

# 2016 ONPHA Conference and Trade Show

**501**

## Partnerships, shared- services & collaborations

Brian H. Sibley, MBA BSW RSW

Executive Director, Hamilton East Kiwanis Non-Profit Homes Inc.

Lori-Anne Gagne, CIHCM

Executive Director, Victoria Park Community Homes Inc.

ONPHA



# Overview:

1. What are partnerships & collaborations as they relate to housing and how might shared services fit in?
2. Describe the conditions under which collaboration is appropriate.
3. Present a framework to evaluate collaborative opportunities (Timmons Model of Entrepreneurism)
4. Present case studies utilizing the framework.



# What are partnerships?

- An association of two or more people as partners  
“an increase in partnerships with housing associations”  
*Synonyms: collaboration*
- A business or firm owned and run by two or more partners.



# What are collaborations?

- The action of working with another person or group in order to achieve or do something
- Traitorous co-operation with an enemy



# What is the housing context?

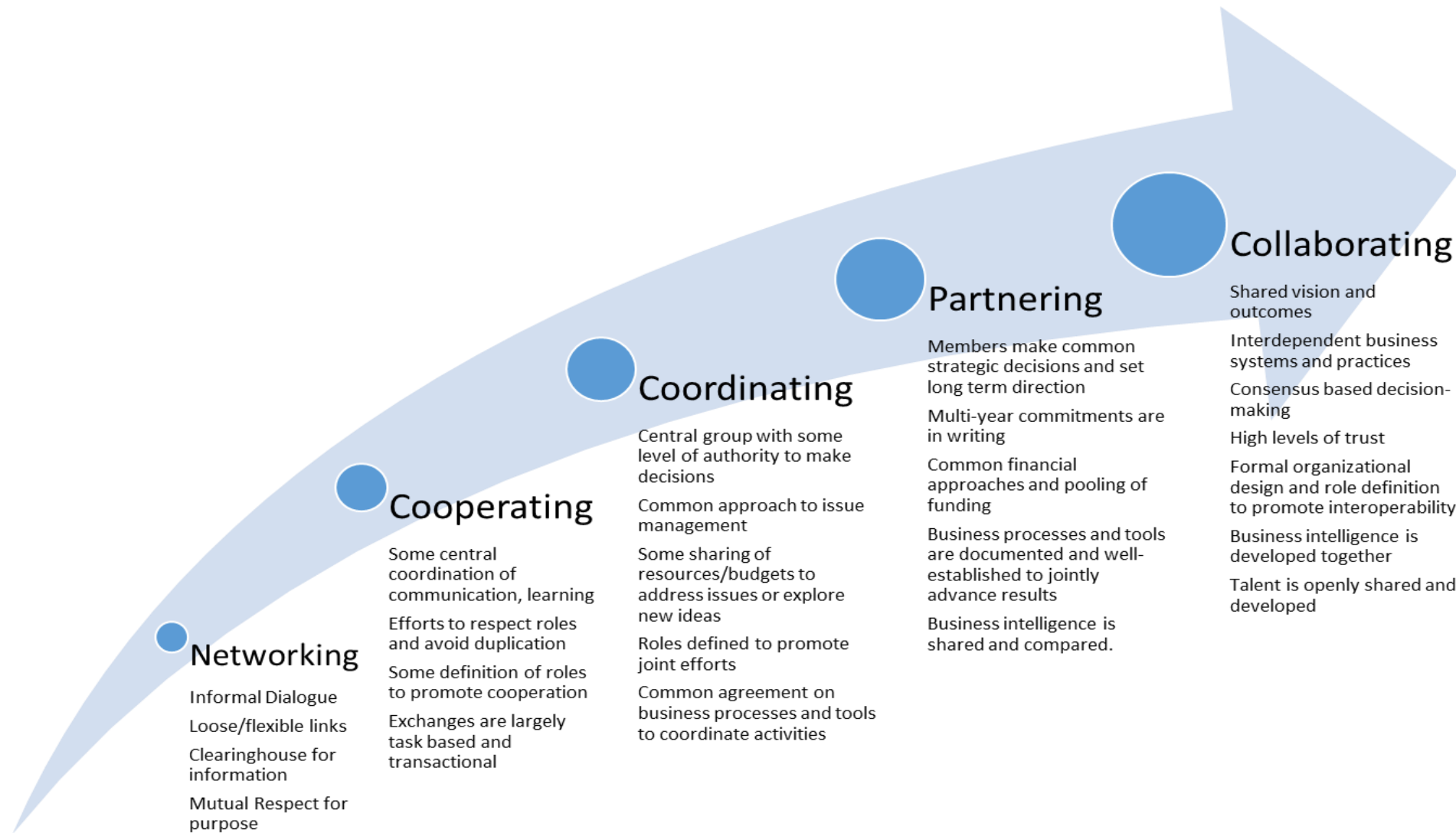
- There are many opportunities to explore and success stories to be shared
- Various Service Managers are facilitating discussions around this topic – where do you fit in?
- When successful, collaborations bring benefits!



# How do shared-services fit?

- “Shared-services” are simply an example of a collaboration
- Pause to consider how many non-profits are doing the same functions & processes. Can this be coordinated?
- What about coordinated procurement and asset management services?





# The spectrum is broad

- **Simple and easy collaborations:** i.e. joint tendering for snow removal with adjacent project.
- **Medium complexity:** i.e. simple concept but multiple partners
- **Complex & higher risk:** i.e. amalgamations and mergers.

Your situation is unique and you must determine what is best in YOUR situation.





# Collaboration, is it always right?

- Collaboration is not a panacea:
  - There are times when it is appropriate,
  - There are times when it is not.
- Collaboration requires:
  - Convergence of purpose,
  - Willingness to give up control,
  - Trust in your partners.
- Entrepreneurial Theory provides a framework



# What is entrepreneurism?

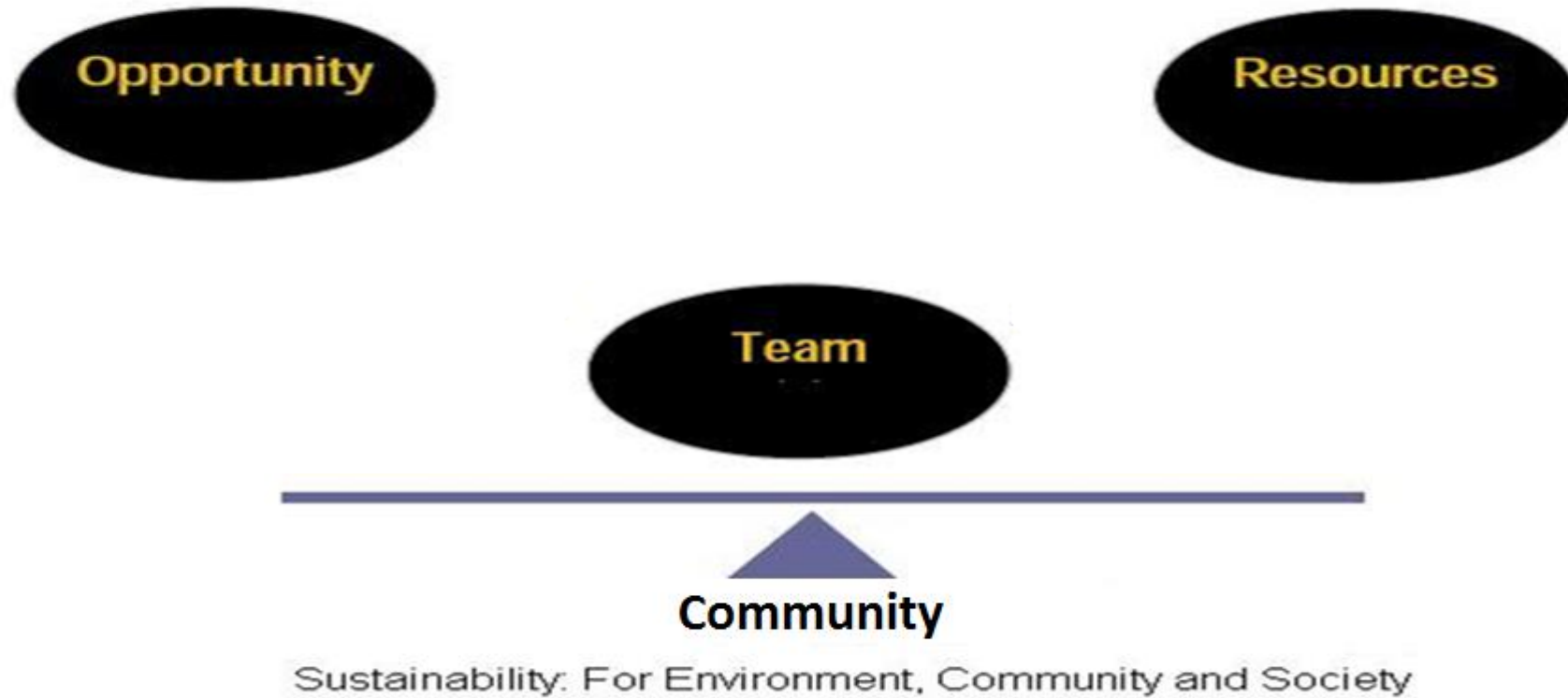
- Entrepreneurism is a state of mind, a way of looking out at the world and constantly watching for opportunities.
- You attune your mind so you look at every situation and evaluate for its business potential.



# Entrepreneurism: Private versus non-profit

Six desirable and acquirable attributes of entrepreneurs (Timmons & Spinelli, 2007, p. 8):	Social entrepreneurs play the role of change agents in the social sector (Dees, 2001, p. 4):
• Commitment and determination,	• Adopting a mission to create and sustain social value (not just private value),
• Leadership,	• Exhibiting heightened accountability to the constituencies served and for the outcomes created (p. 4),
• Opportunity obsession,	• Recognizing and relentlessly pursuing new opportunities to serve that mission,
• Tolerance of risk, ambiguity and uncertainty,	• Acting boldly without being limited by resources currently in hand,
• Creativity, self reliance and adaptability,	• Engaging in a process of continuous innovation, adaptation, and learning.
• Motivation to excel.	

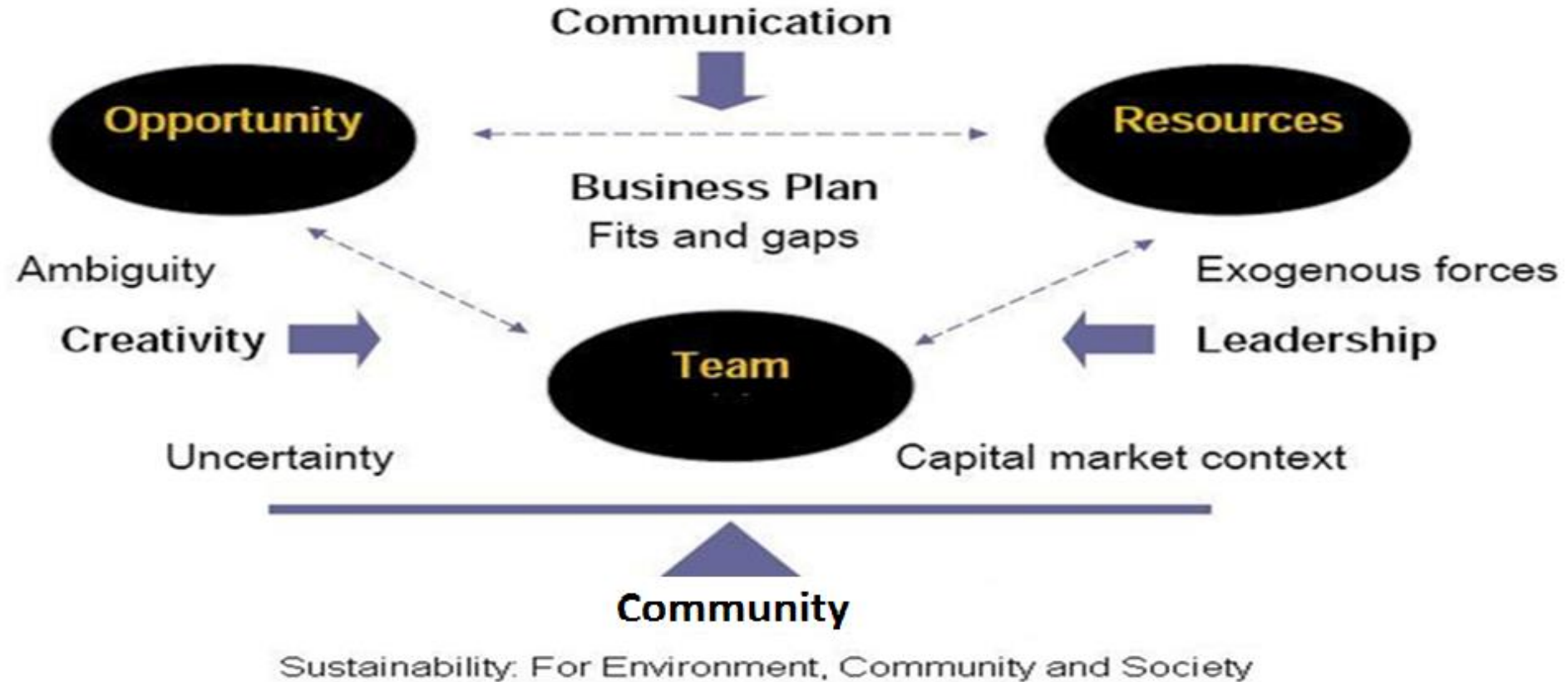
# Timmons Model of Entrepreneurism



Timmons J. & Spinelli S.  
(2007). New Venture  
Creation –  
Entrepreneurship for the  
21st Century (7th ED)  
Boston MA. McGraw-  
Hill/Irwin. P. 89



# Timmons Model of Entrepreneurism



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# Opportunity focus: Impact

- Opportunity is at the heart of the entrepreneurial process.
- Characteristics of good opportunities
  - MARKET DEMAND - Need
  - MAGNITUDE OF VALUE - Impact
  - MARKET STRUCTURE AND SIZE – Economy of Scale/Cost Effectiveness



# Team focus

## Principles:

- Not-for-profit focusing on an area in which they have little or no prior experience is in for trouble.
- A non-profit business venture has the best chance of succeeding if it is a relatively simple model and one that has worked elsewhere". Seedco Policy Center (2006, p. 17)



# Team focus:

- A great team can help a “B grade” opportunity to succeed.
- A poor team can cause an “A grade” opportunity to fail.
- Questions:
  - What are our skills shortfalls?
  - How can we increase our organizational capacity?
  - What do we need our partners to bring to the table?





# Resource focus: Revenue

- Two fundamental questions:
  - What revenue streams are we not currently accessing?
  - What is preventing us from accessing them?
    - Lack of operational history with funder.
    - Lack of expertise in the program area.
    - Lack of internal capacity.



# Resource focus: Revenue

- Secondary questions:
  - How much do we need?
  - How much do we have?
  - How do we make up the shortfall?
  - What is the sustainability plan?



# Case Study 1: Community development

## July 2014 – Denied

### Opportunity:

- To implement an asset-based community development initiative with residents involving 920 social housing units.
- Impact was to lower costs due to turnover and vandalism by creating a greater sense of community

## August 2015 – Approved

### Opportunity:

- To implement an asset-based community development initiative in the South Mountain neighbourhood involving 575 social housing units.
- Impact was to lower costs due to turnover and vandalism by creating a greater sense of community
- Involve residents in the surrounding area in activities.



# Resources:

July 2014 – Denied	August 2015 – Approved
<ul style="list-style-type: none"><li>• Ontario Trillium Foundation request - \$106,300</li><li>• Kiwanis Homes Contribution - \$50,000 over two years</li></ul>	<ul style="list-style-type: none"><li>• Ontario Trillium Foundation request - \$174,500</li><li>• Kiwanis Homes Contribution - \$25,000 over two years</li><li>• Victoria Park Community Homes Contribution - \$25,000 over two years</li></ul>

# Team/partners:

July 2014 – Denied	August 2015 – Approved
<ul style="list-style-type: none"><li>- Kiwanis Homes</li><li>- Boys &amp; Girls Club</li></ul>	<ul style="list-style-type: none"><li>- Victoria Park Community Homes</li><li>- Kiwanis Homes</li><li>- McGivney Community Homes</li><li>- Social Planning &amp; Research Council</li></ul>

# Case Study 2: Integrated Pest Management

## Opportunity:

July 2016 – Under review

Develop effective, affordable and client-centered “integrated pest management” practices for affordable and transitional housing organizations. The initiative will aim to preserve and promote tenant health, and increase the knowledgeability and responsiveness of pest interventions in local non-profit housing.



# Resources:

July 2014 – Under review

- OTF Request - \$130,800 over two years

# Team/partners:

July 2016 – Under review

- The St. Leonard's Society of Hamilton
- Victoria Park Community Homes Inc.
- Kiwanis Homes Inc.
- City of Hamilton Public Health
- Pest Management Provider



# Partnerships that make a difference checklist:

- Are you clear about your purpose?
- Do you have the right people round the table?
- Do you have a “big idea”?
- Has everyone got a role to play?
- Are you communicating regularly and effectively?
- Is everyone’s contribution valued?



# Collaboration – It's just business

- It's planned, not accidental
- Exploiting opportunities, not about creating need
- Focus on increasing capacity, not just sharing resources



# Collaboration – It's just business

- Focus on leveraging assets, not saving money
- Impact driven versus output driven
  - Outputs are quantitative. They are just numbers.
  - Impacts are qualitative. They measure difference.



QUESTIONS?

