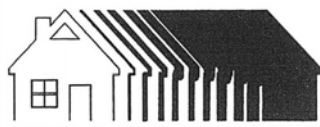


STRATEGIC PLAN

2010-2015



SOCIÉTÉ DE LOGEMENT
LONDON & MIDDLESEX
HOUSING CORPORATION

London & Middlesex Housing Corporation

Strategic Plan 2010-2015

Executive Summary	4
Vision	5
Mission	5
Themes & Goals	6
Values & Operation	8
Our Strategic Objectives & Directions	10
Theme 1: Keeping people housed	10
Objective 1: Safe environment for tenants	10
Objective 2: Improvement of tenant engagement	11
Objective 3: Reduce move-outs	11
Objective 4: Development of second-stage housing initiatives	11
Theme 2: Building capacity and profile within the communities	12
Objective 5: Development of partnerships	12
Objective 6: Communication with the community	13
Objective 7: Inform City and County Council	13
Theme 3: Developing our organizational capacity	14
Objective 8: Staff, Board and volunteer development	14
Objective 9: Reassess funding model and management of resources	15
Objective 10: Improvement of waiting list management	15



Executive Summary

London and Middlesex Housing Corporation is approaching the 10th anniversary of the Social Housing Reform Act of 2000. And, it has been nine years since the transfer plan was adopted by City and County Council. Over the past three years, London and Middlesex Housing Corporation has developed operating plans which have led to the creation of this strategic plan.

The importance of our vision and mission and the need for our services has never been more self evident due to the economic climate. This strategic plan, which was developed through contributions from board and staff, sets out how we will respond to challenges over the next five years.





Vision

Striving for excellence in social housing management



Mission

To provide social housing in the city of London and the county of Middlesex, in a manner that encourages a healthy, safe, integrated community with a sense of belonging for all tenants.





Themes & Goals

Our strategic direction as an organization over the next five years will focus on three main themes:



Theme 1: Keeping people housed

We will enhance the security of our housing environments, improve tenant engagement, reduce tenant turnover and develop initiatives for further second stage housing. In order to achieve this we will enable residents to work in partnership with us to plan their housing needs.





Theme 2: Building capacity and profile within the communities

We will enhance our partnerships within the community and build new relationships with like-minded community partners in order to better support our advocacy on behalf of social housing.



Theme 3: Developing our organizational capabilities

We will develop our organizational capabilities to manage our service quality, municipal and community relationships, staff, volunteer and Board resources in order to create a plan for financial growth.





Values & Operation



People come first in all that we do

- Respect individuality, diversity and the dignity of others
- Support (individual) initiative, development and leadership
- Empower individuals to create for themselves stable and safe environments within inclusive communities
- Facilitate access to needed supports and services





The pursuit of excellence in our work

- Encourage creativity and shared leadership
- Communicate the organization's directions and goals
- Support personal growth and advancement
- Build on the individual's interests and skills
- Continually upgrade building environments improving quality of life



Encourage an inclusive team

- Employees, tenants, volunteers and community partners form the team
- Direct participation and partnership is the basis for establishing ownership
- Recognize individual and collective achievements, contributions and results

Our Strategic Objectives & Directions



Theme 1: Keeping people housed

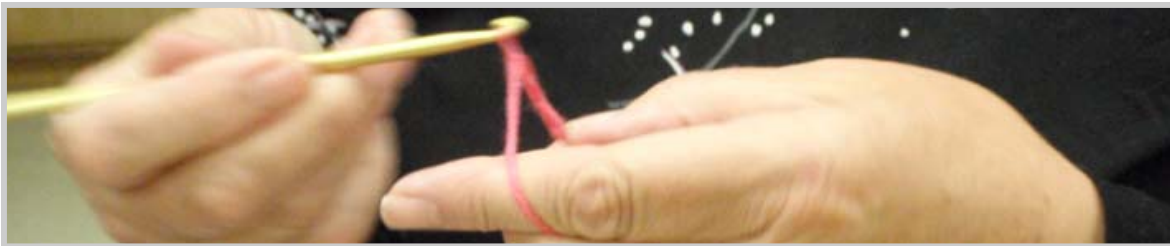
Objective 1: Safe environment for tenants

- 1 Define desired quality standards
- 2 Review and assess current safety and security plans for each of our facilities
- 3 Identify gaps in our ability to meet the needs of low income clients, abused persons, elders, and individuals with multiple support needs



Objective 2: Improvement of tenant engagement

- 1 Use industry best practices to support person focused involvement
- 2 Develop tools to support individual/family participation
- 3 Institute proactive, effective and appropriate communication with tenants



Objective 3: Reduce move-outs

- 1 Review intake process to ensure it is effective
- 2 Determine and analyze the principle reasons why tenants move
- 3 Develop a measuring tool to monitor our service performance, move-out trends and gaps
- 4 Improve system linkages with other service providers to increase tenant stability

Objective 4: Development of second stage housing initiatives

- 1 Identify target group to be supported
- 2 Liaise with other service providers within the community
- 3 Define resources required to meet community-support gaps
- 4 Source funding opportunities

Our Strategic Objectives & Directions



Theme 2: Building capacity and profile within the communities



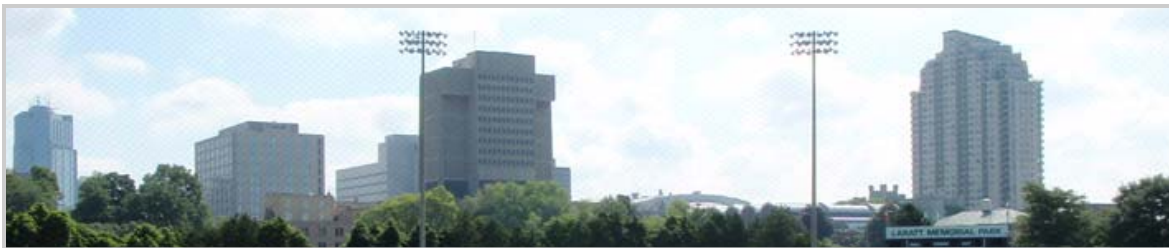
Objective 5: Development of partnerships

- 1 Build and foster partnerships with educational institutions
- 2 Build and foster new partnerships within the social service sector
- 3 Create an annual plan/timetable to have one of either staff or management or Board representation at like minded community groups



Objective 6: Communication with the community

- 1 Support tenant involvement in local neighborhood groups and community improvement initiatives
- 2 Implement ongoing staff training in cultural sensitivity
- 3 Make use of new technology
- 4 Develop effective communication materials about the services we provide
- 5 Establish regular contact with all media outlets within the city and county
- 6 Build on advocacy activities to advance local and provincial awareness of our activities



Objective 7: Inform City and County Council

- 1 Invite interested councilors to information sharing
- 2 Seek councilor's assistance to have a joint City and County Council presentation
- 3 Share our strategic plan with municipal politicians

Our Strategic Objectives & Directions

Theme 3: Developing our organizational capacity



Objective 8: Staff, Board and volunteer development

- 1 Ensure that our vision, mission, values, operating principles and goals permeate the organization and its members
- 2 Confirm a strategic framework for all programs and services
- 3 Review key management and staff positions with a plan for cross training and upgrading of skills
- 4 Develop a volunteer intake system
- 5 Implement best practices in managing and integrating volunteers with the organization
- 6 Develop agency-wide standards of excellence in customer service



Objective 9: Reassess funding model and management of resources

- 1 Develop an annual plan to coordinate capital and operating budgets
- 2 Advocate for more public funding for services in the area of social housing
- 3 Review the need for fee-based services to meet community needs



Objective 10: Improvement of waiting list management

- 1 Develop performance measures for each service offered assuring they meet client needs
- 2 Create more housing inventory through developing communications with groups interested in social housing to meet our capacity of unmet housing demand
- 3 Provide information to other not-for-profits concerning our ability to manage their buildings

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