Scoping & Sustainability Workshop

Northern Access Round Stage 2

May 10, 2023

Land Acknowledgement

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

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

Meet Your Facilitators

Matt Carreau
Senior Program Officer

Jeanette Diamond
Project Planning Specialist

Agenda

5 mins	Welcome and Overview
5 mins	Introduction & Context Setting
15 mins	Check-in poll and shareback
15 mins	**Part 1: Defining your Minimum Viable Solutions**
25 mins	**Breakout Discussion**
10 mins	Break
15 mins	**Part 2: Planning for a Successful and Sustainable Implementation**
25 mins	**Breakout Discussion**
5 mins	Wrap-up

Today's Session is 2 hours

Before we start...

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

Friendly guidelines for creating a respectful space

- **Share the air** – be mindful of other voices in the room that haven't had a chance to speak yet and create space for them to contribute.
- **Build on ideas** – listen to what others say and build on their ideas instead of waiting for them to finish before jumping in with your thoughts.
- **Speak from your experience** – your perspectives and experiences are unique, and so are those of your fellow applicants! Be mindful to respect the diverse perspectives and backgrounds of your peers that differ from your own.
- **Accountability** – we are accountable to ourselves as individuals, but also to each other as a community to uphold these guidelines and create a welcoming space.

Your Suggestions

Values

- Lead with kindness
- Be supportive of each other
- Do not be judgmental of each other's ideas
- Embrace silence

Practices

- Take turns talking during breakouts and discussions
- Listen more than you talk. Respect others when it is their turn to share
- You can choose to "pass" if you don't feel like talking, and you are welcome to rejoin the conversation at any time!

Introduction and Context for this Workshop

- Workshop objectives
- Round 3 Timeline
- Scoping challenges

5 minutes

Objectives of today's session

- Help you plan for the implementation stage of your solution and prepare a successful Stage 2 application submission.
- Help you navigate the uncertainty and complexity of delivery by strategically rolling out different components of your solution.
- Help you identify the components of your solution that will allow you create value and impact for your beneficiaries (and yourself).
- Ensure your solution remains viable and sustainable in the short-term and beyond the 18-month implementation stage period.

Round 3 timeline

Round 3 timeline

Scoping challenges

Concerns we're hearing from applicants:

- Implementation timeline is too short.
- Longer-term viability and sustainability of projects beyond the CMHC Challenge.
- Scope of proposed solutions may be too large or ambitious as initially conceived.
- Project complexity and uncertainty increases risk levels and makes planning for implementation a challenge.

Check-in poll

Scope & Sustainability Check-in and Share-back

15 minutes

Choose the option that best reflects how you and your team are feeling as you approach the Stage 2 application deadline and plan for implementation:

Option 1

My proposed solution is too ambitious and/or not feasible as originally envisioned. I need to rethink the scope and possibly scale back the implementation.

Option 2

The scope of my proposed solution is achievable, but I have questions about how best to approach planning for the implementation stage.

Option 3

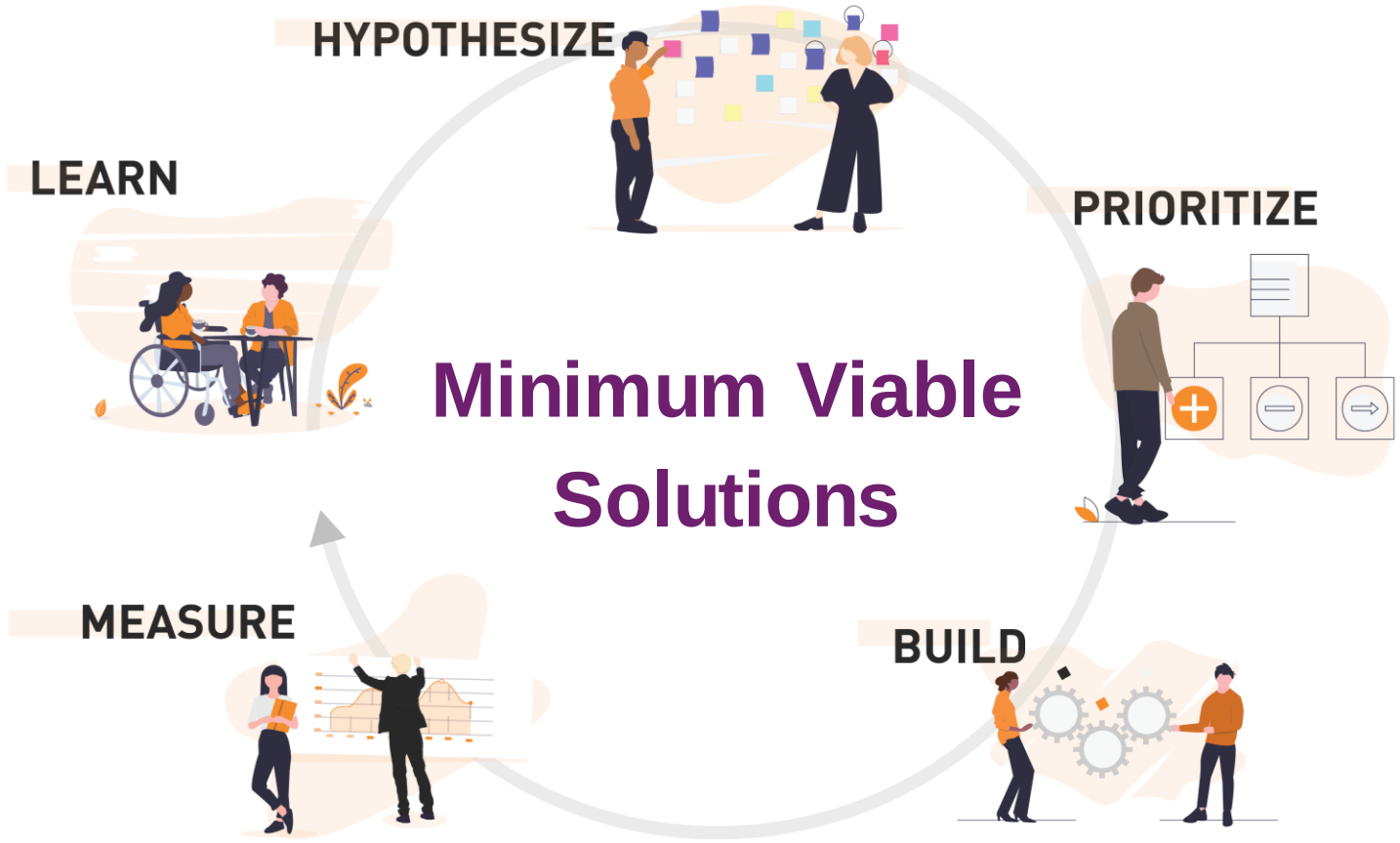
My implementation plan is solid, but I know I'm going to need more than 18 months and I'm concerned about longer-term project viability and sustainability.

Part 1

Define Your Minimum Viable Solutions

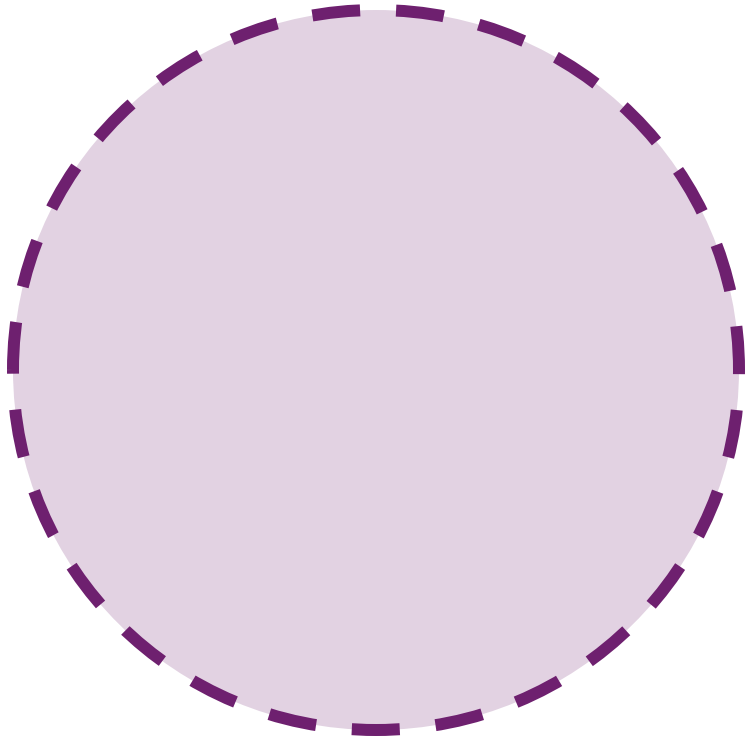
Plan your implementation in a tactical way by defining smaller components of your solution that can be delivered with minimal resources while still having impact and building long-term success.

15 minutes

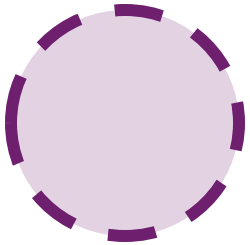


Getting from here to there

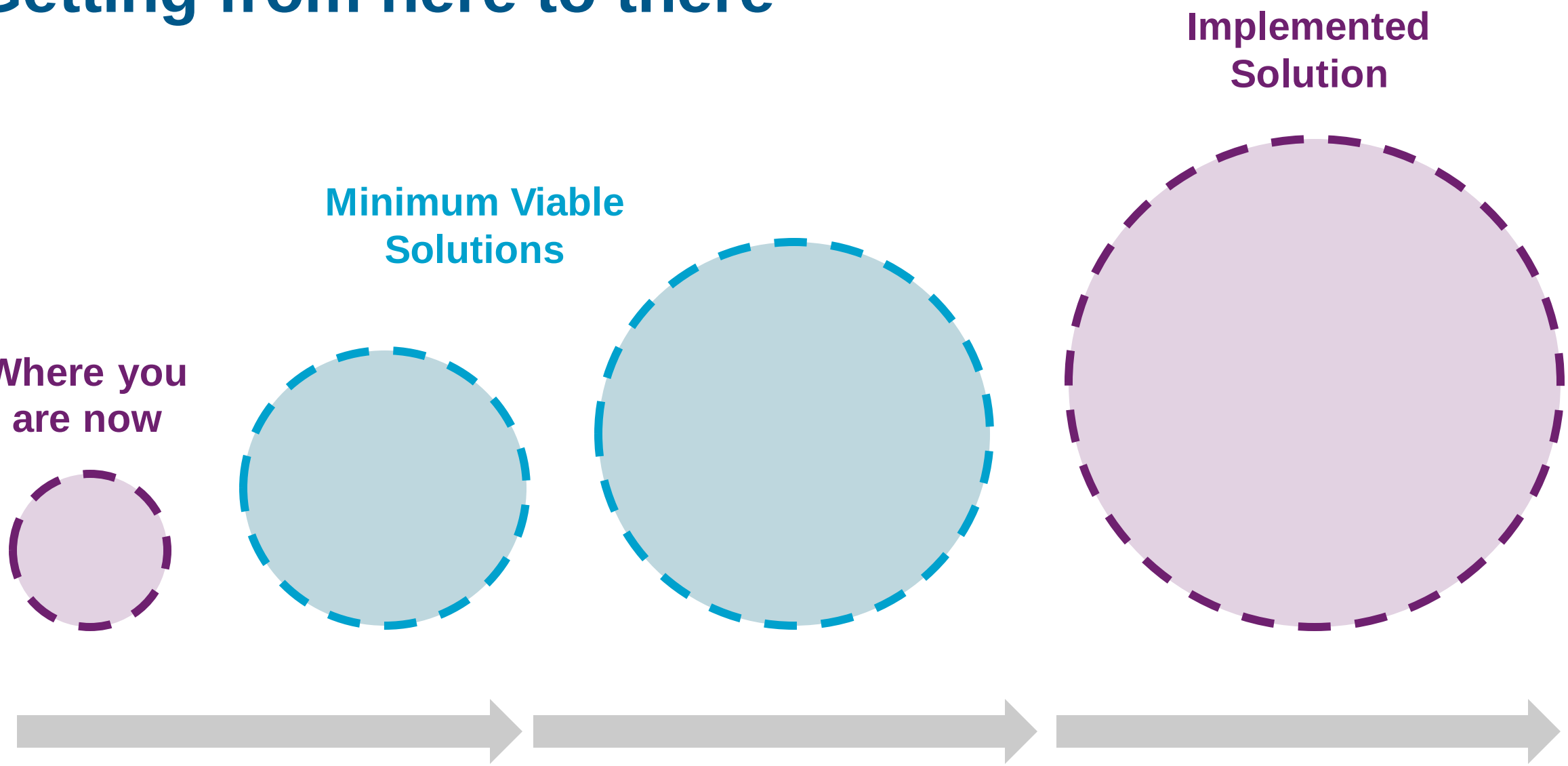
Implemented Solution



Where you are now



Getting from here to there

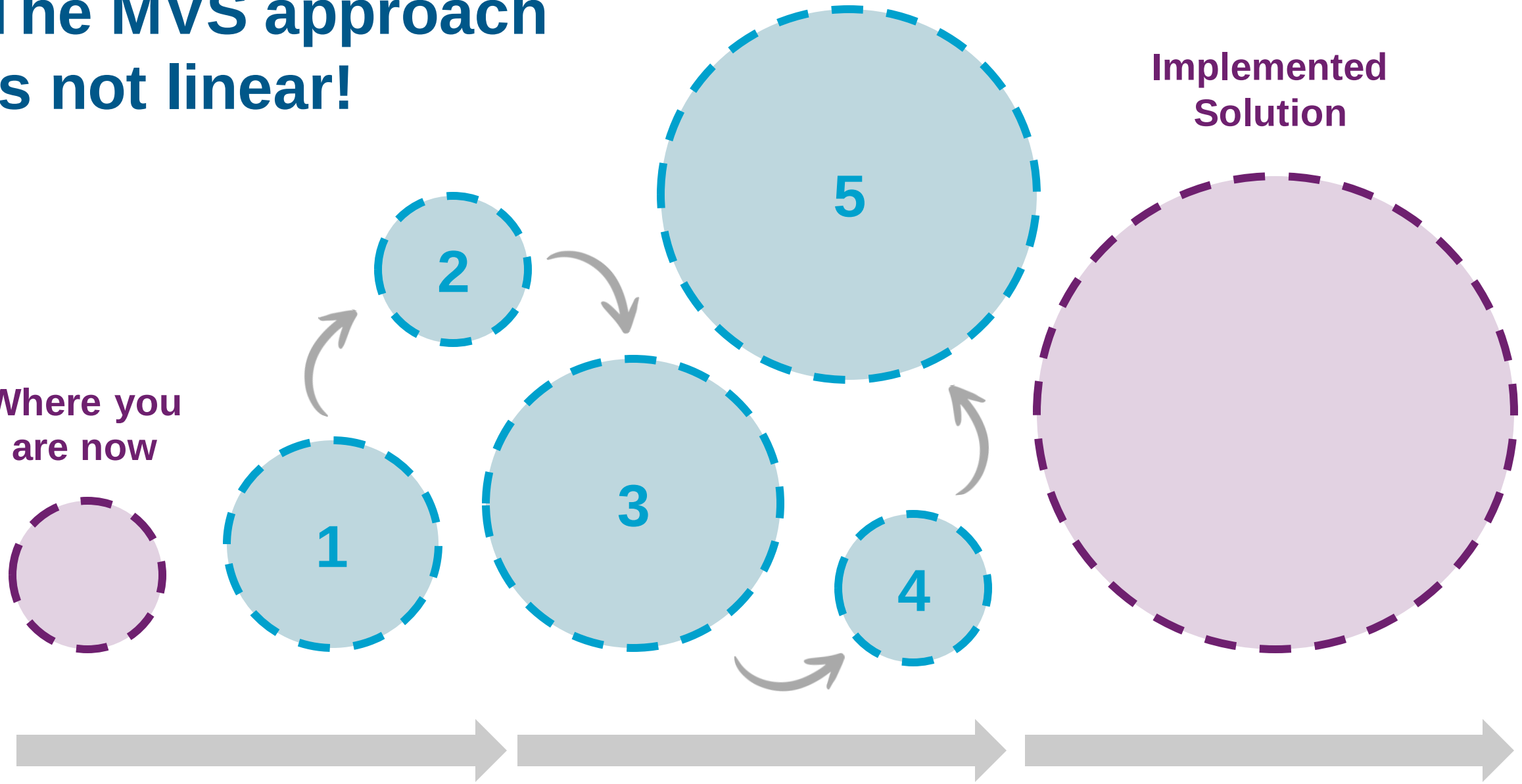


The minimum viable solution approach

A minimum viable solution (MVS) is a scaled down version of your solution that allows you to test its essential components in the real world with minimal resources.

- **Accelerate the delivery** of a complex project when you are facing constraints (e.g., time, resources, uncertainty etc.) but still need to deliver impact.
- **Identify components** of your solution that can be **decoupled** from the larger delivery and rolled out in advance to create value for communities and beneficiaries.
- **Test and improve** critical components of your solution and incorporate learnings into future versions.
- **Stage and phase** the delivery of your project in a tactical way that builds momentum and lays the groundwork for longer-term sustainability.

The MVS approach is not linear!



Example of an MVS approach

Solution Concept

Co-warehousing solution that offers flexible space and shared services for suppliers, shippers, builders and contractors to store materials. Solution includes an apprenticeship program in supply chain logistics.

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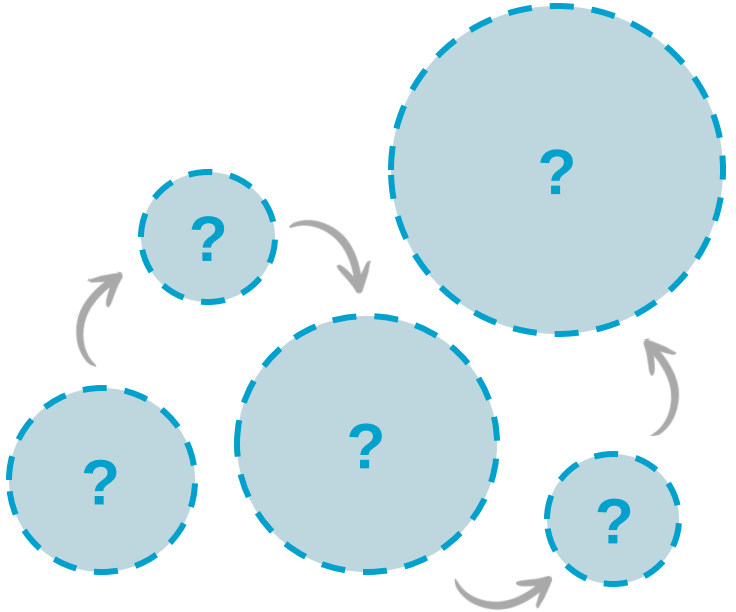
Co-warehousing solution that offers flexible space and shared services for suppliers, shippers, builders and contractors to store materials. Solution includes an apprenticeship program in supply chain logistics.

Stage 2: Key Activities

- Business case viability study
- Consultations with community
- Partnership building
- MOUs and funding commitments
- Permit to build warehouse facility
- Develop apprenticeship curriculum



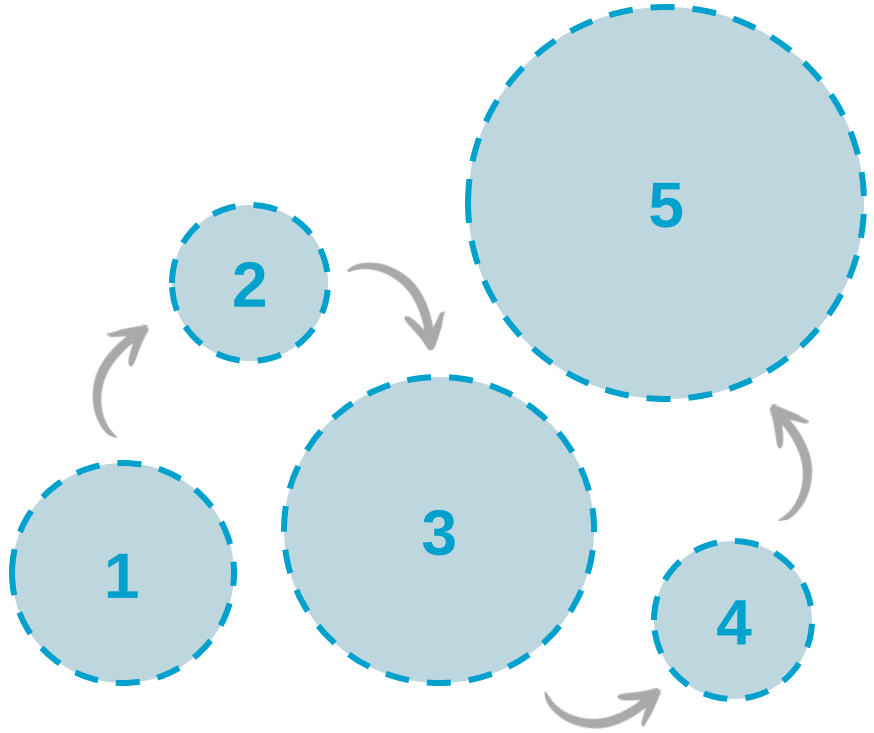
Example of an MVS approach

Solution Concept

Co-warehousing solution that offers flexible space and shared services for suppliers, shippers, builders and contractors to store materials. Solution includes an apprenticeship program in supply chain logistics.

Implementation Stage: Minimum Viable Solutions

- **MVS #1:** Lease space in existing logistics facility to pilot the co-warehousing concept and demonstrate viability of business.
- **MVS #2:** Roll-out 'shared services' offering for co-warehousing customers such as IT and a logistics support service.
- **MVS #3:** Build on the shared services model to launch an apprenticeship training program in building supply chain logistics.
- **MVS #4:** Create a playbook documenting the co-warehousing model and use this as a tool to generate interest and investment.
- **MVS #5:** Build new co-warehousing facility.



Features of a minimum viable solution

Timeboxed

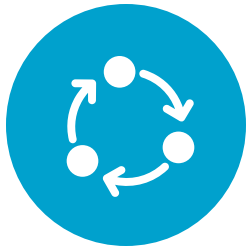
Delivered within a timeboxed period such as several weeks or several months.

Defined impact

Provides a clearly defined benefit or measurable impact for your business or beneficiaries.

Built to test a question

Tests an assumption or validates an idea. Increases knowledge and minimizes risk.



Iterative learning

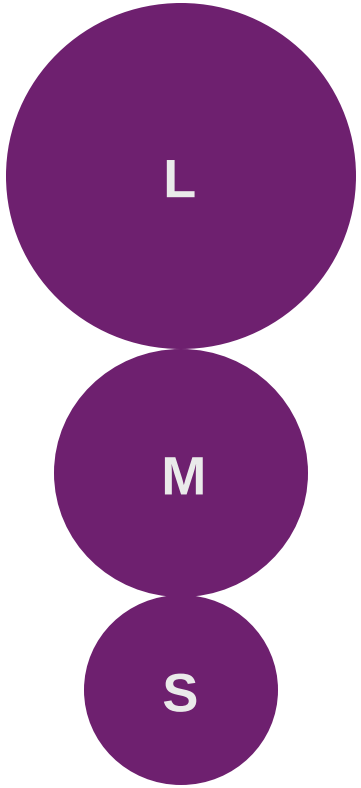
Includes feedback loops to incorporate learnings into subsequent delivery cycles.

Usable

Delivers a tangible and usable product, service or offering for your business or beneficiaries.

How to define your minimum viable solutions

Large / Medium / Small



Work backwards from the largest, most ambitious version of your project to identify medium and smaller-scale versions that still deliver impact.

Large: The fully realized version of your solution with all the bells and whistles.

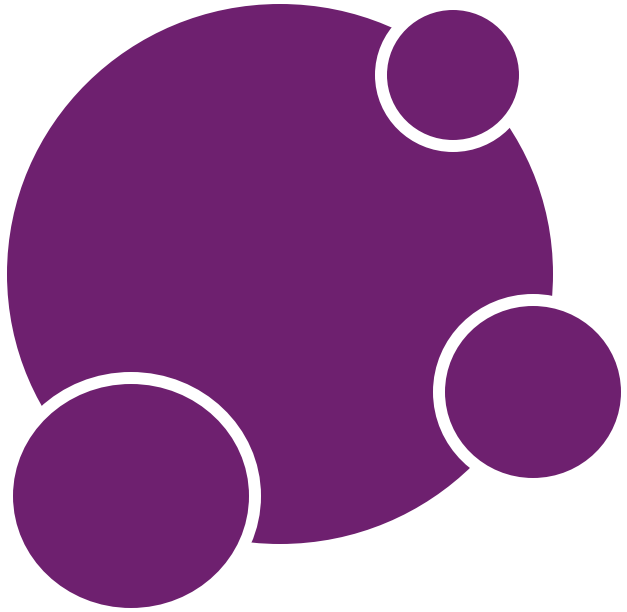
Medium: A less robust (but still impactful) version of your solution that includes some but not all the essential components; OR scaling-up an existing solution or components of a solution for greater impact.

Small: A light-weight, relatively easy to implement version of your solution; OR focusing on developing one small component of a solution that is necessary for establishing longer-term success and viability.

How to define your minimum viable solutions

Solutions within solutions

Identify components of your solution that can be decoupled from the larger delivery and rolled out as "stand alone" products or offerings.



- Look for components of your solution that can create high impact and value for the communities and beneficiaries you are serving.
- Look for "early wins" and "easy wins", but also slightly more complex components that can help you establish a more solid foundation and build project momentum.
- Look for components of your solution that are relatively free of critical dependencies (internal or external).

How to define your minimum viable solutions

Identify your riskiest assumptions

Are there any components of your solution that still need to be tested and validated? Minimize your risks by developing minimum viable solutions to test your assumptions.

Deepen your learning

Test and improve the critical components of your solution by building MVS release cycles around them to get feedback and input from the community and incorporate learnings into future iterations.

Experiment with new components

Before taking the plunge on a large investment into a new feature or component of your solution, run a minimum viable release test to see if it meets your needs.

Get things moving!

Feeling stuck and don't know where to start or have lots of potential irons in the fire? Choose one thing and build a robust MVS around it to kick start implementation.

Breakout discussions

Reflection Questions

- What steps are you taking to adequately scope and scale your solution so that you can move forward and create impact in the implementation stage, whatever happens?
- Are there any components of your solution that need to be tested and validated? How might a minimum viable solution approach help?
- Are there components of your solution that can be decoupled from the larger delivery and rolled out as "stand alone" products or offerings?

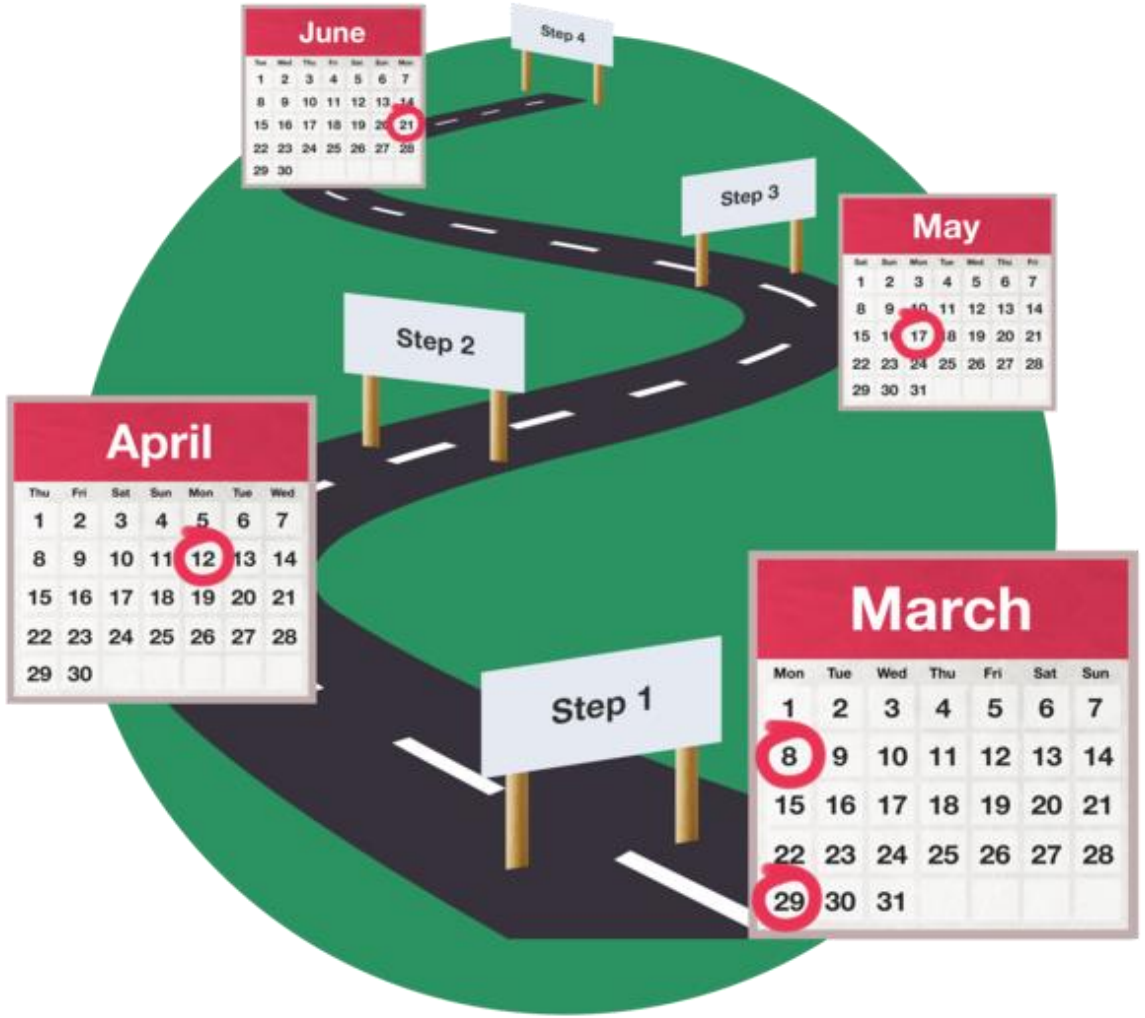
Let's take a
10 minute Break!

Part 2

Planning for a Successful and Sustainable Implementation

Using a delivery roadmap to sequence your minimum viable solution components and plan for a more sustainable implementation.

15 minutes

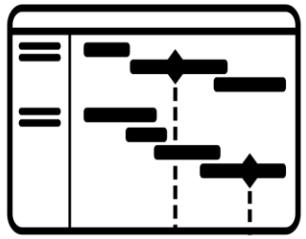


The MVS approach is about Risk Management

Managing risks associated with uncertainty and complexity for a successful delivery

Uncertainty

- Uncertainty about key aspects of delivery (e.g., time, cost, inputs/effort required, etc.).
- Requirements that change over time (e.g., technology, needs of community).
- Gaps in knowledge and assumptions that need to be tested.

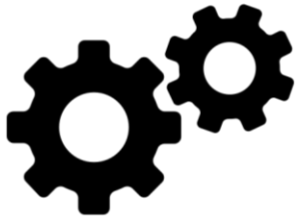


Complexity

- Implementation with many moving parts and multiple inter-dependencies.
- Complex and technical details.
- Significant impact to project success if dependencies fail.

The MVS approach is about Sustainability

How do you sustain delivery over the long-term?

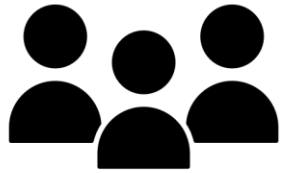


Operational Sustainability

- Internal team/org structure
- Partnerships
- Development approvals
- Infrastructure & supply chain
- Labour

Financial Sustainability

- Remain flexible and responsive to changing funding opportunities.
- Establish and sustain revenue generating opportunities.
- Adapt to unexpected costs.



Community Sustainability

- Maintain community support and participation in process.
- Invest in community capacity.
- Continuous and equitable sharing of project benefits.

A delivery roadmap can help...

A delivery roadmap can help you manage risk and deliver a more sustainable solution

- Sequence, plan, execute and release your solution components.
- Identify the key activities and critical dependencies that are required to deliver the various stages and components of your solution.
- Ensure alignment with your team on success criteria, key features, required resources and the timing that MVS release can happen.
- Useful for both internal team alignment and external communication with project partners.

Delivery roadmap

				Key Activities & Dependencies				
MVS	**Key Features & Functions**	**Resources & Requirements**	**Success Criteria**	**Next 4 Months**	**Q4 Oct-Dec 2023**	**Q1 Jan-Mar 2024**	**Q2 Apr-Jun 2024**	**Beyond March 2025**
MVS 1: Pilot co-warehousing								
MVS 2: Roll-out shared services offering								
MVS 3: Launch apprenticeship program								

Example

Minimum Viable Solution #3

Launch pilot of apprenticeship training program in supply chain logistics.

Key Features & Functions

- 12-month training program.
- Geared to ages 20-35.
- Paid apprenticeship that combines on-the-job learning and professional development courses.
- Alignment with territorial training standards.

Resources & Requirements

- Training curriculum and guidebook.
- Trainers, advisors and mentors.
- Office and classroom space and equipment.
- Budget.

Success will look like...

- Apprenticeship is certified by territorial authorities and endorsed by local community and businesses.
- 6 apprentices recruited and retained in first cohort.

Example

Minimum Viable Solution #3

Launch pilot of apprenticeship training program in supply chain logistics.

Key Activities: Next 4 Months	Q4 Oct-Dec 2023	Q1 Jan-Mar 2024	Q2 Apr-Jun 2024
• Conduct skills gap needs assessment in community. • Review territorial training guidelines. • Assemble advisory committee to advise on apprenticeship.	• Create learning objectives framework to guide curriculum development. • Share early draft of curriculum with advisory committee for feedback.	• Finalize curriculum, submit to territorial authorities for review. • Reach out to potential training delivery partners. • Begin recruitment for first cohort.	• Launch 3-month pilot version of training program to test curriculum and generate interest. • Continue recruiting trainees for official launch in September.

Breakout discussions

Reflection Questions

- What steps are you taking / do you need to take steps to ensure your project remains viable and sustainable beyond CMHC funding after March 2025?
- How might a delivery road map help you create a more sustainable implementation plan?

Wrap Up

Wrap up & next steps

Short evaluation survey

Please complete our poll to let us know what you thought about today's event and how we can support you moving forward!

Wrap up & next steps

Looking for some additional support and guidance?

1:1 Advisory Support

We still have experts on hand that you can reach out to for 1:1 support until June 16. Take advantage of this opportunity now to get support as you approach the Stage 2 application deadline and begin thinking about planning your implementation.

Wrap up & next steps

Upcoming Events and Activities

Application Writing Workshop (May 31)

Learn strategies for writing a high-quality proposal from a grant writing expert. CMHC will be present to answer questions about the Stage 2 application.

Communications Workshop (mid-June)

This workshop will provide you with communications skills to help you tell the story of your solution and develop a 10-minute pre-recorded presentation for your Stage 2 submission.

Wrap up & next steps

Additional Resources

Delivery Roadmap template

Download a copy of the Delivery Roadmap template on the Community Solutions Portal. This template is not required for your Stage 2 application submission, but it could help you plan!

Project Management Resources

Additional resources on project planning and risk management can be found in the Project Management recording available on the Community Solutions Portal.

Wrap up & next steps

How to get in touch:

Housing Supply Challenge Support Program
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Thank you!