



LONDON &
MIDDLESEX
HOUSING CORPORATION



COMMUNITY HOUSING REVITALIZATION STRATEGY

Josh Browne, CEO, LMHC
June 25, 2018

AGENDA

1. Background & Landscape
2. Framework for Regeneration
3. Action Plan
4. Next Steps



BACKGROUND

Defining Urban Regeneration
in regards to LMHC's current
and desired future state.





Defining Urban Regeneration

Site Regeneration

Is about supporting sensitive growth and change in our neighbourhoods so that they are sustainable and prosperous over the long-term.

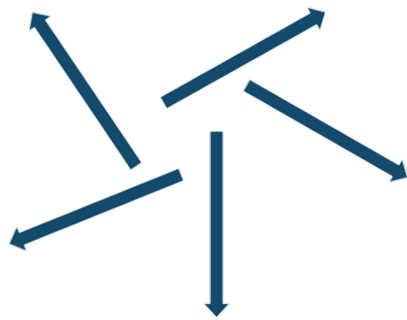
Social Revitalization

Engages and supports tenants. Transitions buildings into more supportive and integrated communities, and collaborates with partners to advance housing and whole life stability.

LANDSCAPE

LMHC's Current Environment

- Isolated Communities
- Aging Infrastructure
- Poor Land Efficiency
- Lack of Housing supports
- Unsustainable business model
- Informal supports and partnerships



Sustainable Community Housing

- Integrated Communities
- Sustainable Infrastructure
- Leveraged Land Value and Appropriate Density
- Integrated Housing Supports
- Mixed Rent model
- Structured Partnership Agreements



Our History



A long history of attempting to address the needs of an inward looking and aging asset portfolio within a challenging service delivery model.

Early Reports (2009 – 2012)

- July 6, 2009 CPSC (Community and Protective Services Committee via Council Housing Leadership Committee)
- May 18, 2011 Finance and Administration Committee
- June 20, 2011 Municipal Council
- June 12, 2012 Municipal Council (convened as SPPC)

Action Reports: (2015-2018)

- HDC Business Plan and Incorporation
- End of Social Housing Operating Agreements Report
- LMHC Reports and Budget Deliberations on Building Conditions
- London Plan - Urban Revitalization
- City Budget - LMHC Regeneration (Starting in 2018)

Planning



2016 – 2019 CITY OF LONDON STRATEGIC MULTI-YEAR BUDGET

ADDITIONAL INVESTMENTS BUSINESS CASE #21

STRATEGIC AREA OF FOCUS:	GROWING OUR ECONOMY
SUB-PRIORITY:	URBAN REGENERATION
STRATEGY:	CREATE NEW PARTNERSHIPS TO BUILD, AND SUPPORT THE BUILDING OF, NEW AFFORDABLE HOUSING
INITIATIVE:	REGENERATING PUBLIC HOUSING PLAN
INITIATIVE LEAD(S):	SANDRA DATARS BERE
SERVICE(S):	AFFORDABLE HOUSING

TOTAL 2016 – 2019 INVESTMENT REQUESTED (\$000'S): \$750

TOTAL 2016 – 2019 NET BUDGET REQUESTED (\$000'S): \$750

Regeneration Planning started in 2018 with an initial \$250,000 investment to 'Plan the Plan'

OVERVIEW

Establishing a Framework
for Regeneration.



Guiding Principles

Lead Organization

LMHC is the lead organization, building on the support of its partners

Decision Making

LMHC decisions must best serve tenants, communities, and the shareholder

Communication

LMHC will ensure all stakeholders are fully informed communicating frequently and transparently

Portfolio Mix

LMHC will be a landlord providing a range of subsidized and market housing

Community Partners

LMHC will be a community partner, seeking and engaging in new partnerships

Tenant Engagement

LMHC will engage and involve tenants in the planning process to help achieve the LMHC vision

Guiding Principles

Sustainability

Development plan resources and funding will focus on sustainable developments

Iterative Planning

plans will be iterative, and fluid to identify early wins and build on opportunities

Financial Instruments

LMHC will leverage assets and manage debt in accordance with the Shareholder

Flexibility

Lessons will be learned from successes and challenges and the plan adjusted accordingly

Strategic Partners

HDC and the City of London are strategic partners in support and service to regeneration

Mixed Funding

Revenue, financing, services, and partnerships will look to all sectors and governments



We
CARE

COLLABORATIVE
ACCOUNTABLE

RESPONSIVE • EQUITABLE



Regeneration Roles

In LMHC
Regeneration,
We ALL Care



LMHC is the owner and project leader of the LMHC Regeneration Strategy



LMHC is committed to working closely with the City of London as the Service Manager and Shareholder



LMHC is in a strategic partnership with the Housing Development Corporation (HDC). As Development Manager, the HDC is working for and with LMHC

Alignment

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
<ul style="list-style-type: none">• Improve, renew and maintain the homes that we offer• Stake out our critical role in supporting housing stability and preventing homelessness• Engage, Assist & Empower Tenants	Strengthening Our Community	<ul style="list-style-type: none">• Diverse, inclusive and welcoming community• Caring and compassionate services
<ul style="list-style-type: none">• Improve, renew and maintain the homes that we offer	Building a Sustainable City	<ul style="list-style-type: none">• Robust infrastructure• Strong and healthy environment• Beautiful places and spaces
<ul style="list-style-type: none">• Improve, renew and maintain the homes that we offer	Growing our Economy	<ul style="list-style-type: none">• Urban Regeneration

The London Plan

Directions	Policies
Plan for a Prosperous City	<ul style="list-style-type: none">• Plan for cost-efficient growth patterns;• Revitalize our urban neighbourhoods;• Invest in and promote affordable housing to revitalize neighbourhoods
Build a Diverse City	<ul style="list-style-type: none">• Revitalize our neighbourhoods to serve as community hubs;• Develop affordable housing that attracts a diverse population to our city
Build mixed-use compact city	<ul style="list-style-type: none">• Sustain, enhance and revitalize our neighbourhoods;• Plan for intensification;• Ensure a mix of housing types within our neighbourhoods;
Build strong, healthy, attractive Neighbourhoods	<ul style="list-style-type: none">• Promote connectivity and safety;• Design complete neighbourhoods (ages, incomes and abilities);• Create social gathering places where neighbours can come together;• Integrate affordable forms of housing in all neighbourhoods;• Explore creative opportunities for rehabilitating public housing.
Make wise planning decisions	<ul style="list-style-type: none">• Engage stakeholders in all planning processes;• Think “big picture” and long-term;• Plan for affordable, sustainable infrastructure;• Ensure new development fits within existing neighbourhood

Policy to Plans

Policy Framework

Provincial Policy Statement and Fed/Prov Housing Regulations

The London Plan and Municipal Regulations

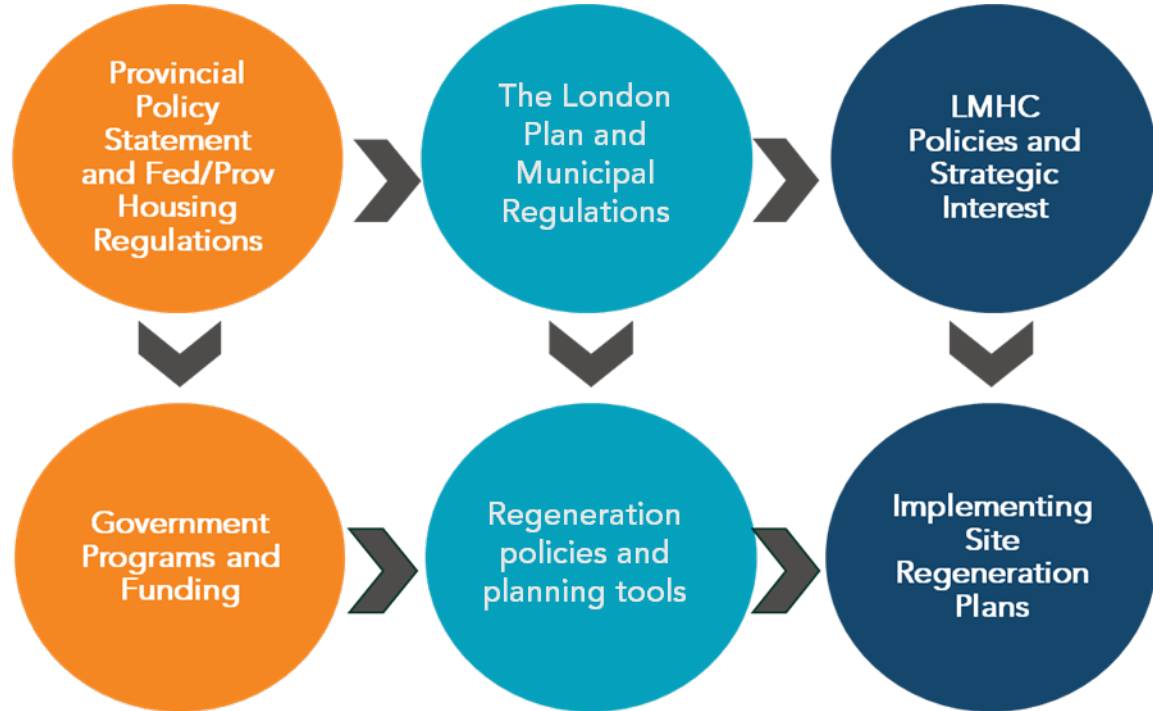
LMHC Policies and Strategic Interest

Planning Framework

Government Programs and Funding

Regeneration policies and planning tools

Implementing Site Regeneration Plans



Action Plan

A Ground Up, Three Phased
Approach to Regeneration



Action Plan - Phase One

Goals	Activities (Not exclusive lists)
Baseline Data Collection and Review of Best Practices	<ul style="list-style-type: none">• Establish Baseline Information• Gather Industry Knowledge and Standards• Build an Assessment Management Framework for current and future mapping needs• Determine Local Demographics, Trends and Projections• Verify Intersection with Other Local Plans
Define Project Scope and Relationships	<ul style="list-style-type: none">• Define the Project Parameters and Key Terms• Establish Areas of Activity and Work• Develop the Broad Phases of the Project Plan
Set Governance and Project Structure	<ul style="list-style-type: none">• Structure the Core Team and Key Resources• Develop Terms of Reference and Related Agreements• Establish Issue Management and Resolution procedures• Determine Governance, internal and external resource needs

Action Plan - Phase Two

Goals	Activities (Not exclusive lists)
Develop an Engagement Strategy	<ul style="list-style-type: none">• Align LMHC Tenant Engagement Strategy with Revitalization Plans• Establish a Regeneration Support Table• Develop Change Management Strategies to Mitigate Tenant and Community Impact• Develop Communication Strategy and Tools• Develop Regeneration Network with Other Providers
Establish Rules, Tools and Initial Financial Plan	<ul style="list-style-type: none">• Determine the Service Manager, LMHC, Municipal and Other Programs, Policies and Considerations related to Regeneration• Develop Initial Capital Plan to align with current and next multi-year budget cycle
Master Regeneration Plan Development	<ul style="list-style-type: none">• Define Broad Multi-Year regeneration plan• Prioritize Regeneration plans based on Decision Matrix• Determine General Asset Sale, Acquisition, Divestment, Repurposing Strategy

Action Plan - Phase Three

Goals	Activities (Not exclusive lists)
Develop Site Specific Regeneration Plans	<ul style="list-style-type: none">• Define Detailed Plans for Individual Sites• Ensure plans integrate within Local Communities• Ensure Plans are inclusive of Current and Future Tenant Strategies

Regeneration Framework

Areas	Project Resources	Timing and Phasing
Physical sites and structures	Planning and Land Resources	Initial Strategy Planning and Governance Structure
Social and Community Context	Financial and Development Plans	Initial Regeneration Actions/ Quick wins
The rules and tools of social and affordable housing	People Management and Engagement Strategy	Creating Long-term Sustainable Action Plans

Next Steps

The London Plan - Policies
and tools to advance
Regeneration



Local Planning Tools

The diagram consists of three overlapping circles. The leftmost circle is orange and contains the text 'Community Improvement and Secondary Plans'. The middle circle is light gray and contains the text 'Special Policies'. The rightmost circle is dark teal and contains the text 'Bonusing Considerations'. The circles overlap in a Venn-like fashion, with the middle circle overlapping both the left and right circles.

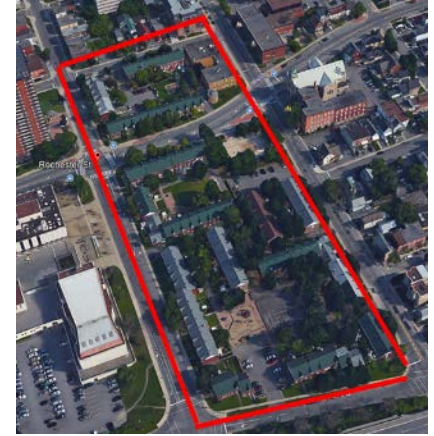
Community
Improvement
and
Secondary
Plans

Special
Policies

Bonusing
Considerations

Example

Ottawa's Rochester Heights replaced 26 ageing townhomes with an 8 storey 148 unit, affordable mixed rent public housing building





To Support Regeneration

Advocacy

Advocate for policies and funding from other orders of governments

Planning

Advance mixed stacked and mixed developments with LMHC and throughout the community

Collaboration

Assisting in plans to maintain and stabilize housing during tenant displacement. Collaborate with community agencies for social and site revitalization

Priority Rules

Create new priority rules to assess and support tenant mix and diversity

Housing with Supports

Implement Housing First tools and supportive housing with a focus on mixed communities

Flexibility

Through the Shareholder Declaration, provide LMHC the necessary flexibility to plan for the future



Financial Support

Reserve Funds

Currently LMHC does not have the authority to hold reserves and reserve funds. To ensure regeneration activities LMHC will require the appropriate financial tools for future planning

Rent-Loss

During tenant displacement Operating income and budgets will be negatively impacted by the reduction in rent. LMHC may require assistance to stabilize operating budgets during this time

Capital Investment

2020- 2025 budget forecast submitted in 2015 will require modification. Initial projections were qualified with the understanding that figures may change upon completion of long-term strategy



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QUESTIONS AND DISCUSSION