

SOLUTIONS LAB

Community Housing for the Future

Taking *Collective* Action
Toward Resiliency

Culminating Report / 2022

Prepared by

ONPhA
ONTARIO NON-PROFIT
HOUSING ASSOCIATION



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WHERE WE STARTED

The time to act is now.

This Solutions Lab initiative comes at the intersection of a time of great change and urgency for action. As of December 2020, over 211,000 households were on waiting lists for affordable housing in Ontario, up from approximately 185,000 households in 2017 (Auditor General of Ontario, 2021; Auditor General of Ontario, 2017). This rise in housing need is compounded by the COVID-19 pandemic’s disproportionate impacts on households with low incomes and other marginalized and racialized communities. As income inequality and rising housing costs continue to outpace efforts to solve our housing crisis, bold solutions are required to ensure the community housing sector is equipped to respond and to remain a financially viable and desirable housing option for Ontarians.

There is an imminent issue with the Housing Services Act, 2011 (HSA) funding formula that could put the viability of many community housing providers at risk. Despite its severity and urgency, this issue presents the sector with opportunities to innovate, question assumptions, and envision a new future for community housing in Ontario.

Opportunities to think differently about the future will be available through the Protecting Tenants and Strengthening Community Housing Act, 2020 which (among other things) amends the HSA and provides opportunities for community housing providers reaching the end of their mortgage or operating agreement to:

- Exit the HSA funding and regulatory system; and/or
- Enter into a new service agreement and new obligations with their service manager.

The details related to these exit and service agreements (and other amendments) are still unknown and will be determined through regulation.

Following initial consultations in April 2021, the Province launched consultations on the majority of the proposed regulatory amendments under the HSA for public comment on December 21, 2021, with comments due February 18, 2022.

These consultations present a timely opportunity for the community housing sector to work together to support the development of these regulations and create a sustainable community housing system.

There is also a desire across Ontario’s housing providers and Service Managers to address the persistent and deepening housing challenges faced by people across the province.

ONPHA launched this Solutions Lab to provide a time and space to have these conversations and build a collective vision for a resilient community housing sector for the future in Ontario.

This report provides an overview of our Solutions Lab approach, our collective vision for the future, and our steps to taking collective action towards a resilient housing sector for the future.

Learn more about the Province’s process for amending regulations under the HSA [here](#).

Part 1

SETTING THE STAGE

Our Purpose and Intent

This section provides an overview of where we started—our reason for pursuing this work and our core objectives.

PURPOSE

Our Objectives

The objectives of the Solutions Lab were to:



Host an open and collaborative dialogue with housing providers, service managers, and sector associations around taking collective action towards a resilient community housing sector.



Establish an understanding of the group's ambition for change and "where they are 'at' today".



Build some alignment around a collective vision for the future in 2051.



Identify what might be getting in the way of change and innovation in the housing system in Ontario.



Identify some of the first steps to moving toward this collective vision.

To develop solutions, the Lab Team investigated the following:

- There is disconnect between how different stakeholders see the issue of end of operating agreements, end of mortgages, and the need to move towards long-term community housing sustainability. How might we collectively empathize with and reveal the perspectives of housing providers (big, small, urban, rural, co-operative, Indigenous, supportive, etc.) and service managers?
- We do not yet have a communicable narrative for the future. How might we utilize the data and knowledge in the system to create a tangible, collective vision for the future over a 30-year time-horizon?
- This multi-faceted problem requires a suite of options that meet the unique needs of the stakeholders involved. How might we develop solutions that are coordinated across the sector, addressing the different desired approaches that will be adopted by each provider and service manager?
- Many housing providers are witnessing the needs of their tenants change over time. How might we bring tenants into the process so they can be empowered throughout this system-wide transition?

WHERE WE STARTED

The following question guided our work. We returned to this question frequently over the course of the engagement process.

How might we ensure the sustainability and resilience of the community housing sector in Ontario through the development of creative business models and policy recommendations that are coordinated across Ontario's housing system?

METHODOLOGY

A Solutions Lab Approach

This section provides an overview of the Solutions Lab approach, what makes this work different, and our methodology for bringing together a mix of stakeholders from across Ontario to work towards a collective vision for the future.

Starting from “collaboration”

This complex problem requires an innovation approach. The Lab team was eager to bring housing providers and service managers together in a new way, to have conversations about the future, starting from an intent to collaborate and find alignment. The Lab aimed to create the space for tough conversations to be had and system-wide solutions to be proposed.

The components of the problem, as described in the previous section, are elements of a system in transition. For solutions to be successful, they must incorporate a deep understanding of the hopes, fears, and lived experiences of people working in and living in this system.

For these reasons, this initiative took the following approaches:

- We adopted a design-led Solutions Lab approach, where all activities emphasize building empathy between stakeholders, adopting a future-oriented lens, embracing ambiguity, and spending time working on framing the problem to be solved.
- We convened a team of key partners and collaborators from across the province, with expertise in many facets of the housing system. This group included a representative sample of Ontario housing providers, as well as equal representation from service managers across the province.
- We developed an approach that is flexible to funding opportunities available and that can be iterative by nature, leading to demonstrations and pilots of potential solutions across the province.

An iterative process

The overall methodology is designed as an iterative process, emphasizing building a collective vision for the future through the divergent and convergent steps of the Solutions Lab process. In addition, this Lab drew on systems theory and strategic foresight to equip Lab Participants with the tools to map the current system, the “messy middle” where alternative futures exist, and the desirable future scenarios for the community housing sector.

This Solutions Lab methodology was developed in partnership between SHS Consulting and ONPHA to ensure that the process was grounded in experience of what has worked well in past Solutions Labs and what types of activities would resonate with community housing stakeholders, while allowing Lab Participants to get out of their comfort zones and explore unconventional approaches to housing sector innovation.

Working Across Three Horizons

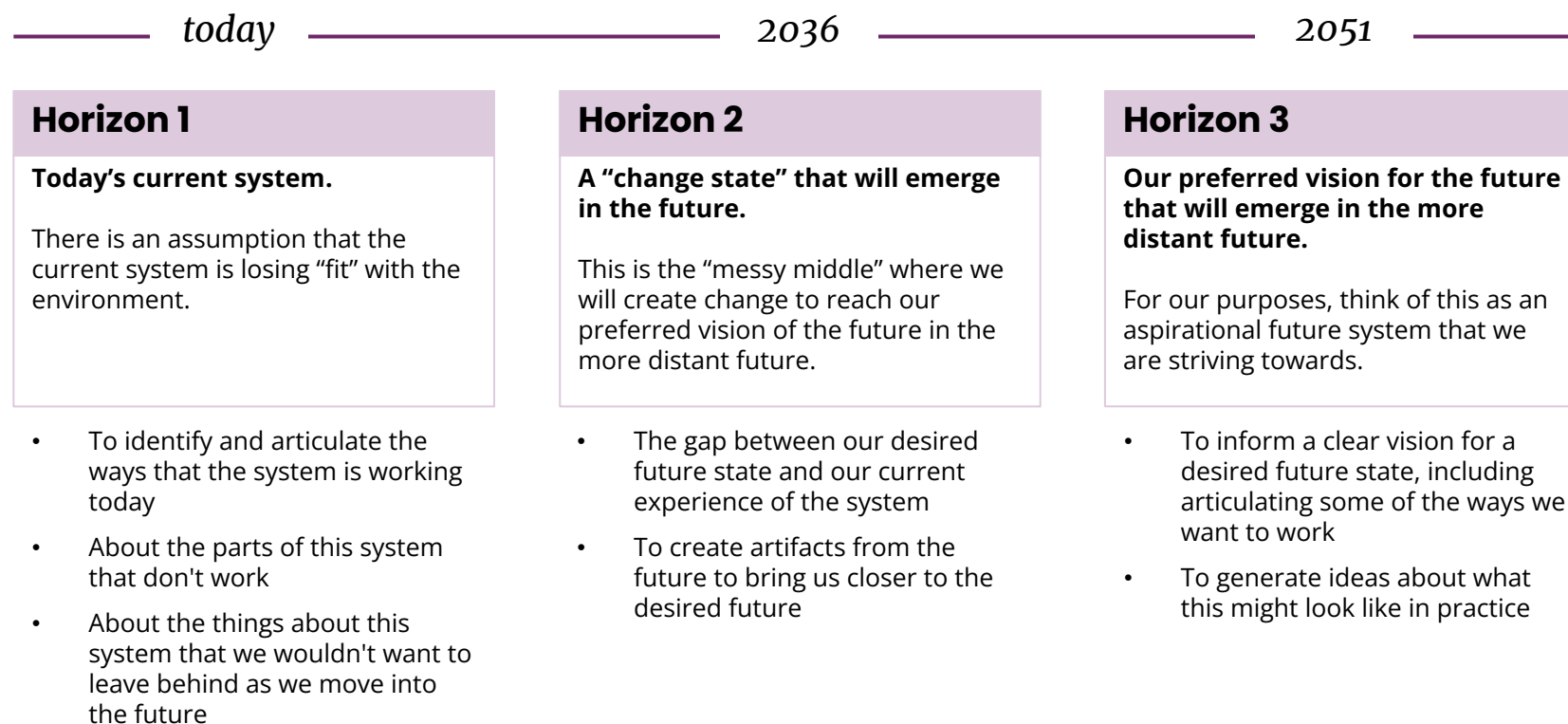
The three Solutions Lab workshops were designed to follow the Three Horizons Model, a foresight technique aiming to connect the present with desired futures (Curry & Hodgson, 2008).

The following image provides an outline of the conversations that took place over the course of the year-long initiative.

Lab Participants began with a conversation about Horizon 1: today's current system. Then, we moved the dialogue to developing our collective vision of the future that we would like to see in 2051 (Horizon 3). And finally, we discussed the "change state" in Horizon 2—the gap between our desired future state and today.

This report provides a summary of the outcomes of these three conversations.

Over the course of three workshops, key informant interviews, and a survey, we asked participants to envision a desirable future 30 years from now in 2051...



For more information about Horizon 1 and Horizon 2, consult the Solutions Lab Phase 1 and 2 Update document on the ONPHA website [here](#).

Engagement Snapshot

A core principle of the Solutions Lab process is to bring the “whole system into the room” to work through a design or policy challenge.

Over the course of six (6) engagement moments, the Lab team hosted conversations with housing providers, service managers, sector associations, and other subject matter experts to better understand the current context faced by these groups, hear about their desires for the future, find alignment across these visions, and co-create a pathway towards our collective vision of the future.

This page provides an overview of the phases of the Lab and the engagement events that took place within these phases.

In addition to these four phases, the Lab process ended with a **Phase 5: Roadmap**, where the Lab team and Advisors worked through synthesizing the feedback from the Lab to draw out reflections and next steps for moving towards the collective vision.

Phase 1

Definition

This phase set the context for the Lab work and to confirm project understanding among the Lab team, other external partners, and Lab participants.

- **Survey:** Housing provider survey
- **Event:** Interviews with housing providers and subject matter experts (part of Phases 1 and 2)

Phase 2

Discovery

This phase framed the problem we were trying to solve, by dedicating time to challenging our own assumptions and achieving alignment with Lab partners and stakeholders.

- **Workshop 1: Discovery Phase Lab** with housing providers and other stakeholders
- **Workshop 2: Discovery Phase Lab** with housing providers and other stakeholders

Phase 3

Development

This phase began the ideation process, providing Lab participants with tools and approaches to brainstorming and synthesizing some of their ideas.

- **Workshop 3: Development Phase Lab** with housing providers and other stakeholders

Phase 4

Prototype

This phase focused on bringing the solutions and ideas to life in engaging and interactive ways, for participants to interact with the ideas and provide feedback.

- **Event: Prototyping Phase Presentation** with housing providers and other stakeholders at the ONPHA Conference

Part 3

WHERE WE STARTED

The Current Context

This section provides an overview of what we heard from Lab participants about the current context in today's community housing system.

The Current Context

This Solutions Lab began in November 2020, when housing providers, service managers, and sector associations were amid confronting a global pandemic, impending end of mortgages for many housing providers, and deepening housing affordability issues fueled by loss of employment and rising home prices, among other local and global trends. Service managers were facing increased financial hardships due to constrained budgets and increased service needs in the wake of the COVID-19 pandemic.

At the start of this initiative, we surveyed housing providers from across the province to understand their current context and their hopes for the future. We also reviewed service manager and sector association background papers, describing the current state of the end of mortgages issue.

Here, we provide a high-level overview of some of the results of the **Housing Provider Survey collected by ONPHA** as part of this Solutions Lab in January 2021 and a summary of the **End of Mortgage Position Paper** prepared by the Service Manager Task Force on the issue in September 2020. In addition to these two pieces, ONPHA and the Co-Operative Housing Federation of Canada (CHFC) commissioned analyses prior to 2020, undertaken by an independent auditor to project the financial impacts of the end of mortgages or operating agreements.

Key messages from housing providers

We asked housing providers to tell us about the most significant pressures faced by their organizations. Among the 78 provider responses, across 38 service manager areas, the most common responses were as follows:

Most frequent responses

- Capital repairs, age of buildings, and underfunded capital reserves
- Managing and funding tenant support needs
- Expenses rising faster than revenues
- Unknowns of a post-end-of-mortgages world
- A general lack of funding
- Negative operating subsidy

Frequent responses

- Funding the sustainability of rent-geared-to-income (RGI)
- Ability to add more units of affordable housing and red tape to create new stock (whether by leveraging assets or other means)
- Funders' lack of innovation
- General impacts of the COVID-19 pandemic (including on seniors)
- Succession planning, staffing, and governance

Beyond the housing provider survey, the CHFC analysis, similar to ONPHA's analysis, identified a need for a simplified funding formula that ensures service managers fund the cost of rental assistance and property tax. Exit agreements should ensure households on assistance are protected and continue to receive a comparable level of assistance in their current home or in another RGI unit within a reasonable distance.

The CHFC and ONPHA analyses concluded that there is a need for (1) governments to ensure a minimum baseline of protecting RGI assistance and property tax subsidy and/or exemptions for housing providers; and (2) protection for existing RGI tenancies and their subsidies for the natural length of their tenancies.

Key messages from service managers

The following are the key messages we extracted from the Service Manager Taskforce End of Mortgages position paper.

- Housing supply is not meeting demand; waitlists are growing.
- Infrastructure is aging and in need of significant capital repairs—there are significant unfunded capital needs that should be addressed
- More community housing residents are struggling with a complexity of needs.
- Accountability to taxpayers is of high importance.
- Having a holistic view of the entire housing and homelessness system can help make decisions on how to reinvest savings across the system.
- There are many competing pressures (with budget implications) in the 10-Year Housing and Homelessness Plans and other strategic plans that must be weighed, prioritized, and addressed.

Finding alignment

This Lab is both about appreciating the different positions, pressures, and perspectives faced by housing providers, service managers, and sector associations, while uncovering where common ground exists. We used these spaces of alignment as the fuel for our conversations.

Based on the current housing provider and service manager experiences, there were several key themes that resonated across both groups.



- Concerns around infrastructure and capital repair needs



- Being able to support community housing residents as needs change over time



- Concerns over escalating costs and a need to reinvest funds to create a healthy community housing system



- Working through the unknowns of a post-end-of-mortgages world, including balancing the need for housing providers to be sustainable and meet community housing goals and outcomes, while ensuring broader municipal priorities are met



- Ensuring funding is available to meet our community housing goals and outcomes



- Working through the complexity of developing sustainable and flexible funding models to meet diverse needs

OUR COLLECTIVE VISION

Community Housing for the Future

This section provides an outline of the “collective vision for the future” developed with Lab participants.

The vision includes a set of themes, characteristics, areas for change, and solution directions.

OUR COLLECTIVE VISION

A shared desired future

Building out Horizon 3 in 2051

The first big step we took as a group of housing providers, service managers, and sector associations was to cast our imaginations 30 years into the future to 2051. We asked Lab participants to tell us about the elements of the system that matter most in their roles, what “success” might look like in a desirable future, and what it would be like to work and live in that future.

From there, Lab participants identified what they would want to “keep” from today’s system and bring forward into the future. These are reasons to be hopeful about the future and to build on successes, shared values, and innovative ideas that underpin today’s system. From there, our collective vision for the future was born.

Collective Vision

We hope to have a community housing sector for the future that...



THEME 1
Better serves residents



THEME 2
Addresses residents' support needs



THEME 3
Sustains, grows, and builds capacity



THEME 4
Has long-term resilience and stability



THEME 5
Takes collective action



THEME 6
Fosters social integration

Characteristics of our Desired Future

In addition to the six themes listed below, Lab participants identified ten characteristics, describing the type of change service managers, housing providers, and sector associations would like to see.

1. Accountability
2. Adaptability
3. Collaboration
4. Community wellbeing
5. Growth and sustainability
6. People-centered
7. Provider autonomy
8. Resident success
9. Sustainability
10. Trust and transparency

Finally, the group supports enabling **Indigenous-led approaches** for Indigenous housing solutions. Concurrent with this Solutions Lab process, ONPHA has been engaging closely with Indigenous housing providers across Ontario to develop a community-led implementation strategy for Indigenous-led housing solutions in Ontario, with a primary focus on ensuring an Indigenous-led approach and securing funding to develop the units required to meet urban and rural Indigenous housing needs in Ontario.

For more information about these six themes, consult the Solutions Lab Phase 1 and 2 Update document on the ONPHA website [here](#).

Collective Vision

Throughout this report, you will read about housing providers', service managers', and sector associations' visions for what "success" looks like, how they would like to shift **roles in the system**, think differently about **how we work and our impact**, and reimagine **relationships between players** in the system. This report also highlights where this group found alignment through their **collective vision** for the future.

This page provides a high-level summary of where we found alignment through this Solutions Lab process.

Our Revised Roles in the Collective Vision of the Future

Lab participants took the time to define what "success" would look like for them in their roles, should we move towards job descriptions that focus on furthering the six themes in our collective vision. **Some of the success criteria emerging from this conversation included:**

- Number of tenants supported through various programs and moved from RGI to market housing
- Resident satisfaction rates
- The number of people for whom eviction was prevented
- Have principles drive our conversations, instead of the nuts and bolts
- The number of existing RGI units preserved
- Stronger governance and succession planning policies in place for housing providers
- That there is a significant number of new units being built
- Vision statements and strategic plans that demonstrate a desire for innovation and growth
- Increasing Indigenous control of Indigenous housing and programming

A Reimagined Service Agreement Negotiation Process

Lab participants were asked to develop an approach to a future service agreement negotiation. Participants worked through an exercise to define what successful negotiation outcomes and processes would look like and what each group would need to get there. This section provides an overview of the common themes we heard from participants.

Negotiating in an environment where there is...

- Shared accountability and responsibility for the negotiation
- Mutual respect and understanding of the needs of the sector
- A commitment to resident stability and success

Reaching agreement outcomes that provide...

- Duration of the agreement to provide sustainability and predictability, especially given 30+-year building and development life cycles
- A long-term partnership that respects the goals of the housing provider and service manager
- An agreement that sustains affordable supply for residents—long-term stability to offer RGI units
- No net loss of affordable housing capacity

Undertaking a negotiation process that results in...

- A long-term partnership with clearly-defined roles for key stakeholder groups (housing providers, service managers, provincial government)
- Achieving alignment and consensus on what each party requires out of the agreement—this requires flexibility, as not all providers and service managers are the same
- Consensus around principles of what both parties want to achieve through the process
- Creating mechanisms that allow for growth and development
- A productive and positive relationship

SOLUTION DIRECTIONS

Preliminary directions for change

How Change Could Happen

The change Lab participants were seeking could be realized through a series of interventions, shifts, or initiatives aimed at redefining:

Relationships Between Players

37 ideas

Roles in the System

63 ideas

How we Work and our Impact

90 ideas

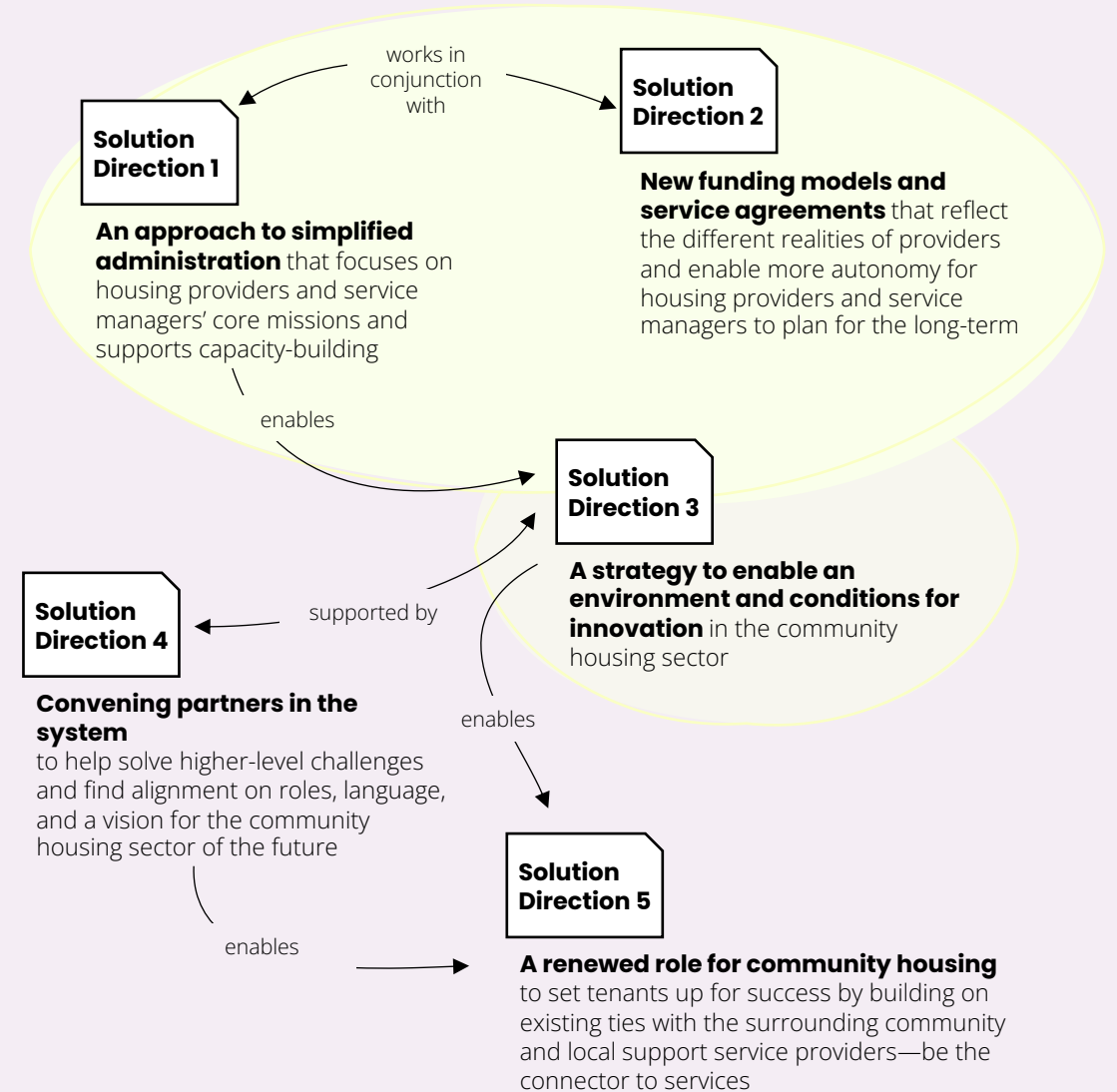
Identifying Opportunities in Horizon 3

Our conversation about a shared desired future concluded with a synthesis of five solution directions for further exploration. These directions represent opportunity spaces or starting points from which Lab participants would dive further into creating a roadmap towards the collective vision for the future.

Solution Directions 1 and 2 are the **Foundational Directions**, without which Solution Direction 3 (the environment and conditions for innovation) and the Supporting Directions cannot thrive.

The **Supporting Directions** (Solution Directions 4 and 5) are important contributors to the vision for the desired community housing sector of the future, however, are difficult to address without the Foundational Directions.

Our Collective Vision



HOW WE'LL GET THERE

Taking Collective Action Towards Resiliency

This section provides a summary of the artifacts from the future, highlighting what new elements of the system could look like, should we move towards the collective vision.

We also provide next steps for action, through a roadmap for implementation.

HOW WE'LL GET THERE

Artifacts from our desired future

Our last task as a group was to embody our collective vision by creating a set of artifacts from that future. Lab participants spent time creating a clearer picture of a scenario in which we are working in a system that supports our collective vision.

To do this, we built some “artifacts” from the future we are working towards. We did this to push us towards action and identify the small steps we can take to make change together.

The intent behind these artifacts is described here, with the descriptions of each artifact on the following pages in this section.



Artifact 1 **Future Job Description**

Instruction: Create a job description for your team that helps enable an environment for innovation.

Purpose: The purpose of this artifact is to create a picture of how we might work differently if we were all laser-focused on furthering the six themes in our collective vision for the future. This artifact encourages Lab participants to think of our roles and job descriptions as key levers for change that we can use to move towards the collective vision.



Artifact 2 **Service Agreement Negotiation**

Instruction: Envision a successful service agreement negotiation process between a housing provider and service manager.

Purpose: The purpose of this artifact is to create the conditions for housing providers and service managers to engage in a conversation that results in a service agreement that supports the needs of both stakeholder groups. This artifact is a step towards creating a tool that supports capacity building for both service managers and housing providers entering this negotiation for the first time.



Artifact 3 **“Three Small Steps”**

Instruction: Identify three small steps you can take to further the collective vision of the future.

Purpose: The purpose of this artifact is to identify what participants are willing to “give” to move us towards the collective vision of the future. This activity aimed to reduce this big system shift to some incremental and actionable steps we can take to achieve our goal. Finally, we identified how we can each champion this shift by crafting steps from a frame of “radical generosity”.

Revised roles in the housing system

The purpose of this artifact is to find ways to support each other in furthering the collective vision and to think of our roles and job descriptions as key levers for change that we can use to move towards the collective vision.

Defining Success

As part of the work to revise our roles in the system, Lab participants took the time to define what “success” would look like for them in their roles, should we move towards job descriptions that focus on furthering the six themes in our collective vision of the future.

This page provides a summary of this conversation and how Lab participants would evaluate whether they are on track in their roles.

Here is what “success” would look like in our revised roles in the housing system, organized based on the themes from our collective vision.



Better serve residents

- How well we are engaging tenants, being aware of their needs, and responding to them
- The pace at which our programs are able to respond to the needs of tenants
- Number of tenants supported through various programs and moved from RGI to market housing
- Rate of educational attainment among tenants (vs. from time of move-in)
- Resident satisfaction rates



Address residents' support needs

- The number of people for whom eviction was prevented
- Creating more supportive housing options



Take collective action

- Number of partners brought onboard to achieve the outcomes
- That the homes we are providing are good places to live
- Response time between service managers and housing providers when working together



Have long-term resilience and stability

- Have principles drive our conversations, instead of the nuts and bolts
- Stronger governance and succession planning policies in place for housing providers
- The number of existing RGI units preserved
- Ensuring Indigenous housing providers can be resilient and stable into the future



Sustain, grow, and build capacity

- That there is a significant number of new units being built
- Increased capacity in the sector
- The number of education opportunities created for providers to enhance their capacity
- Supporting providers in having their own strategic plans and vision for the future and aligning strategic plans between service managers and providers
- The frequency of staff and board engagement
- Vision statements and strategic plans that demonstrate a desire for innovation and growth
- Increasing Indigenous control of Indigenous housing and programming

A revised role for: **Housing Providers**

Lab participants identified the following mindset shifts, new activities, re-prioritization efforts, and potential barriers to change related to their role in the system that can help move us toward the collective vision of the future.

Mindset Shifts

To move toward the collective vision, the housing provider role of the future requires the following shifts in mindsets:

- Shift in mindset to thinking about leveraging the asset, instead of simply operating a program
- Framing our job as a social enterprise; accountable to tenants while bringing a business lens
- Shift towards a mindset for growth--getting involved in new development and what needs to change to do so
- Reimagine our roles by asking what we are doing today, why we do what we do, and what we should be doing tomorrow
- Have to recognize providers have the responsibility to bring partners in, but don't have to do it all alone
- Shift away from a traditional mindset to one that allows for different types of housing, missing middle, and a range of affordable options
- Being very outcomes-based, instead of metrics based

New Activities

To move toward the collective vision, the housing provider role of the future requires the following shifts in mindsets:

- Shift towards supporting Indigenous-led housing solutions
- Support boards who are managing change

Re-Prioritization

To move toward the collective vision, the housing provider role of the future requires the following re-prioritization:

- Focus on changing the lives of tenants as part of their community; go beyond housing to better integrate with other systems (e.g., health, social services, justice, education, employment, etc.)
- Wanting to focus on addressing development challenges (build more)
- Making effective connections internally and externally
- Focus on leadership, inspiration, motivation
- Strengthening the bridge between housing and homelessness
- Focus away from daily operational tasks and planning for the implementation of long-term strategic documents

Barriers to Overcome

Lab participants identified the following barriers to overcome when it comes to moving towards the revised role for housing providers:

- Wanting to move towards innovation in development and financing; difficult under strict directives
- Needing a solution to the negative operating subsidy to move forward and grow
- Needing to work through the complexity of developing sustainable and flexible funding models to meet diverse needs
- Need more responsive resources from associations to support providers and service managers

A revised role for: **Service Managers**

Lab participants identified the following mindset shifts, new activities, re-prioritization efforts, and potential barriers to change related to their role in the system that can help move us toward the collective vision of the future.

Mindset Shifts

To move toward the collective vision, the service manager role of the future requires the following shifts in mindsets:

- The role is there; it's about prioritizing towards the collective vision
- Moving from "ticking all the boxes" to focusing on understanding and serving people
- Move away from activities that reinforce top-down or hierarchical relationships
- Less paper, more hands-on, more phone calls, more time spent with people
- Getting ready for change management

New Activities

To move toward the collective vision, the service manager role of the future requires the following new activities:

- System and partner liaison beyond just the housing sector to other social systems (e.g., health, social services, justice, education, employment, etc.)
- Providing support to smaller providers (e.g. training)
- Capacity building to manage long-term assets
- Provide tools and supports to housing-providers with small and aging boards
- Support for small and rural providers and service managers who need help with capacity and change management
- Support with the transfer of knowledge and transition to a new workforce as many retire

Re-Prioritization

To move toward the collective vision, the service manager role of the future requires the following re-prioritization:

- Capacity building (it's implied, but not always prominent)
- Provide education about the people we serve so we can evolve with their needs
- Support housing providers with governance, when needed

Artifact 1: Future Job Description

Barriers to Overcome

Lab participants identified the following barriers to overcome when it comes to moving towards the revised role for Service Managers:

- Shifts require dedicated resources to help do the work
- Have to balance additional service with core work
- Current service level standards make it difficult to adopt metrics such as moving someone from RGI to market housing
- There is a need for sustainable, dedicated funding to support the growing needs of communities being served
- Service managers losing staff and resources
- People falling through the cracks in light of the pandemic

A revised role for: **Sector Associations**

Lab participants identified the following mindset shifts, new activities, re-prioritization efforts, and potential barriers to change related to their role in the system that can help move us toward the collective vision of the future.

Mindset Shifts

To move toward the collective vision, the sector association role of the future requires the following shifts in mindsets:

- Shift to providing support and resources around innovation vs. program issues and compliance

New Activities

To move toward the collective vision, the sector association role of the future requires the following new activities:

- Enhance services to members so they can more easily take on big projects (e.g., development or redevelopment, tenant support initiatives, etc.)
- Have a role in creating an environment to promote long-term resiliency
- Supporting service agreement negotiations between housing providers and service managers, for instance by providing templates, advice, or other resources
- Help drive innovation by supporting capacity building, sharing innovations and best practices, and helping create an environment that promotes long-term resiliency

In addition to the new activities, the sector association role of the future should continue to include:

- Providing support to smaller providers and those with aging boards (e.g. training and tools)
- Capacity building to manage long-term assets

Re-Prioritization

To move toward the collective vision, the sector association role of the future requires the following re-prioritization:

- Advocate for large-scale development programs, instead of spending time tinkering with existing programs
- Work on developing stronger relationships across the system
- Wanting to focus on ensuring we are providing good quality homes into the future
- Associations to support housing providers' decision-making processes, especially if one of the stakeholder groups does not have the capacity to weigh options and scenarios
- Focus on driving growth in the sector

Barriers to Overcome

Lab participants identified the following barriers to overcome when it comes to moving towards the revised role for sector associations:

- Need more flexibility to be able to take on these roles
- Need more funding from all levels of government to be able to take on these roles

System implications

In addition to the mindset shifts, new activities, re-prioritization efforts, and potential barriers to change, Lab participants identified some of the system implications and steps required to move toward the revised roles.

Resources we Need

Additional resources may be required to move toward the new roles:

- Put resources in productive areas, not simply overseeing work, but delivering on housing and services
- Need space to have the tough conversations about the roles in the system
- Be willing to try new things and turn existing practices on their heads
- More opportunities to come together as a collective to make change happen

Small Steps

We can take some preliminary small steps to move toward the new roles:

- Support with the transfer of knowledge and transition to a new workforce as many retire
- Continue to host conversations and working groups
- Engage with at least one service provider who can provide support services to tenants--then, develop partnerships to continue to provide supports in place
- Engage in conversations outside of housing (e.g., events in the health, social services, justice, or other sectors)
- Bring the findings of the Solutions Lab to our teams when setting annual goals and strategies
- Work on gaining a better understanding of who is on the waitlist and who our residents are

What we Need from Other Stakeholders

Shifts among other stakeholders' roles may be required to move toward the new roles:

- Other levels of government to incentivize cross-departmental or stakeholder collaboration
- Spending more time sharing positive outcomes and best practices
- Having a more intentional approach to portable benefits to inform other changes
- Needing funding and participation from other levels of government
- Working on coordinating with other community services to address needs
- Spending time sharing and discussing the collective vision and proposed solution directions with the Province
- Chambers of Commerce can play a role in advocating for the role of government in delivering services
- Bringing in grant funding from other sources (e.g., Community Housing Transformation Centre) and coordinate across the sector
- Considering the role of Housing Services Corporation (HSC) in supporting funding asks
- Looking for industry-level leadership to make things consistent so we can all speak the same language and understand each other's roles

A reimagined service agreement negotiation process

As part of the final workshop, Lab participants were asked to develop an approach to a future service agreement negotiation. Participants worked through an exercise to define what successful negotiation outcomes and processes would look like and what each group would need to get there. This section provides an overview of what we heard from participants.

The image on this page shows the elements of the service agreement negotiation process we worked on with Lab participants—these elements ranged from what “success” looks like (i.e., describing the outcome and agreement stakeholders are seeking), to discussing how we will get to that successful outcome, through an environment for collective action, shared information, and access to resources.

Cultivating an Environment for Collective Action

Lab participants described the characteristics of an effective environment for negotiation towards collective action. To enable us to work in this new way, participants identified the information they would need from their counterpart and the resources they require to engage in the negotiation process.

Reaching a Desired Outcome and Service Agreement

Lab participants described what both a successful service agreement negotiation process and outcome could look like.





The Outcome

What "success" looks like...

Lab participants shared their visions for a successful outcome of a service agreement negotiation process. Service Managers, housing providers, and sector associations' visions were aligned in several respects. These visions are summarized here.

Housing Providers

- Ensure a minimum baseline of protecting RGI assistance and property tax subsidy and/or exemptions for housing providers
- Flexibility that enables providers to leverage assets
- A simple and easy to understand business model for boards, politicians, staff, and residents
- Keeping administrative burden to a minimum
- Better serving residents through better planning

Collective Vision

Outcomes of the Agreement

- Duration of the agreement to provide sustainability and predictability
- A long-term partnership that respects the goals of the housing provider and service manager
- An agreement that sustains affordable supply for residents
- An agreement that contributes to the health and vitality of the community
- No net loss of affordable housing capacity
- Long-term stability to offer RGI units
- Agreed-upon ways to measure the impact and outcomes for healthy communities
- Standard agreement with clear terms and implications
- Cumulative agreements that link directly to shared goals and outcomes

The Negotiation Environment

- Shared accountability and responsibility for the negotiation
- Mutual respect
- A respectful and clear negotiation process
- Mutual understanding of the needs of the sector
- Coming into the room with a mutual commitment to resident stability and success
- Respect for the change and evolution that the provider wants to undertake (e.g., new partnerships, growth, etc.)

Outcomes of the Process

- Achieving alignment and consensus on what each party requires out of the agreement
- Consensus around principles of what both parties want to achieve through the process
- Creating mechanisms that allow for growth and development
- A long-term partnership
- A productive and positive relationship
- A list of areas of agreement, areas to follow up on and their importance, and a timeframe for distributing the meeting minutes from the negotiation process

Service Managers

- Availability of funding to support the discussed initiatives
- A plan for capital repairs
- Flexibility in the agreements--not a one-size-fits-all approach
- Increasing the supply of affordable housing

Sector Associations

- Agreements that are simple and result in a coherent housing sector across the province
- Support with board governance training to help understand their role and obligations



The Agreement

What “success” looks like...

As part of the conversation around successful outcomes, Service Managers, housing providers, and sector associations spoke about what they would like to see in a future service agreement. These ideas are summarized here.



Housing Providers

Housing providers are looking for the following in a new service agreement:

Important components of the agreement

- Assurance of a minimum baseline of protecting RGI assistance and property tax subsidy and/or exemptions for housing providers
- The term of the agreement and what it is for (e.g., RGI, capital, both)
- Streamlined reporting requirements
- The obligations from both parties
- A termination clause
- Drafts of current templates or outlines for the agreement

- Ways to dispute, arbitrate, or mediate if necessary
- Would not like to see remedies in an agreement

Principles reflected in the agreement

- Flexibility that enables providers to leverage assets
- Flexibility, as not all providers and service managers are the same (e.g., size, population served, portfolios, etc.), including acknowledgement that different levels of accountability may be required for different providers
- Risk and accountability are balanced
- Willingness to look to the provider's entire portfolio
- Agreed-upon ways to measure the impact and outcomes for healthy communities

Service Managers

Service Managers are looking for the following in a new service agreement:

Characteristics of the agreement

- An agreement that sustains affordable supply for residents for the long-term
- An agreement that contributes to the health and vitality of the community
- An agreement that promotes long-term resilience and capacity
- A plan to address long-term capital repairs and needs
- Duration of the agreement to provide sustainability and predictability

Principles reflected in the agreement

- Flexibility in the agreements--not a one-size-fits-all approach
- A long-term partnership between Service Managers and housing providers that respects the goals of the housing provider

Sector Associations

Sector associations are looking for the following in a new service agreement:

- Agreements that are as simple as possible, potentially similar for providers in the same service manager area
- Standard agreement that helps providers understand the terms and implications
- Cumulative agreements that link directly to service managers' and housing providers' strategic plans
- Communicating the collective vision as a frame for the negotiations
- A role for the Province in change management and communicating expectations in the new legislative landscape



Environment for Collective Action

Artifact 2: Service Agreement

How we get there...

Lab participants spoke about the characteristics of an environment that would enable effective service agreement negotiations, where both parties could move towards taking collective action towards community housing sector resiliency.

Collective Vision

There was much alignment and agreement on what this environment could look like. The group identified the following characteristics:

How we interact

- Establishing a solid understanding of the rules of engagement before beginning
- Coming in to the conversation with an approach of mutual respect--finding ways to support each other in reaching success
- Undertaking a respectful and clear negotiation process
- Providing the space and safety required to participate in challenging conversations
- A willingness to have open-minded conversations with an effort to accept the challenges that come with change
- Bringing honesty and transparency
- Willingness to create a good partnership
- Shared accountability and responsibility for the negotiation
- Creating a collaborative environment with good working relationships

What we commit to

- Taking the time for people to absorb information and plan
- Being open about sharing our mission, vision, and goals and how we can support each other's goals
- Working towards a productive and positive relationship with our counterparts
- Achieving alignment and consensus on what each party requires out of the agreement
- Doing more things together--co-leading, co-designing, looking for champions
- Hosting conversations that cross municipal boundaries to learn from each other
- Hosting conversations that help broaden the perspectives of providers--visioning exercises, collaborative dialogue
- Taking the time to achieve mutual understanding of the needs of the sector
- A mutual commitment to resident stability and success
- A willingness to be innovative and not stuck on how it was done in the past--encouraging the implementation of the right solutions at the right time



Shared Information

How we get there...

To achieve the desired outcomes of a service agreement negotiation, Lab participants shared what they would need in terms of information from their counterpart.

Service Managers

When entering a negotiation, Service Managers would be seeking the following from their counterpart:

- The strategic vision for the provider (growth, redevelopment, goals for the next 20 years)
- Building conditions, capacities of the board, and succession plan in mind

Collective Vision

Both groups shared a desire for the following information from each party, when entering into a service agreement negotiation:

- The most critical and important items for each of the stakeholders
- Long-term goals among each stakeholder
- How each stakeholder can support the other's goals (the "ask" on both sides)
- Each group's pain points and concerns
- Understanding the fiscal reality of both sides
- The obligations from both parties
- Goals, first principles, rules of engagement
- Understanding of the parameters of the discussion, including a clear articulation from the province of the "default option" if mortgages are fully paid and discharged and a new service agreement has not been negotiated
- Expectations of each other in terms of support, engagement, etc.
- Financial pressures and current financial situations on both sides (for the long-term)

Housing Providers

When entering a negotiation, Housing Providers would be seeking the following from their counterpart:

- The community needs faced by the Service Manager
- An understanding of what is within the realm of negotiation and decision-making for the service manager
- The term of the agreement and what it is for (e.g., RGI, capital, both)
- Reporting requirements
- Termination clause
- Drafts of current templates or outlines for the agreement
- The most critical and important items for each of the stakeholders
- Funding model options available to the provider (what the service manager is willing to fund)
- Ways to dispute, arbitrate, or mediate if necessary
- Knowledge of the regulations or commitments that would allow for savings to be kept within the housing system



Access to Resources

How we get there...

Lab participants were asked to identify what resources they might need to make a change towards the desirable service agreement negotiation process.

Needs

Enabling Change

Service Managers

Service Managers expressed a need for:

- Education to ensure all parties have a basic understanding of where we have all come from (everyone is on the same page)
- Board training tools from the Service Managers so providers understand their roles and responsibilities (especially with the turnover in the sector)
- Training for Service Manager staff to support an understanding of the new landscape of housing
- Availability of funding to support the discussed initiatives

Things we can do to enable this change:

- Sharing and socializing ideas with council to get buy-in on the importance of community housing

Housing Providers

Housing providers expressed a need for:

- The resources to conduct operational and strategic reviews
- Funding model options available to the provider (what the Service Manager is willing to fund)
- Knowledge of the regulations or commitments that would allow for savings to be kept within the housing system
- Mechanisms that allow for growth and development

Things we can do to enable this change:

- Sharing strategic documents with each other to find alignment in long-term visions

Sector Associations

Sector associations expressed a need for:

- More concrete and targeted information for providers to understand the implications of change
- Support for smaller organizations with less negotiation experience to explore options
- Support with board governance training to help understand their role and obligations

Things we can do to enable this change:

- Having conversations with providers so they fully understand what is coming and to help them prepare
- Creating a menu of options to educate providers and share with service managers
- Liaising with the province and being part of consultation processes, including informing legislation and regulations
- Developing templates, resources, and training for housing providers and service managers

Steps we can take towards our desired future

Finally, Lab participants were asked to identify what participants are willing to “give” to move us towards the collective vision of the future. This activity aimed to reduce this big system shift to some incremental and actionable steps we can take to achieve our goal. We identified how we can each champion this shift by crafting steps from a frame of “radical generosity.”

Lab participants received a scenario, described here, as their basis for coming up with their small steps.

The next few pages organize these small steps into the three “ways change might happen”: by shifting **roles in the system**, thinking differently about **how we work and our impact**, and reimagining **relationships between players** in the system. These three ways change could happen were outlined in the *preliminary directions for change* section on page 16 and came out of the conversations about our visions of the future in Workshop 1.

The scenario

For this exercise, we presented Lab participants with the following scenario.

Based on this scenario, Lab participants generated the small steps they would be willing to take to support their counterpart.

In this scenario, housing providers, service managers, and sector association representatives acted as themselves, in their current roles.

They were faced by a housing provider reaching end of mortgage. The housing provider’s board wants to grow their portfolio but is not sure whether it would be in their best interest to de-list (exit agreement) or sign a new service agreement.

In this scenario, the provider is concerned about:

- The reporting requirements associated with a new agreement
- Being blocked from leveraging their original building to build the new one (e.g., due to a negative operating subsidy)
- Wanting to maintain their RGI subsidy and even adding new RGI units in the new building
- Wanting to be able to offer a hub of services for youth in their new building
- Wanting to be seen as an “asset” in the community

In this scenario, the service manager is concerned about:

- Ensuring the housing provider is in good financial shape—this is the first time the service manager learned this housing provider is interested in growing their portfolio
- The pressure they are facing to maintain service level standards and meet the growing need

Roles in the System

Steps related to shifting roles in the system are those that indicate a potential change in how housing providers, Service Managers, and sector associations may perceive or actualize their function within the system, relative to other system players.

These ideas were clustered into three themes: ways stakeholders offered to share capabilities, ways they will demonstrate system alignment in front of other stakeholder groups (e.g., governments), and how they may offer resources towards achieving the collective vision of the future.

There is a desire to take small steps to share capabilities with our counterparts.

Service Manager

- Offer assistance in planning for redevelopment
- Provide financial planning, land use planning, and engineering support during the providers' growth planning
- Augment providers' capacity with connections to consultants, funding opportunities, community partners, tendering or award supports
- Leverage service managers' purchasing capacities where viable
- Supporting with all steps and knowledge around the development process, especially when providers do not have capacity with development knowledge

Sector Association

- Offer third party perspective bringing in and sharing some best practices, approaches, solutions from other jurisdictions that have worked well
- Offer to undertake financial analysis, scenarios, and sensitivity analyses

Housing Provider

- Share successful examples, approaches, and analysis used in the past

There is a desire to show sector alignment in front of other stakeholder groups.

Service Manager

- Advocating and liaising on behalf of housing providers to local, provincial, and federal governments

Housing Provider

- Involve other levels of government (e.g., Canada Mortgage and Housing Corporation (CMHC))
- Attempt to get more funding through local charitable organizations or even labour from local contractors and builders

There is a willingness to offer resources to support each other.

Service Manager

- Consider ways to offer transitional funding until redevelopment plans are finalized
- Assign a dedicated representative to assist in growth planning and outcome alignment

Sector Association

- Make available qualified, affordable expertise needed (e.g. development consultants) and/or funds through line of credits to enhance financial capacity

How we Work and our Impact

There is a desire to take small steps to move us towards the collective vision for the future.

- Commitment to working towards the collective vision of the future
- Finding ways to secure funding to support movement towards the collective vision

Service Manager

- Seek and promote co-development opportunities with other community or service manager initiatives
- View housing providers' proposed projects as part of the overall vision for the system and embrace the initiative in a meaningful way

Sector Association

- Support by providing clarity on common goals and staying focused on these

Housing Provider

- Take steps to seek grant funding to conduct feasibility analyses

Housing system stakeholders want to take steps that push us towards innovation.

- Seek alternative ways of doing things
- Challenge each other to think big

Service Manager

- Blowing up the current system—reimagining existing rules, shifting the paradigm
- Focusing on what the community needs
- Working with our Councils to push our involvement towards innovation with providers (e.g., initiatives such as rethinking lending rates, approaches to debt, top up funding for viability) to step outside of what we normally do
- Pushing us to remember it is “one system”—we need to work together to create the solutions we need

Sector Association

- Supporting potential alternative governance solutions that combine sector capacity (e.g., a land trust), strengthen capacity, and can provide more flexibility and movement across and within homes as residents family size evolves
- Thinking creatively about challenges we face

Housing Provider

- Ensure our organizations have support for tenants within the new framework— this could include making connections to external support services (e.g., mental health, legal)

There is willingness to take small steps to remove barriers to achieving the collective vision.

- Using concrete assets to facilitate the conversation—the technology we already have or the space we have as a collective

Service Manager

- Take the time to understand needs of existing portfolio from a long-term capital and operating need to support future growth
- Actively reduce planning barriers where possible
- When possible, provide seed funding for development evaluation and initial design work
- Commitment to walking providers through the development process from planning to occupancy stages as a partner
- Ensure the housing provider is the centre and can allow tenants to feel support in their home, not just with maintenance issues but their daily living issues.

Housing Provider

- Free up a common space or unit(s) to provide emergency housing for the hard to house population in our local community
- Undertake portfolio reviews and feasibility analyses to map out (re)development options that support growth

Relationships Between Players

There is a desire to take small steps to nurture a collaborative environment.

- Offer open and cooperative communication early-on
- Enter conversations by assuming good intent by all parties--we have the same goal
- Make a commitment to talking to each other and listening to understand each others' goals and needs

Service Manager

- Remembering we have common goals and common ground in the context of our current plans and strategies

Housing Provider

- Maintaining open communication by reaching out to others early and often

There is willingness to support having mutually-beneficial and open conversations across the system.

Service Manager

- Engage early in directional conversations with the provider from a partnership lens
- Ask what assistance other partners could provide to achieve growth plans and work collectively towards confirming needed assistance
- Working with the provider to find a space together to collaborate

Housing Provider

- Being as predictive as we possibly can be so there are no surprises about developments

Sector Associations

- Act as a convener to facilitate conversations, including bringing together a diverse group of stakeholders and various levels of government

Moving beyond collaboration to a coordinated approach

At the launch of this Solutions Lab, we introduced the following question:

How might we develop solutions that are coordinated across the sector, addressing the different desired approaches that will be adopted by each provider and service manager?

The notion of a “coordinated approach” came up through conversations about successful models in other jurisdictions, where there is a provincial role to support, resource, and coordinate the housing system more directly (e.g., in British Columbia).

From another perspective, funding for housing providers could be better coordinated across the province and beyond the housing sector. This coordination could support our movement toward the collective vision.

ONPHA's next steps for implementing change

Work to Date

ONPHA launched this Solutions Lab to bring together key stakeholders from across Ontario's community housing sector, including housing providers, service managers, and sector associations to develop and test creative business models and policy recommendations to ensure the sustainability, growth, and resilience of community housing in Ontario, while addressing the critical end of mortgages issue.

The Solutions Lab revealed many areas of alignment among the diverse group of stakeholders that participated in the process, including the collective vision for the future of community housing. However, we recognize that each stakeholder group retains distinct perspectives and priorities that will feed into their respective advocacy efforts with the Province, including through forthcoming regulatory development under the *Protecting Tenants and Strengthening Community Housing Act, 2020*.

We also heard from Lab participants about the value of having an open, comfortable space in which to have conversations and better understand the challenges and opportunities faced by other sector stakeholders. While housing providers, service managers, and sector associations have had opportunities to collaborate in the past, this unique, future-oriented discussion (in a non-negotiation context) provided a space and process by which to find alignment across different perspectives and positions through a series of ongoing engagement activities.

Short-Term Approaches

In the short term, ONPHA will share the process and outcomes of this Solutions Lab with the Province, highlighting the collective vision for the future and solution directions developed by housing providers and service managers in collaboration. Ideally, these key findings and areas of alignment could inform the parameters outlined in forthcoming regulations.

ONPHA will also be engaging with our membership to validate the findings of the Solutions Lab and determine advocacy priorities from the community housing provider perspective. The other sector associations involved in the process (i.e., the Association of Municipalities of Ontario, the Cooperative Housing Federation of Canada, and the Ontario Municipal Social Services Association) may be interested in doing the same with their respective memberships to inform their respective positions. ONPHA will disseminate this insights report to all stakeholders involved in the Solutions Lab process, which could support all stakeholders in developing their respective advocacy priorities and determining their next steps.

Long-Term Approaches

Over the longer term, ONPHA intends to continue in the role of convening partners in the system, in line with the purpose of Solution Direction 4, to help solve higher-level challenges and find alignment on roles, language, and a vision for the community housing sector of the future.

Beyond the immediate work in this Solutions Lab, this could include ongoing collaboration between the stakeholder groups involved in this Solutions Lab, as well as the exploration of opportunities for further collaboration with other traditional and non-traditional housing system partners (e.g., in the homelessness, health, social services, justice, education, and employment sectors). Future sector collaboration work could also focus on other key housing policy issues, such as an integrated approach to supportive housing in Ontario and continue to support work to implement Indigenous-led housing solutions.

NEXT STEPS

Reflections and Conclusions

This section provides the Lab team's concluding statements, reflections, and lessons learned from the process.

NEXT STEPS

Reflections

After the series of Lab events (workshops, survey, interviews), the Lab team came together to reflect on the process and key messages that stood out through the conversations and synthesis.

This section provides an overview of these overarching themes.

Moving away from top-down approaches

Moving away from top-down approaches can bring stakeholders together as partners.

Through this process, we witnessed the outcomes of bringing housing providers, service managers, and sector associations together as partners—we set the stage for collaboration and open-minded conversations from the first workshop.

We found value in bringing together a group from across the province along the entire journey—learning, growing, and understanding the different perspectives at the same pace. This is a shift away from engaging with a small group and presenting “the answer” to the bigger group.

Bringing people together on multiple occasions also gave the time and space for people to understand the pressures faced by both service managers and housing providers. This was also an opportunity to come together in a context other than a negotiation to have open dialogue about the future.

This process reinforced the notion that one group cannot achieve the collective vision alone. Continued support for and initiatives dedicated to creating a space for these collaborative conversations is needed from the front lines all the way up to the strategic level.

Working in multiple time horizons

Collaborating across stakeholders who think and work in multiple time horizons can be difficult.

Over the course of this Solutions Lab, we brought together service managers, housing providers, and sector associations who work at different time scales and are planning for different cycles (e.g., a political cycle, a strategic planning cycle, or the life cycle of a building).

We asked participants to envision a system 30 years from now in 2051. When implementing a roadmap for change toward this 30-year future, the pressures associated with these differing cycles will have to be considered.

Casting our imaginations to 2051

We found it useful to start our conversation from our “desired future state.”

Through this process, our first conversation consisted of a three-hour session to build our desired future state in 2051. Lab participants described the outcomes they were seeking and refrained from getting to “the answer” early in the process.

This provided space to build alignment across stakeholder groups before discussing “how” we would reach that collective vision. Participants expressed they were surprised at how much alignment was achieved.

This orientation to the future meant housing providers, service managers, and sector associations were less bogged down with what is not working today, and more focused on action-oriented conversations about the future.

Flexibility and adaptability

There is a need for flexibility and adaptability to different circumstances, while providing adequate guardrails for overall alignment.

Conversations with housing providers and service managers of different sizes and geographies reinforced a message that “one size doesn’t fit all” when it comes to providing the policies and tools to support achieving the collective vision of the future.

Providing clear high-level guardrails at the provincial-level for housing providers and service managers, instead of overly specific operational directives could help provide strategic direction, while giving opportunities for both groups to adapt to local contexts and situations.

For providers, this would mean stronger guardrails from the province, allowing for more flexibility in how they operate under their service agreements (e.g., to be able to leverage assets or allow residents to move between units as their needs change). Within this flexibility, a key outcome for providers is assurance that a clear minimum or baseline of RGI assistance and property tax subsidy and/or exemption will be met.

For service managers, flexibility could entail providing regulations at a higher level, reducing the “one-size-fits-all” approach across the province.

These guardrails could be created based on the collective vision of the future provided in this report, where this group achieved alignment through this Solutions Lab process.

Supplemental Materials

This section provides additional supplemental materials related to the Solutions Lab process.

Lab Event Attendees

16 
hours of engagement

66 
unique participants

14 
facilitators

Service Managers

- City of Greater Sudbury
- City of Hamilton
- City of Kingston
- City of London
- City of Ottawa
- City of Toronto
- City of Windsor
- County of Hastings
- County of Simcoe
- District of Nipissing SSAB
- District of Timiskaming SSAB
- Durham Region
- Grey County
- Halton Region
- Niagara Region
- Northumberland County
- Peel Region
- Sudbury DSSAB
- Waterloo Region
- York Region

20 Service Managers

Housing Providers

- Bellwoods Centres for Community Housing
- Birch Housing
- Canadian Mental Health Association
- Can-Am Urban Native Non-Profit Homes
- Castle Arms Non-Profit Seniors Apartment
- Centretown Citizens Ottawa Corporation
- City Housing Hamilton
- Columbus Place for Seniors of Fort Frances Inc.
- Community Housing Management Network
- Eastwood Housing Corporation
- Homes First
- Homestarts Incorporated
- Kitchener Housing Inc.
- Mainstay Housing
- Multifaith Housing Initiative
- Nepean Housing Corporation
- New Beginnings Housing Project of Chatham

- Ontario Aboriginal Housing Services
- Ottawa Community Housing Corporation
- Ridgford Charitable Foundation
- SHIP
- Victoria Park Community Homes
- Wigwamen Inc.
- WoodGreen Community Services

24 Housing Providers

Sector Associations

- Association of Municipalities of Ontario (AMO)
- Cooperative Housing Federation of Canada (CHFC)
- Ontario Municipal Social Services Association (OMSSA)
- Ontario Non-Profit Housing Association (ONPHA)

4 Associations

SOLUTIONS LAB

Community Housing for the Future

Taking *Collective* Action
Toward Resiliency

End.

Prepared by

ONPhA
ONTARIO NON-PROFIT
HOUSING ASSOCIATION

