

# **Civic Administration Update: A Housing Development Corporation**

## **PROPOSED NEXT STEPS**

for the May 12, 2014 Meeting of  
Council Housing Leadership Committee



**London**  
CANADA

## **CONTEXT:**

The draft HDC Business Case, guided by SHS Consulting, reflects compelling reasons to establish an HDC in London.

Actions to establish an HDC require a sustainable business plan with an implementation design by Civic Administration.

**Civic Administration is seeking approval to proceed with creating a business plan inclusive of proposed implementation activities.**

**CHLC is NOT approving an HDC at this time.**

## **TODAY:**

- CHLC Review of Changes made to HDC Business Case
- Final Input into HDC Model

## **Recommendations:**

- 1. That the proposed HDC Business Case revisions and presentations BE RECEIVED by Council Housing Leadership Committee (CHLC);**
- 2. That Civic Administration BE DIRECTED to report back to CHLC in late June/July 2014 with a finalized HDC business case from SHS Consulting;**

## **NEXT STEPS: (Subject to CHLC Direction)**

- Civic Administration to finalize a BUSINESS PLAN
- Civic Admin return to a proposed JUNE meeting of CHLC
- HDC BUSINESS PLAN including a proposed implementation plan for Committee and Council consideration and approval

## **Recommendation:**

- 3. That Civic Administration BE DIRECTED to prepare a business plan including a proposed implementation plan for a Housing Development Corporation to be presented to CHLC at its next meeting in time for consideration at the meetings of Community and Protective Services Committee of July 21, 2014 and the Municipal Council of July 29, 2014.**

## **NEXT STEPS: (Subject to CHLC Direction)**

- As part of a proposed implementation plan, other one-time or project specific funding may be available to advance the initial activities of the HDC.

## **Recommendation:**

- 4. Civic Administration BE DIRECTED to explore funding opportunities that may be available through other orders of government to support the proposed HDC implementation plans and project specific initiatives within the proposed HDC plans.**

## **PROPOSED APPROACH:**

### **1. Start-up: Approach based on minimum sustainable viability**

Key initial actions to be considered:

- governance and legal model
- shareholder directions and accountability rules with Council
- shared service requirements with Civic Administration
- Continue current outcomes related to affordable housing development

### **2. Initial Tools to be Considered for the HDC**

Key initial actions to be considered:

- Assembly of all existing affordable housing policies
- Financial considerations focused on existing municipal contributions
- A clear pro-forma of first years of HDC start-up outlining other anticipated costs, spending mandates, revenues, and other financial considerations including tax status, transparency rules, and any related implications

## **PROPOSED APPROACH: Cont'd**

### **3. Priorities**

New policy development including sale and acquisition of property, new affordable housing strategies related to emerging policies (e.g. Secondary Suites) and valuation and prioritization of Public Housing regeneration potential (in partnership with LMHC and City)

### **4. Timing: Focus of Initial Business Plan will be on initial 4 years**

- 2014-2015: Transition (Implementation Team) and create shell corporation
- 2015: Establish first board and direction by May 2015
- 2015-2016: Start-up year
- 2016-2018: First full years of HDC operation

**Following years: To be presented in 5 year business plans aligned with budget planning cycles.**

## **ANTICIPATED OUTCOMES:**

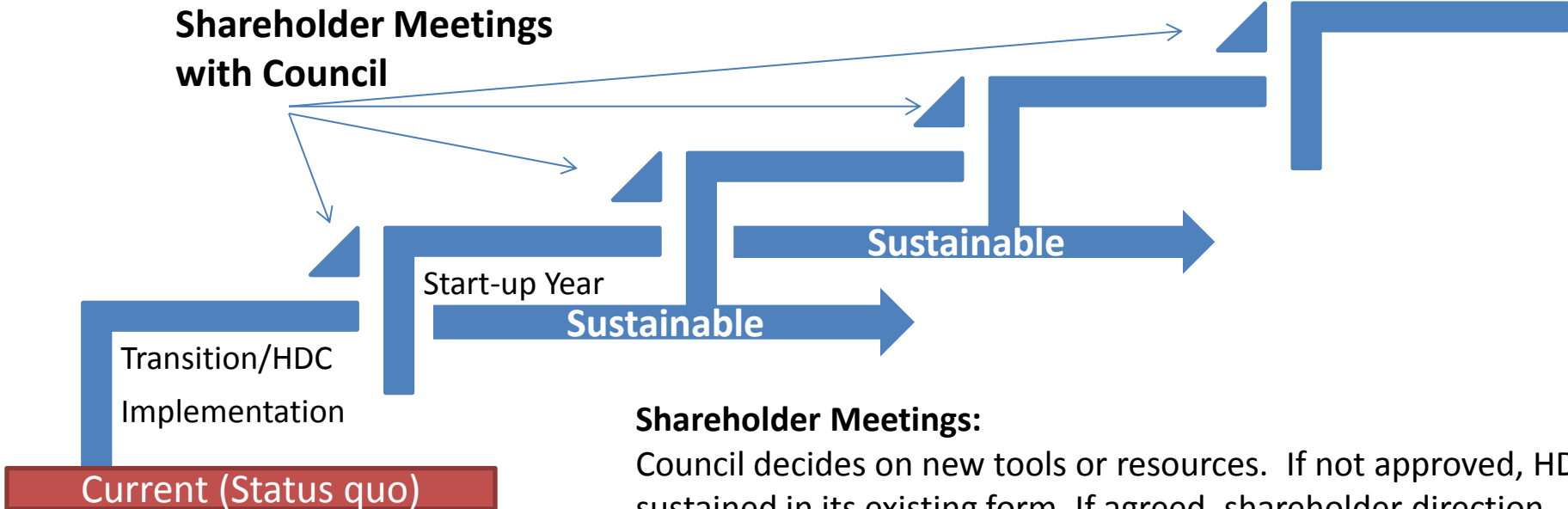
**Subject to July approval, the following are anticipated actions to be completed by May 2015 – First Shareholder Meeting**

1. Continuity of existing affordable housing services and tools and related 2014 outcomes
2. A corporate project team/champions table - required resources for ongoing support
3. Process to establish sustainable board with composition, rules, and competencies
4. Discussions and recommendations related to future directions and plans (2015/16).
5. A mechanism for ongoing shareholder accountability and engagement

**Note: Update to new Council in 2014/15 on HDC and implementation**



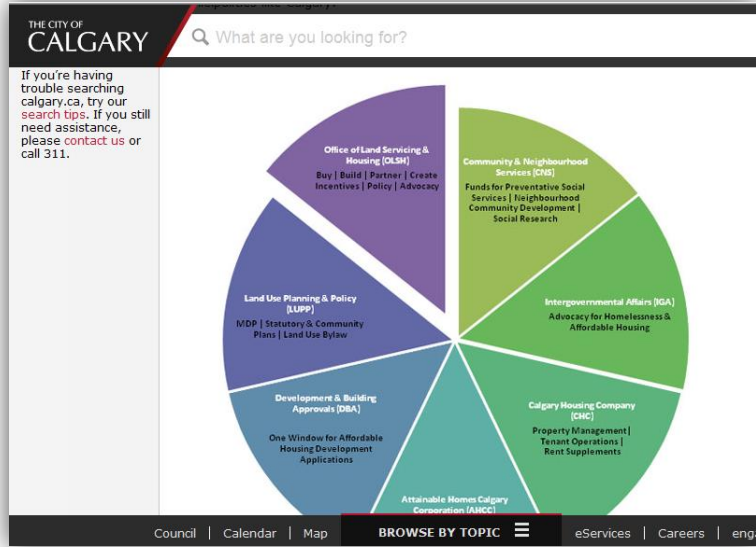
# PROPOSED APPROACH TO IMPLEMENTATION PLAN



**Shareholder Meetings:**

Council decides on new tools or resources. If not approved, HDC sustained in its existing form. If agreed, shareholder direction and accountability rules amended accordingly.

July, 2014                      May, 2015                      May, 2016



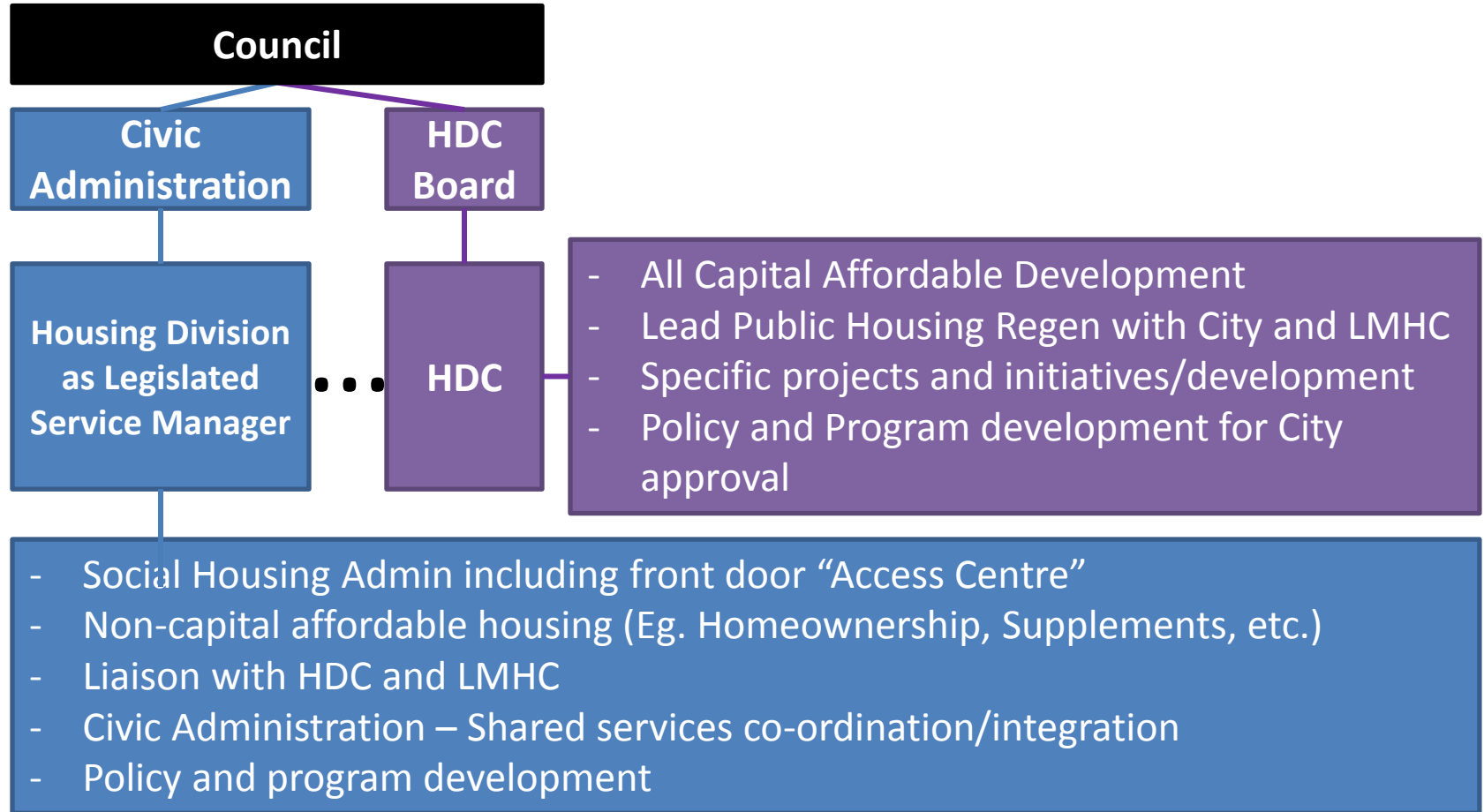
## Proposed Housing Project Team/Champions Table

Internal table of key leads:

- Homeless Prevention Services
- Housing and Social Services
- Neighborhood Services
- Planning
- Finance/Realty
- HDC Lead
- LMHC Lead
- Development and Compliance

**An internal decision making body to advance affordable housing capacity through integrated planning and policy .**

# PROPOSED APPROACH TO GOVERNANCE AND RELATION WITH CIVIC ADMIN



••• Accountability relationship to Service Manager

— Direct control