London & Middlesex Housing Corporation
Société de Logement **London & Middlesex**

LMHC Strategic Plan 2017–2020

May 2017

Whitesell & Company

CONTENTS

APPENDICES

FIGURES

Strategy 2017–2020

CHAIR MESSAGE

This is an important moment in the history of London and Middlesex Housing Corporation. Through the 2017-2020 LMHC Strategic Plan, we are redefining what we do and how we do it.

Building upon past accomplishments and a deep understanding of our communities, we are charting a new path that embraces shifting needs, pressures and opportunities. As a property-based Corporation and the largest social housing provider in the region, it is critical that we envision and plan for the renewal of our aging housing stock. At the same time, this strategic plan will guide our growing and indispensable role in our community's social architecture. Our tenants' dignity begins with housing and is often connected to the supports and services that we increasingly deliver. Fundamentally, the integration of our property services and supports is vital because our tenants matter.

Redefinition is never easy. Self-study, planning and implementation of the goals and priorities that we have described in this strategy will guide LMHC in the next three years and well beyond. I want to congratulate LMHC's Board and especially the CEO, the senior leadership team and their staff for their energy, insights and optimism for our ambitions. You will see both the spirit and intent of the 2017-2020 LMHC Strategic Plan to meet challenges head-on and to be a hub for leadership, partnership, collaboration and renewal in the City of London and Middlesex County.

Michael Buzzelli, PhD
Chair, LMHC Board

Josh Browne
CEO, LMHC

CEO MESSAGE

I am pleased to introduce LMHC's 2017-2020 Strategic Plan. Our plan represents a truly collaborative effort, designed to genuinely reflect the needs of the tenants and communities we serve. LMHC will deliver services using a new approach for a new era. The seven Strategic Goals detailed in this document will guide us as we reimagine, reposition and reinvent LMHC from a *Property Manager* to a *Housing Provider that CAREs.*

In the current economic and political environment, traditional public housing models and service delivery methods are strained beyond any acceptable limits. Growing tenant and community needs often remain unmet. LMHC's sole reliance on public funding to meet these escalating needs is not a financially sustainable approach. As such, LMHC will respond to these new and shifting challenges by turning challenges into opportunities.

We will reposition LMHC for success by creatively seeking alternate financing tools and revenue streams to better maintain the homes we offer, improve our supports and invest in our people. We will focus on the effectiveness of our operations by identifying and maximizing opportunities for innovation, implementing lean approaches and technology that will improve our services and communication.

Our strategic plan will change LMHC's role in the community by aligning the type and scope of support services that will engage, assist and empower our tenants. We will ensure that social and affordable housing is fully considered and represented in the political process by accepting our responsibility to advocate on behalf of our tenants and community partners.

These strategic initiatives will reinvent and refocus the way we manage our assets, support our tenants and grow our portfolio. This plan will build our reputation and establish trust and confidence in our organizational capacity for growth. With new leadership, a strong Board, a committed staff and guidance from the principles in this plan, LMHC will rise to new heights and make a difference. We invite you to explore our vision of the new LMHC – *We CARE.*

Strategy 2017–2020

INTRODUCTION

The London & Middlesex Housing Corporation presents its latest strategic plan that will guide the organization through to the year 2020. This three-year LMHC strategic plan is different from all previous strategic plans in two significant ways. First, the strategy declares the corporation's intention to establish a new foundation for the future. This intention, supported by seven (7) strategic goals provides the architecture and scaffolding for the new direction. The foundation will be based upon regenerating, revitalizing and building new properties to house and, importantly, support the people of London and Middlesex County to help tenants experience safety, housing stability and a sense of community while living in LMHC properties.

Second, the process to develop this strategy was robust, intense and inclusive to achieve alignment of all stakeholders from the Shareholder to the LMHC Board to Tenants regarding the commitment to change how LMHC is governed and how it operates. Figure 1 is an illustration of the alignment that we have attained during this process and how the 2017-2020 Strategy is framed by its new Mission, Vision and Values.

This strategy is also different in how it is being presented. We have carefully captured and distilled the significant events during the past 16 years of LMHC' s history as a social housing provider. That context will help our stakeholders understand and support the changes that we have outlined in our seven strategic goals and, especially, the fourth goal to engage, assist and empower our tenants.

For added context and to acknowledge that we cannot get to where we want to be in three years without community partnerships, we have connected the LMHC strategy to several municipal plans that address homelessness, poverty, affordable housing and the City of London Strategic Plan, 2015-2019.

We have been candid in this document about the challenges that we are facing beyond the traditional SWOT technique that deals with internal and external variable – strengths, weaknesses, opportunities and threats. Our direct, revealing approach to describe our internal current reality will provide an evidence-based touchstone for the future.

Social housing is not the same as affordable housing. Affordable housing is open to a broader range of household incomes than social housing.Households do not have to be eligible for social housing to apply for affordable housing, though people who are eligible for social housing may also be eligible for affordable housing properties. LMHC wants to provide these housing forms (and more) to achieve mixed income profiles in new build properties as well as in some regenerated or revitalized properties. This will also provide LMHC with an improved income stream to support proactive operational initiatives and maintenance.

Many LHMC properties have reached the end of their useful lifetimes and need regeneration. Changing demographics are not well served by projects designed for the needs of

previous generations. For instance, 10 years ago, Wi-Fi would not have been considered an essential service and our aging population in London and Middlesex is living longer while their need for supports increase.

We have included an IT 'White Paper' in our strategic plan because information technology and systems will play an increasingly larger role in how LMHC conducts its business.[1] Technology will help the organization leverage its services while providing real-time information regarding its key performance indicators, metrics and measures. Having the right people with the right skills in the right positions will be essential for success while applying *lean* business techniques and tools to keep the overall staff count at an optimal level. LMHC currently has 56 permanent, full-time positions. The consultant made a preliminary estimate of additional staff that will be required to implement the strategy and the final number will be determined during the development of the Implementation Plan between July and December 2017.

The Directors, Managers and Staff of LMHC have been waiting for this opportunity to mobilize their initiatives and ideas. Culturally, we know that trust and commitment levels are variable because these elements have been measured along with three other dimen- sions of teamwork - conflict, accountability and results - that provide data points and a baseline reference. The people of LMHC are talented and eager for positive change so we will measure the five dimensions again at the end of 2017 to determine our progress with teamwork, especially cross-departmental teamwork.

The Local Housing Corporations in Ontario, including LMHC, are managed by 47 Service Managers and there is agreement that they do not have access to the right amount of capital that is necessary to repair and maintain current units to a consistent standard of repair, let alone develop a new supply of units that is sufficient to meet increasing demands. LMHC will work closely with the City of London, the Consolidated Municipal Service Manager and the new Housing Development Corporation to identify financial tools and tailored, best practices to give LMHC more financial flexibility to implement its strategic plan. Access to the City's VFA software for capital and asset tracking and analysis is an example of just one of the shared services that will add to LMHC's corporate core capabilities.

Mission

We provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

Finally, LMHC exists for a reason that has been converted into our new Mission:

We provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

---

1   See Appendix C — IT White Paper.

Following one of the tenant focus groups, the consultant was approached by a middle-aged woman who had experienced severe physical and mental partner abuse before being placed as a priority tenant in one of the LMHC buildings. In a calm and direct tone of voice she said, "I have lived here for close to five years and I still marvel at the million-dollar location. I have made my apartment very pleasant and I have everything I need within walking distance while the bus stops out front and takes me wherever I want to go. The problem is that I haven't felt safe for the past few years because of some unruly people and the building condition has deteriorated. I don't want to move because this is my home. I hope that you have listened to us."

We are listening and We CARE.

Paul Roszell
Director
Assets & Property Services

"Solid foundations are a fundamental part of stable lives, properties and organizations. LMHC's hard work over the last decade has allowed us to build the solid foundation needed to transition our organization and properties. This will provide us with an exciting opportunity to further help stabilize our tenants' lives by providing better and more, affordable homes."

Andrea Topham, MBA
Director
Corporate Services

"It is evident that the social housing sector is at a critical precipice. We must evolve and innovate to overcome these significant challenges. Working together to implement LMHC's 2017-2020 Strategic Plan, we will leverage our experience to find new solutions, seize opportunities and spearhead change. We are doing this to provide sustainable and affordable housing and positive community impact."

Andrea MacKenzie
Director
Tenant Administration

"With our new strategic plan, LMHC is embarking on a transformative journey for our tenants, staff and Board members alike. Development is about transforming the lives of people, not just structures, and I am looking forward to being a part of the actualization of our new mission and vision. We are about to launch a fundamental shift in LMHC's business model while we refocus our goals and objectives to provide a positive impact in the lives of our tenants as well as the rest of our community."

Strategy 2017–2020

MISSION, VISION AND VALUES

The LMHC Mission is a statement that builds on the organizations role as a social housing provider by adding the critical component of a supportive environment. The provision of the right supports to the right people help to ensure sustained, healthy and stable tenancies. Whether the supports are delivered directly by LMHC or through community partnerships, this change to the Mission reflects the emerging reality of the changing demographic mix in LMHC properties.

LMHC exists for a reason that has been converted into our new Mission:

"We provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities."

The LMHC Vision has two parts: 1) Vision Statement, and, 2) Values & Slogan. The Vision provides focus to the Mission Statement and is intended to align stakeholders, attitudes, perceptions, resources and actions while establishing the platform for the strategy. The 2017-2020 strategy and implementation plan are being developed to fulfill the Mission and Vision of LMHC.

The words that comprise the Vision are concise, precise and meaningful:

"We envision healthy homes and communities in London and Middlesex. Leading by example, LMHC will help make a difference and positively impact lives using housing as the foundation."

The Values of LMHC are being expressed as alliterate, binary combinations of single words. Those words have intrinsic meaning that direct the extrinsic actions and behaviours of the LMHC team. The exception is the final word, equity, that provides a foundation and summary of the Values. A good slogan is a transition statement that sums up and sets up the organizations strategy.

LMHC has used an acronym, CARE, for the slogan for impact and to provide a mnemonic for all stakeholders. The slogan will also provide a starting point in the development and implementation of a future communication strategy.

Mission

We provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

Vision

We envision healthy homes and communities in London and Middlesex. Leading by example, LMHC will help make a difference and positively impact lives using housing as the foundation.

We CARE

Collaboration | **C**ommitment
Accountable | **A**ccessible
Respect | **R**esponsive
Equity | **E**xcellence

The following is an additional explanation about what it means to CARE.

Collaboration We recognize that no single person or idea can solve affordable housings complex challenges. We believe that people working together can create greater impact than any one individual or even one organization can accomplish alone. By coordinating with diverse community stakeholders and networks, we will pursue purposeful partnerships that are well designed and supported. We will work with tenants, partners and neighborhoods – listening, challenging and sharing – to better understand and respond to the needs of our tenants and communities.

Commitment We perform our duties with utmost commitment and regard to the high standards expected of a Local Housing Corporation to deliver social housing and supports. We are responsible to our tenants, our employees and our sole shareholder, the City of London. We commit to doing the right thing and we will reject professional and ethical shortcuts.

Accountable We are accountable for our actions. We accept responsibility for our performance and we share the results of our work in an open, honest and transparent manner. Demonstrating integrity and responsible stewardship of our resources, we expect the best of ourselves and our stakeholders — personally and professionally. We will cultivate individual and team accountability creating an environment where people can make a difference.

Accessible Access to services and supports positively impacts well-being, social participation, education, health and employment. Accessibility is important for our tenants' quality of life as it creates the potential to take advantage of opportunities for successful social mobility and to access health services, goods and services within the community. We will provide all services and information resources, regardless of technology, format, or methods of delivery, that are readily, equally, and equitably accessible to all tenants.

Respect We respect people as individuals and create environments where fairness, trust and equitable treatment define how we work. We approach our work with a deep respect for different opinions and seek to find common ground. No matter how difficult the issue or circumstances, we treat those we encounter with respect and dignity. We insist on a culture of respect as the foundation of our work together and recognize that words and actions matter.

Responsive We provide the highest possible quality of responsive service informed by meaningful consultation and delivered in a professional manner. We will listen to our tenants and respond by putting proactive solutions in place to meet their needs in a creative and fiscally responsible manner.

Equity is the foundation of LMHC's Values. We value equity, inclusion, and dignity for all regardless of their background, point-of-view or position in life. Seeking to achieve fairness and justice for all, we will recognize the individual needs of tenants required to achieve and maintain housing stability, health and well-being. We will ensure the dignity of all people and we demonstrate the value of diversity through our honest, caring and ethical interactions and practices

Excellence We go above and beyond ordinary and strive towards the exceptional and extraordinary in each and everything we do. We pursue excellence by: nurturing and sustaining innovation and invention; achieving quality in our work, relationships, and outcomes; delivering on our mission, vision and values; providing better services to tenants; strengthening our credibility among tenants, decision-makers, and the public; delivering tangible results recognizing that excellence in creativity, problem solving and teamwork is critical to our success.

We CARE

Collaboration | **C**ommitment
Accountable | **A**ccessible
Respect | **R**esponsive
Equity | **E**xcellence

STRATEGIC GOALS AND OBJECTIVES

Our seven strategic goals and objectives are as follows:

A.   Improve, Renew and Maintain the Homes that we offer

1) Develop an asset strategy with the intent to have "a shovel in the ground"

2) Ensure capital improvements relate to the annual capital plan and long term capital replacement strategy

3) Improve building conditions to make them more functional

B.   Invest in People to build long-term organizational capacity

1) Strategically align HR processes to support organizational goals and clarity

2) Align people, systems and functions to fulfill our growth strategy

3) Identify and develop leadership capacity among our People

4) Enhance our culture to support emotional health, physical safety and well-being

5) Grow a learning organization fostering pride, mutual respect and informed decision making

C.   Stake out our critical role in supporting housing stability and preventing homelessness

1) Inform and influence London housing policy, intake, waitlists, needs assessment and supports

2) Engage key community "stakeholders" to help them understand that LMHC is an integral part of the solution to prevent homelessness and support housing stability

3) Change the public narrative to better inform and gain support for LMHC services; positively influence perceptions and develop a broader narrative

4) Advocate for LMHC housing, supports and appropriate, sustainable funding

5) Advocate for housing system change, e.g., RGI, connecting supports to residents, legislation change

D. Engage, Support & Empower Tenants

1) Create tenant and housing stability by investing in support systems that will address the multiple complex needs of tenants

2) Create a Tenant engagement strategy

3) Implement tenant onboarding and education programs

4) Expand and improve tenant communication channels

E. Grow Organizational Effectiveness

1) Establish an Organizational Communication Strategy to addresses internal and external communication needs

2) Update and streamline organizational systems to offer better customer service and expand organizational capacity

3) Create a Governance Model to best support LMHC Operations

4) Develop an organizational evaluation framework

F. Establish long-term financial growth and stability

1) Develop a comprehensive financial plan

2) Fund the implementation of the Strategic Plan and create new funding tools and revenue streams to ensure ongoing financial sustainability

G. Maximize Information and Technology for Informed Decision Making

1) Create an information technology strategy that forms a digital business model for the way we work and provide digital services for our tenants and our people.

2) Utilize cloud based services where it will improve efficiency and is cost effective that enables our tenants to self-serve to our services.

3) Invest in IT to deliver high performing systems that meet the changing needs of the organization and our tenants, to drive efficiency and effectiveness.

4) Adopt, where appropriate, industry recognized standards to manage and protect our information technology assets, and to ensure services are efficiently and effectively managed and developed.

CONCLUSION

The LMHC Strategic Plan 2017-2020 is bold, pragmatic and achievable. Stage 1 of the strategic planning process was, at times, arduous as the planning team engaged in robust dialogue with stakeholders to gain understanding, support and alignment. The strategy is supported by extensive research that revealed evidence to support LMHCs need for change and how to change. Tenants were at the centre of all discussions because that is why LMHC exists.

The importance of Stage 2 in the strategic planning process cannot be over-stated. During the period from May to September 2017, the managers and staff will be engaged to help create the Implementation Plan that will be launched in October. The strategy will then be operational and will be continuously improved to achieve the Goals and Objectives by March 2020. At that time, LMHC will engage in the next, formal 3-year strategic planning process that will guide the organization until 2023.

London & Middlesex Housing Corporation

Board of Directors

Back Row: Darren Chapman, Sean Quigley, Michael Buzzelli.
Front Row: Vance Blackmore, Sarah Campbell, Marci Allen-Easton, Anna Hopkins
Absent: Larry Ducharme

STRATEGIC PLANNING METHODOLOGY

There are a plethora of valid strategic planning theories, techniques and tools available to leaders, organizations and consultants. The consultant worked closely with the Board and the CEO to select a methodology for LMHC that would challenge the accepted notions about what the process entailed, disrupt the status quo and, most importantly, make certain that the emerging strategic plan had a high probability for successful implementation.

One of the outcomes of the strategic planning process was a much clearer understanding regarding the boundaries between LMHC governance and operations. The Board contributed directly with the creation of the new Mission and the related discussions revealed that for the strategy to be successful, the Board needs to engage the Shareholder and be an active advocate on behalf of the corporation that they govern. The Board approved the Vision and Values that the CEO developed. The CEO, as the sole employee of the Board, is directed by the Board to implement the strategy. *Figure 1* illustrates the boundary between governance and operations.

There were several components and phases to the strategic planning process that included the following activities:

- Project launch with the CEO and Board of Directors
- Internal interviews and focus groups
- Document review and research
- (3) 1-day strategy sessions with the Board, CEO, SLT and management
- Community consultation process, including individual City Council members
- Tenant interviews and focus groups
- Internal online staff survey
- (1) 2-day strategy session with the CEO and SLT
- (4) half-day strategy sessions with the CEO and SLT
- (3) Board updates presented by the consultant
- Board interviews (individual) to isolate and confirm strategic priorities
- Online survey with Board to determine priorities using Item Response Theory

The process began with the consultant seeking the *ground truth* about LMHC from over 50 managers and staff. This technique was used to comprehend, assess and evaluate LMHC across several dimensions using semi-structured, 1-hour, confidential interviews and, often, follow-up interviews to clarify and confirm information. Managers and staff

LMHC Strategic Plan
Accountability

Figure 1

Board & CEO
- MISSION & VALUES
- VISION
- STRATEGY

CEO & LMHC Staff
- STRUCTURE & SYSTEMS
- TRENDS & INDICATORS
- EVENTS, DATA & METRICS

LEADERSHIP

MANAGEMENT

© 2014, Whitesell & Company, Inc.

communicated their experience, expertise, accomplishments, challenges and organizational perceptions through their individual lens. The information that was collected through this process was collated, analyzed and validated through the document review and research as well as with senior leadership. The results constitute what people believe is (or has been) happening in LMHC and, when consistent with data points, facts and other evidence-based corroboration, their informed perspectives provide a powerful and highly accurate perception about LMHC current reality. Inconsistency between the ground truth and the fact-based evidence can also be informative and valuable for the strategic planning process.

The Board of Directors participated in (3) 1-day strategic planning sessions with the CEO, Josh Browne, the senior leadership team and members of the LMHC management team. These sessions were facilitated by the consultant between December 2016 and February 2017. The Board was introduced to the strategy models that would guide the development of the 3-year strategy, including the Mission, Vision and Strategy. During the final strategy session on February 25, the new Mission Statement was unanimously confirmed.

During the February 25 strategy session, the CEO offered a draft version of the Vision as a starting point but the strategy team was unable to reach consensus.[2] It was agreed that two members of the Board would meet with Josh and the consultant on March 13 to participate in the development of a final version of the Vision. In the interim, the consultant provided Josh with some guidelines, examples of vision statements and questions to consider in the creation of his second draft Vision.

The Board committee accepted the updated draft of the Vision during the March 13 meeting. The CEO and the consultant presented the Vision to the senior leadership team (SLT) during a 2-day strategy session on March 14-15. Additional changes were made during the SLT session that were deceptively simple but, indeed, critical to provide clearer, mutual understanding about the operational implications of the new LMHC Vision. The CEO also submitted a set of Values that provided a meaningful enhancement to the Vision. The rationale for the Vision and an explanation of the Values is outlined in the next section.

The strategic priorities for the next three years were determined by a lengthy, robust, textured process that involved *deep dive* discussions about LMHC strengths, weaknesses, opportunities and threats (SWOT). The elements of these discussions were distilled into 13 issues/priorities with definitions for each priority. The consultant sent the CEO and Board members an online survey that compared pairs of priorities in forced choice combinations using Item Response Theory.[3] Each combination for the forced choice comparison answered the question: "Which issue is more important for LMHC to be aligned to our mission and vision during the next 3 years?" The Board members were also

---

2   The Vision was defined as a future-based current reality that guides decision making during the next three years.
3   Glencross, D.M. 2015. *The Basics of Item Response Theory.*

asked to rate the current performance of LMHC on a low-high scale of 1-9. *Figure 2*, the Strategic Opportunity Grid, is the product of the survey across the scales of *priority and performance.*

Figure 2 **London & Middlesex Housing Corporation**
Strategic Opportunity Grid

2017 - 2020

A - Maintenance
B - Communication Engagement
C - Human Resources
D - CRWs and Supports
E - LMHC Team - A Rightous Mission
F - Integrate Housing & Homelessness
G - Engage, Assist and Empower Tennants
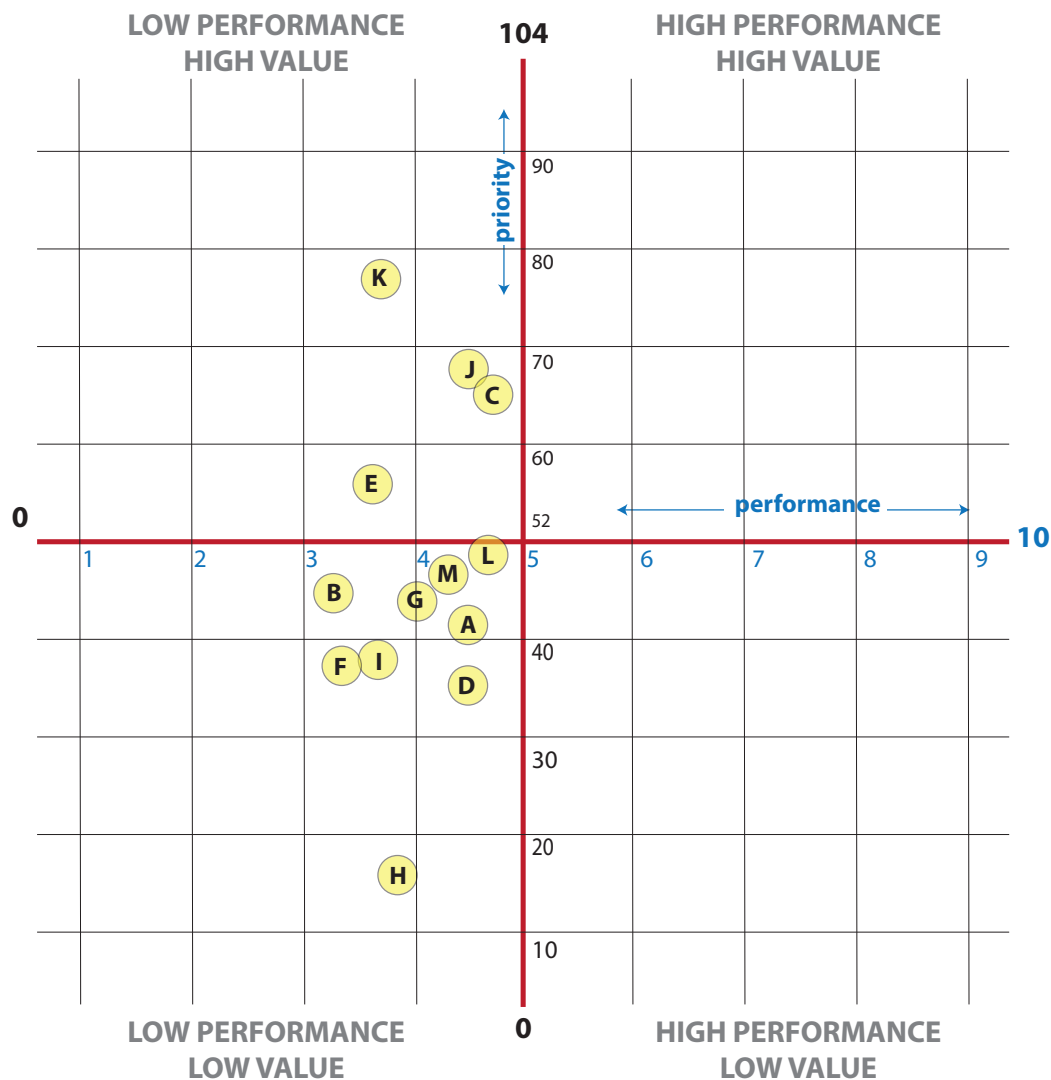
H - Changing Economics & Demographics
I - Housing Delivery Models
J - Financial
K - Asset & Risk Management
L - Customer Service
M - Organizational Effectiveness

13

The SOG was used as the starting point for the 2-day, offsite strategy session with the CEO and the three members of the senior leadership team. The Board's 13 SOG priorities were distilled into seven (7) Strategic Goals during this session on the premise that none of the priorities was unimportant.[4] Four, half-day strategy sessions were conducted in March and April to expand the Goals into strategic objectives and actions with short (2017-18), medium (2018-19) and long-term (2019-20) timelines. The matrix of goals, objectives, actions, timelines and progress constitute the *Performance at a Glance* document that accompanies this strategic plan.[5] The architecture and scaffolding for the strategic plan was completed at this point.

Figure 3 is a comprehensive breakdown of the LMHC strategic planning process through to implementation. It has taken almost six months to complete the first stage of this strategic plan. This is a pivotal moment — often called an *inflection point* — in the history of the organization. LMHC is asserting more control over its future direction, the financial framework that allows the organization to function at full capacity and the composition of its service offering that range from the type of properties in the portfolio to the scope of tenant supports.

Strategy to Implementation Figure 3
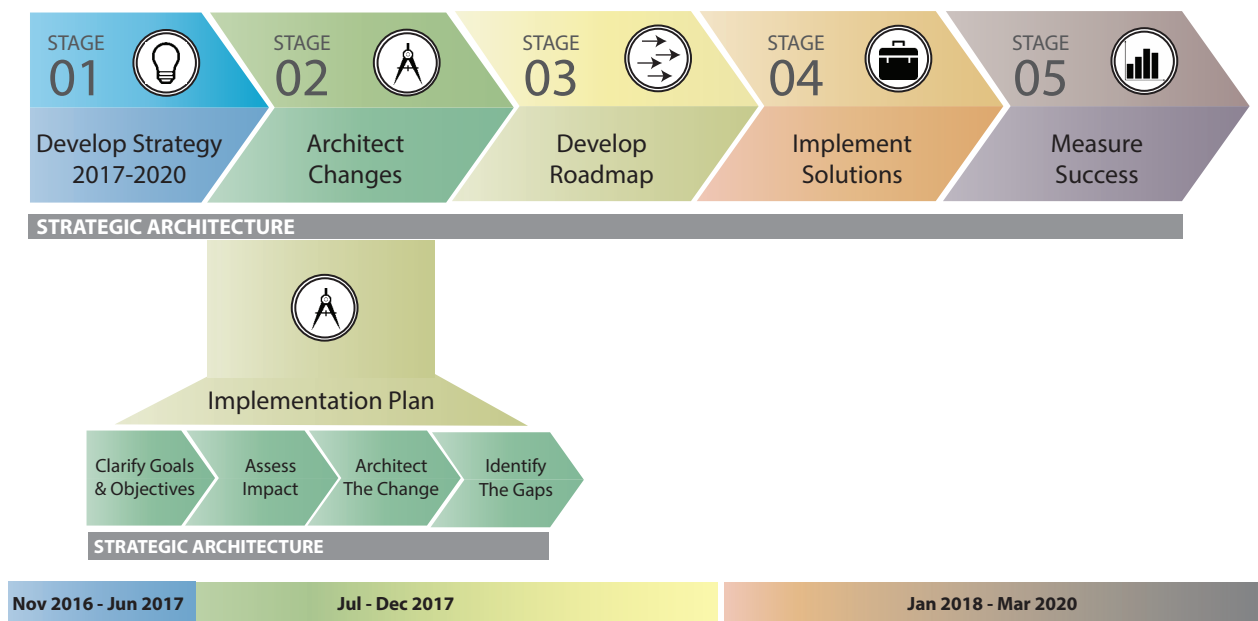
©2017 Whitesell & Company

14

There is no single reason why LMHC was not able to fully implement its previous strategic plans. Nobody has been more disappointed than the Directors, Managers and Staff who have been frustrated by the organization's inability to significantly change the way that LMHC operates but it must be noted that they kept the organization viable in the face of enormous constraints for many years and, at times, without an Executive Director/CEO.

While there is no single cause for the 'failure to launch' the past strategies, the inconsistent CEO leadership over the past 16 years was a probable contributor. From a leadership perspective, it takes determination, skill and, indeed, luck to overcome organizational or system-level inertia. This relatively long strategic planning process was designed to "get it right" through a rigorous and productive engagement with the key stakeholders that included tenants, managers, staff, the shareholder, community partners, two levels of government and, of course, the Board of Directors. We have achieved alignment to the strategy and now it's time to architect the changes by translating strategy to implementation.

As *figure 3* illustrates, the period from July to December 2017 will be dedicated to developing the implementation plan and developing the strategy roadmap. This will include harmonizing the implementation plan with major Provincial projects that are underway as well as a review of initiatives that have been stalled due to lack of resources but still consistent with the new strategic direction.[6] The LMHC capital, financial and asset plans will be updated through access to the City's VFA capital planning and asset management software. Metrics and measures will be calibrated through this analysis and they will provide the data feed to the Key Performance Indicators.

There was another lesson from the last strategic planning cycle. The plan was never fully implemented because it was an extension of how the business had been conducted for many years and didn't require many strategic level changes. The 2017-2020 LMHC Strategic Plan will not be business as usual and it will follow the time proven mantra for strategic organizational success that *plans are useless, planning is indispensable.*[7]

---

6   The Provincial programs include but are not limited to the following: Social Housing Improvement Program (SHIP), Social Housing Apartment Retrofit Program (SHARP), Social Infrastructure Funding Program (SIF) and Social Housing Electrical Efficiency Program (SHEEP).

7   Academics and military historians differ on the origin of the quote but most agree that it was a guiding principle for General Dwight D. Eisenhower and it was inculcated into post-war American industry.

LMHC Origins & Current Reality

The seeds of the LMHC organization were planted over 70 years ago as Canada's grateful response to the veterans of World War II when they returned in 1945. Public housing was built to house the veterans and their families and the building surge continued until the 1970s. A 2013 survey of 11 Local Housing Corporations (LHCs) in Ontario by the Housing Services Corporation (HSC) stated that the housing has entered late middle age and the average age of LMHC properties is now 46 years.[8] There are 47 Service Managers in Ontario and although LMHC is the largest public housing provider in the region, LMHC is a *medium* sized LHC when compared to the portfolios of the other corporations.

The Peterborough Housing Corporation buildings have an average age of 25 years and the newer buildings were developed under the Affordable Housing Program. The need for new affordable housing in London has been growing for many years. In 2016, the City of London mandated the new Housing Development Corporation (HDC) to develop new housing and to coordinate their strategy with LMHC, Social Services, the City's Homelessness initiative and the Service Manager.

LMHC was incorporated in 2001 and was formerly known as the London & Middlesex Housing Authority. The City of London is the sole shareholder. LMHC operates under the 2011 Housing Services Act, the Shareholder Agreement with the City of London and the Ontario Business Corporations Act. The LMHC Shareholder Agreement with the City is currently under review. LMHC maintains an arm's length operating relationship with the City Municipal Service Manager.

LMHC has 3,282 units across 31 properties in the City of London and Middlesex County ranging from scattered sites, single family dwellings to bachelor apartments in high rise buildings. Almost two-thirds of the units are 1-bedroom. All units are based on rent geared to income (RGI) lease agreements. LMHC receives 99% of its revenue from tenants and government — 52% and 48%, respectively.

The aging housing stock directly impacts LMHC operational expenses with utilities and taxes accounting for 49% of the total. This figure is not as high as Nipissing District Housing Corporation in North Bay at 61% but LMHC utilities and taxes are 14% more than City Housing Hamilton where the Southern Ontario climate conditions are similar and the average age of Hamilton's housing stock age is 10 years less than London.

In 2016, LMHC received approximately $2.5 million in additional funding through the Social Housing Improvement Program (SHIP) that will help reduce utility expenses through upgrading many building components, including: structure, building envelope (roofing, siding, brick repairs and waterproofing, windows, doors), electrical and mechanical systems. The building restoration initiatives will provide a significant reduction

8   Survey of Local Housing Corporations, Housing Services Corporation, Phase 1 Results, Lisa M. Oliveira, September 2013. LMHC was part of a survey of 11 Local Housing Corporations that ranged in size from less than 1,000 units to more than 4,500 units including the Toronto Community Housing Corporation.

in operating expenses over time but it is critical that LMHC, in partnership with the new Housing Development Corporation, engages in urban regeneration to ensure a sustainable, community-based future for affordable housing. In short, regenerative design aims to rethink how buildings are designed, built and managed.[9]

Affordable housing includes social housing, supportive housing, housing with supports and, of course, market housing that does not exceed 30-32% of a household's gross income. The '30% rule' has its roots in public housing in the 1960s when governments calculated that the maximum rental outlay should be 25%. This percentage inched up to 30% in the 1980s and is still in use today as a guide for household budgeting. For a better perspective on housing affordability, the London Poverty Research Centre at King's determined that as of May 2016, a living wage in London is $15.53 or approximately $30,000 annually. That translates to $750 for rent leaving $1,300 for loan payments, credit card payments, transportation, child care, clothing, retirement savings, entertainment and, of course, food. The average market rent for a 1-Bedroom apartment in London (2015-16) is $787.[10]

The 2016 unemployment rate dropped to 5.9% in London from 9.2% in June 2013 when the predecessor to this strategic plan was generated. The challenge continues to be employment rates in the London Census Metropolitan Area (CMA). The employment rate has declined between 2005 and 2015 from 65.2% and 59.7% for people aged 15+ and before the recession, the employment rates were consistently above 60%.[11] The reality of under-employment and high market rents and other social factors including mental health and drug use are resulting in added downward pressure on the public housing system. LMHC is bearing a large burden of the housing pressure because it manages 41% of the total social housing units.[12] This does not account for the fact that the majority of other social housing providers have mandated targets to house both market and RGI tenants, thus creating mixed income communities.

In a 2-year period between January 2015 and January 2017, LMHC housed 358 individuals from the special priority list and 296 people from the local urgent category, of which 83% were previously homeless. A large percentage of these households require supports to varying levels to help sustain their tenancy. During that same period, LMHC housed 1,003 people.

Information Technology & Systems

One of the biggest challenges that LMHC has faced over the past year (2016-17) has been the transition from the YARDI information technology system to a new platform called, InSite, that was intended to enhance accounting as well as financial, human resource and asset planning. The transition has been difficult for managers and staff as they were required to enter data into both YARDI and InSite (called 'double tapping) until December 31, 2016 when InSite became the sole IT system. The challenges continue

9   Cole, Raymond J. and Oliver, Amy, Canadian Architect, The Next Regeneration, July 2012.
10   Ministry of Municipal Affairs, Ministry of Housing, 2016 Average Market Rents: http://bit.ly/2oj80zG
11   London Poverty Research Centre at King's, Jobs in London, povertyresearch.ca
12   LMHC manages 3,282 of 8,065 social housing units (41%); there are 63 other providers of social housing in London.

17

at the time of writing but the senior leadership team has committed to working out the InSite problems until March 2018 at which time a decision will be made to continue with the system or source a different IT solution.

Limited IT system functionality can reduce confidence in data analytics, reduce administrative effectiveness and negatively impact the capacity to manage internal and external business performance and reporting. Due to the importance of information technology for the future of LMHC, an IT 'white paper' was written by the Director of Corporate Services with input from the Information Systems Coordinator as part of this strategic planning process. The IT white paper is included in this document *see Appendix C* as a marker and baseline reference for the future.

Information Technology (IT) Systems across the 47 LHCs lack integration and analytical power. The LHCs have limited ability to share property management, asset management, financial, capital planning and tenant records. This situation limits analytical power, decision making and administrative effectiveness, e.g., capturing best practices and *lean* operational opportunities. Another example is that waiting list data is compiled differently in different regions of the Province with many variations in wait list metrics.[13] The Ministry of Municipal Affairs and Housing has called for an improved *tenant selection system* (wait lists) that will add flexibility for faster housing placement and enable greater tenant mobility.[14]

Housing I The Foundation of a Healthy Community

The City of London and Middlesex County in coordination with the other two levels of government are focused on building healthy communities for residents through every stage of the housing continuum from emergency homeless shelters to free market, home ownership. *Figure 4* illustrates many of the housing forms in the continuum. Since 2001, LMHC has been legislated to provide 3,282 social housing units for Londoners. This means that tenants who require financial assistance to have stable housing can find clean, safe and affordable accommodation in LMHC apartments and homes. The reality is that LMHC is much more than just a landlord. LMHC has been providing supports directly to tenants with complex needs and indirectly through agreements with community partners such as CMHA and London CAReS. By definition, that makes LMHC a supportive housing provider as well as a social housing provider.

Housing Continuum

Figure 4

EMERGENCY			RENTAL HOUSING					Home Ownership	
Homelessness	Emergency Shelter	Transitional Housing	Supportive Housing	Social Housing	Subsidized Rental	Affordable Rental	Private Market Rental	Affordable Ownership	Home Ownership

13 The 2013 LHC Survey author suggested that a meaningful waitlist metric would combine three measures: 1) Number of units available, 2) number of people on the wait list and the rate of unit turnover.
14 Ontario Long-Term Affordable Housing Strategy, March 2016

Previous LMHC strategic plans have directed internal financial and human resources to achieve the purpose or *raison d'être* of the organization through the lens of being only a landlord. That approach did not account for how much time, effort and cost was being invested in the community to prevent tenants from being evicted or providing supports for tenants with complex issues including severe mental illness that, in some situations, was exacerbated by substance use or street involved behaviour. LMHC has not been funded to practical levels to provide these essential services and the strain on the organization has been significant and has impacted LMHC's ability to be proactive in its service of tenants. This fact has been extremely frustrating and demotivating for staff because they do CARE.

"Supportive housing is a key element in enabling people with complex needs to find stable housing, lead fulfilling lives and live as independently as possible in their community." —Ontario Supportive Housing Framework, March 2017

The Ontario Supportive Housing Framework notes that London and other municipalities in Ontario are experiencing a fragmented system that results in people not being able to access the appropriate housing and supports that will enable people to live independently in their community.[15] Currently, there are 14 supportive, housing-related programs (with their own service systems) administered across four Ministries.[16] The probability of people "falling through the cracks" is high with a plethora of valid, anecdotal evidence based upon the first-hand experience of Londoners attempting to access the various systems.

LMHC resources have been further constrained during the past 12 years by the directive to provide housing for nine out of ten applicants (90%) who have special priority, urgent or high need situations.[17] This action has resulted in some LMHC properties having a high proportion of tenants with urgent needs. LMHC has limited input to the Housing Access Centre (HAC) waiting list process that is administered by the City's Housing Division. Certainly, the intent of the changes to the waiting list priorities in 2005 was to ensure an income mix in the social housing communities but that has not been the outcome for many LMHC properties.

Financially vulnerable or precariously housed people (without complex issues or special priority designation) on the waiting list comprise only 10% of the total households on the list and they have access to LMHC housing on a chronological basis, e.g. a sequential, time-based queue. Once again, the HAC administration of the housing placement priorities makes LMHC a de facto *supportive housing* landlord for many of its tenants even though the organization does not have direct access to the appropriate level of funding for the right level and types of supports or influence over the mechanism attached to HAC placements.

---

15 Supports include: counselling, personal support, case management (for instance, Housing First Intensive Case Management), income support, assistance applying for appropriate social assistance, medication assistance and life skills training such as grocery shopping, meal preparation, money management and mindfulness.

16 Ministry of Housing, Ministry of Housing and Long-Term Care, Ministry of Community and Social Assistance, Ministry of Children and Youth Services

17 City of London Housing Division Notice — HDN #2005-90, May 5, 2005
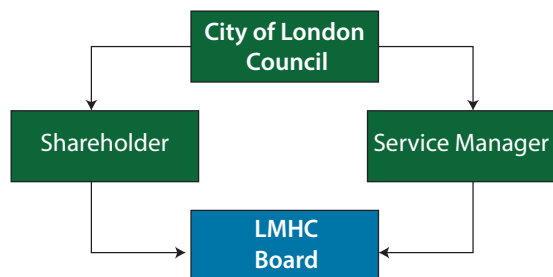
City Relationship with LMHC

Figure 5

Figure 5 illustrates the relationship between the City, Shareholder, Service Manager and the LMHC Board.

LMHC's resolve to conduct its business differently is at the heart of this strategic plan. However, the issues attached to declining resources, lack of influence over the housing system, aging buildings and the challenge of serving tenants with complex needs have been expressed by LMHC managers and staff for over a decade.[18] These same concerns were expressed during a forum for leaders from the Local Housing Corporations that was facilitated in North Bay on May 30, 2016.

One of the barriers to transitioning to a new business platform has been the frequent turnover of Chief Executive Officers at LMHC since 2001. There have been eight Executive Directors (CEOs) not including the current CEO during that period. Four years was the longest tenure in this top position. The lack of consistent leadership and decision making combined with different leadership styles could account for much of the organizational inertia.[19]

LMHC staff are very responsive to emergency situations that arise in any of their 31 properties. These serious incidents range from fires, floods and acts of nature (snow, wind, excessive rain) to tenant injuries, tenant deaths and break-ins. The staff have worked seamlessly with London Police Services, the Fire Department and Emergency Medical Services to respond successfully to 28 incidents from January 2016 to March 2017. LMHC is the landlord to a community of a little more than 5,000 people — equivalent to the size of Petrolia, Ontario. The challenge is not to improve emergency response.[20] The challenge is to provide better service to tenants on a day-to-day basis when tenant needs are exceeding organizational capacity to keep up with repairs, prevent evictions and resolve social issues that are not included as part of the emergency responses. The need/capacity gap is, itself, an emergency.

18 LMHC Focus Groups Summary: How do we do housing differently? December 3, 2007.

19 The three Directors who report to the CEO have reported no fewer than seven (7) major, employee driven projects that have been shelved over the past several years due to lack of resources and/or direction to continue to the implementation phase. These false starts have contributed to a high level of skepticism about future changes.

20 Feedback gathered by the consultant from representatives of organizations that comprise the City's emergency response system confirm that LMHC managers and staff are excellent and timely in their response to emergencies on LMHC properties.

A sense of urgency arrived with the new CEO. Josh Browne was a manager with the City Housing Division and he knows from direct experience at the City that LMHC is not sustainable in its current form. Josh invited the Board of Directors to be deeply involved in the strategic planning process and the Board members are very aware of the organizational and housing sector issues.

The Board has endorsed the changes that the CEO has initiated with this strategic plan.

HOUSING, HOMELESSNESS & POVERTY

The highly successful City of London *Homeless Prevention System* has been in place through the Neighbourhood, Children and Fire Services Division since 2013. The Division has been responsible for several initiatives to respond to youth homelessness, street level women at risk, homes for women and people experiencing chronic homelessness through the application of evidence-based *Housing First* principles and methodology.[21] Employment and Social Development Canada provides funding to community-level programs through the Homelessness Partnering Strategy (HPS) to prevent and reduce homelessness.

The Housing Services Act (HSA) requires the Municipal Service Managers to develop housing and homelessness plans. London was one of the first municipalities to integrate housing and homelessness plans in the 2010-11 London Community Housing Strategy.[22] In the City of London, the Housing and Social Services Division is not directly managing homelessness initiatives.[23] While cooperation between the Divisions is evident, the integration of effort between housing, homelessness and social services is not directed or coordinated by a single, vertically integrated management team. According to the 2016 Ontario Long-Term Affordable Housing Strategy (LTAHS), there are over 20 independent housing and homelessness programs with their own funding rules that need to be consolidated and simplified for faster administration. Structural integration of housing and homelessness within the City of London Housing Division is a logical response to help "consolidate and harmonize" these programs.

LMHC continues to be committed to preventing homelessness and helping to end homelessness in London. *Housing* is the solution to homelessness and adequate housing is a human right as stated by the United Nations since 1948.[24] People who experience unresolved chronic homelessness will have a shorter lifespan due to serious physical and mental health challenges that are often accompanied by co-occurring issues such as sub-

---

21 Ontario defines chronic homelessness as "…people who are currently homeless and have been for six months or more in the past year." The Province has committed to ending chronic homelessness by 2025.

22 The consultant leading the LMHC strategic planning process, Dr. John Whitesell, was a co-author of the London Community Housing Strategy. Dr. Whitesell also conducted program evaluations of London CAReS, The Salvation Army and Mission Services London. Dr. Whitesell is currently in the final stages of an evaluation of the CMHA Middlesex Housing First program.

23 The integration of housing and homelessness services under a single management team is cited as a best practice by the Ministry of Housing and Ministry of Municipal Affairs. Municipalities such as the Region of Waterloo, Windsor-Essex, Peterborough and Chatham-Kent are all integrated. Toronto uses the same organizational structure through their Shelter, Supports and Housing Administration Division.

24 Office of the United Nations High Commissioner for Human Rights. The Right to Adequate Housing. http://bit.ly/2otXML8

stance use. As a result, community emergency resources like hospital emergency rooms, police, paramedics and emergency homeless shelters are strained to adequately respond to men, women and youth with these health and mental health needs. Housing people first, without preconditions for tenancy, has proven to be a means of alleviating stress on the emergency system and significantly reducing cost.[25]

A continuous, emergency level response to chronic homelessness is very expensive and will not achieve a sustainable outcome. *Housing First* begins by helping to locate homes for their clients who have experienced chronic homelessness without pre-conditions. A team of Housing First professionals provides supports to the new tenants to help them sustain their tenancy through a process called, *intensive case management.* Each case worker is responsible for a maximum of 10 households and will assist with re-housing their clients who may not be able to sustain their original housing. Evidence from many communities from Vancouver to Medicine Hat to Toronto suggests that rapidly re-housing Housing First clients will help prevent additional episodes of long-term or chronic homelessness.

London CAReS and CMHA Middlesex have Housing First teams that work closely with their clients to find housing and then to support their clients with the objective of achieving a successful, sustainable tenancy. LMHC has Memos of Understanding (MOUs) with both organizations to rent housing to Housing First clients.[26]

In 2010-11, CMHA Middlesex partnered with London & Middlesex Housing Commission (LMHC) and they secured units scattered throughout an LMHC building to pilot a supportive living apartment model (SLA). The 22 units are permanent, fully furnished and rent is geared to income. To be eligible, individuals must be able to live independently and maintain basic daily living skills or agree to coordinated community care. Most importantly, a history of poor tenancy or having rent in arrears is not a barrier to eligibility. LMHC staff work directly and indirectly with CMHA to provide an additional level of coordinated support to the SLA tenants.

The Housing Services Act (HSA) mandates the 47 Service Managers to provide physical housing, but the HSA does not instruct LHCs about the need for community development or tenant support services. LMHC, through this strategic plan, has addressed this critical element in its new Mission, Vision and Values with a specific strategic goal *to engage, assist and empower tenants.* Enhanced housing and support services will help create stronger communities and LMHC will work with the Municipal Service Manager to build on its history of allocating resources and working with community partners to improve safety, communication, human and social services, education and job opportunities for tenants.

25 Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fischer, S. (2003). Housing, hospitalization, and cost outcomes for homeless individuals with psychiatric disabilities participating in continuum of care and housing first programmes. Journal of Community & Applied Social Psychology, 13(2), 171–186.
26 The Evolution of the Supportive Living Model: A Business Case. Canadian Mental Health Association, Middlesex. http://bit.ly/2nNfcoY

London For All: A Roadmap to End Poverty

The City of London committed to ending poverty in one generation and detailed a plan in the document, *London For All: A Roadmap to End Poverty,* by the Mayor's Advisory Panel on Poverty.[27] The ethical motivation for giving priority to people experiencing poverty combines two key economic concepts that affect everyone regardless of their social-economic status: equity and efficiency.

> F. Scott Fitzgerald is claimed to have said, "the rich are different from you and me" to which Ernest Hemingway replied, "Yes, they have more money."[28]

Full-time employment has been flat for a decade from 2005 to 2015 with a net loss of 5,400 full-time jobs. This statistic is amplified by the fact that there was a 3.4% drop in Londoners of working age 25-64 years participating in the local work force.[29] The lack of income flowing to households in the city will exacerbate the financial pressures for people who are precariously housed and LMHC social housing can help prevent their homelessness — if there are affordable units available to accommodate the needs of individuals and families.

Poverty and housing are inextricably intertwined. Ending poverty will help to end homelessness and LMHC will continue to provide safe, affordable, clean housing. Of the 27 Goals mentioned in the Roadmap to End Poverty, over 30% directly or indirectly impact LMHC. Goal #17 is very specific about the future role of LMHC to help end poverty: "Leverage funding and invest in the regeneration of existing London and Middlesex Housing Corporation (LMHC) properties."

Goal #17 from the Roadmap to End Poverty was translated to the City of London's update to its strategic plan in November 2016. The update stated that LMHC will work with the new Housing Development Corporation (HDC) to establish a formal partnership team to design a regeneration plan for public housing with the intent to enhance current housing and create additional affordable housing. The update also specifies the following instructions to regenerate the public housing plan:

- Secure contract for tenant support strategy to facilitate tenant engagement in regeneration and mitigate impact to residents.
- Secure contract for regeneration related project development: 1) Overall Strategic Plan and 2) Site specific regeneration plan for initial priority sites.
- Initiate development activities. These will be subject to plans at priority sites with land studies, building plans and related budget requirements.

27   London For All: A Roadmap to End Poverty, March 2016. http://bit.ly/2o1pw8V
28   Ravallion, Martin. 2016. The Economics of Poverty: History, Measurement, and Policy. Oxford University Press.
29   Kerr, Don. London Poverty Research Centre at King's, University of Western Ontario. Placing Recent Employment Data Into Context: Looking at employment data from a longer term regional & demographic context. 2015

City of London
Strategic Areas of Focus
2015 - 2019

STRENGTHENING
OUR COMMUNITY

BUILDING
A SUSTAINABLE CITY

GROWING
OUR ECONOMY

LEADING
IN PUBLIC SERVICE

Figure 6

LMHC will provide the foundation for the community effort to end poverty in London by 2025 by providing clean, safe, affordable housing in new forms as well as revitalizing and regenerating current properties. Stable, affordable housing is the first step towards financial security, food security and improved mental and physical health. LMHC is the cornerstone of the housing continuum that elevates households out of the emergency response system.

City of London Strategic Plan 2015-2019

Figure 6 is an overview of the four strategic areas of focus that were detailed in the City Strategic Plan, 2015-2019. LMHC will play a significant role in three of the four areas of focus.[30]

LMHC Strategic Goals 2017-2020	City's Strategic Areas of Focus Connected to LMHC Strategy	City's Objectives Connected to Areas of Focus & LMHC Strategy
A. Improve, renew and maintain the homes that we offer B. Stake out our critical role in supporting housing stability and preventing homelessness C. Engage, Assist & Empower Tenants	Strengthening Our Community	2. Diverse, inclusive and welcoming community 3. Caring and compassionate services
A. Improve, renew and maintain the homes that we offer	Building a Sustainable City	1. Robust infrastructure 3. Strong and healthy environment 4. Beautiful places and spaces
A. Improve, renew and maintain the homes that we offer	Growing Our Economy	2. Urban Regeneration

As the previous table outlines, the London & Middlesex Housing Corporation is linked directly to the City's strategic plan as well as to the new Housing Development Corporation (HDC) through the Urban Regeneration objective.

---

30 City of London Strategic Plan, 2015-2019. http://bit.ly/2okmoHD

In an update to its Strategic Plan in November 2016, the City of London directed LMHC to support tenants but no funding has been allocated for those services. LMHC will provide scope for the tenant supports required and present a funding request to the City. This will help households maintain their tenancy and avoid homelessness.

HDC is mandated to *create new partnerships to build, and support the building of, new affordable housing.[31]* One of the priorities for LMHC is to clearly define the relationship between the two City-owned corporations — LMHC and HDC — and to determine their respective roles and responsibilities as well as opportunities for partnership synergy. HDC will be responsible for developing new affordable housing as well as potential future social housing regeneration and, of course, LMHC will be a major partner and share the leadership role in that endeavour.

There are four plans that were delineated in the City's Strategic Plan that will involve both LMHC and HDC:

> 1) HDC Strategic Plan
>
> 2) Regenerating Public Housing Plan
>
> 3) Various Community Initiative Plans
>
> 4) The London Plan for Urban Regeneration

LMHC plays a critical role in helping to end homelessness in the City of London and is committed to working closely with the City Service Manager, the City Housing and Social Services Division, the Neighbourhood, Children and Fire Services Division and HDC to make that happen. Through this strategic plan, LMHC will revitalize, regenerate and operate new properties to provide affordable and supported housing for Londoners.

---

31 Housing Development Corporation (HDC), Overview for Potential Board of Directors, Stephen, Giustizia, CEO — http://bit.ly/2ppPunz

RESOURCES & REFERENCES

A Place to Call Home: Report of the Expert Advisory Panel on Homelessness, 2015. Deb Mathews, Deputy Premier, President of the Treasury Board, Minister Responsible for the Poverty Reduction Strategy & Ted McMeekin, Co-Chair, Minister of Municipal Affairs and Housing

Anands. 2016. *Execution Excellence: Making Strategy Work Using the Balanced Scorecard.* Wiley.

Béland D. & P.-M. Daigneault 2015. *Welfare Reform in Canada: Provincial Social Assistance in Comparative Perspective*. The Johnson-Shoyama Series on Public Policy. University of Toronto Press, Higher Education Division.

Bloom N.D., F. Umbach & L.J. Vale 2015. *Public Housing Myths: Perception, Reality, and Social Policy*. Cornell University Press.

City of London Strategic Plan, 2015-2019 http://bit.ly/2okmoHD

Community Perceptions Report 2015, Public Housing and Homelessness, anglicarewa. org.au

Employee Engagement Project, LMHC, 2014

Glencross, D.M. 2015. *The Basics of Item Response Theory.*

Greenwood, R. M., Stefancic, A., & Tsemberis, S. in press. *Housing first for homeless persons with psychiatric disabilities: Program innovation, research and advocacy.* Journal of Social Issues.

Gulcur, L., Stefancic, A., Shinn, M., Tsemberis, S., & Fischer, S. (2003). *Housing, hospitalization, and cost outcomes for homeless individuals with psychiatric disabilities participating in continuum of care and housing first programmes*. Journal of Community & Applied Social Psychology, 13(2), 171–186.

Heifetz, Ronald, 1998. *Leadership Without Easy Answers.* Belknap Press of Harvard University Press.

Homeless Partnering Strategy, 2005-2014 — Highlights of the National Shelter Survey Employment and Social Development Canada, http://bit.ly/2o1kOYA

Housing Development Corporation (HDC), Overview for Potential Board of Directors, Stephen, Giustizia, CEO

Johnson L. & R. Johnson 2017. *Regent Park Redux: Reinventing Public Housing in Canada*. RTPI Library Series. Routledge.

Kaplan Robert S. & D.P. Norton 1996. *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business Press.

Kaplan Robert S. & D.P. Norton 1996. *The Balanced Scorecard: Translating Strategy into Action.* Harvard Business Review Press.

Kerr, Don. London Poverty Research Centre at King's, University of Western Ontario. *Placing Recent Employment Data Into Context: Looking at employment data from a longer term regional & demographic context.* 2015

Lencioni, Patrick M. 2012. *The Five Dysfunctions of a Team: Team Assessment.* Pfeiffer.

Local Housing Corporation Strategic Plans: Kingston, Windsor, Ottawa, York, Peel, Toronto, Peterborough

London & Middlesex Housing Corporation Staff Survey, 2012

London & Middlesex Housing Corporation, Strategic Plan, 2010-2015

London & Middlesex Housing Corporation, Strategic Plan, 2013-2016 http://bit.ly/2p-mYHft

London Community Homelessness & Housing Plan, January 2014 http://bit.ly/2nV-S1Ee

London For All: A Roadmap to End Poverty, March 2016 http://bit.ly/2o1pw8V

London Vital Signs Report, 2016, London Community Foundation, Homeless Hub http://bit.ly/2nyIVlx

Ministry of Housing, *Social Housing Improvement Program (SHIP)*, 2016-17.

Ministry of Housing, *Social Infrastructure Funding (SIF) Program,* 2016.

Ministry of Municipal Affairs and Housing,

Mintzberg, Henry. 2013. *Rise and Fall of Strategic Planning*. Free Press.

O'Hara, A. (2007). *Housing for people with mental illness: Update of a report to the President's New Freedom Commission*. Psychiatric Services, 58(7), 907–913.

Ontario Supportive Housing Best Practice Guide, March 2017, Ministry of Municipal Affairs, Ministry of Housing, http://bit.ly/2nWdHju

Ontario Supportive Housing Policy Framework, March 2017, Ministry of Municipal Affairs, Ministry of Housing, http://bit.ly/2oZ3nMf

Ontario's Long-Term Affordable Housing Strategy, Update, March 2016, Ministry of Municipal Affairs and Housing, Ontario.ca/housingstrategy

Organizational Transformation, HSC Regeneration Forum, 2016, Cook, Darlene, CEO, Peterborough Housing Corporation

Padgett, D. K. (2007). *There's no place like (a) home: Ontological security among persons with serious mental illness in the United States.* Social Science & Medicine, 64(9), 1925–1936.

Padgett, D. K. (2010). *Prospects for dual recovery: The role of housing and home.* Paper presented at the Mental Health Recovery: Practice, Services and Research.

Property Revitalization Project, Final Report, October 2014, LMHC (cross-departmental initiative): Michelle Lynne Goodfellow, Olesya Gryn, Linda Forget, Nici Hamilton, Kim Wigfield, Tom Turner, Karen Kirk

Ravallion, Martin. 2016. *The Economics of Poverty: History, Measurement, and Policy.* Oxford University Press.

Region of Waterloo Social Services, Community Homelessness Prevention Initiative (CHPI), June 2014, http://bit.ly/2o1C2VM

Schein, E.H., B. Schneider, R.O. Mason & I. Mitroff 1985. *Organizational Culture and Leadership: A Dynamic View.* The Jossey-Bass Business & Management Series. Jossey-Bass.

Senge P.M., C.O. Scharmer, J. Jawarski & B.S. Flowers 2005. *Presence: An Exploration of Profound Change in People, Organizations, and Society.* Currency.

Social Housing Administration Presentation to Middlesex County Council, May 2015

Stanhope, Victoria and Dunn, Kerry, *The Curious Case of Housing First: The limits of evidence- based policy*, pages 275-282 http://bit.ly/2oStvsA

Survey of Local Housing Corporations, Phase 1 Results, Housing Services Corporation, September 2013

The Conference Board of Canada, *What We Heard: Shaping Canada's National Housing Strategy,* November 2016, http://bit.ly/2pps8Oj

Tsemberis, S., & Eisenberg, R. F. (2000). Pathways to housing: Support housing for street-dwelling homeless with psychiatric disabilities. Psychiatric Services, 51, 487–493.

Tsemberis, S., Gulcur, L., & Nakae, M. (2004). Housing first, consumer choice and harm reduction for homeless individuals with a dual diagnosis. American Journal of Public Health, 94(4), 651–656.

Urban, Florian 2011. *Tower and Slab: Histories of Global Mass Housing.* Routledge.

APPENDIX A — PERFORMANCE AT A GLANCE

London & Middlesex Housing Corporation
Société de Logement London & Middlesex

Performance Legend

✓ On or above target

✧ Caution

✗ Below target

– Not applicable or not available

2017 – 2020 Strategy Scorecard

Strategic Goal	Objective	Actions	PERFORMANCE at a Glance	Timeline	Short 2017 – 2018	Medium 2018 – 2019	Long 2019 – 2020
A.		**Improve, renew and maintain the homes that we offer**					
	1)	Develop an asset strategy with the intent to have "a shovel in the ground"					
		i. Define components for the asset strategy, e.g., new property, revitalized property, regeneration of property					
		ii. Analyze, contextualize and prioritize VFA data					
		iii. Draft RFPs to identify asset management partner (framework for property evaluation, site identification, classification, growth opportunities, etc.)					
		iv. Clarify roles and responsibilities with HDC by developing an MOU					
		v. Seek out portfolio growth options for 'new build'					
	2)	Ensure capital improvements relate to the annual capital plan and long term capital replacement strategy					
		i. Build upon and improve emergency, restoration, and demand maintenance strategy					
		ii. Effectively track and monitor capital improvements					
	3)	Improve building conditions to make them more functional					
		i. Cross reference and implement asset strategy					
		ii. Make properties less institutional, more residential and part of mixed use communities					
B.		**Invest in people to build long-term organizational capacity**					
	1)	Strategically align HR processes to support organizational goals and clarity					
		i. Conduct needs analysis and review current processes					
		ii. Develop recruiting, onboarding, measurement and rewards to support employee advancement and growth					
	2)	Align people, systems and functions to fulfil our growth strategy					
		i. Conduct staff, process, functional and departmental needs analysis					
		ii. Identify skill gaps, current capacity and capabilities					
		iii. Develop Human Resources plan: standardize People-related systems, annual work plans and performance measurements across departments and functions					
	3)	Identify and develop leadership capacity among our People9					
		i. Implement a succession plan for staff					
		ii. Create Board development and succession plan					
		iii. Create "pathways" between roles for skill and career development					
	4)	Enhance our culture to support emotional health, physical safety and well being					
		i. Organize a cross-functional team to review the current Employee Assistance Program					
		ii. Expand health, safety and wellness committee initiatives					

London & Middlesex Housing Corporation
Société de Logement **London & Middlesex**

2017 – 2020 Strategy Scorecard

Strategic Goal	Objective	Actions	PERFORMANCE at a Glance	Timeline	Short 2017 – 2018	Medium 2018 – 2019	Long 2019 – 2020
C		**Stake out our critical role in supporting housing stability and preventing homelessness**					
	1)	Inform and influence London housing policy, intake, waitlists needs assessment and supports					
		i. Champion and support public policies that will increase the viability, availability, and accessibility of affordable and social housing through the corporate communication strategy					
		ii. Increase brand awareness through effective marketing and social media					
		iii. Leverage LMHC's expertise to inform the City's affordable and social housing policies and initiatives					
		iv. Support innovation by acting as a test site to pilot initiatives for programs and services that influence the broader affordable and social housing sector					
	2)	Engage key community "stakeholders" to help them understand that LMHC is an integral part of the solution to prevent homelessness and support housing stability					
		i. Identify the community tables that LMHC needs to be involved with, e.g. Age Friendly London, Child and Youth Network, OW/ODSP Advocates, SHOAC, London for All, Connectivity Table, etc.					
		ii. Encourage LMHC partners to advocate for the needs of our tenants					
		iii. Look within and outside LMHC for emerging leaders who can articulate the importance of quality affordable and social housing					
	3)	Change the public narrative to better inform and gain support for LMHC services; positively influence perceptions and develop a broader narrative					
		i. Articulate and illustrate LMHC's role in local and Provincial housing policy and development					
		ii. Equip Board members to ensure effective representation of new voices for quality affordable and social housing in communities throughout London & Middlesex County					
		iii. Assemble, maintain, and disseminate accurate data that increases community understanding of the needs of people living in London and Middlesex County					
	4)	Advocate for LMHC housing, supports and appropriate, sustainable funding					
		i. Host community roundtable discussions about housing issues to increase community interest, participation, and education in affordable and social housing					
		ii. Enhance London and Middlesex communities' awareness of the collective need for affordable housing, and LMHC's role in the housing continuum					
		iii. Work with government agencies, foundations, non-profits as well as community partners to promote the development and use of community space at our properties					

London & Middlesex Housing Corporation
Société de Logement **London & Middlesex**

2017 - 2020 Strategy Scorecard

Strategic Goal	Objective	Actions	PERFORMANCE at a Glance	Timeline	Short 2017 - 2018	Medium 2018 - 2019	Long 2019 - 2020
	5)	Advocate for housing system change, e.g., RGI, connecting supports to residents, legislation change					
		i.	Stay current on all federal and provincial housing policies				
		ii.	Actively pursue available resources and best practices to support our mission/vision and influence housing policy through active participation in the Canadian Housing Partnership and LHC Forum				
		iii.	Educate local, provincial, and national audiences about housing needs in London and Middlesex and how those needs are both unique and typical of communities across the Province				
		iv.	Participate in the modernization of the Provincial social housing framework				
D	**Engage, Assist & Empower Tenants**						
	1)	Create a Tenant engagement strategy					
		i.	Community development—Implement focus groups, surveys, i.e. Hamilton Housings conversation cafés				
		ii.	Community revitalization, building/site enhancement projects				
		iii.	Implement pilot to re-establish tenant associations and social clubs				
		iv.	Conduct Town halls and facilitate tenant working groups				
	2)	Foster housing stability by providing tenant onboarding and education programs					
		i.	Improve our internal capacity to identify residents who are at risk through Independent Living Assessments (ILAs), needs assessments, home visits				
		ii.	Develop deeper, actionable knowledge about tenant demographics and required supports				
		iii.	Pilot monthly tenant information sessions				
	3)	Expand and improve tenant communication channels					
		i.	Investigate the viability of a Tenant-Board advisory committee				
		ii.	Develop alternative communication tools and for greater access to LMHC administration				
		iii.	Create a multi-faceted tenant feedback strategy to help determine "How we are doing"				
E	**Organizational Effectiveness**						
	1)	Establish an Organizational Communication Strategy to address internal and external communication needs					
		i.	Redesign LMHC's website				
		ii.	Produce organizational video to rebrand LMHC				
		iii.	Finish the on-hold Communication Strategy project				
		iv.	Define guidelines for response times to tenant and other inquiries				
		v.	Recruit necessary resources to implement the Communication Strategy				

London & Middlesex Housing Corporation
Société de Logement London & Middlesex

2017 - 2020 Strategy Scorecard

Strategic Goal	Objective	Actions	PERFORMANCE at a Glance	Timeline	Short 2017 - 2018	Medium 2018 - 2019	Long 2019 - 2020
	2)	Update and streamline organizational systems to offer better customer service and expand organizational capacity					
		i.	Develop and IT strategy using recommendations offered in Appendix C				
		ii.	Take part in City of London's Six Sigma training program				
		iii.	Perform a process and workflow review				
		iv.	Maximize shared services with the City				
		v.	Determine feasibility for a pilot of an enhanced cross-functional, customer service team model				
	3)	Create a Governance Model to best support LMHC Operations					
		i.	Review and implement PWC recommendations to develop a Board Governance framework that includes roles and responsibilities, committee structures, policies and best practices for board meetings and agenda creation				
		ii.	Ensure legislative compliance by establishing Board and organizational standards				
	4)	Develop an organizational evaluation framework					
		i.	Collect, assemble and analyze data to ascertain a baseline for finance, maintenance, customer service and tenant engagement/support				
		ii.	Establish monthly, quarterly and annual benchmarks				
		iii.	Develop an ongoing performance dashboard to evaluate operations and governance				
F		**Long-term financial growth and stability**					
	1)	Establish a comprehensive financial plan					
		i.	Reengineer annual business financial planning process to a "building level up" approach				
		ii.	Develop a cohesive long-term financial plan that aligns LMHC's capital and operating budgets by the next City of London multi-year budget cycle				
	2)	Fund the implementation of the Strategic Plan and create new funding tools and revenue streams to ensure ongoing financial sustainability					
		i.	Advocate with sole shareholder to have more financial autonomy, manage reserves and ensure separation of alternate income streams from annual, municipal funding stream				
		ii.	Secure additional sources of revenue, e.g., charitable status, social enterprise, professional services, consulting, etc.				
		iii.	Access and leverage new and existing federal and provincial housing programs and utility incentives				

London & Middlesex Housing Corporation
Société de Logement London & Middlesex

2017 - 2020 Strategy Scorecard

Strategic Goal	Objective	Actions	PERFORMANCE at a Glance	Timeline	Short 2017 - 2018	Medium 2018 - 2019	Long 2019 - 2020
G			**Maximize Information and Technology for informed decision making**				
	1)		Create an information technology strategy that forms a digital business model for the way we work and provide digital services for our tenants and our people				
	2)		Utilize cloud-based services where it will improve efficiency and is cost effective that enables our tenants to self-serve to our services.				
	3)		Invest in IT to deliver high performing systems that meet the changing needs of the organization and our tenants, to drive efficiency and effectiveness.				
	4)		Adopt, where appropriate, industry recognized standards to manage and protect our information technology assets, and to ensure services are efficiently and effectively managed and developed.				

APPENDIX B—LMHC STRATEGY TO IMPLEMENTATION

LMHC
Strategy to Implementation

STAGE 01	STAGE 02	STAGE 03	STAGE 04	STAGE 05
Develop Strategy 2017-2020	Architect Changes	Develop Roadmap	Implement Solutions	Measure Success

STRATEGIC ARCHITECTURE

- Finalize Goals, Objectives, Actions
- Articulate current state
- Identify strategy impacts
- Map strategy - Scorecard
- Board approval

- Organize changes from Stage 2 into Roadmap
- Compare current reality to target architecture and work plans
- Identify necessary changes
- Identify leverage points
- Communication Strategy

- Provide high level scope definition to Board
- Provide framework for requirement acceleration
- Finalize work plans and initiate project management tracking system

- Provide end-to-end tracking, metrics and KPIs
- Dashboard for CEO, SLT and Board

Implementation Plan

Clarify Goals & Objectives	Assess Impact	Architect The Change	Identify The Gaps

STRATEGIC ARCHITECTURE

- Map strategy
- Identify strategy impacts
- Engage managers and staff
- Develop target architecture
- Translate how strategy will be organized
- Develop work plans
- Compare current to target architecture and work plans
- Identify necessary changes
- Identify leverage points

Nov 2016 - Jun 2017	Jul - Dec 2017	Jan 2018 - Mar 2020

APPENDIX C

— INFORMATION SYSTEMS, TECHNOLOGY AND DATA UTILIZATION

Analysis and Recommendations for Growth 2017-2020

Submitted by:

Andrea Topham, MBA
Director, Corporate Services

Jason Flanagan
Information Systems Co-ordinator

Contents

EXECUTIVE SUMMARY

Increasingly, Information Technology (IT) plays a significant role in the effective management of Social Housing. Quick access to reliable data enables social housing providers such as London & Middlesex Housing Corporation (LMHC) to better understand and serve tenant's complex needs, ensure staff safety, and evaluate, monitor and regenerate aging capital infrastructure. These are core capabilities that are paramount to long-term viability, staff well-being, and optimal client service.

The effective use of information systems, data and technology requires more than the implementation of hardware and software. The ability for an organization to leverage technology for future success depends both on the technology deployed and the organizational capacity to best utilize such deployments. The use of IT poses significant challenges for many public sector organizations, as they "stand at a crossroads of large systems that have powered their agencies for decades and the latest wave of cloud, social, and mobile technologies."[32] LMHC finds itself at just such a crossroads.

Before LMHC can over overcome technology hurdles inherent with the public sector, a better understanding of its current IT infrastructure and capacity is needed. The following offers a high-level analysis of LMHC's current IT model in terms current deployments, future needs analysis and staff capacity vis-à-vis IT comprehension and utilization. After the analysis, the proposed plan and priority matrix will better position LMHC to leverage IT, allowing the corporation to optimize its use of data and technology to achieve future sustainability and growth.

ANALYSIS

LMHC's present IT model was implemented in the early 2000's, evolving since then to include new technologies. LMHC blends in-house, and cloud-based infrastructures and services, using a measured approach, which aligns with current IT standards for small and medium-sized businesses.[33] This approach has allowed the organization to adhere to budgetary limitations while gaining some benefit from technological advances. A detailed description of LMHC's specific hardware, software and cloud-based deployments is outlined on page x. Despite the focus on integrating innovation with existing legacy systems, LMHC's model does not currently optimize efficiency nor easily support further automation, agility or organizational growth. The analysis contained herein will outline the current solutions in place, and identify gaps and future needs for each of the following categories:

Hardware	Software	Staff Considerations
On-Site Security	Tenant Services	Communications

32   White and Russell, "Tech Trends 2015: The Fusion of Business and IT, A Public Sector Perspective," 12.
33   Laracuenta, Managing information technology: Advice for growing SMBs, para. 4.

HARDWARE

LMHC utilizes a fully Dell computing environment for client hardware, and Apple iPhones for mobile connectively. Laptops follow a four-year refresh cycle, desktops a five-year cycle, with both holding full warranties for their projected life. Mobile phones are generally deployed 1-generation behind the most recent Apple release, are replaced on a four-year rotation and under full supplier warranty.

LMHC's approach to IT hardware is very traditional; with staff utilizing corporately provided laptops, desktops or bulky tablets, depending on their mobility requirements. Many devices are underutilized; a laptop or tablet is purchased, but rarely leaves a desk because it's too heavy, too big or just unnecessary.

SOFTWARE

One of the strengths of LMHC's software solution is that it has a small footprint – it does not require excessive computing power, and software requirements are minimal. However, the size does impede growth. There are gaps in the new ERP system, document, inventory and corporate task management.

ERP System – HSC InSite

HSC InSite offers a solid social housing ERP system at an affordable price. However, InSite does not offer a solution to manage capital projects or provide long-term asset planning. Many of the challenges associated Phase 1 of InSite were not software based, but rather due to the implementation plan. Most of the challenges "could have been avoided with additional resources, systematic planning, broader participation, better communication, employee feedback, effective training and knowledge transfer." [34] Phase 2 of the InSite implementation provides additional staff tools that are integral to realize the efficiencies of the program.

Document Management

To move its strategic plan forward, LMHC will have an increased need to greater collect, process and analyze data. The organization has yet to move towards digital document management. The tenant administration and finance departments heavily depend on paper files. Tenant and finance files are large, cumbersome, take up valuable office space and require both in-house and external storage facilities. Staff do not fully accept the viability of a paperless office, and often still transmit data via fax machine.

---

34   Browne, "LMHC Staff Report #ET2017-01," 13.

INVENTORY MANAGEMENT

LMHC currently stores inventory for maintenance repair items at a central storage location in the basement of one its high-rise buildings, using inventory cards to keep track of the items and a faxing system to order inventory for each of the sites. While the process of tracking inventory is controlled from a loss management perspective, the process is heavily reliant upon staff time. The current system also prohibits accurate allocation of supplies to each site, thereby negatively impacting LMHC's desire to move to a property-based budgeting system.

CORPORATE TASK AND PROJECT MANAGEMENT

Currently, LMHC has no overarching, standard methodology of managing projects or tracking tasks across the organization. Each reoccurring meeting has separate action items, and staff must keep track of deliverables independently.

STAFF CONSIDERATIONS

Considerable staff turnover in the last decade has had an impact on moving the IT needle. There have been five CEO's and two Directors in charge of IT, each with different appetites for technological innovation. As such, it has been complex to move significant technological change forward.

Staff IT Readiness

LMHC staff express excitement over new technologies. However, most staff have not had much exposure to significant technological change, and hence approach such change with skepticism, which is especially true and when reinforced in a group setting.

The InSite implementation has been the organization's most significant technological advancement in 5 years, leaving behind a legacy ERP system developed in the mid-1990's. Not surprisingly, given staff's resistance to change and lack of exposure to up-to-date technology staff engagement in the program has been low, with many remaining truculent about the change. This resistance has been compounded by a lack of formal IT training opportunities, resulting in the condition of 'only knowing what they know' contributing to staff frustration, and has limited the organization's ability to optimize technological advancements.

IT Staffing

The IT department has had three different Information System Coordinators and changed from a 2-person manager/technician style department to a single coordinator role over the past decade. The transition to a single full-time Information Systems Coordinator saw the role downsized with a focus on maintaining LMHC's network, client hardware, minimal software and staff training support. However, mobile technology has increased the number of supported client devices by 144 units. The IS Coordinator is also tasked with other areas outside the scope of the original role including ongoing InS-

ite implementation support, video equipment support and replacement, site door security hardware and software support, and elevator and building telephone lines.

ON-SITE SECURITY

Proper video surveillance systems offer enhanced property security, give tenants piece of mind and can deter crime and violence. LMHC's has employed an ad-hoc, reactionary method to installing video equipment in buildings. Much of the equipment deployed has reached far beyond its useful life cycle.

CUSTOMER SERVICE

LMHC falls far behind the latest digital customer service trends. Currently, many tenants must come into the office for service that could easily be accomplished online or via text. Maintenance requests are a key example. Tenants are required to call a dedicated phone line to report maintenance needs; the phone line is under-resourced and often experiences high call volumes, longer than ideal wait times, and abandoned calls.

This can negatively impact a tenant's ability to access repairs and create economic adversity. Some tenants cannot afford both a landline and a mobile phone, and many rely on pay as you go services, which require the purchase of service time up front. Texting and access to free Wi-Fi is a viable option to conserve these pre-purchased time credits.

A long wait time for someone with a home phone or a mobile phone contract, is merely an inconvenience, a long wait time for someone experiencing poverty using a pay as you go mobile phone creates a hardship. Tenants may be forced to decide between the cost of the call and the need of the repair. A preliminary examination of call logs show that 32 % of callers abandon the process, representing an average 3,960 abandoned calls annually.

COMMUNICATIONS

LMHC does not currently have a communications strategy in place to govern the use of technology throughout the organization. There are some policies in place. However, as identified below, policies are outdated, and gaps exist within the current framework.

Policies

LMHC currently has both a computer usage and an Internet and Electronic Communication policy. The two documents were written more than ten years ago and are not entirely relevant to current technological and digital communication needs.

LMHC Website and Social Media

Websites and Social Media provide the public sector with opportunities to deliver information and services to clients and have the potential to garner trust and improve organizational performance. [35] LMHC has had a social media presence since 2013. However, it has never been actively or strategically utilized until recently. Staff have of late used the corporate Twitter account to promote both LMHC and its partnering agencies. LMHC's current website is over five years old, not easily updated and difficult to navigate. An RFP process is underway to procure a new website, with current design trends, future development, and business process improvements in mind.

Email Signatures

LMHC undertook a project to unify the look and feel of its email signatures in 2013, developing guidelines to standardize email signature across corporately issued devices. The process is not automated and relies on staff. As such, there is some occasional deviation from the standard which is hard to police.

Graphic Standards

In 2015, a graphics standards document was developed to outline the design and colour elements of LMHC's logo and usage parameters.

Digital Communication

Staff currently struggle with internal communication, primarily utilizing email and Skype for business. While Skype does offer the ability for instant messaging, the uptake amongst staff has been low, and it is not a resource that is widely utilized.

---

35 Song and Lee, "Citizens' Use of Social Media in Government, Perceived Transparency, and Trust in Government.," 2.

RECOMMENDATIONS

Investing in IT allows and organizations to enjoy improved efficiencies and greater cost savings, "on average, a $1 increase in per capita IT budget is associated with a $1.13 reduction in per capita operational expenses."[36]Staff training, InSite, IT Staffing, Capital Asset Planning, Document Management, Customer Service, and Strategic IT Planning all warrant deeper consideration, as such, recommendations for each follow the chart below which offers higher-level recommendations. It is important to note that the recommendations found herein were informed through a cursory analysis of currently employed hardware and software. It is vital before the roll out of any new solution, LMHC resources a more in-depth hardware and software review, regarding a needs and impact assessment of: (a) any new solution on the others already employed; (b) staff training requirements; (c) support requirements.

Hardware & Software		Software	
Issue	**Recommendation**	**Issue**	**Recommendation**
Under Utilization	Conduct Market research and staff testing to find more suitable device. May include a broader issuing of light-weight devices.	IT Staff Time	Implement a Mobile Device Management solution to remotely configure hardware, software, system upgrades and secure daa on lost devices.
Effective Usage	Utilization of a shared device for specific tasks— a laptop for day-to-day computing but a common iPad for unit inspections a few times a year.	Surveillance Systems	Put a proactive software support plan in place.
Lobby Systems	Replacing the paper-based signage with updatable electronic systems and on-site digital name boards with potential integration into the EnterPhone sytsems.	Internal Communication	Source a telephony solution that tethers office and mobile phones with integrated communication tools such as Skype or Slack.
Surveillance Systems	A managed project defining the requirements and standards for video systems.	Email Signatures	Procure customizable software to automatically add signature line to all sent email.
Inventory Control	Investigate the feasibility of an InSite inventory module, or 3rd party add-on.	Communications	
Cost/ Efficiency	Reconfiguring dedicated fax, Hydro meter and laundry machine analog lines, moving DSL service to the fax phone line, Hydro meter and laundry machines off the fax line onto internet connections. Thus allowing LMHC to remove the DSL dry-loops.	**Issue**	**Recommendation**
Task/Project Management	Purchase and implement basic project management software and integrated task management software.	Graphic Standards	As LMHC works through it's strategic plan and gives it is important to update its graphic standards document to ensure relevance and staff awareness.
Internet Connectivity	Developplan to address under utilization of internet connections with lack of connectivity at other sites while expanding guest (tenant) Wi-Fi access	Policies	Update the Internet and Computer Usage policies into one policy with balancing legislated privacy expectations, staff produictivity, the protection of corporate data and the freedom to use technology appropriately within the paradigm of today's blended work/life dynamic.

36 Min-Seok Pang, Tafti, and Krishnan, "Information Technology and Administrative Efficiency in U.S. State Governments: A Stochastic Frontier Approach.," 1081.

STAFF TRAINING AND SKILLS DEVELOPMENT

It was identified in the analysis section that potentially staff are resistant to technology adoption due to lack of exposure. Given that "technology acceptance is an important factor in ICT-enabled organizational change projects"[37], a strong emphasis on staff training is advisable. Increasing staff's knowledge and exposure would allow tech advancements to come from within staffing groups rather than be pushed outward from the IT department, consultants or the Senior Leadership Team.

The following recommendations are aimed at better preparing and engaging staff to embrace and understand emerging technology:

- Developing an IT skills matrix outlining necessary IT functions for each position and associated training program to provide staff the skills to succeed;
- Factoring IT skills into the hiring processes;
- Facilitating basic computer, iPhone, and tablet hardware training;
- Identifying technical training during the annual performance review process;
- Further exploration of City of London shared services training options;
- Offering LMHC software refresher training on an ongoing basis.

IT STAFFING

Although LMHC is not large enough for two full-time IT roles, current pressure points may impede the organization's capacity to move forward with any new initiatives. IT industry staffing ratios for the support of both servers and end users; excluding fax machines, phone lines, and software implementations, are around 50 staff + associated hardware/software to 1 IT staff member"[38]. LMHC falls outside this standard. A part-time IT person to assist the currently IS Coordinator would result in more timely responses to simple yet time-consuming issues, proactive hardware maintenance, increased staff training, project management, and strategic planning capabilities as well as allow staff to maintain a healthy work/life balance.

InSite Phase 2

The most significant features offered by Phase 2 are: improvements to the unit turnover process, dynamic reporting, and the use of the correspondence module. LMHC is well equipped to implement Phase 2 initiatives. The *lessons learned* from the first phase have been documented, problem solved and clearly communicated. Despite earlier explained reluctance, most staff understand that Phase 2 will provide the following efficiencies:

- E-mobile inspections app running on staff iPhones which will standardize the inspection process and streamline paperwork;
- The unit turnover process will move from various Excel spreadsheets onto the InSite dashboard for real-time status identification;

37 Meier, Ben, and Schuppan, "ICT-Enabled Public Sector Organisational Transformation: Factors Constituting Resistance to Change.," 316.
38 "IT Benchmark Blog – IT Staff to User Ratio."

- Tenant documents will be automatically and saved to an electronic file;
- Attachments can be mailed, printed, faxed or emailed directly from InSite, drastically reducing LMHC's file server storage needs and quite possibly removing the need for tenant paper files.

CAPITAL ASSET PLANNING

As mentioned in the analysis section, HSC InSite does not currently offer Construction management or capital asset planning capabilities. Initial market research has indicated that LMHC will need to employ two separate software solutions, one to track construction projects and costs associated with ongoing capital projects, and a second to assist with long-term capital planning.

Construction Management

LMHC is currently utilizing Yardi Enterprise Construction Management to manage some of the financial requirements of its capital projects, but this is not a long-term solution. It is important that LMHC continues to advocate with HSC for either a construction management module for InSite or the development of an add-on or integrated secondary software solution.

VFA

Through shared services with the City of London, LMHC has access to VFA capital planning and asset management software. In conjunction with a property assessment completed in 2016, VFA offers significant property specific data which will assist in property revitalization and long-term capital asset planning. However, the dataset is so large that LMHC does not have the internal capacity for meaningful analysis. To develop a comprehensive long-term capital asset plan using VFA data, LMHC will need to employ outside resources and support.

IoT

The Internet of Things (IoT) offers LMHC great opportunity in the coming years to incorporate technological advancement into properties. During revitalization projects, LMHC will need to keep technology needs in mind. IoT devices and systems can offer untold efficiencies with building components such as mechanical systems, lighting, security and door entrances.

Strategy 2017–2020

DOCUMENT MANAGEMENT

Phase 2 of InSite will standardize LMHC's tenant and vendor documentation. However, it will not address all inbound documents. Thus, a procedure should be implemented to scan incoming documents and attach each to the electronic InSite file. InSite will also not capture other internal administrative documents. The development of a document storage policy and a Document Management Solution would allow LMHC to better manage these documents. Options include:

- Microsoft SharePoint – LMHC currently has SharePoint licensing and storage through it's commitment to Office365.
- Xerox DocuShare – LMHC currently leases photocopiers through Xerox. Xerox DocuShare would be a viable option due to the established integrations between Xerox software and current LMHC hardware.
- Windows Server file shares – The current LMHC storage system still holds merit. However, it is somewhat difficult to find and share relevant documents. LMHC would need to perform some "housekeeping" to best utilize current systems. A new file classification method would need to be developed. Redundant and 'old' data would need to be archived in a separate location, and a new a file structure would need to be created.

CUSTOMER SERVICE

Most services available to the public have some form of online access, and customers have come to expect this. LMHC tenants are no different. Public sector organizations can see significant benefits to "investing in a comprehensive public-sector digital transformation"[39]. LMHC has fallen behind in this capacity and needs to give its tenants better access to services through a structured and easy to use online portal. Ideally, the portal would facilitate most functions that currently require an office visit or a call to the maintenance line. While a portal would not to replace current customer service delivery methods, it would offer enhancements, particularity for tenants with mobility issues. The most promising tenant portal system is Rent Café by Yardi. HSC is currently trying to acquire access to Rent Café software; however, does not have a firm timeline for availability, and it is plausible that Rent Café may never become available for InSite. Thus, LMHC should explore alternate platforms or 3rd party add-ons to provide web-based services. This exploration is best conducted in partnership with HSC, as HSC hosts LMHC's InSite data. LMHC should also aim to make online services accessible to those without a computer or device via secured computing devices accessible at all buildings.

Main office self-service options should also be made available. To avoid long line-ups, a staff notification system and a self-service option for scanning and submitting documents could be easily implemented.

---

39 Dilmegani, Korkmaz, and Lundqvist, "Public-Sector Digitization," para. 1.

STRATEGIC INFORMATION SYSTEMS

An IT department that is aligned with an organization's strategic direction is best positioned to add value and assist with effectiveness. In a small organization like LMHC, the IT department can more readily glean information. Yet, there are still opportunities for disconnects between IT initiatives and overarching organizational needs.

Data

LMHC's data collection and analysis processes are very complex and onerous. There are several business processes that are run outside of the ERP software, which makes analysis very manual and time-consuming. While IT can help capture and process data, it is not always in the best position to identify the corporation's data analysis needs.

There's a gap between the "ownership and stewardship of data. IT may not always know where the value resides in data, while executives on the business side may not understand the intricacies of data storage and management"[40].   LMHC needs to clearly define its data needs with governance, leadership and IT working in conjunction.

IT Steering Committee

Many midsized to large sized organizations have put IT Steering Committees(ITSE) in place, which helps to close the ownership, stewardship gap. An ITSE is an administrative body that reviews, monitors and prioritizes major IT projects. LMHC would benefit from such a body that could be tasked to:

- Align IT projects with overall organizational strategies;
- Clearly define organizational data needs;
- Investigate and recommend reporting mechanisms such as governance and operational dashboard reports;
- find business solutions that optimize new or existing technology in the organization;
- Set priorities for the coming year to enable effective budgeting.

Fundamentally an ITSC is most effective when it meets and speaks to broad projects and sets high-level direction; not department specific requirements so terms of reference would need to be established.

---

40   Berez, Callahan, and Wegener, "Building IT Capabilities to Deliver Better Insights," para. 6.

NEXT STEPS

LMHC faces a lot of technological ground to make up in the next five years. The current IT state notwithstanding, LMHC is well positioned to advance technologically due to (1) the development of a new multi-year strategic plan; (2) the implementation of a new ERP system (3) a redesign of the corporate website; and (4) leadership's commitment to engage in innovation.

The prioritization matrix seen below categorizes the items from the recommendation sections into the feasibility of project completion and overall strategic fit.

HIGH

Future Potentials

IT Steering Committee

Top Priorities

LMHC Staff Training

Corporate Project Planning Software

Insite Phase 2

Corporate Document Management

VFA Long-Term Asset Planning Analysis

Virtual Customer Service Initiatives

Construction Management Migration from Yardi

Surveillance Equipment/Software

Feasibility

Potential Cuts

Back Burners

LOW

Strategic Fit

HIGH

The matrix was developed using the following ranking criteria and weight scale

Ranking Criteria	Description	Weight
Alignment with Goals	How aligned is this project to corporate goals & objectives?	25%
Cost/Benefit	Does this initiative have a solid cost/benefit?	10%
Project Cost	Is this project relatively low-cost?	25%
Technical Risk	What is the probability of overcoming the technical challenges of the project?	5%
Resources - Financial	Do we have the financial resources to execute this initiative?	20%
Resources - People	Do we have the skills & bandwidth to execute this initiative?	15%

Regardless of the choice of new IT projects, there are several requirements that will help to ensure success:

1) Each department must participate in the needs analysis, research, and evaluation of potential IT solutions;

2) LMHC must be willing to incur the initial and ongoing costs of appropriate technological solutions which will involve both investments of both staff time and financial resources;

3) The LMHC IT department must be involved in the IT project starting from the discovery process through to implementation;

4) Each project must have a project manager who is responsible for the overall planning, implementation, and documentation of the project.

CONCLUSION

LMHC's current IT framework is adequate for the time being, but will drastically hold the corporation back as it tries to evolve. Despite challenges with the recent ERP implementation, LMHC staff remain excited about new technology and see value in exploring more effective and efficient means to accomplish day to day tasks. Through a thoughtful, well planned and measured approach, LMHC can leverage technology to support the organization's future sustainability, growth and success in fulfilling its mission to provide and maintain HOMES in a safe and supportive environment to meet the needs of the people we service in our communities.

Strategy 2017–2020

CURRENT IT INFRASTRUCTURE

Network Hardware

Type	Details
Servers	2 Dell Servers running VMWARE esxi 6.5 for hosing virtual servers
File server	1 Dell NAS server for file storage
Switches	1 Cisco Catalyst 3 switch for core switching
Security	Dell SonicWALL firewall and perimeter security solution

Server Software/Cloud Services

Type	Details
Virtual Server	VMWare esxi 6.5 hosts managed by VMWare VCenter Server
Virtual Server	Running Windows Server 2012R2
Yardi ERP	A legacy ERP system running on Windows Server 2003R2 and SQL Server 2000
Microsoft Office	Microsoft Office 365 used for Email, SharePoint and Skype for Business
ADP	HR management, time and attendance tracking and payroll processing
Safety Line	Safety solution for staff working onsite alone
HSC InSite	New ERP software for tenant management, financial management and property maintenance and management

Client Hardware

Type	Details
Laptops	Client laptops are Dell Latitude 5000 or 7000 series
Desktops	Client desktops are Dell Optiplex 3000 series
Smart Phones	Any LMHC staff member that are required to leave the office as part of there job function, and all Maintenance Repair staff, are provided with an Apple iPhone
Mobile Phones	Resident Contacts are equipped with a traditional 'non-smart' style of cell phone
Desk Phones	All office staff have an office telephone
Tablets	Remote staff not equipped with a laptop, utilize high impact resistant tablets
Printers/Faxes	Most LMHC properties are equipped with a fax machine, and most CRW offices are equipped with a printer
Internet Connectivity	All high-rise apartment buildings in the city of London have an internet connection and wireless access point in the CRW's office

Client Software

Type	Details
Operating Systems	All computers are running Microsoft Windows 7, 8.1 or 10
Office Suite	All computers are running Microsoft Office Standard 2010 or 2016
Communication	All office users have access to Microsoft Skype for Business
Safety Line	40 staff have been enrolled in SafetyLine accessed primarily through a mobile app, but also accessible via website
HR, Time & Attendance, and Payroll	All staff use ADP either through mobile app or website to track time and attendance, vacation and pay remittances. The software is also used for HR data management.
ERP	All staff access HSC InSite using their computer, tablet or through the Mobile Maintenance App on the iPhone. Yardi Enterprise is used by most office staff primarily for historic tenant and property information. LMHC transitioned to InSite on January 1, 2017, which has left Yardi Enterprise in a mostly archived state

REFERENCES

Berez, Steve, Paul Callahan, and Rasmus Wegener. "Building IT Capabilities to Deliver Better Insights." Bain & Company, 2016. http://www.bain.com/publications/articles/building-it-capabilities-to-deliver-better-insights.aspx.

Browne, Josh. "LMHC Staff Report #ET2017-01," 2017.

Dilmegani, Cem, Bengi Korkmaz, and Martin Lundqvist. "Public-Sector Digitization: The Trillion-Dollar Challenge | McKinsey & Company." McKinsey & Company, 2014. http://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/public-sector-digitization-the-trillion-dollar-challenge.

"IT Benchmark Blog – IT Staff to User Ratio." *IT Benchmark Blog*, January 5, 2009. https://itbenchmark.wordpress.com/2009/01/05/it-staff-to-user-ratio-additional-numbers/.

Laracuenta, Raymond. Managing information technology: Advice for growing SMBs, 2012. http://searchcio.techtarget.com/video/Managing-information-technology-Advice-for-growing-SMBs.

Meier, René, Esther Ruiz Ben, and Tino Schuppan. "ICT-Enabled Public Sector Organisational Transformation: Factors Constituting Resistance to Change." *Information Polity: The International Journal of Government & Democracy in the Information Age* 18, no. 4 (December 2013): 315–29.

Min-Seok Pang, Ali Tafti, and M. S. Krishnan. "Information Technology and Administrative Efficiency in U.S. State Governments: A Stochastic Frontier Approach." *MIS Quarterly* 38, no. 4 (December 2014): 1079-A16.

Song, Changsoo, and Jooho Lee. "Citizens' Use of Social Media in Government, Perceived Transparency, and Trust in Government." *Public Performance & Management Review* 39, no. 2 (April 2016): 430–53.

White, Mark, and Kristin Russell. "Tech Trends 2015: The Fusion of Business and IT, A Public Sector Perspective." Deloitte Consulting LLP, 2015. https://www2.deloitte.com/content/dam/Deloitte/global/Documents/Public-Sector/gx-fed-2015-ps-tech-trends-04212015.pdf.

APPENDIX D

HISTORY OF THE PUBLIC HOUSING PROGRAM 1945 - 2016

A History of Social Housing In Ontario
1945 - 2016
Source: Ontario Non-Profit Housing Association (ONPHA)

🍁 Federal Government Initiatives
Provincial Government Initiatives
Municipal Government Initiatives

1945
1950
Veterans Housing (now sold off)

1964
1975
Public Housing developed predominantly by the Ontario Housing Corporation (OHC) and managed by Local Housing Authorities; 84, 145 units created.

The Province of Ontario and **Municipalities** provided partial assistance for rent supplements (some to private landlords) and also some grant money to lower operating costs for 10-15 years

1978
First full Federal *Social Housing Program* began

Federal Government took the lead in funding and administering social housing in Ontario; 52, 189 units created.

1985
Federal Government stopped its federal program when recession set in and interest rates shot up to about 20%, making its funding to lower mortgage costs very expensive

The Province started housing programs that it funded exclusively. 37844 units were created between 1986 and 1995

1986
Federal Government's funding role diminished under the *Federal/Provincial social housing program (1986-1992).* CMHC offset a percentage of the costs of the F/P Program

The Provincial Government took over the lead role in funding and administering social housing in Ontario under the Federal/Provincial program (1986-1992). During this period, 30998 units were created.

1992

1993
Federal Government announced that it would no longer fund any new social housing.

The newly-elected **Provincial Government abruptly cancelled the provincial housing program,** but continued to make limited housing funding available for supportive housing.

1995

1996
First extended period without government funding for new affordable housing for fifty years. Virtually no non-profit housing was developed in Ontario between 1996 and 2000.

1999
Federal Government off-loaded administration and funding of social housing to Ontario through the signing of the federal/provincial agreement.

2000
Federal Government's new *National Homelessness Initiative* started to provide funding for the *Supporting Community Partnerships Initiative (SCPI)*, which was targeted at transitional housing for the homeless. This funding was being administered by select municipalities.

58

continued

2001

Province devolves funding and administration of existing social housing to 47 Municipal Service Managers but keeps responsibility for supportive housing (now with Ministry of Health/LTC and MCSS).

Federal Government returned to the funding of housing development programs and announced $680 million for an *Affordable Housing Program (AHP)* to be administered by provinces which provide matching funding.

2002

In its agreement with the Federal Government, the Provincial Government pledged only $2,000/unit, passing on responsibility for the other $23,000/unit of matching funds to municipalities, nonprofits and charities.

Federal Government signed an agreement with Ontario under the *Canada/Ontario Affordable Housing Program* pledging $245 million or $25,000/unit over 5 years to build 10,500 units of "affordable housing." in funding and administering social housing in Ontario; 52, 189 units created.

2003

Announcement of *Ontario Pilot Program* of 2,000 units under Canada/Ontario (Municipal) Affordable Housing Program

Federal Government announced another $115 million for the *Canada/Ontario Affordable Housing Program* for Ontario.

2005

Strong Start Program: approximately 1,500 units are released to fast-track new housing proposals. The next "Wave 1" allocation of 5,230 is allocated among all 47 SMs. For the Strong Start and "Wave 1" projects, Ontario matched the Federal contribution.

2007

The Province allocated $392 million in funding to SMs for affordable housing including $127 million for **DOOR** (construction and rehabilitation), $185 million for **ROOF** (27,350 housing allowances) and $80 million for Urban Aboriginal Housing.

Federal Government replaced National Homelessness Initiative with *Homelessness Partnership Strategy*, which aimed to build and improve upon the initiative by focussing on a "HousingFirts" approach to homelessness, and funding is renewed every 2 years (current program expires in March 2014).

2008

Social housing providers became eligible for Infrastructure Ontario loans for capital investments (federally funded housing co-operatives excluded).

2009

Province renewed $5 million Rent Bank and made it permanent.

The Federal Government provides $110 million funding for the Mental Health Commission of Canada's At Home/Chez Soi research project. The study examines the effect of Housing First interventions for homeless individuals in five cities. In 2013 the Province pledged $4 million to extend the funding for Toronto Participants. A report on the outcomes of the study was released in 2014

Federal and Provincial Governments committed a combined investment of over $1.25 billion for social and affordable housing in Ontario over the next two years; $704 million was allocated for *Social Housing and rerofit Program (SHRRP)*; $545 million to extend *Canada-Ontario Affordable Housing Program (AHP)*, including funding for seniors and persons with disabilities. Economic stimulus was the priority for this funding.

59

2013

The Province's **Long Term Affordable Housing Strategy** confirmed the devolution of social housing to municipalities, and required community-based local planning of housing and homelessness services including social housing in Ontario. — **2010**

The *Housing Services Act, 2011* sets basic Provincial policy directions while giving service managers greater flexibility and control in the planning and delivery of housing and homelessness services including social housing administration. — **2011** — Investment in Affordable Housing (IAH) for Ontario: Federal and Provincial Governments will provide $480.6 million over 4 years for affordable housing creation and repair, rent supplements and housing allowances. Social housing market rent units eligible for rent supplements/housing allowances. All social housing ineligible for repair dollars.

Province consolidates funding for five homeless-related programs into the Community Homelessness Prevention Initiative (CHPI), administered by MMAH. CHPI provides Service Managers with flexible funding that they can direct towards emergency shelter solutions, housing with supports, homelessness prevention, or other service and supports depending on greatest need. — **2012**

As part of Ontario's Poverty Reduction Strategy 2014-2019, the Province allocated $16 million to create 1,000 new supportive housing spaces. The Province also announces a funding enhancement of $42 million for the CHPI for 2014-2015. — **2014** — The Federal and Provincial Governments commit $801 million to extend funding for the investment in Affordable Housing (IAH) Program for five years. Eligible programs include affordable homeownership, renovation, rent supplements and housing allowances, and the creation of affordable rental housing. Social housing units are ineligible for repair dollars. The extension ends on March 31, 2020.

March 2016: Long-Term Affordable Housing Strategy — **2016**

The first low-income housing in Canada was built by municipalities, such as Toronto and Halifax, without help from senior levels of government. It wasn't until 1949 that the National Housing Act (NHA) launched public housing as a joint federal/provincial partnership to acquire and develop land and to design, build and operate public housing projects. The federal/provincial partnership shared initial capital costs and operating losses on a 75 per cent/25 per cent basis respectively. From the 1950s through to the 1960s public housing was owned and operated by the Canada Mortgage and Housing Corporation (CMHC), a Federal agency.

As majority owner, CMHC had the responsibility for approving, planning and designing public housing projects, although the management and administration of the projects and the program's clients were in most cases taken on by the provinces. The Section 79 Federal/Provincial Program removed the municipalities from any significant role in the delivery of public housing; yet municipalities were often the most affected by the program both in terms of its benefits and problems.

Amendments of the NHA in 1964 led to the introduction of a new program— the Section 81/82 Regular Public Housing Program. These amendments also introduced the Section 82 Provincially-Financed Public Housing Program. Under Section 81, loans were offered by CMHC to municipalities and provinces/territories for up to 90 per cent of the capital costs of public housing projects. Section 82 authorized CMHC to absorb 50 per cent of operating losses associated with public housing projects for a period not exceeding 50 years.

Provincial interest and program take-up increased with the introduction of this new program as the initial capital cost of building projects was only 10 per cent (versus 25 per cent under the Section 79 program) and the provinces/territories retained ownership of the projects (unlike the Section 79 program). The dramatic increase in the use of these programs under the NHA provided a strong impetus to provinces and territories to establish housing agencies of their own.

In 1964, the Ontario Government formed the Ontario Housing Corporation (OHC) which took on the responsibility for the provision and management of public housing. OHC was established under the Ontario Housing Corporation Act and was funded through rental income and subsidies from the provincial and federal government.

OHC public housing projects were developed across Ontario to meet the needs of families and seniors unable to secure adequate housing in the private rental market. Local Housing Authorities (LHAs) acted on behalf of the OHC as local delivery agents for Public Housing. In many cases, this involved transferring ownership of municipally-initiated social housing projects to the Provincial level. OHC gave policy direction, managed the operating and capital budgets and funded Local Housing Authorities.

 While municipalities initially contributed a small cost-share of operating costs and had representation on the Local Housing Authority Boards, the municipal role was otherwise quite limited. In the late 1970s and early 1980s, however, there was a resurgence of in-

terest and activity among municipalities in Ontario. Changes to the NHA provided legal and financial mechanisms by which municipalities (as well as other community-based not-for-profit organizations) could form non-profit housing corporations and build and operate social housing projects.

The projects differed from public housing operated by OHC in that these usually incorporated a mix of tenants paying rent-geared-to-income rents and those paying market rents, whereas OHC projects were 100 percent rent-geared-to-income. Federal and Provincial funding formulas enabled projects to be built and operated with no direct municipal contributions. Largely due to the success of these projects, OHC built the last public housing in 1978.

In the early 1990s, the Federal Government terminated funding for the development of any new social housing, leaving the Province of Ontario as one of the few provinces to unilaterally fund new social housing development. After the 1995 provincial election, provincial funding for the development of permanent social housing was ended, leaving Ontario without any senior government financial resources for the development of social housing.

Subsequently, in an announcement that surprised both the municipal and social housing sectors, the provincial government stated its intention to transfer responsibility for both administration and the ongoing funding of social housing to the municipal level. The responsibilities were assigned to 47 municipal service organizations called Consolidated Municipal Service Managers (in short, Service Managers or SMs).

Through the signing of the Federal-Provincial Social Housing Agreement on November 15, 1999, the federal government allowed the Province to devolve social housing to municipalities. The Social Housing Reform Act, 2000 (SHRA), transferred responsibility for social housing, including public housing, to municipal Service Managers and District Social Services Administration Boards (DSSABs) – which deliver community services in mainly rural and remote areas that lack an upper tier municipality such as a County or Region.

The SHRA required that all 47 SMs and DSSABs establish Local Housing Corporations (LHCs) to own and operate the social housing stock. In some cases, Service Managers expanded the LHC to include not just public housing but also the mixed-income Municipal Non-profit Housing agencies.

The result is that Ontario's social housing program, formerly operated under the "command and control" of a single provincial ministry, has been "municipalized" to 47 local authorities.

Excerpt from: Survey of Local Housing Corporations, Housing Services Corporation, Phase 1 Results, Lisa M. Oliveira, September 2013Wharnclif

APPENDIX E

OUR PROPERTIES

Dundas

Wharncliffe

Limberlost

Tecumseh

Baseline

Hale

Allen Rush

Bella

Commissioners

Boullee

Glencoe