient security to non-profit organizations, so that they can explore alternative service models and innovative opportunities
- A non-profit sector that is sustainable, consistent, resilient, accountable, and resourceful
- Investment planning in consultation with other funders (eg. United Way, LHINs, etc.) to improve service sector coordination, identify opportunities for leveraging funds and maximize success

Examples of this principle in practice are...

- Multi-year funding for services
- Support to non-profit providers to engage in financial/sustainability planning
- Competitive funding processes that provide more time to plan programming and complete applications for funding
- Planning and coordination among internal divisional funding units
- Bundled divisional investment funding that offers organizations the flexibility to use funds to achieve goals, as they see fit
- Sufficient funding levels for agency staffing, in order to reduce staff turnover
- Formal recognition of the costs of delivering service, specifically the need for core/back office funding

We'll know we are succeeding if...

- Funding is made available to support organizational stability, including the costs of administration and those related to the physical site
- Funded organizations experience greater staff retention, improving overall service delivery and consistency of client experience
- There is regular communication and engagement with funded agencies to plan and address issues as they emerge
- Funded organizations are able to explore and offer more innovative programming and services
- SSHA and community organizations work together to track effectiveness of investments and to plan for tweaking as necessary

RESPONSIVENESS

Defining features include...

- Investment planning that includes consultation with stakeholders to identify and address current and emerging needs, recognizing the expertise of service providers and people with lived experience
- A commitment to establishing a collaborative relationship with stakeholders which is proactive, flexible, and transparent and which works together to develop programming in an effective and timely manner
- A clear communication plan and ongoing engagement with stakeholders to ensure that investments respond to community need

Examples of this principle in practice are...

- SSHA plans for regular and consistent engagement/consultation forums in order for community partners to provide feedback and input into the development of investment priorities that are able to meet the changing needs of clients
- Divisional investment decisions grounded in research, program evaluation and best practice, including from divisional initiatives (e.g. Street Needs Assessment) and performance indicators (e.g. results reporting)
- Development of a stakeholder communication strategy to share information about divisional investment planning; this may include rationales for decision-making, regular reporting on investment outcomes, and future plans

We'll know we are succeeding if...

- Investment funding is regularly available to fund new, innovative and responsive solutions to persistent problems
- Funded services reflect client needs, are well-planned/not reactive, and address both persistent and evolving issues in the community
- Regular, consistent and timely report-backs (and follow-up) to stakeholders indicate satisfaction with opportunities for feedback into SSHA investment decision-making and investment outcomes
- Regular research and consultation with stakeholders ensure an ongoing understanding of issues facing clients
- Stakeholders have access to aggregate data collected by SSHA in order to develop services and programming that best meet changing client needs

ACCESSIBILITY

Defining features include...

- A commitment to identify and eliminate stakeholder/client barriers to accessing service and participation in divisional engagement opportunities
- Utilization of multiple channels for information sharing that accommodate for differing stakeholder needs, reflected by a range of methods for communication, engagement, and consultation
- The creation of investment planning processes that are inclusive (and provide accommodation as necessary) from inception through implementation, including priority setting, service model development and allocation processes

Examples of this principle in practice are...

- Regular reviews/audits of the current distribution of investment funding
- Better and more accessible funding opportunities for service providers and programs that are not currently funded, or struggle to compete against services with long-standing funding relationships
- Supports for funded services to individually identify, reduce and eliminate (where possible) barriers to accessing their service; this includes physical accessibility and ensuring that services are delivered in an inclusive and client centered environment

We'll know we are succeeding if...

- Audits and monitoring demonstrate that barriers to accessing SSHA-funded services (both physical and programmatic) have been reduced/mitigated and, where possible, completely removed
- Stakeholders can easily access key divisional investment information in multiple ways, including investment planning documents, funding allocation information, performance indicators, and outcome measures
- Application processes are refined to ensure that organizations of all sizes and capacities can participate in investment funding processes

SSHA STRATEGIC INVESTMENT PRIORITIES

What Was Asked

The second part of each consultation session focused on identifying priorities for strategic investment. The only parameters that participants were provided with when identifying priorities were that
- investment priorities should be divisional and should apply to all of SSHA's funded activities (hostels, social housing and grants); and
- strategic investment priorities should cross all service types and not be service-type/sector related, as service/sector priorities have already been defined in the Housing Stability Service Plan.

Working together in groups, participants were asked to complete a worksheet to identify and describe their investment priorities and provide the following details:
- a rationale for each priority (details of what makes it so important)
- outcomes that would indicate "investment success", or a good return on investment.

Given time constraints, participants were asked to work through the whole series of questions one priority at a time, beginning with the priority deemed of greatest importance. Once tables completed the exercise, they selected one priority to share in a report-back to the other session participants.

What Participants Said

Consultation participants across the four sessions identified a total of 71 priorities, however, not all of these were fully fleshed out. Some were only identified as priority areas while others included full descriptions, rationales and outcome measures. Priorities spanned a wide range of issues and service areas, and in some cases, the same priorities emerged multiple times. They all clearly fell, however, under 5 key areas:
- the importance of a strong community sector
- good planning and best practice as a service system manager
- importance of innovation
- strong infrastructure
- the significance and focus on priority populations/specific demographic groups.

One-page summary sheets of the 5 key areas identified above can be found on the following pages. Each summary sheet lists the priorities identified by participants as most important. Summaries also provide details of the types of investments participants thought would fall under these priorities, and the outcomes that investments in this priority area will lead to.

What Matters Most?

PRIORITY AREA:
STRONG COMMUNITY SECTOR

Agency capacity

Capacity building

Building individual capacity or housing stability

Efficiency

Partnerships

Inter-sectoral partnerships

Professionalization of staff

Stability

Stability of existing system

Stability of funding

Sustainability

This includes...

- Supporting agencies to be responsive to growing and changing client needs
- Supporting innovation to explore creative approaches to address emerging problems
- Adequate, reliable, ongoing baseline funding and ability to direct/use flexibly/as needed
- Supporting organizations to collaborate, and break down silos
- Improving access to more affordable housing units, including through zoning and legislative changes
- Streamlining business processes
- Supporting Board development and training
- Facilitating access to service system support and community development resources
- Building on existing services rather than recreating services, and considering outcomes in funding decisions to ensure best service delivery models

This will lead to...

- Increased capacity of individual agencies and the entire service system to respond to ongoing and emergent issues
- Healthier communities, with stronger infrastructure,
- Strengthened, more effective stakeholder engagement by community agencies
- Improved partnerships and service coordination, resulting in more integrated and wrap-around services
- Better service quality and consistency, including both consistent/standard and innovative approaches to service delivery
- Improved system navigation with stronger organizations that are better coordinated to deliver effective services

"Making individual agencies stronger makes the system stronger."

What Matters Most?

PRIORITY AREA: SERVICE SYSTEM MANAGEMENT PLANNING AND BEST PRACTICE

A blueprint to end homelessness

Community engagement

Inter-divisional co-operation/ shared goals

Ensuring equitable service levels

Meaningful, comprehensive evaluation

Program development

Filling service gaps

Addressing service deserts

Service integration

Supporting successes

Peer-designed services

Flexible funding models

Prevention

This includes...

- Targeting investment to the greatest need by redressing historical trends and inequities, ensuring consistent service access across geographic communities and diverse client groups in Toronto
- Investing in services that promote accessibility such as single access points (service hubs)
- Using informed decision making (evidence-based approaches) to identify service gaps, best practices and successes
- Creating effective methods for engagement, including regularly meeting with community tables to ensure efficient use of resources and reduce service duplication

This will lead to...

- Evidence-based investment decision-making, resulting in SSHA being a more responsive, vibrant funder, better in tune with community needs
- A healthier, more dynamic and collaborative funding landscape for the housing and homelessness service sector
- Better collaboration between service providers, resulting in stronger services, a more responsive service sector and improved client outcomes
- Better service coordination at the City level, with divisions working together more effectively
- New services available and more strategic investment in existing effective services
- Improved services for underserved communities, and as a result, better experiences and outcomes for these groups

"Investments should ensure equitable appropriate services and access across geography and client groups."

What Matters Most?

PRIORITY AREA:
INNOVATION

Emergency funds for innovation

Development of new approaches and models that end homelessness

Innovative programs

Approaches to innovative revenue generation (e.g. social enterprise)

This includes...

- Trying new things; innovative pilots.
- Providing support to programs which aim to innovate based on research, evidence and best practice
- Supporting existing services to be more effective by creating and piloting new solutions to persistent problems
- Proactive re-allocation of resources to promote greatest impact, based on evidence
- Responding to service gaps identified through evaluation
- Studying and responding to changing trends and needs
- Resisting risk-aversion: taking risks in strategic thinking and responses
- Holding competitive processes (e.g. RFP's) for ideas and brainstorming new experimental pilots
- Compiling best practices to create an "inventory of innovation"

This will lead to...

- Data that provides clarity about what programs work/don't work and what needs to change
- Evidence-based investments in approaches that demonstrate a willingness to funding projects that may require managing greater than normal risks
- Balance between addressing ongoing needs and ability to respond to emerging needs
- Greater community engagement through needs identification and the development of new responsive models
- Improved service outcomes for clients of funded organizations, improvements to clients' housing stability, and decrease in client homelessness
- A stronger more responsive service sector with more 'tools in their toolbox'
- New program and service delivery models among partner agencies

"We need to try new things, because we don't have all the answers... Strategic thinking means taking risks"

What Matters Most?

PRIORITY AREA:
PRIORITY POPULATIONS/ TARGET GROUPS

Seniors

Geography

Demographics

"Equity seeking" groups

Service group/users with highest need

Community needs driven

This includes...

- Service investments that reflect needs associated with changing demographics, identified through ongoing assessment and research
- Balancing responsiveness with the impact of budget cuts on the service system; avoiding "flavour of the month" approaches to investment
- Ensuring access to services in communities throughout the city, in alignment with other initiatives (e.g. Strong Neighbourhoods), and redressing the fact that historically the bulk of services have been located in the core
- Access to funding that is both place-based, and situation-based; ensuring equitable distribution of funding resources based on needs
- Investments in programming that address the need for funding a range of service intensities, reflecting the reality that the costs of operating programming varies based on the intensity of client need

This will lead to...

- More service options for clients, leading to better service outcomes
- Distribution of resources that reflect the reality of the city of Toronto, with more equitable and effective investments in areas across the city
- Elimination of service deserts
- More tailored, responsive programming in neighbourhoods, leading to healthier, more vibrant communities
- Investments that balance geographic and priority populations and result in more tailored, accessible services with better service outcomes

"Ensuring place-based and situation-based investments will result in a more equitable distribution of resources, based on needs"

What Matters Most?

PRIORITY AREA:
INFRASTRUCTURE

Accessibility

Infrastructure needs

Capital funding

State of good repair

Communication infrastructure

Integrated databases

Physical and programming resources

Technology and tracking systems

Maintaining housing stock

New affordable development

"Less time 'putting out fires' means better outcomes"

This includes...

- Investing in physical structures in which service investments operate, and addressing maintenance, upkeep and capital repairs
- Investing in organizational infrastructure through funding for strategic planning, capacity-building and sustainability planning
- Supporting cost-shared investments in infrastructure
- Identifying new financing models for funding infrastructure investments
- Addressing the lack of funds available to address the needs of the aging building stock
- Investing in accessible, safe facilities that model flexibility and maximize use of space to address diverse needs
- Better inter-divisional communication to support agency providers and to preserve infrastructure investments
- Investing in technological infrastructure (e.g. database systems) that support service delivery, reporting and research
- Supporting AODA compliance for service providers
- Investing in approaches that address the lack of affordable housing stock and the need to maintain what is currently available

This will lead to...

- A stronger, more responsive community based sector with
  - improved organizational capacity, including greater service stability
  - better alignment with other services
  - more client-centred models of service delivery
  - services that address the equity and diversity needs of clients.
- Improved stability for service providers, enabling them to re-focus resources on service planning and delivery
- Better data management systems, leading to improvements in service delivery reporting, performance management and evidence-based research
- Improved access to housing and emergency shelter services, with fewer lost days of productivity for repairs and fewer unoccupied units/beds resulting from unresolved capital issues
- More housing options for people with disabilities, resulting in shorter wait times for accessing housing, fewer hospital discharges to shelters, and shorter/less frequent shelter stays for individuals with disabilities
- Buildings that are fully accessible and AODA compliant

SECTION 3: NEXT STEPS

The development of a Strategic Investment Framework is SSHA's first step in multi-step process, culminating in the development of the division's first Investment and Procurement Strategy. The timeline below details the projects phases, timing and deliverables, subject to adjustment as necessary.

PHASE	DATE	ACTION
PHASE 1	Spring 2016	Community consultations
	Summer 2016	Report back on Consultation findings
	Fall/Winter 2016-2017	Investment framework drafted, circulated and finalized
PHASE 1 COMPLETE		
PHASE 2	Spring -Fall 2017	Investment and procurement policies and procedures developed
PHASE 2 COMPLETE		
PHASE 3	Fall 2017-Winter 2018	Strategic Investment and Procurement Strategy: community engagement, document drafting and circulation, and implementation plan developed
STRATEGIC INVESTMENT AND PROCURREMENT STRATEGY COMPLETE		

APPENDIX A
CONSULTATION GUIDE

APPENDIX A - CONSULTATION GUIDE

Consultation Activities - Summary

Exercise 1: Defining Principles (45 Minutes)
- Exploring Principle Concepts and Meanings
- Prioritizing Principles
- Principle Statements

Exercise 2: Principles in Practice (30 Minutes)
- Principles in Practice
- Adding to Ideas

Exercise 3: Investment Priorities (45 Minutes)

Consultation Activities - Details

EXERCISE 1
DEFINING PRINCIPLES

The goal of this exercise is to collectively identify and define principles for the Strategic Investment Framework.

A Principle is...
- An organization's essential and enduring tenets
- Collectively agreed upon
- Universal and root from the virtues you value most; they are not abandoned or compromised for any reason.

Activity 1 - Exploring Concepts and Meanings (15 mins)
Identify and capture all key words you would associate with each principle.
- What does the word mean to you?
- What other terms would you associate with it? Ex: Transparency ➔ trust, open, etc.
- To get to as many of the suggested principles as possible, try to stick to 2-3 minutes a word
- Identify any missing principles

Activity 2 - Prioritizing Principles (10 mins)

Identify missing principles and add to posters

- Select 3 principles that resonate most through 'dotmocracy' exercise

Activity 3 - Principle Statements (20 mins)

One high-scoring principle assigned to each table

- Draft a statement/definition of the principle, using distributed sheets
- Post your definition to the wall for sharing with the room

EXERCISE 2
PRINCIPLES IN PRACTICE

The goal of this exercise is to identify

- how to put Strategic Investment principles into practice
- success indicators to ensure adherence to the principles.

Activity 1 - Principles in Practice (20 mins)

Return to your definition from Exercise 1 to answer the following:

- What should this principle look like in practice?
- What would indicate that SSHA is successfully adhering to this principle?

Complete poster and place on the wall next to your definition.

Activity 2 - Adding to ideas (10 mins)

On an individual basis, add your own ideas to the other tables' posters

EXERCISE 3
INVESTMENT PRIORITIES

The goal of this exercise is to identify divisional investment priorities and develop rationales and outcomes assessing their success.

Note:

- Investment priorities will be divisional and should apply to all of SSHA's funded activities (hostels, social housing and grants).
- Strategic Investment priorities should cross all service types and not be service-type/sector related.Service/sector priorities are defined in the HSSP.

Examples of priorities include (but are not limited to)

- innovation
- geography
- agency capacity
- stability
- program development.

Identify and discuss up to five investment priorities your table thinks SSHA should consider in the development of the framework.

Activity 1 - Investment Priorities

Complete a worksheet, answering the following questions for each priority chosen:

- What does this priority mean/describe what it looks like?
- Why is this priority important/rationale for its importance?
- What outcomes would indicate investment success?

Report back.