That, on the recommendation of the Director of Social and Community Support Services and the Director of Municipal Housing, and with the concurrence of the Executive Director of Community Services, the following report regarding the implementation plan update and reporting format related to the London Community Housing Strategy (LCHS) and Integrated Community Plan on Homelessness (CPH) BE RECEIVED for information purposes.

RECOMMENDATION

PREVIOUS REPORTS PERTINENT TO THIS MATTER

BACKGROUND

Municipal Council’s reaffirmation of the London Community Housing Strategy (LCHS) represents a unified call for investment and action from all orders of government, agencies, communities and other sectors to address local needs in the affordable housing continuum from streets to home ownership and to help achieve the Council endorsed LCHS community vision.
"A City of London where all members of the community have access to housing that is safe, secure, and suitable to their needs and ability to pay."

COMMUNITY UPDATE REPORT

The London Community Housing Strategy (LCHS) outlines system design, program, political advocacy, service delivery and administrative recommendations. The strategy builds on local successes, public input, and informed research and best practices. Part of the LCHS deliverables was the requirement of a reporting mechanism that would guide the implementation of the strategy over the 5 year period inclusive of a status update on affordable housing developments, homelessness services, and other initiatives associated with the recommendations.

As a final component in this initial work, attached is the Community Update Report and the 5-Year Implementation Plan (Appendix A) for the London Community Housing Strategy and Integrated Community Plan on Homelessness. Recognizing that there has only been a brief period of time between Council's approval of these plans, this initial report acts as a template for future reports to follow.

This update report format reflects the current environment related to each of the strategic areas of work, the actions to date during these first few months of activity, the priorities over the next year (and beyond), as well as the implementation risk factors and potential issues that will continue to be monitored as part of this work.

An overview of the implementation of the strategic objectives of the LCHS provides the proposed sequence in which the Plan is going to be addressed. There are some strategic objectives that will take more than one year to complete. There are other strategic objectives, especially those related to things like advocacy with other orders of government that will be a priority for each year of the Plan.

Each area of the report will include data and qualitative notes as well as the specific outcome measures which will be tracked to ensure progress toward the fulfillment of the strategy. As a community based initiative that also relies heavily upon the direct engagement and funding from other orders of government, the ongoing reporting will identify service and funding gaps and challenges associated with implementation and progress.

Through this reporting mechanism, the Administration and community will be able to reflect on any new and emerging areas for required attention and action, allowing the strategy to remain relevant and flexible and able to be revised to be inclusive of emerging issues and needs.

FINANCIAL IMPACT

The financial impacts associated with the London Community Housing Strategy and the Integrated Community Plan on Homelessness, are addressed through the Municipal budget process. There are no financial impacts related to this report. In future versions, this update will be inclusive of funding allocations related to homelessness and housing programs and services.

CONCLUSION

As the federal government prepares for its 41st parliament, Civic Administration will continue to advocate for strengthened housing and homelessness funding and program initiatives for London. We also await the provincial government's continued review of the Long Term Affordable Housing Strategy. Together, these activities will either support or challenge the implementation of the LCHS.

Despite the pending activities, Civic Administration continues to work with our community partners and other service sectors on actions associated with this strategy. We are working closely with our shelter providers on the implementation of the recently approved service standards. We are working with London CAReS partners on the reshaping of activities to better promote housing and supports, and we are working with our local health and justice sectors to support programs and investments that will help stabilize people in their homes and communities of choice.

Civic Administration will continue to update the committee on initiatives and actions that advance our work on the London Community Support Services (LCHS), Integrated Community Plan on Homelessness (CPH) and the ongoing needs of the homeless population and those living in housing crisis.
C. Jan Richardson, Manager Homelessness, Hostels and Special Populations
Anna Lisa Barbon, Manager, Financial & Business Services
Social Housing Operational Advisory Committee
London Homeless Coalition
Council Housing Leadership Committee
London Housing Advisory Committee

Att.
2011 Community Update Report
An Implementation Update of the London Community Housing Strategy
& Integrated Community Plan on Homelessness
May 2011
<table>
<thead>
<tr>
<th>CONTENTS</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERVIEW — LONDON COMMUNITY HOUSING STRATEGY (LCHS)</td>
<td>3</td>
</tr>
<tr>
<td>PURPOSE OF THE COMMUNITY UPDATE REPORT AND IMPLEMENTATION OVERVIEW</td>
<td>4</td>
</tr>
<tr>
<td>THE TARGETS</td>
<td>5</td>
</tr>
<tr>
<td>KEY FACTS</td>
<td>6</td>
</tr>
<tr>
<td>VISION</td>
<td>7</td>
</tr>
<tr>
<td>STRATEGY</td>
<td>8</td>
</tr>
<tr>
<td>THEME 1—SYSTEM DESIGN</td>
<td>9</td>
</tr>
<tr>
<td>THEME 2—PROGRAMS SERVICES</td>
<td>10</td>
</tr>
<tr>
<td>THEME 3—POLITICAL WILL</td>
<td>11</td>
</tr>
<tr>
<td>THEME 4—DELIVERABLES</td>
<td>12</td>
</tr>
<tr>
<td>THEME 5—RESPONSIVE ADMINISTRATION</td>
<td>13</td>
</tr>
<tr>
<td>LCHS 5-YEAR IMPLEMENTATION PLAN</td>
<td>14</td>
</tr>
</tbody>
</table>

The targets follow the format: (D3 +½ = (D3 +½))
OVERVIEW — London Community Housing Strategy (LCHS)

The London Community Housing Strategy provides a detailed framework for the City of London to continue working towards its housing vision by December 31, 2015: "A City of London where all members of the community have access to housing that is safe, secure and suitable to their needs and ability to pay." The London Community Housing Strategy was approved by City Council in June 2010. The Council noted the importance of working with the other orders of government and gave direction to immediately begin working on short and immediate term action plans as outlined in the LCHS. To that end, while this document was being prepared, work continued on the creation of the London Community Plan on Homelessness, further decentralizing of Ontario Works services into the communities, the reframing of London CARES and the development of a strategy to deal with the divestiture of beds by the LHIN.

The Community Update Report is designed to provide the linkage between the LCHS, the implementation plans and performance tracking. A key structural change related to the success of the LCHS is that Housing and Homelessness are now part of the same City department — building on existing strengths and providing an even stronger organizational platform for the future.

During the development of the London Community Housing Strategy, it became clear that London is a community that is aligned to its desired future state. Consultations and interviews with homeless and housing service providers, tenants, people with lived experience, the business community, home builders, developers, and City staff indicated that there was shared focus on similar areas of attention. There is almost universal interest from people and organizations across London to achieve the vision and the City will continue to provide leadership and guidance. Successfully attaining the vision will require active community engagement and the involvement of the other orders of government. At the time of writing, Bill C-140, Strong Communities through Affordable Housing Act, 2011, was passed with acknowledgement that, "Affordable housing is a key component of Ontario's Poverty Reduction Strategy." The full London Community Housing Strategy is available on the City of London website and can be accessed at: http://www.housing.london.ca/LCHSJune2010Report.pdf.

The LCHS continues work that began more than a decade ago with the Affordable Housing Task Force. The 2010 London Community Housing Strategy focuses attention on specific initiatives during the next five years. City Council approved a target of 1,200 affordable dwellings through new rental development, rent supplement, acquisition and/or affordable homeownership. Three hundred (300) of these units are supportive housing and this lands squarely within the jurisdiction of the Province of Ontario to provide capital and operating funding.

Building upon the London Community Housing Strategy, the London Community Plan on Homelessness (LCPH) was also created and integrated into the strategy. It establishes priorities, goals and activities related to meeting the needs of homeless people within the community. The LCPH builds upon strengths within the community that will improve the homeless service sector in a determined effort to reduce homelessness over the next five years. The full London Community Plan on Homelessness is also available on the City of London website and can be accessed at: http://www.housing.london.ca/LondonCommunityPlanonHomelessness.pdf.
Purpose of the Community Update Report and Implementation Overview

The Community Update Report has two components:
1. The Community Update Report that will be used to track progress in meeting the objectives of the London Community Housing Strategy.
2. An Overview of the Implementation Plan for each objective over the next five years.

The Community Update Report and Implementation Overview use the five thematic areas of the Council approved Plan:
1. Strong System Design
2. Evidence Based & Integrated Programs and Services
3. Political Will and Commitment
4. Focused, Measurable and Targeted Deliverables
5. Strong and Responsive Administration

For each of the themes, the Community Update Report will provide an annual update on progress in meeting the Strategic Objectives that were approved by Council. Progress will be considered within the context of the current year – what is happening at the federal, provincial, municipal and/or community level that is the backdrop to delivering on the Plan. For instance, the Provincial Long Term Affordable Housing Strategy was released after Council approved the Plan.

Progress will be reported annually. When possible and relevant, metrics will be provided such as the number of housing units created, annual average daily emergency shelter bed usage, etc. The Community Update Report also indicates the priorities for the subsequent year. The work plan related to the strategy will be transparent on a year-to-year basis.

Finally, the Community Update Report for each of the five themes identifies issues that may need to be considered or managed to successfully deliver on those priorities over the coming year. It should be noted that some issues such as legislative changes and funding uncertainty are outside of the City’s control and may impact the ability to meet the objectives of the Council approved Plan.

An overview of the implementation of the Strategic Objectives for each Theme across all five years of the Plan is provided at the conclusion of the document. Council, community partners and the general public can see the sequence with which the Plan is going to be addressed. There are some Strategic Objectives that will take more than one year to complete. There are other Strategic Objectives – especially related to things like advocacy with the other orders of government – that will be a priority for each year of the Plan.
THE TARGETS

One of the key measurable outcomes of the 2010 London Community Housing Strategy is the revised affordable housing target over the next five years. Council approved a target of 1,200 affordable dwellings, 300 of these are supportive housing dwellings and directly within the purview of the Province of Ontario. Within the 1,200 affordable dwellings, there is focus on particular sub-populations that are currently more disadvantaged than others in having their affordable housing needs met in the City. This is outlined in detail within the LCHS.

While an important component of the Community Update Report, the affordable housing target is not the sole measure by which the Plan’s success can be measured. Meeting this ambitious target is subject to funding from other orders of government. It also must respect the complexity of development and the due diligence that is incumbent upon the City to exercise in issuing requests for proposals and assessing the relative merits of each. Consideration of the long-term and extended life cycle of each housing unit need to be assessed and make good financial sense.

Advocacy will continue related to MOHLTC funding for investments towards addiction treatment. The Province will be accountable for informing the City about their investments in new supportive housing across all sectors and ministries each year.

It should be noted that not all municipalities set targets as part of their housing strategies, London has a track record of setting aggressive targets and showing considerable innovation and determination to do whatever it can to meet the housing demands within the community. The most recent Council approved Plan is no exception.
Active involvement from the community and other orders of government is required for the LCMS to be successful.

OrgCode Consulting, Inc.

KEY FACTS

The outputs and outcomes achieve as part of the Plan – and the understanding of progress as communicated annually in the Community Update Report – must be done so against a backdrop of existing programs, services, infrastructure and accomplishments. To that end, the following key facts, figures and statistics are offered in your consideration of the Community Update Report:

- In the last decade, the City of London has facilitated the development of 1,194 units of affordable housing.

- All social housing is affordable but not all affordable housing is social housing. There are 8085 units of social housing within the City, 5939 offer rent-guaranteed-to-income. The affordable housing units are at or below average market rent, but may not be rent geared to income.

- There are 360 emergency shelter beds within the City funded through per diem. The average daily emergency shelter use in 2010 was 314 beds or 87.3%.

- The London Community Addiction Response Strategy (CARES) focuses its attention toward individuals living in the core areas of the City experiencing homelessness and addictions, mental health and poverty. The continued work of London CARES is building towards its initial goal of stable housing with support.

- Ontario Works is continuing to decentralize its services to provide clients with easier access in London neighbourhoods. Council has approved funding to increase the scope of decentralization.

- Working with our partners in the community and consistent with the expectations of the Province, we will deliver the following:
  1. Integrated housing services – matching up housing with human services and supports to optimize outcomes for people in need
  2. Homelessness prevention
  3. Providing emergency shelters (only) when needed
  4. Rapid re-housing options for homeless individuals and families
  5. Accessible housing options.
Vision

A city of London where all members of the community have access to housing that is safe, secure and suitable to the needs and ability to pay.

Strategy

A comprehensive continuum of housing solutions based on:
1. Strong system design
2. Evidence based and integrated programs and services
3. Political will and commitment
4. Focused, measurable, and targeted deliverables
5. Strong and responsive administration

London Community Housing Strategy
—2011 Community Update Report
The Strategy

Current State

- London CARES
- Home Ownership
- Shelters
- Social Housing
- Homelessness & Housing Funding
- Affordable Housing
- Official Plan

Pre-LCHS
Good activities, gaps, no overarching strategy, and outcomes are not integrated

Future State

London Community Housing Strategy

Pre-LCHS
Responsive Administration
Program Services
Deliverables
Political Will

Desired State
Alignment
London Community Housing Strategy
—2011 Community Update Report

Current Context
- Province has released its Long Term Affordable Housing Strategy, New direction but no new money. Still needs to pass through the legislature.
- Proposes changes in housing and homelessness program alignment.
- Federal housing funding not renewed prior to election call.
- New Mayor and Council since plan was approved by Council.

Progress and Priorities Over the Past Year
- Relationship between Housing Division and Social and Community Support Services Division strengthened and roles clarified through the integration of the 4ousing Division within Community Services.
- Initial steps on central administration taken.

Priorities for the Next Year
- Mayor's progress report on strategy.
- Next steps in central administration within the City for Housing and homelessness change initiatives.
- Aligning homeless programs to provincial long term affordable housing.
- Implementation of shelter standards and ongoing review of shelter services with other service partners.
- Aligning our homelessness funds and strategies within the CPH and the LCHS.
- Examining large and small community locations for the delivery of Ontario Works.

Implementation Risk Factors & Potential Issues to be Monitored
- Change in Federal government direction in housing—investment in new stock and maintenance and repair of existing stock.
- Change in Provincial government direction in housing and homelessness programs after the fall election.

<table>
<thead>
<tr>
<th>Committee Name</th>
<th>Priorities Over the Past Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>London Homeless Coalition</td>
<td>Advise, shape and co-ordinate community responses to homelessness and related needs for the London area – Community Plan on Homelessness: HPS.</td>
</tr>
<tr>
<td>Council Housing Leadership Committee</td>
<td>Development of affordable housing priorities and commitment of funding – London Community Housing Strategy, Implementation plans and Community Update Report.</td>
</tr>
<tr>
<td>London Housing Advisory Committee</td>
<td>Resource, Information gathering and advisory body to the Municipal Council on matters pertaining to housing – Landlord Licensing; Consultations on redevelopment of London Psychiatric Hospital Lands.</td>
</tr>
<tr>
<td>Social Housing Operational Advisory Committee</td>
<td>Deal with social housing operational and policy Implementation issues (SHRPP) Social Housing Renovation and Repair Program; Renewable Energy Programs (REI &amp; LEAP); provincial Long Term Affordable Housing Strategy (LTAPS).</td>
</tr>
<tr>
<td>Coordinated Access Support Team (CAST)</td>
<td>Provide input and advice on the delivery of coordinated access, income testing processes and eligibility rules for social housing wait list – Applicant Priority Status; new applications forms.</td>
</tr>
<tr>
<td>Housing Support Services Advisory Group</td>
<td>Provides direction, support and feedback to the Salvation Army Centre of Hope in the implementation of Integrated Housing Support Services for the City of London and to ensure public accountability in the delivery of rent banks, emergency energy assistance programs and other related services.</td>
</tr>
<tr>
<td>London CAReS Steering Committee</td>
<td>Has a primary role in the planning and oversight the implementation and evaluation of the program components of London CAReS.</td>
</tr>
</tbody>
</table>
**London Community Housing Strategy**  
—2011 Community Update Report

### Current Context
- Province has released its Long Term Affordable Housing Strategy. New direction but no new money. Still needs to pass through the legislature. Full impacts on homeless programs not yet known.
- Next round of HPS funding underway.
- New Mayor and Council since plan was approved by Council.
- H2H program was not renewed by Province.

### Progress and Priorities Over the Past Year
- London CARES review and improvements made to implementation.
- Community Plan on Homelessness approved by Council. Community has met to work with the City to develop implementation plan.
- Information Improvements.

### Priorities for the Next Year
- Move forward on Outcome Based Funding.
- Begin process of determining the right approach for London to know the number and service needs of all people who are homeless.
- Continued focus on CHPP, EEF, Emergency & Domiciliary shelters and Rent Bank as indicated by Ontario LTAH5.
- Initiate alignment of funding to priorities and needs.
- Improve supports to people once housed.
- Continue to work with the community and other orders of government to attain our goals.

### Implementation Risk Factors & Potential Issues to be Monitored
- Considerable change to service functions will take time and considerable relationship management.
- Full implications of Province's approach to realigning housing and homeless programs as part of the Long Term Affordable Housing Strategy are not entirely known, and will not be fully known until it passes through legislature.
London Community Housing Strategy
—2011 Community Update Report

**Goal**

Establish London as an equal partner with other orders of government.

**Approach**

Working with other orders of government.

**Strategic Objectives**

| 3.1 | Increase London Profile |
| 3.2 | Increase income supports |
| 3.3 | Strengthen capacity of housing providers |
| 3.4 | Improve discharge planning/shelter diversion |
| 3.5 | Increase investment in services to newcomers |
| 3.6 | Expand responses for Aboriginal people |
| 3.7 | Adjust shelter allowance and rent/utility scales |
| 3.8 | Continue Federal Investment in social housing |
| 3.9 | Permit social housing to borrow against equity |
| 3.10 | Provide new grants to maintain stock |
| 3.11 | Continue Canada-Ontario Affordable Housing Program |
| 3.12 | Provide additional rent subsidies and supplements |
| 3.13 | Clearer policy direction on related Planning matters |
| 3.14 | Cost recovery from programs to new housing options |
| 3.15 | Amend Special Priority Policy and local priority rules |
| 3.16 | Acquire property from all orders of government |

**Current Context**

- Province has released its Long Term Affordable Housing Strategy. No new money, still needs to pass through the legislature. Many aspects of Social Housing Reform Act being revisited and replaced.
- Federal housing funding not renewed prior to election call.
- New Mayor and Council since plan was approved by Council.

**Progress and Priorities Over the Past Year**

- Three municipal properties made available for affordable housing; none from either the Provincial or Federal government yet.

**Priorities for the Next Year**

- Implement new requirements from Provincial Long Term Affordable Housing Strategy and/or changes in Federal direction.
- Advocacy for increases in income supports, services to newcomers, Aboriginal people, adjustments to shelter allowance and rent/utility scales, continued Federal investment in social housing, borrowing against social housing equity; new grants to maintain stock, continuation from Canada Ontario Affordable Housing Program, additional rent subsidies and supplements and clearer direction on planning matters.
- Secure more properties from all orders of government for affordable housing.
- Adjustments to shelter allowance and rent-utility scales and borrowing against social housing equity should be put forward one more year.

**Implementation Risk Factors & Potential Issues to be Monitored**

- Change in Federal government direction in housing – investment in new stock and maintenance and repair of existing stock.
- Change in Provincial government direction in housing after the fall election.
- Implications of Provincial Long Term Affordable Housing Strategy are unknown.
Deliverables

London Community Housing Strategy — 2011 Community Update Report

Goal
1200 new affordable housing units throughout London (a mix of supplements, existing, built form, new units, and specialized units) to begin filling priority gaps within the housing continuum.

Approach
Future development targets & considerations for existing affordable housing stock.

Strategic Objectives
4.1 Continue to redefine and clarify roles and responsibilities of the Housing Division and Social and Community Support Services Division
4.2 Build capacity amongst property managers
4.3 Target for the City of London
4.4 Supportive and alternative housing target for other orders of government
4.5 Create mix within larger scale redevelopments
4.6 Mix throughout the City
4.7 Embrace environmental stewardship
4.8 Maintain existing stock
4.9 Examine economic development opportunity with each new affordable housing development of three or more storeys on a major or minor arterial road
4.10 Improve the waiting list for subsidized housing
4.11 Mayor's update on Community Housing Strategy implementation

Current Context
- Province has released its Long Term Affordable Housing Strategy. New direction but no new money. Still needs to pass through the legislature.
- Federal housing funding not renewed prior to election call.
- New Mayor since plan was approved by Council.

Progress and Priorities Over the Past Year
- Relationship between Housing Division and Social and Community Support Services Division strengthened & roles clarified.
- Advocated for the Province to establish an accreditation for persons and companies working in the management of rental properties.
- 98 units of affordable housing created which is 8.17% of 5 Year target.

Priorities for the Next Year
- Re-examine local priorities for the subsidized housing waiting list.
- Amendments to application and housing proposal process to improve environmental stewardship and economic development opportunities.
- Increasing training opportunities regarding tenant relations for building managers.
- Increase the number of affordable rental and homeownership units related to the target.
- Advocate for the Province to improve outputs and funding levels on Supportive Housing.

Implementation Risk Factors & Potential issues to be Monitored
- Change in Federal government direction in housing - investment in new stock and maintenance and repair of existing stock.
- Change in Provincial government direction in housing after the fall election.
London Community Housing Strategy
—2011 Community Update Report

Goal
Aligning research, community engagement, programs, and service innovations to create a housing continuum that builds Community Vitality and Economic Prosperity in London.

Approach
Continuation of policies and programs that hold promise.

Strategic Objectives
5.1 Ensure quality housing that meets tenant needs
5.2 Responsive and Innovative special Ontario Works teams
5.3 Maintain annual City investment in affordable housing
5.4 Continue building the City’s National and Provincial profile
5.5 Housing and Social and Community Support Services Divisions working to achieve mutual objectives

Current Context
- Province has released its Long Term Affordable Housing Strategy. New direction but no new money. Still needs to pass through the legislature.
- Federal housing funding not renewed prior to election call.
- New Mayor since plan was approved by Council.
- $2 Million in municipal investment has been maintained.

Progress and Priorities Over the Past Year
- Relationship between Housing Division and Social and Community Support Services Division strengthened & roles clarified.
- Innovations continue in Ontario Works, with special teams working to meet the needs of vulnerable London citizens.
- Input into Provincial housing and homelessness initiatives.

Priorities for the Next Year
- Advocate to continue ongoing leveraging of Municipal contributions for affordable housing from other orders of government.
- Continue alignment between Housing and Social and Community Support Services.
- Continue to build London’s national and provincial profile in housing and homelessness matters.
- Implement recommendations from the working group on mental health and addictions, beds divestiture and look for opportunities to leverage the poverty agenda.

Implementation Risk Factors & Potential Issues to be Monitored
- Change in Federal government direction in housing – investment in new stock and maintenance and repair of existing stock.
- Change in Provincial government direction in housing after the fall election.
- New Long Term Affordable Housing Strategy contains no additional resources.
### 1. Strong System Design

Focus on integrated housing and homelessness initiatives

- Central administration for housing and homelessness change initiatives — started in year 1 with more specific initiatives in subsequent years such as LMHC review, review of ties between HAC and social services, etc.
- Decentralize Ontario Works office — planning in year 1 with LUSO as a 3rd small community location, year 2 capital and start of 1st major off-site office, year 3-4 will be 2nd large office along with gradual scaling back of core location and lease requirements
- Regional identity — continue to engage CMHC and other local communities, MMAH and other regional municipalities in understanding issues related to housing and homelessness; host forum in year 3
- Review London CARES for alignment with Community Housing Strategy; by year 3, the successful elements of CARES will be evaluated and integrated into local programming through Council
- Target Hostels to Homes or similar program to serve the most chronically homeless
- Review of shelter system and programming in consultation with shelter service partners
- Increase supports to people once housed
- Improve homelessness prevention strategies
- Align all funding to support investment in priorities and needs
- Consider supported employment
- Shared Client Information System
- Outcome based funding
- Determine the number and service needs of persons who are homeless

### 2. Evidence Based & Integrated Programs and Services

- Increase London profile as equal partner — not just another stakeholder with other orders of government
- Advocate for increased income supports
- Strengthen capacity of housing providers
- Advocate for increased investment in settlement services and culturally appropriate assistance to newcomers
- Advocate for expanded opportunities to meet the needs of Aboriginal people
- Advocate for adjustments to shelter allowance and rent/utility scales
- Advocate for continued Federal Investment in Social Housing
- Advocate to permit borrowing against equity of existing Social Housing
- Advocate for new grants to maintain stock
- Advocate for continued Canada-Ontario Affordable Housing Program
- Advocate for additional rent subsidies and supplements
- Advocate for clearer policy direction on related planning components
- Advocate for cost recovery from programs that divert people away from hospitals, corrections, etc. and reinvest in new affordable housing capital and affordable homeownership
- Advocate for amendments to Special Priority Policy and Amend Local Priority Rules
- Advocate to acquire buildings and property from all orders of government

### 3. Political Will and Commitment

- Increase London profile as equal partner — not just another stakeholder with other orders of government
- Advocate for increased income supports
- Strengthen capacity of housing providers
- Advocate for increased investment in settlement services and culturally appropriate assistance to newcomers
- Advocate for expanded opportunities to meet the needs of Aboriginal people
- Advocate for adjustments to shelter allowance and rent/utility scales
- Advocate for continued Federal Investment in Social Housing
- Advocate to permit borrowing against equity of existing Social Housing
- Advocate for new grants to maintain stock
- Advocate for continued Canada-Ontario Affordable Housing Program
- Advocate for additional rent subsidies and supplements
- Advocate for clearer policy direction on related planning components
- Advocate for cost recovery from programs that divert people away from hospitals, corrections, etc. and reinvest in new affordable housing capital and affordable homeownership
- Advocate for amendments to Special Priority Policy and Amend Local Priority Rules
- Advocate to acquire buildings and property from all orders of government

---

*London Community Housing Strategy — 2011 Community Update Report*
<table>
<thead>
<tr>
<th>LCNS Strategic Themes</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>4. Focused, Measurable, and</td>
<td>Clarify roles and responsibilities of the Housing Division and Social</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targeted Deliverables</td>
<td>and Community Support Services Division — clearer, integrated measures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>for service planning as started with the Community Vitality Community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update Report</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build capacity amongst property managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Target for the City of London — 900 units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supportive and alternative housing target for other orders of</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>government — 300 units</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Create mix within larger scale redevelopments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mix throughout the City</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Embrace environmental stewardship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain existing stock</td>
<td></td>
<td></td>
<td>Examine economic development opportunity with each new</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>affordable housing development of &gt; 3 storeys on a major or</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>minor arterial road</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Improve the waiting list for subsidized housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mayor's update on Community Housing Strategy Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Strong and Responsive</td>
<td>Ensure quality housing where tenants have their needs met</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>Responsive and innovative Special Ontario Work Teams including</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>a community pilot team working from Market Tower, consolidating</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>youth caseworkers — LEAP and Under 18 — and continuing focus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain annual $2 Million City investment in affordable housing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Continue to nurture the City's national and provincial profile and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>expertise</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Embrace the synergies and opportunities of the Housing Division and</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social and Community Support Services Division working together to</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>achieve LCNS objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>