

Report to Community and Protective Services Committee

To: Chair and Members,
Community and Protective Services Committee Meeting
From: Kevin Dickins, Deputy City Manager, Social and Health
Development
Subject: Housing Stability for All Plan 2023 Update
Date: June 10, 2024

Recommendation

That, on the recommendation of the Deputy City Manager, Social and Health Development, and with the concurrence of the Deputy City Manager, Planning and Economic Development, that the Housing Stability for All Plan 2023 Update report, **BE RECEIVED** for information purposes and that the following actions **BE TAKEN** with respect to this report.

- a) Civic Administration **BE DIRECTED** to submit the Housing Stability for All Plan (HSAP) 2023 Update to the Ontario Ministry of Municipal Affairs and Housing as the annual update to the local homeless prevention and housing plan, in accordance with the Housing Services Act, 2011 (HSA); and,
- b) Civic Administration **BE DIRECTED** to circulate this report to community and affected partners, agencies, and community groups including, but not limited to, Middlesex County, the London Homeless Coalition and on the City of London website.

Executive Summary

This is the fourth annual report on the Housing Stability for All: The Housing Stability Action Plan for the City of London, 2019-2024 (HSAP). 2023 metrics and initiatives are outlined as attached as in Appendix A, attached to this report.

As Consolidated Municipal Service Manager (CMSM), The City of London is required to submit an annual update on the local homeless prevention and housing plan to the Ontario Government, as required under the Housing Services Act (HSA), 2011. This plan must include updates for the entire CMSM area, including Middlesex County.

Updates in this report are specific to the HSAP and align with the City of London's Multi-Year Strategy, noting that the metrics and reporting periods for City of London Strategic Plan may overlap or vary. The final HSAP update for the term of this report will be provided in June of 2025. The Housing and Homelessness plan for the City of London and County of Middlesex is being updated in 2024 and will seek council approval later in the year.

Linkage to the Corporate Strategic Plan

This report aligns with the strategic areas of 2023-2027 [City of London Strategic Plan](#).

The City of London is a sustainable city within a thriving region, committed to culture, innovation and providing a safe, affordable, welcoming, and healthy future for today and for the next generation.

Housing and Homelessness

- Increased access to a range of quality, affordable, and supportive housing options that meet the unique needs of Londoners.
- Decreased number of Londoners at risk of or experiencing homelessness

- Improved safety in London’s shelters system

Wellbeing and Safety

- Londoners have safe access to public spaces, services, and supports that increase wellbeing and quality of life.
- Housing in London is affordable and attainable.

Links to Community Recovery:

The City of London is committed to working in partnership with the community to identify solutions that will drive a strong, deep, and inclusive community recovery for London as we move out of and beyond the global COVID-19 pandemic. This report, and the items within, are linked to supporting Londoners experiencing homelessness to attain and retain permanent housing. This work supports recovery efforts through a coordinated response that will support the transition of individuals and families experiencing or at risk of experiencing homelessness who have a variety of support needs into permanent housing.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- [Whole of Community System Response – Quarterly Report](#) April 16/2024
- [Evaluation Framework Health and Homelessness Whole of Community System Response](#) March 26/2024 SPPC
- [Contract Amendments to Maintain Day and Overnight Spaces for Unsheltered Londoners](#) March 5 /2024 SPPC
- [Whole of Community System Response to Health and Homelessness in London | City of London; December 2023 Update a Whole of Community System Response](#)
- [Proposed Implementation of the “Roadmap to 3,000](#) November 23/2021
- [Shovel-Ready Projects: Roadmap to 3,000 Affordable Units](#) January 10/2023
- [Housing Stability for All Plan May 24 2023](#) (CPSC: May 24, 2023))
- [Progress Update- Health & Homelessness](#) (SPPC: May 9, 2023)
- [Update on the Roadmap to 3,000 Affordable Units](#) November 1/2022
- [Housing Stability for All Plan 2020 Update](#) (CPSC: May 31, 2022)
- [Letter of Mayor Holder to CPSC Re: 3000 Unit Challenge](#) (CPSC: March 30, 2021)
- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024](#) (CPSC: December 3, 2020)
- [Update on Urgent Transitional and Modular Supported Housing Development Report on July 15, 2020](#) (CPSC: December 15, 2020)
- [Housing Quarterly Report](#) (CPSC: October 6, 2020)
- [Housing Quarterly Report](#) (CPSC: July 15, 2020)
- [Municipal Council Approval of the Housing Stability Plan 2019 to 2024...](#)
- (CPSC: December 3, 2019)
- [City of London Housing Services Review: Proposed Action Plan](#) (SPPC: September 16th, 2019)
- [Homeless Prevention and Housing Plan 5 Year Review and Update](#) (CPSC: June 17, 2019)

2.0 Discussion and Considerations

2.1 Overview of Housing Stability Action Plan

The HSAP is a strategic framework guiding activities across the municipal housing and homelessness system in support of housing stability within the City of London and Middlesex County from 2019-2024. The HSAP is a plan of action that calls on all services, sectors, governments, and residents to address the rapidly changing and complex housing stability needs of individuals and families. The HSAP was developed in consultation with Londoners.

The HSAP report outlines four strategic areas of focus with related priority actions and measures. The strategic areas of focus are:

- Respond to the Homeless Crisis
- Create more Housing Stock
- Provide Housing Supports
- Transform the Service System

In 2023, there was continued movement on the actions in the HSAP. Civic administration worked closely across internal teams and with community partners to implement programs and projects aimed at housing stability.

Up to this reporting period, approximately 96.6% of the actions progressed or were completed. A breakdown of the status for the total 118 actions in the HSAP plan in this period are:

- 102 (or 86.4%) actions are completed and ongoing
- 12 (or 10.2%) actions are in progress
- 4 (or 3.4%) actions have been identified with future targets

Details about the HSAP actions under the four strategic areas of focus and outcomes are included in detail as attached in Appendix A. Sections 2.2 to 2.5 of this report summary key findings for each strategic area of focus.

2.2 Respond to the Homeless Crisis

London is experiencing a housing and homelessness crisis. In 2023, 4155 unique individuals experienced homelessness and were included on the City's By-Name list (BNL) for at least one day from January 1, 2023, through December 31, 2023. Although the active BNL is a real time list of people experiencing homelessness, the data is only reflective of a 90-day period where individuals have provided consent and accessed services. This active BNL number varied throughout 2023 from 1700 to 2033 individuals.

In addition, the City's Community Housing waitlist increased by 870 households to 6982 households. Continued efforts are being undertaken to address the complex range of issues that contribute to homelessness and to support individuals and families to secure and maintain housing. A small sampling of work underway includes:

- Housed 343 individuals from the By-Name List of individuals and families experiencing homelessness and 419 households from the Housing Waitlist, ¹
- Continued work on shelter transformation aimed at creating shelter services focused on lower barrier access and housing stability for individuals and families,

A call for change starting in 2022 and continuing in 2023; led to London's Health and Homelessness Summits and the Whole of Community System Response bringing Londoners from all sectors and backgrounds together to foster change, save lives, better deliver healthcare and housing for the most marginalized community members in London, and to address the whole of community impacts of this crisis.

Throughout 2023, Civic Administration worked to align this response to existing Municipal plans and resources to best support the work of the new Health and Homelessness System. The update to the Housing Stability Action Plan will include a focus on aligning the strategies with community priorities identified by Council's strategic plan, Provincial direction, through the health and homelessness summit work and ongoing community consultations as part of the plan update.

¹ Some households may be included in the By-Name List number and the Housing Waitlist number.

2.3 Create More Housing Stock

In 2023, the Municipal Housing Department continued the work to increase affordable housing stock while also protecting and addressing capital repair needs of existing units:

- An additional \$2.4 M was secured from the Province through the Ontario Priorities Housing Initiative "OPHI" funding to support the capital cost at 345 Sylvan Street, the site of a City-owned 42-unit affordable housing development project.
- 403 Thompson opened for occupancy in October 2023 through a service agreement with Indwell to operate a 44-unit Supportive Housing site.
- A contribution agreement was finalized with Ontario Aboriginal Housing Services for 18 Elm Street to create safe, affordable housing for the indigenous community.
- Contribution agreements were finalized for the Vision So-Ho project with four partners, paving the way for construction starts.
- A significant initiative was undertaken in 2023 through a Request for Pre-Qualification (RFPQ) to attract community partners to engage in initiatives that will generate more affordable housing stock in the community.
- \$4.2M was available and allocated to 13 different community housing providers which supported approximately 753 units. Investments included kitchen and bathroom renovations, exterior upgrades, and infrastructure repairs.

2.4 Provide Housing Supports

Londoners require the right level of support to maintain their housing.

The expansion of the Housing Identification Program (HIP) continued in 2023. The outcome of the expansion is that the HIP provides housing allowance administration and landlord support for housing support programs serving households with high support needs in addition to its current role supporting programs serving households with low and moderate support needs.

Community Housing Bridge Program (CHBP) continues to support households through portable housing allowances. In 2023 there were 38 households supported with these funds. As the program has been winding down, those households that met applicable criteria, have been transitioned to the Canada-Ontario Housing Benefit (COHB). As of April 2024, 15 households continue to receive support from this program.

2.5 Transform the Service System

In 2023, work was completed to continue aligning Housing Stability Services with Canadian best practices in solving homelessness.

Housing Stability Services participated in the Built for Zero national initiative focused on reducing Chronic and Veteran homelessness across Canada.

Municipal Housing Development Continued to work on aligning the former Housing Development Corporation procedures with the City of London's Council approved policies.

Through the Health and Homelessness Summit, [The Whole of Community System Response](#) was approved as a roadmap to provide hope, healthcare and homes to those who are high needs, marginalized and experiencing homelessness in our community, of all backgrounds and experiences; move them safely inside, become stabilized, supported

and connected to the right housing, and to help them stay housed. Council approved the building of a network of Hubs to be located throughout the city, offer a common set of functions and direct connections to the right supports at the right time for our most marginalized residents.

The Hubs prioritize couples and families, Indigenous peoples, medically complex individuals, women and female-identifying individuals, and youth. These Hubs are purpose-built spaces that optimize access, facilitate privacy and dignity, and ensure positive neighbourhood relations.

On October 5, 2023, Council approval the first three Hubs, which marked a significant leap forward in addressing the health and homelessness crisis and the first step in the implementation of the Health and Homelessness Whole of Community Response and a new, system-wide approach to ending homelessness in our city for high needs individuals.

On July 4, 2023, temporary service depots began operations in Ann Street Park, Cavendish Park, Wellington Valley Park, and Watson Street Park, bringing a human rights-based approach to the provision of basic services like food, clean drinking water, hygiene stations, and sanitation directly to people living in encampments. Service Depots are daily services that are set-up for roughly 90 minutes per day as an emergency response providing basic needs to people living in tents and encampments. They are a temporary crisis solution and are time limited services designed to serve those who are already living unsheltered in the area.

While a system level encampment strategy will be created as part of the Health and Homelessness Whole of Community Response, City Council approved funding in 2023 to support community organizations in establishing immediate short-term Service Depots to provide basic needs for individuals experiencing homelessness. The Service Depots are an emergency response meant to decrease additional levels of desperation experienced by those living in encampments, which have been identified by frontline workers, and to help mitigate the effect on surrounding areas, by providing garbage facilities and hygiene stations.

Highly supportive housing is a critical part of the Whole of Community System Response. It includes access to health and social services, such as mental health care, addiction treatment, educational resources, employment counselling and emergency food services. The goal set was to provide support that will help residents achieve long-term housing stability. The Highly Supportive Housing Plan was built upon feedback from individuals with lived and living experience of homelessness, to better reflect the needs of the people it aims to support.

2.6 2023 Financial Overview

The City receives funding from a number of sources including the Province and Federal governments. This funding is administered through transfer payment agreements. Provincial and Federal fiscal funding details along with expenditures that support the implementation of the Housing Stability Action Plan are noted below for Municipal Housing Division and Housing Stability Services.

Municipal Housing Division Programs & Funding Source					
Fiscal 2023*	Funding Source				
	Ontario Priorities Housing Initiative	Canada- Ontario Community Housing Initiative	Social Infrastructure Fund - Anti- Human Trafficking	2016 Social Infrastructure Fund	Total Funding
Program					
Social Housing Capital Repair		4,169,550			4,169,550
Ontario Renovates	115,530				115,530
Housing Allowance (Bridge)	75,000			94,550	169,550
345 Sylvan Street Capital (Rental Housing)	2,497,306				2,497,306
Rent Supplements for Survivors of Human Trafficking**			120,310		120,310
Rent Supplement - 2 Federal Co-ops ***				71,230	71,230
Total By Funding Source	2,687,835	4,169,550	120,310	165,780	7,143,475

* Municipal Fiscal Year: Jan-Dec 2023; Prov/Fed Funding aligned April 1 2023 - March 31 ,2024
**Program extended to March 31, 2025 (time extension only). Program started in 2018.
*** Program ends March 31 ,2024

Housing Stability Service Program Service Categories and Funding Source	Funding Source			
	Homeless Prevention Program Funding	Reaching Home Funding	Canada Ontario Housing Benefit	Total Funding
Allocation Fiscal 2023	\$21,834,400.00	\$9,447,048.00	\$ 1,227,750.00	\$32,509,198.00
Community Outreach and Support Services	\$ 1,280,764	\$ 4,431,947	\$ -	\$ 5,712,711.21
Supportive Housing	\$ 6,976,935	\$ -	\$ -	\$ 6,976,934.77
Emergency Shelter Solutions	\$ 11,432,866	\$ 4,002,106	\$ -	\$15,434,972.23
Capital	\$ -	\$ 550,000	\$ -	\$ 550,000.00
Housing Assistance	\$ 1,052,078	\$ -	\$ 1,187,500	\$ 2,239,578.00
Administration	\$ 1,091,757	\$ 462,995	\$ 40,250	\$ 1,595,002.18
	\$ 21,834,400	\$ 9,447,048	\$ 1,227,750	\$ 32,509,198
Variance	\$ -	\$ 0	\$ -	\$ 0

It is being noted that all allocated funds have been received by the City from the Province and Federal governments have been expensed and Q4 reports have been submitted to the various Ministries for review, as of the date of this report.

3.0 Key Issues and Considerations

Civic Administration has begun the development of the next ten-year housing and homelessness plan, as required by the *Housing Services Act*, to guide the work of Housing Stability Services and Municipal Housing Division between 2025 through 2035. The development of an updated housing and homelessness plan will include broad community consultation with a wide range of community members and affected groups. The updated plan will include alignment with strategies underway including the All of Community Response, the Roadmap to 3000 and Council's Strategic Plan.

3.1 Middlesex County Update

The City and County entered into an agreement in which the City delegated to the County, as agent for the City, the delivery of the Provincial Community Homelessness Prevention Initiative now the Homeless Prevention Program within the geographic area of the County of Middlesex. (Note this was done by by-law A.-7675-47). Middlesex County has made significant progress towards the County Housing and Homeless Plan in 2023. Middlesex

County Housing and Homelessness Plan 2023 updates and achievements are included as attached in Appendix B of this report.

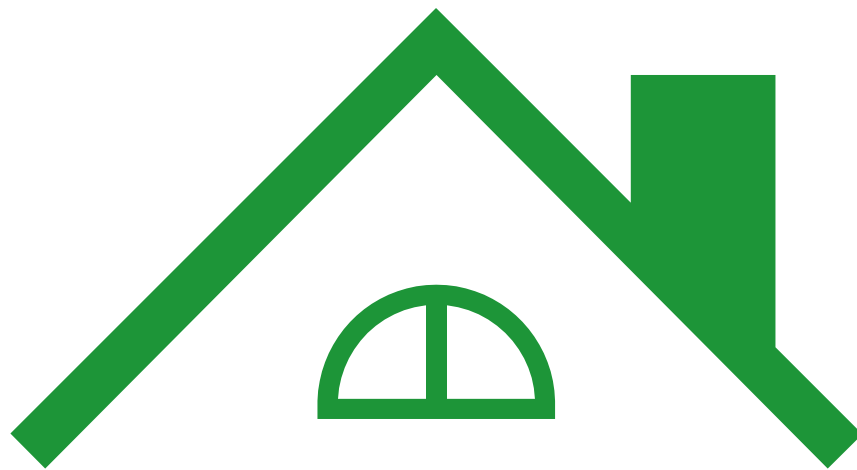
Conclusion

The Municipal Council will continue to receive housing stability related reporting on initiatives over the coming year. Civic Administration, agencies and partners will continue to implement the actions of the HSAP aiming to increase housing stability and affordable housing stock for individuals and families in our community. The next HSAP update will be provided in 2025.

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Submitted by: Craig Cooper, Director, Housing Stability Services
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Recommended by: Kevin Dickins, Deputy City Manager, Social and Health
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Concurred by: Scott Mathers, Deputy City Manager, Planning and
Economic Development



Homeless Prevention and Housing Plan: 2019 - 2024



CHANGE
BEGINS WITH
CHOICE

2023 Update

Middlesex County Housing and Homelessness Plan – Update for 2023

HOUSING

Vision

Every Middlesex County resident has opportunity to access the type of housing they need in their community.

Strategic Priorities

The vision will be achieved by focusing on four strategic priorities in the area of housing. These are:

1. Affordability

2. Range of Housing Options
3. Housing Supports
4. Service Coordination

Strategic Priority 1: Affordability

- The completed Middlesex Housing Attainable Review Final Report was released in July 2023. The objectives of the review were to: examine the needs across the entire housing continuum; identify gaps in the provision of housing; prepare a municipal strategy to meet current and future needs. The project involved data collection and analysis related to current local housing strategies, existing housing data, roles and responsibilities related to housing, best practices and comparison to other municipalities, as well as an extensive community and partner organization engagement process.
- Middlesex County was a leader in Ontario in supporting CMHC Housing Accelerator Fund (HAF) applications from local municipalities. This included retaining a consultant to assist with initiative creation and a County-wide housing needs assessment. Middlesex County staff also completed or supported local staff in completing HAF applications. Local municipalities in Middlesex County were some of the few non-urban centered municipalities to submit applications to the HAF program. Following the original HAF application deadline, Middlesex County conducted a robust advocacy and engagement process with MP's and CMHC staff. Advocacy efforts will continue in 2024. CMHC has advised the HAF program received 544 applications nationwide (7 originated from Middlesex County municipalities).
 - 179 HAF applications resulted in signed agreements.
 - 1 of those agreements is with Quebec for \$900,000,000 which Quebec allocates to projects
 - Approximately 30 signed agreements nationwide were for small/rural/northern and indigenous applications (14 have been announced to date)
 - So far in Ontario, only the Town of Marathon has received funding under the small/rural/northern/indigenous stream of HAF.

Although not successful, the goal of HAF was to develop initiatives to support the continuum of housing in Middlesex County, to work to address the housing crisis.

Strategic Priority 2: Range of Housing Options

- Using the data and information from the Attainable Housing Review, throughout 2023 work on the identified housing continuum and identified gaps in the provision of housing and corresponding strategies has started.
- The Municipality of Strathroy-Caradoc, through its Non-Profit Housing Corporation, develop new affordable housing units. Construction of the affordable apartment building in Mt. Brydges was completed and apartments were made available in 2023. The building has 37 units which include some that are affordable housing units.
- In the Municipality of Middlesex Centre the construction of the initial phase of the 69 unit innovative development called 'Design for Happiness' is well underway.
- Throughout 2023, local communities across the County have been approving several new higher-density housing developments. Examples of these developments are the apartments in Lucan; townhomes in Kilworth; Dorchester, Thorndale, Ailsa Craig, Mount Brydges and others.

Strategic Priority 3: Housing Supports

- The Community Navigator, continues to be instrumental in supporting residents with applications to housing program, Canada-Ontario Housing Benefits (COHB) and various other supports for housing and general life stabilization. The Community Navigator was able to submit 25 COHB applications for residents in the County. The approval rate of these applications was 100%.
- County Council and Senior Administration continue to attend delegations with Provincial Ministries and MPPs to highlight the housing and homelessness needs and gaps in the County, identify the significant growth occurring in the County and advocate for additional funding to address the strategic priorities identified in the County of Middlesex Homeless Prevention and Housing Plan.
- YOU's Next Wave Youth Centre opened 2 transitional housing spaces. These spaces fill a gap of supports for youth housing in the County. The County of Middlesex Social Services supports this initiative through HPP funding.

Strategic Priority 4: Service Coordination

- The County has ongoing meetings with community agencies and partners to understand the pressure the community is facing when supporting individuals that are unsheltered or at risk of being unsheltered.
- Middlesex Homeless Action Committee (MHAC) – this committee met on a regular basis in 2023. The members of the committee are from various sectors; housing supports, police services, Community Navigator, County representative, community agencies and members of the community. This committee was created to advocate for more subsidized and affordable housing, as well as to increase public awareness of the homelessness situation in Middlesex County. MHAC was able to support local fundraising events regarding homelessness, and have advocated for more services in Middlesex County. MHAC completed a needs assessment of services and supports available in the county to better understand the gaps in services in the County. The key takeaways were that affordable and supportive housing are required to support individuals at risk of or who are experiencing homelessness.
- The County implemented the use of the Homeless Individuals and Family Information System (HIFIS) in 2022. The Manager of Social Services and the Community Navigator have access to the system. In 2023 discussions started with CMHA TVAMHS, YOU – Next Wave and WRRC to bring these organization on board. The three organizations will join using HIFIS in 2024.
- Middlesex County is represented at the Middlesex Situation Table (MST) by the Community Navigator and the Manager of Social Services. MST is a diverse spectrum of service providers that collaborate weekly and mobilize appropriate short-term interventions to address situations of Acutely Elevated Risk (AER). Many of the situations presented involve either homelessness, or risk of homelessness.

2023 Key Achievements:

- The continued success of the Community Navigator
- Advancements in the understanding of the need of housing and supports in the County
- Strong partnerships through the Middlesex Accommodation Program
- Implementation of 2 youth transitional housing spaces at YOU – Next Wave

HOMELESS PREVENTION

Vision

Every Middlesex County resident has opportunity to access the type of housing they need in their community.

Strategic Priorities

The vision will be achieved by focusing on four strategic priorities in the area of homelessness. These are:

1. Temporary Housing Options
2. Housing Retention
3. Supports
4. Service Coordination

Strategic Priority 1: Temporary Housing Options

- In 2023, the Provincial Homelessness Prevention Program funding helped support our most vulnerable in the community. The County was able to provide temporary housing supports through two of the local motels in the County. The Middlesex Accommodations Program (MAP), was formalized using HPP funding. In 2023 the program supported 55 individuals from 41 household, bringing the total number from its inception to over 150 individuals supported. With the continued partnership between the Middlesex County Social Services Department, CMHA TVAMHS and Community Navigator, the number of individuals and/or families experiencing homeless was mitigated. Working with other local agencies; WRRRC, YOU-Next Wave, 37 Frank Street and other community partners best practices and supports were shared amongst the group.

Strategic Priority 2: Housing Retention

- The Community Navigator, continues to be instrumental in supporting residents with applications to housing program, Canada-Ontario Housing Benefits (COHB) and various other supports for housing and general life stabilization. The Community Navigator was able to submit 25 COHB applications for residents in the County. The approval rate of these applications was 100%.
- Through HPP funding allocations the County was able to provide rent, utility cost relief, last months rent, food security programs to many individuals in need.

Strategic Priority 3: Supports

- Through the Middlesex County Social Services and Community Partners network the sharing of information about resources for housing and support for individuals experiencing homelessness has continued to be successful in diverting and supporting people from being homeless. Twenty-four unique agencies attend the meetings or are updated via the minutes.
- The Middlesex Community Navigator has built strong relationships with each community in the County. Providing resources, supports and helping to complete

housing related applications. In 2023, the Community Navigator had engagements with 813 households experiencing homelessness to support obtaining and retaining housing, additionally the Community Navigator had engagements with 1483 households who were at risk of being homeless to remain housed.

- The Middlesex County Homelessness Action Committee continued meeting and advocating throughout 2023. The intent of the committee is to advocate and share information about the need for subsidized and affordable housing in the County. Middlesex County Homelessness Action Committee completed a needs assessment, which highlighted that affordable and supportive housing was the highest need. Other areas included food security, education for the community, education for renters and landlords and life skills for highly barriered individuals. The committee also identified the need for improvements to the Middlesex County Social Services website. The website was redesigned to be more user friendly and provide access to information and supports. A Food Bank and Meal Program calendar was created and posted on the County's website, this provides individuals and families with one document outlining the supports available in the County, it also provided MHAC with the gaps needed to be worked on in 2024.
- Working with the City of London, the County continues to advocate for more funding through the Homeless Prevention Plan. The County's Social Services department applies for any and all funding that is available through provincial, federal and/or other sources.

Strategic Priority 4: Service Coordination

- The County continues to use innovative and strategic ideas and initiatives on how best to use funds of the Homeless Prevention Program yearly. The Social Services Department continuously checks in with Ontario Works caseworkers, community partners and individuals they support to ensure the right services and supports are made available.
- The County continues to raise awareness of the increased homeless and at risk of homelessness populations through council reports, presentations and community conversations.
- The County implemented the use of the Homeless Individuals and Family Information System (HIFIS) in 2022. The Manager of Social Services and the Community Navigator have access to the system. In 2023 discussions started with CMHA TVAMHS, YOU – Next Wave and WRRC to bring these organization on board. The three organizations will join using HIFIS in 2024.

2023 Key Achievements:

- Middlesex Accommodations program - 55 individuals from 41 families
- 25 county residents were approved for the COHB program
- Middlesex Homeless Action Committee activities:
 - Website updates
 - Food bank and Meal program calendar

Appendix A Housing Stability Action Plan - Implementation Update, 2019-2024

Strategic Area of Focus 1: Respond to the Homeless Crisis								
Strategic Initiative	Actions	Metrics	2020	2021	2022	2023	Status	Comments
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.a. Triage and prioritize people system-wide to support effective and efficient use of system resources.	# of households matched to housing support programs.	573	372	223	218	Completed and Ongoing	The metric measure for this action is 600 total households, The 4-year total is 1386
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.b. Develop a coordinated access system that addresses the immediate needs of individuals and families.	# of public consultations and engagements with diverse local communities, including those with lived and/or living experience	1	2	2	4	Completed and Ongoing	2023 ongoing consultation and engagement include community engagement sessions for the Hubs plan and multiple community presentations.
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.b. Develop a coordinated access system that addresses the immediate needs of individuals and families.	# of programs participating in coordinated access practice	47	46	47	47	Completed and Ongoing	2023 maintained ongoing collaborative work with participating programs.
1.1 Work collaboratively across systems to address the immediate needs of individuals and families at risk of or experiencing homelessness.	1.1.b. Develop a coordinated access system that addresses the immediate needs of individuals and families.	Average time in days between coordinated entry, assessment, referral, and placement	65.75	155.72	192.56	108.73	Completed and Ongoing	The metric measure for this action is 140 days. In 2023, with the increase of support and focus on inflow programs, the number of days decreased.
1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.	1.2.a. Increase integration with outreach agencies and City service areas.	# of agencies and City service areas engaged	19	23	24	28	Completed and Ongoing	2023 4 additional partnerships (519 Pursuit, Ontario Aboriginal HIV/AIDS Strategy (OAHAS), The Ark and Mission Service Streetscape).
1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.	1.2.b. Engage partners in the Coordinated Informed Response, including those with lived and/or living experience.	# of partners engaged	2	4	9	11	Completed and Ongoing	Additional collaborative work with CIR and community has increased partnerships with mission services streetscape and OAHAS.

Appendix A Housing Stability Action Plan - Implementation Update, 2019-2024

1.2 Create an outreach system and rapid response to support individuals and families experiencing unsheltered homelessness.	1.2.c. Move the Coordinated Informed Response from a pilot to a permanent program to rapidly house individuals and families experiencing unsheltered homelessness.	# of individuals and families housed	29	258	243	110	In Progress	The metric measure for this action is a 25% increase from year over year. It is becoming increasingly more difficult for unsheltered individuals and families to rapidly secure housing. Contributing factors include vacancy rates and the rising costs of rent.
1.3 Provide the right level of support at the right time to decrease the use of emergency services.	1.3.a. Increase system capacity and availability of services across sectors to meet the housing stability needs of individuals and families in crisis.	# of support workers in the housing stability system	40	41	49.5	61	Completed and Ongoing	The City has surpassed its target of 50 for the number of housing stability workers in the system.
1.3 Provide the right level of support at the right time to decrease the use of emergency services.	1.3.a. Increase system capacity and availability of services across sectors to meet the housing stability needs of individuals and families in crisis.	# of agencies who provide supports	9	9	8	10	Completed and Ongoing	The City maintains its current level of housing support through funded agencies. In 2023 VHA (Visiting Homemakers Association) Home Health Care and Unity Project was added.
1.3 Provide the right level of support at the right time to decrease the use of emergency services.	1.3.b. Work with London Police Service and Emergency Medical Services to establish an engagement protocol to support individuals experiencing unsheltered homelessness.	# of protocols established with London Police Service and Emergency Medical Services	2	4	5	7	Completed and Ongoing	2 additional protocols were added. Community-driven and city supported Action and Accountability table was created. The focus is on unsheltered homelessness with operational procedures to support encampment safety.
1.3 Provide the right level of support at the right time to decrease the use of emergency services.	1.3.c. Increase supports located within other sectors to prevent discharge to shelter or homelessness.	# of housing finder positions supporting health, education, and justice discharge processes	2	2	1	1	In Progress	The metric measure for this action is 3. The 3-year total is 1 as 2 of the position roles are currently being provided by the City's Coordinated access team.
1.3 Provide the right level of support at the right time to decrease the use of emergency services.	1.3.c. Increase supports located within other sectors to prevent discharge to shelter or homelessness.	# of schools participating in homelessness education programs	N/A	1	1	1	Completed and Ongoing	The metric measure for this action is 10 schools participating. The 4-year total is 3. Overall volume of inquiries to Coordinated access has resulted in this response being slow to implement.
1.3 Provide the right level of support at the right time to decrease the use of emergency services.	1.3.c. Increase supports located within other sectors to prevent discharge to shelter or homelessness.	# of individuals diverted from being discharged into homelessness	46%	55 of 121 represent a 45% rate	63 of 175 represents a 36% rate	39 of 78 represents a 50% rate	Completed and Ongoing	The metric measure for this action is 40% diversion. The average diversion rate over the past 4 years is 42.3%.
1.4 Prevent individuals and families from entering homelessness.	1.4.a. Improve diversion practices to better assist individuals and families to secure housing.	# of individuals and families diverted from homelessness	45.2%	343 of 873 individuals diverted for a diversion	374 of 1155 individuals diverted for a	542 of 915 individuals diverted for a diversion	Completed and Ongoing	The metric measure for this action is 25%. The year-to-date average is 44%.

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				rate of 39.3%	diversion rate of 32.4%	rate of 59.23%		
1.4 Prevent individuals and families from entering homelessness.	1.4.a. Improve diversion practices to better assist individuals and families to secure housing.	# of individuals and families rapidly rehoused within 60 days	53%	17.63% (249 cases)	16.56% (205 cases)	15.23% (175 cases)	Completed and Ongoing	The metric measure for this action is 25%. The year to date the average is 25.6%. Navigating challenges with the housing market, including rent increase, has led to a reduction of the program's ability to rapidly secure housing.
1.4 Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of evictions prevented	447	653	723	1506	Completed and Ongoing	The 4-year total for evictions prevented is 2884 as there was no year 1 data available and no metric measure identified.
1.4 Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of households connected to the Housing Stability Table	11	86	43	39	Completed and Ongoing	The metric measure for this action is 50 referrals. The 4-year total is 179.
1.4 Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of individuals and families who remain housed	880	198	214	203	Completed and Ongoing	There were 203 people housed during 2023 who remained housed at the end of 2023.
1.4 Prevent individuals and families from entering homelessness.	1.4.b. Implement eviction and prevention programs to support individuals and families from entering homelessness.	# of individuals and families rapidly rehoused	325	147	149	214	Completed and Ongoing	Across the last 3 years there were 835 individuals or families rapidly housed within 60 days of first experiencing homelessness. There was no metric measure identified for this action.
1.4 Prevent individuals and families from entering homelessness.	1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.	# of housing finder positions supporting health, education, and justice discharge processes	2	2	1	1	Completed and Ongoing	There is a specialized position supporting youth being discharged to homelessness through the Youth Opportunities Unlimited No Fixed Address program. Other support is currently being provided by the City's Coordinated access team.
1.4 Prevent individuals and families from entering homelessness.	1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.	# of schools participating in homelessness education programs	0	1	1	1	Completed and Ongoing	Housing Stability Services provided guest lectures for social work students at Kings College in 2021. Kings University College School of Social Work participated in the Health and Homelessness Summit in 2022 and in 2023 has begun delivering direct support services from intakes, at shelter and Coordinated Access team.

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1.4 Prevent individuals and families from entering homelessness.	1.4.c. Establish a mobile diversion and prevention team that supports individuals and families throughout the City.	# of individuals and families diverted from being discharged into homelessness	46%	55 of 121 representing a 45% diversion rate.	63 of 175 represents a 36% diversion rate.	39 of 78 represents a 50% diversion rate.	Completed and Ongoing	The metric measure for this action is 40% diversion. The 4-year average is 44.2%. Coordinated Access attempts to divert individuals from being discharged from the health and justice sectors.
1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.a. Implement unique opportunities to support rapid rehousing options.	# of opportunities available (e.g. headleases, long-term motel stays, etc.)	1	18	14	2	Completed and Ongoing	The metric measure for this action is 10 units. The 3-year total is 18 units. The pilot Head Lease took place over 2021 – 2022. Extension of this Pilot program was not funded as part of the most recent multi-year budget business case process.
1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.a. Implement unique opportunities to support rapid rehousing options.	# of individuals and families housed	N/A	20	14	12	Completed and Ongoing	The metric measure for this action is 10 households housed. The 3-year total was 20 households housed.
1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.b. Strengthen the current housing finder role.	# of housing finder positions	13	13	20	17	Completed and Ongoing	The metric measure for this action is 10 housing finder positions. The reduction in total roles was due to the ongoing merging of this function into the Housing Identification Program.
1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.b. Strengthen the current housing finder role.	# of individuals and families housed by housing programs	290	7	177	111	Completed and Ongoing	The metric measure for this action is 300 households housed. The 4-year total is 702.
1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.c. Engage landlords to increase rental opportunities for rapid rehousing.	# of landlords engaged	5	7	7	9	Completed and Ongoing	There was no metric measure identified for this action. Continued affordable housing negotiations with Municipal Housing Development and Coordinated Access Teams. Presentation to developers to provide increased rental opportunities in multiple support models have resulted in increase.
1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.c. Engage landlords to increase rental opportunities for rapid rehousing.	# of rental opportunities available	77	16	35	88	Completed and Ongoing	There was no metric measure identified for this action. Onboarding with Indwell Community Homes, affordable housing builds to provide additional units towards the roadmap to 3000 in London. Builds included Embassy commons, Woodfield gate and Thompson Rd.

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1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.d. Provide financial supports to assist individuals to secure housing.	# of housing allowances provided	215	432	387	406	Completed and Ongoing	The metric measure for this action is 150 allowances per year. The 4-year average is 360 allowances. Traditionally Housing Allowances have been tracked separately from the supplements documented in 3.1.b. All supplements and allowances have been merged into a singular portable benefit program for future implementation.
1.5 House and re-house individuals and families experiencing homelessness rapidly.	1.5.d. Provide financial supports to assist individuals to secure housing.	# of individuals and families assisted through the Housing Stability Bank	1,815	1,466	2,012	2,249	Completed and Ongoing	The metric measure for this action is 1700 households per year. The 4-year average is 1885 households per year.

Strategic Area of Focus 2: Create More Housing Stock								
Strategic Initiative	Actions	Metrics			2022	2023	Variance	Comments
2.1 Retain existing and create new affordable housing stock.	2.1.a. Work with private market to retain existing affordability in rental market units. *	# of policies amended or strategies established (e.g. Condo conversion, demolition, and short-term rental policies)	N/A	N/A	1	1	Completed and Ongoing	Community led initiatives. Amendment to the Sale and other disposition of Land Policy. The By-law amendment will come into force and effect July 25, 2023, which speaks of the five key policies
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of surplus municipal lands acquired	N/A	N/A	1	0	Completed and Ongoing	Continued effort to acquire surplus municipal lands. Plans to advance future affordable housing development on this site continue to advance with planning applications anticipated for submission before the end of 2024.
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of surplus school sites acquired	2	0	0	0	Completed and Ongoing	No School sites were acquired in 2023, but there is a continued effort to look for school surplus opportunities.
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of affordable housing and modest market units	61	551	116	42	Completed and Ongoing	In 2023 one affordable housing project-initiated occupancy granting 42 affordable units. The Sylvan project will offer 42 affordable units. More affordable housing projects coming in the pipeline for 2024.
2.1 Retain existing and create new affordable housing stock.	2.1.b. Develop publicly owned and available lands for affordable housing.	# of other publicly owned lands acquired	N/A	N/A	0	0	Completed and Ongoing	The Municipal Housing Development is actively engaged in efforts to continuously seek new and innovative opportunities to leverage other publicly owned lands.

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<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of agreements established for affordable housing using municipal policies and permissions</p>	<p>3</p>	<p>8</p>	<p>13</p>	<p>0</p>	<p>Completed and Ongoing</p>	<p>As bonusing has been discontinued, no more agreements are recorded.</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of private market units advanced for affordable housing through new municipal tools</p>	<p>32</p>	<p>94</p>	<p>124</p>	<p>0</p>	<p>Completed and Ongoing</p>	<p>As bonusing has been discontinued, no more units are recorded</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of units supported through the affordable housing CIP</p>	<p>N/A</p>	<p>N/A</p>	<p>0</p>	<p>0</p>	<p>In Progress</p>	<p>Community Improvement Programs (CIP) are in thorough program evaluation process which will prompt a re-design of the programs to make them more relevant and attractive, harnessing the social and affordable housing opportunities.</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of affordable secondary units created</p>	<p>N/A</p>	<p>N/A</p>	<p>1</p>	<p>1</p>	<p>In Progress</p>	<p>The CIP Secondary Units program under the roadmap strategic Plan is currently undertaking an intense program evaluation process which will prompt a re-design of the program to unleash the potential of secondary units as affordable housing through forgivable loans and grants. There are untapped opportunities to reinforce the program with Roadmap 3000 resources.</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.c. Implement tools, policies, and programs (the municipal housing toolbox) to create new affordable housing through a Community Improvement Plan (CIP), zoning bylaw update, inclusionary zoning (IZ), bonusing, secondary units, etc.</p>	<p># of new affordable housing units advanced through City incentive programs and regulations</p>	<p>32</p>	<p>N/A</p>	<p>0</p>	<p>0</p>	<p>Completed and Ongoing</p>	<p>The opportunities to tap into City incentive programs and regulations have been advanced through bonusing and community improvement programs.</p>

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<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.d. Invest in affordable housing through development charges (growth paying for growth) through the creation of a community benefits charge and municipal assessment growth policy.</p>	<p>\$ amount invested through growth charges into affordable housing</p>	<p>N/A</p>	<p>N/A</p>	<p>0</p>	<p>0</p>	<p>Completed and Ongoing</p>	<p>Bill 23 makes this initiative not applicable as Development Charges have been withdrawn from new developments.</p>
<p>2.1 Retain existing and create new affordable housing stock.</p>	<p>2.1.e. Explore opportunities to stimulate new affordable housing through government legislation. *</p>	<p># of new affordable units created</p>	<p>133</p>	<p>44</p>	<p>116</p>	<p>42</p>	<p>Completed and Ongoing</p>	<p>A fully affordable housing project-initiated occupancy granting 42 new affordable units.</p>
<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *</p>	<p># of plans approved for regeneration</p>	<p>N/A</p>	<p>N/A</p>	<p>1</p>	<p>0</p>	<p>Completed and Ongoing</p>	<p>Reimagine regeneration project secured and approved funding sources. When they were built more than 50 years ago, the 172 townhome units at Southdale Rd. and Millbank Dr. were designed to provide safe and affordable housing for low- to moderate-income households. Today, that purpose still stands, but we also find ourselves facing unprecedented demand for housing that surpasses current capacity; aging units that require extensive improvements; and a significantly more diverse tenant population. Reimagine Southdale will revitalize the property at Southdale and Millbank. This community is home to over 500 tenants. Over the three-phase project, the site will be upgraded to 265 units, including 98 townhouses and 167 apartments. Existing townhouses will also be upgraded with new siding, roofing and outdoor improvements.</p>
<p>2.2 Revitalize and modernize community housing.</p>	<p>2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *</p>	<p># of site plans advanced for regeneration</p>	<p>N/A</p>	<p>N/A</p>	<p>0</p>	<p>0</p>	<p>Completed and Ongoing</p>	<p>Reimagine regeneration project expected to start construction in 2023. Slated to take place over the next decade, this project will improve access to affordable housing and enrich the Southdale community. Reimagine Southdale will help to cultivate community through a focus on family units, community space and accessible programming for all.</p>

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2.2 Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *	# of social housing providers engaged in and advancing regeneration plans	N/A	N/A	4	4	In Progress	Regeneration discussions have started with 4 providers who have identified interest in advancing regeneration plans.
2.2 Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *	# of new community housing units developed	N/A	N/A	0	0	In Progress	Efforts have commenced to harness all possible opportunities for regeneration.
2.2 Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *	# of affordable housing units created through regeneration	N/A	N/A	0	0	Completed and Ongoing	The Reimagine Southdale project will upgrade 265 units. Including 98 townhouses and 167 apartments
2.2 Revitalize and modernize community housing.	2.2.a. Regenerate London Middlesex Community Housing and other social or community housing sites, maintaining affordability, ensuring long-term stability, and including more housing options. *	# of official plan and zoning amendments to allow for appropriate intensification of housing regeneration sites	N/A	N/A	1	0	Completed and Ongoing	We did not need to make plan amendments, only zone by-law amendment - approve 2022
2.2 Revitalize and modernize community housing.	2.2.b. Leverage funding available from all levels of government to maximize the number and affordability of new community housing units. *	\$ from other sources of funding	28.5M	\$11.1M	2.5M	2.5M	Completed and Ongoing	The Municipal Housing Development Leveraged provincial OPHI -Ontario Priorities Housing Initiative- year 5 contribution as possible for Sylvan phase II where 2.5M was approved from the province.
2.2 Revitalize and modernize community housing.	2.2.b. Leverage funding available from all levels of government to maximize the number and affordability of new community housing units. *	% of depth of affordability	65%	69%	72.7%	80%	Completed and Ongoing	The % of depth of affordability being 80% is at the required minimum of 80% to be considered as affordable housing.

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2.2 Revitalize and modernize community housing.	2.2.c. Support long-term capital planning for social housing providers to address renovation needs	\$ amount allocated to fund capital planning	80% of capital funding allocated or targeted	100% of capital funding allocated	100% of capital funding allocated	100% of capital funding allocated	Completed and Ongoing	In 2023, \$4.2M was available and allocated to different community housing providers. Investments included kitchen and bathroom renovations, exterior upgrades, and infrastructure repairs.
2.2 Revitalize and modernize community housing.	2.2.c. Support long-term capital planning for social housing providers to address renovation needs	# of units supported	500 units supports	403 units supports	611 units supports	753 units supported	Completed and Ongoing	Tolpuddle, Oaklands, Good News, Tanglewood, Ilderton, Spirit 1919, London Jewish, West Nissouri, Glencoe, London Town, St. Martins, London Multicultural, Delaware.
2.2 Revitalize and modernize community housing.	2.2.c. Support long-term capital planning for social housing providers to address renovation needs	% decrease in the Facility Condition Index	15+% change in FCI	N/A	0	0	In Progress	Difficult to assess the annual % decrease in the Facility Condition Index across the social housing provider portfolio
2.2 Revitalize and modernize community housing.	2.2.d. Help housing providers find ways of reducing operating costs through improved energy efficiency. *	# of housing providers engaged	64	64	64	64	Completed and Ongoing	Continue to deliver capital program to all housing providers and in 2022 completed multiple info sessions to provide an overview of the capital funding program, building an effective capital plan, how to use various capital planning templates.
2.2 Revitalize and modernize community housing.	2.2.e. Build governance capacity and enhance support to housing provider Boards of Directors. *	# of training sessions	N/A	N/A	3	3	Completed and Ongoing	Attended 3 Board meetings to discuss Board Governance and Capital Planning
2.2 Revitalize and modernize community housing.	2.2.e. Build governance capacity and enhance support to housing provider Boards of Directors. *	# of annual meetings held with agency Boards of Directors yearly to support their continued governance	10	4	5 meetings	5 meetings	Completed and Ongoing	5 SHOAC –Social Housing Operational Advisory Committee- meetings and 3
2.2 Revitalize and modernize community housing.	2.2.e. Build governance capacity and enhance support to housing provider Boards of Directors. *	# of social housing providers maintaining their participation in the social housing system	N/A	100%	100%	100%	Completed and Ongoing	During 2023 London did not have any provider removed from the Housing Services Act as a community housing provider.

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2.2 Revitalize and modernize community housing.	2.2.f. Create the tools to retain affordable rental rates and stability of social housing beyond current operating agreements. *	# of units retained post end of mortgage / end of operating agreements	N/A	N/A	100%	100%	Completed and Ongoing	During 2023 London did not have any provider removed from the Housing Services Act as a community housing provider. However, with the new Housing Services Act rules as of July 1, 2022, providers can choose to exit the Housing Services Act if approved by the Service Manager.
2.2 Revitalize and modernize community housing.	2.2.f. Create tools to retain affordable rental rates and stability of social housing beyond current operating agreements. *	# of providers retained in the social housing system post end of mortgage / end of operating agreements	N/A	N/A	100%	100%	Completed and Ongoing	During 2023 London did not have any provider removed from the Housing Services Act as a community housing provider. However, with the new Housing Services Act rules as of July 1, 2022, providers can choose to exit the Housing Services Act if approved by the Service Manager.
2.3 Increase supportive and specialized housing options.	2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.	# of strategic partnerships established	2	3	8	2	Completed and Ongoing	Results were achieved to create 2 new strategic partnerships with Indwell and OAHs.
2.3 Increase supportive and specialized housing options.	2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.	# of projects advanced	2	1	2	1	Completed and Ongoing	Sylvan has been finished despite the post-covid-19 pandemic challenges.
2.3 Increase supportive and specialized housing options.	2.3.a. Develop a supportive and specialized housing model based on unique needs and local priorities.	# of new supportive and specialized housing units created	72	44	0	69	Completed and Ongoing	Units brought online as part of the City's Whole of the Community Response for highly supportive housing.
2.3 Increase supportive and specialized housing options.	2.3.b. Work across sectors and systems to create supportive housing solutions for individuals and families at risk of or experiencing homelessness.	# of housing solutions implemented	1	2	1	2	Completed and Ongoing	Sylvan marks the start of a new age of innovative methods and materials of affordable housing construction. Renewed efforts to innovate are under consideration such as tiny homes, land banking to name a few new initiatives in the planning stage.
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.a. Establish a network of sector leaders to develop new models of affordable housing. *	# of sector and/or industry leaders engaged	24	26	0	56	Completed and Ongoing	New partners have been engaged through the implementation of a RFPQ - Request for Pre-Qualification- in which 56 new partners have fully qualified to partner and collaborate in affordable housing new initiatives.
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.b. Combine government programs and funding to create new affordable housing supply. *	# of government programs leveraged	4	4	4	2	Completed and Ongoing	The Municipal Housing Development took advantage of all possible government leveraged funding programs available from OPHI -Ontario Priorities Housing Initiative- year 5, and the accelerator funding initiative.

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2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.b. Combine government programs and funding to create new affordable housing supply. *	# of developments advanced through stacking funding	2	9	2	1	Completed and Ongoing	Sylvan Phase I and II is an example of our continued efforts to advance through stacking funding from different levels of government funding.
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.c. Use foundations, land trusts, and other means to attract investment and resources into affordable housing.	\$ amount attracted into affordable housing	N/A	N/A	0	0	In Progress	Efforts are being considered to leverage potential opportunities for donations into affordable housing.
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.c. Use foundations, land trusts, and other means to attract investment and resources into affordable housing.	# of land transactions	N/A	N/A	1	0	In Progress	Continued effort to acquire surplus municipal lands. Plans to advance future affordable housing development on this site continue to advance with planning applications anticipated for submission before the end of 2023.
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.d. Support the non-profit sector in the creation of new affordable housing. *	# of non-profit housing corporations and co-operatives engaged	3	8	8	6	Completed and Ongoing	Renewed efforts to develop new affordable housing in liaison with different non-profit housing corporations dedicated to providing affordable housing in the community.
2.4 Attract new and engage current partners towards affordable housing solutions.	2.4.d. Support the non-profit sector in the creation of new affordable housing. *	# of new supplement programs	N/A	N/A	0	0	In Progress	Persistent efforts to engage different new supplement programs in the community.

Strategic Area of Focus 3: Provide Housing Supports

Strategic Initiative	Actions	Metrics			2022	2023	Variance	Comments
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.a. Implement a centralized access system to assist individuals and families to meet their housing stability needs. *	# of tools and resources available to support individuals and families	1	0	6	6	Completed and Ongoing	The metric measure for this action is 1 new tool developed and implemented. The 4-year total is 6. Tools available include <ul style="list-style-type: none"> • VI-SPDAT assessment, • Chronic Homeless Artificial Intelligence (CHAI) model • Helping Yourself through Hard Times • London Food Resource Guide • Mission Services Housing List • Full SPDAT assessment tool.

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3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.b. Implement a rapid housing program to support local priority populations.	# of housing supplements provided	N/A	531	844	1006	Completed and Ongoing	There is no metric measure identified for this action. The yearly average for supplements is 462.75.
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.c. Implement a person-centered housing stability needs assessment to quickly and effectively serve individuals and families. *	Develop a new housing assessment a readiness tool	1	0	0	0	Future Target	The metric measure for this action is 1 needs assessment tool. This review will occur in 2024 and is identified as a future target.
3.1 Help individuals and families access housing stability services and solutions that best meet their needs.	3.1.d. Revise the current locally driven eligibility rules and priority systems for social and affordable housing to better reflect need. *	# of local social housing priorities under review, based on need	N/A	0	0	4	Completed and Ongoing	<p>The metric measure for this action is 1 review of the social housing priorities. 4 Local priorities reviewed in 2023.</p> <ul style="list-style-type: none"> • Urgent over-housed • Urgent social, urgent medical, and urgent homeless statuses under review. • The ratio of urgent applicants to non-urgent applicants • A temporary change was made to the urgent status requirements and ratio
3.2 Implement coordinated access to mental health and addictions services and supports.	3.2.a. Re-engage relevant sectors to assist individuals who present with physical health, mental health, addictions, and trauma.	# of agreements established with mental health, physical health, and addictions service providers	1	0	3	4	Completed and Ongoing	<p>There was no metric measure identified for this action.</p> <p>Coordinated Access continues to support programs with institutional discharges which allows for continued connections to the mental health, physical health and addiction service providers,</p> <p>4 providers include:</p> <ul style="list-style-type: none"> • Simcoe gardens • NFA Program • Indwell (Embassy Commons and Thompson Road) • King's College Social Work students
3.2 Implement coordinated access to mental health and addictions services and supports.	3.2.a. Re-engage relevant sectors to assist individuals who present with physical health, mental health, addictions, and trauma.	# of people diverted from discharge to homelessness	N/A	45%	36%	50%	Completed and Ongoing	There was no metric measure identified for this action, but the 4-year average diversion rate is 44 %.
3.2 Implement coordinated access to mental health and addictions services and supports.	3.2.b. Strengthen partnerships with the health sector to provide opportunities for continuity of care in community.	# of partnerships with the health sector	5	8	9	10	Completed and Ongoing	There was no metric measure identified for this action, but the 4-year total is 10 partnerships with support providers for continuity of discharge for Londoners who

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								<p>identify with no fixed address in hospital and community medical support. Partnerships include:</p> <ul style="list-style-type: none"> • London Health Science Centre • St Joseph's Health Care • London InterCommunity Health Centre • Indwell • Southwestern Ontario Aboriginal Health Access Network • Cheshire London • Home and community Care Support Services • VHA Home HealthCare • Middlesex London Ontario Health Team • Lawson Health Research Institute
3.2 Implement coordinated access to mental health and addictions services and supports.	3.2.b. Strengthen partnerships with the health sector to provide opportunities for continuity of care in community.	# of providers engaged in the housing with supports model of care	2	3	4	7	Completed and Ongoing	<p>There was no metric measure identified for this action, but the 4-year total is 7.</p> <ul style="list-style-type: none"> • Indwell • Canadian Mental Health Association • Youth Opportunities Unlimited • Atlohsa Family Healing Services • London Cares Homeless Response Services • St Leonard's Community Services • Mission Services of London
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals. *	# of supplements provided	638	531	844	1006	Completed and Ongoing	<p>The metric measure for this action is 300 supplements per year. The 4-year average for supplements is 754.75.</p>
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals. *	# of agencies who provide supports	9	13	7	7	Completed and Ongoing	<p>The metric measure for this action is 9 agencies. The 4-year average is 9 agencies. Including:</p> <ul style="list-style-type: none"> • London Cares Homelessness Response • Atlohsa Family Healing Services • St. Leonard's Community Services • Canadian Mental Health Association • Mission Services London • Ark Aid Street Mission • 519Pursuit

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								<ul style="list-style-type: none"> • Salvation Army Centre of Hope • Unity Project
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals. *	# of facilitated housing transitions with a completed assessment	50%	69.9% or 239	54.3% or 195	42.39% or 142	Completed and Ongoing	<p>The metric measure for this action is 50% of housed individuals have a completed assessment. The 4-year average is 54.14%.</p> <p>In 2023, 42.39% (142) of individuals had a VI-SPDAT or a full SPDAT completed prior to move-in.</p>
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.a. Work with individuals and families to determine their support needs and expand programs that assist them in moving towards their housing goals. *	# of subsidized units	N/A	432	387	406	Completed and Ongoing	There was no metric measure for this action. No data was available for year 1, but the average for the last 3 years is 408 units.
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.b. Support housing providers to help tenants reach their community of choice. *	# of policies and practices implemented	2	1	3	0	Future Target	<p>No new practices or policies were implemented in 2023.</p> <p>City looking structure agreements to allow providers to shift required RGI units across different buildings. This approach would allow for more choice for RGI tenants with respect to location and neighborhood.</p> <p>This is expected to be implemented in 2024.</p>
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.b. Support housing providers to help tenants reach their community of choice. *	# of supports available to housing providers	1	0	4	3	Completed and Ongoing	2 Capital training sessions were provided in addition to one information session for energy efficiency opportunities through replacing old appliances.
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.b. Support housing providers to help tenants reach their community of choice. *	# of housing providers supported	N/A	20	60	40	Completed and Ongoing	30 participants for Capital Training; 10 participants for Energy Efficiency
3.3 Support movement and choice within a range of housing options and services based on the needs and interests of individuals and families.	3.3.b. Support housing providers to help tenants reach their community of choice. *	# of housing providers offering subsidized units	N/A	N/A	0	3	Completed and Ongoing	<p>London-Middlesex has 42 unique housing providers, offering a variety of subsidized housing sizes and types.</p> <p>3 additional Housing providers can be providing subsidized housing: 122 Baseline; 403 Thompson, 446 King St.</p>

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3.4 Strengthen and enhance the delivery of housing stability services.	3.4.a. Provide education and supports for landlords and tenants to improve housing stability. *	# of tenancy skills courses delivered to the community	1	0	0	0	Completed and Ongoing	The metric measure for this action is 1 course delivered. The 4-year total is 1. Continued efforts to identify opportunities and partnerships will occur in 2024.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.a. Provide education and supports for landlords and tenants to improve housing stability.	# of development opportunities offered to the housing provider community	2	2	7	3	Completed and Ongoing	The metric measure for this action is 2 annually. 2 Capital training sessions were provided in addition to one information session for energy efficiency opportunities through replacing old appliances.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.b. Develop and implement an eviction prevention strategy to support housing stability. *	# of evictions prevented	8	653	723	1506	Completed and Ongoing	There is no metric measure for this action. 1506 evictions were prevented in 2023.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.c. Implement additional housing stability programs that meet the needs of individuals and families. *	# of programs across the housing stability system	2	0	0	0	Completed and Ongoing	The metric measure for this action is 2 new programs annually. The 4-year average is 0.5 per year. The recent multi-budget business case was not approved, so no further action on this metric will be possible.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.c. Implement additional housing stability programs that meet the needs of individuals and families. *	# of new units made available for rapid rehousing purposes	150	0	35	88	Completed and Ongoing	The metric measure for this action is 50 units. The 4-year total is 273 units.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.d. Work with community housing providers to support housing stability.	# of new community housing units developed	N/A	N/A	0	0	In Progress	Community Housing units developed - currently only London Middlesex Community Housing Regeneration has been identified one site. Permits have been obtained in 2023 and development is expected to start in 2024.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.d. Work with community housing providers to support housing stability.	# of women and children supported through the Housing First portfolio in the Violence Against Women sector	50	74	74	58	Completed and Ongoing	The metric measure for this action is 100. The 4-year total is 207. There were 53 women plus 5 children referred through the Violence Against Women sector who received a Canada Ontario Housing Benefit.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.e. Invest in and expand Housing First programs into other sectors.	# of individuals supported through Housing First in the developmental services sector	N/A	N/A	0	1	Completed and Ongoing	There are no metric measures for this action. In 2023 1 individual supported through Hosing First in the developmental services sector.
3.4 Strengthen and enhance the delivery of housing stability services.	3.4.e. Invest in and expand Housing First programs into other sectors.	# of youth supported through Housing First in collaboration with the Children's Aid Society	N/A	N/A	16	25	Completed and Ongoing	There are no metric measures for this action. The 4-year total is 25.

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3.4 Strengthen and enhance the delivery of housing stability services.	3.4.e. Invest in and expand Housing First programs into other sectors.	# of individuals and families being discharged from hospital or jail supported through Housing First in collaboration with the health and justice sectors	N/A	N/A	7	134	Completed and Ongoing	There are no metric measures for this action. The 4-year total is 141.
3.5 Assist individuals and families to move towards community integration and belonging.	3.5.a. Work with landlords to connect residents to supports, services, and resources in their community.	# of education activities to connect individuals and families with their community	N/A	9	2	1	Completed and Ongoing	The metric measure for this action is 2 annual events. The 4-year average is 3 annual training events. 2023 5 Housing Stability Service staff received the Smart Rent Facilitators training.
3.5 Assist individuals and families to move towards community integration and belonging.	3.5.b. Work with individuals and families to determine the supports they need to move towards community belonging.	# of consultations with individuals and families	N/A	N/A	0	0	Future Target	There are no metric measures for this action. Consultations planned for 2024.
3.5 Assist individuals and families to move towards community integration and belonging.	3.5.b. Work with individuals and families to determine the supports they need to move towards community belonging.	# of individuals and families consulted	N/A	N/A	0	0	Future Target	There are no metric measures for this action. Consultations planned for 2024.
3.5 Assist individuals and families to move towards community integration and belonging.	3.5.b. Work with individuals and families to determine the supports they need to move towards community belonging.	# of practices, services, and programs implemented to meets needs identified	N/A	1	1	1	Completed and Ongoing	There are no metric measures for this action. The last 3-year total is 3. Programs include: <ul style="list-style-type: none"> • Housing Implementation Program • Hoarding support program • Whole of Community System Response
3.5 Assist individuals and families to move towards community integration and belonging.	3.5.c. Work to increase income and provide employment opportunities for individuals and families.	# of employment related support services made available to individuals and families	N/A	N/A	1	1	Completed and Ongoing	There are no metric measures for this action. LPS identified high recidivism individuals for this program and through offers of support and engagement, there was a significant decrease of crime in the Core Area.
3.5 Assist individuals and families to move towards community integration and belonging.	3.5.c. Work to increase income and provide employment opportunities for individuals and families.	# of income related support services made available to individuals and families	N/A	N/A	1	1	Completed and Ongoing	There are no metric measures for this action. LPS identified high recidivism individuals for this program and through connections to such supports as OW saw a decrease in their crime involvement.

Strategic Area of Focus 4: Transform the Service System								
Strategic Initiative	Actions	Metrics			2022	2023	Variance	Comments

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<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.a. Articulate a clear vision for the delivery of housing stability for all. *</p>	<p># of communication materials developed that articulate the housing stability system</p>	<p>4</p>	<p>22</p>	<p>15</p>	<p>33</p>	<p>Completed and Ongoing</p>	<p>There are no metric measures for this action. Municipal Housing (previously Housing Division) and Housing Stability Services (previously Homeless Prevention), and Whole of a Community System Response brought 33 reports to Council in 2023</p>
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.b. Create a community-based housing stability leadership working group to help guide the implementation of system change.</p>	<p># of shared services integrated through a single access point</p>	<p>N/A</p>	<p>N/A</p>	<p>1</p>	<p>1</p>	<p>Completed and Ongoing</p>	<p>There are no metric measures for this action.</p> <p>Coordinated access Integrated supports provided by Housing access center and Homeless Prevention including front counter, phone and email supports further aligning prevention and diversion supports for new individuals and families experiencing homelessness</p>
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.c. Develop shared standards of practice within municipal housing services and homeless prevention and across the housing stability system. *</p>	<p># of shared standards of practice implemented</p>	<p>N/A</p>	<p>N/A</p>	<p>2</p>	<p>3</p>	<p>Completed and Ongoing</p>	<p>There are no metric measures for this action. In 2023, Municipal Housing Development completed a mapping exercise. Mapping consultant Implemented 2 shared practices across MHD and HAC/HSS (Local Rules HDN 268 Placement Ratio and Urgent Criteria; 265 Household Asset Limit)</p>
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.d. Align existing priority lists and services within the housing stability system. *</p>	<p># of priority lists aligned (to local priorities)</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>1</p>	<p>Completed and Ongoing</p>	<p>There are no metric measures for this action.</p> <p>Coordinated Access aligned the By-Name List and Community Housing waitlist when matching resources through the housing stability system.</p>
<p>4.1 Redesign and implement a new housing system to better help individuals and families avoid homelessness and achieve housing stability.</p>	<p>4.1.e. Maximize provincial and federal funding to meet agreement requirements and to enhance housing stability.</p>	<p>provincial and federal funding secured</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>100%</p>	<p>Completed and Ongoing</p>	<p>There are no metric measures for this action.</p> <p>Municipal Housing Development and Housing Stability Services did not return any funding to the federal or provincial government.</p>
<p>4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.</p>	<p>4.2.a. Develop a data culture to ensure decisions are informed by local intelligence.</p>	<p># of existing databases integrated for service delivery support</p>	<p>N/A</p>	<p>3</p>	<p>3</p>	<p>3</p>	<p>Completed and Ongoing</p>	<p>There are no metric measures for this action. The 4-year total is 3.</p> <p>Databases used:</p> <ul style="list-style-type: none"> • Rent Café

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								<ul style="list-style-type: none"> • Client Relations Management (CRM) • Homeless Individuals and Families Information System (HIFIS).
4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.	4.2.b. Investigate evidence-based models and practices and determine their suitability to London.	# of evidence-based models and practices implemented	N/A	0	5	8	Completed and Ongoing	<p>There are no metric measures for this action. The 4-year average is 5.25.</p> <p>Housing stability service teams continue to apply evidence-based models and practices to their day-to-day work to support Londoners. This includes reviewing, analyzing and revising practices to support real time decision making that supports the housing stability of individuals and families.</p>
4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.	4.2.c. Evaluate progress and report annually on housing stability efforts and metrics. *	# of Housing Stability Action Plan actions completed	55 actions or 47%	71 actions or 60%	82 actions or 69.5%	102 actions or 86.4%	In Progress	In 2023, 87 actions were completed and 28 are in progress. Some actions that are identified as future targets are generally items that have become outdated as a result of system shifts and policy changes.
4.2 Use data to drive decision-making to respond in real-time to the housing stability needs of individuals and families.	4.2.d. Establish cross-functional teams that monitor changes to the housing market and determine the needs of priority populations. *	# of enterprise-wide support services	6	6	6	7	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>In 2023 there were 7 cross-functional teams including SWOT, MHST, Housing Stability Action Plan, Housing Leadership Team, Coordinated Informed Response and the Core Area Action Team</p>
4.3 Be a local and national leader in housing stability.	4.3.a. Ensure municipal council has strong information from committees and community networks and other mechanisms to support housing stability.	# of committees and community networks were engaged with providing housing stability related information to Council	7	7	6	7	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>The following groups provided housing stability related information to Council: SWOT, MHST -Mental Health Support Teams-, Housing Stability Action Plan, Housing Leadership Team, Coordinated Informed Response, Core Area Action Team.</p> <p>In 2022, the SWOT and MHST groups merged to form HEAT. 2023 Adding Health and Homelessness; Whole of Community System Response</p>
4.3 Be a local and national leader in housing stability.	4.3.b. Participate in provincial and national initiatives to solve homelessness.	# of provincial initiatives participated in	4	4	4	3	Completed and Ongoing	There are no metric measures for this action.

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								Participation in provincial initiatives included Community Homelessness Prevention Initiative (CHPI) which ended in 2022, Homeless Prevention Program (HPP) which replaced CHPI, ONPA, Meetings and the London Service Manager Advisory Group
4.3 Be a local and national leader in housing stability.	4.3.b. Participate in provincial and national initiatives to solve homelessness.	# of national initiatives participated in	3	3	3	3	Completed and Ongoing	<p>There are no metric measures for this action.</p> <p>Participation in federal initiatives included Reaching Home, Canadian Alliance to End Homelessness and Built for Zero.</p> <p>Housing Stability Services presented in Built for Zero meetings and webinars throughout 2023 sharing information about London's response to homelessness.</p>
4.3 Be a local and national leader in housing stability.	4.3.c. Share results through reports, community engagement, education, and training opportunities*	# of communication materials developed that articulate the housing stability system	4	2	10	6	Completed and Ongoing	<p>In 2023</p> <ul style="list-style-type: none"> • 3 presentations were provided at the national Canadian Alliance to End Homelessness Conference in November as well as various presentations to local groups for Housing Stability Service programs. • Began work on a video series providing information about the housing stability system, as well as the CIR team and the RGI video application process. • Engaged community in consultation related to the Rent Supplement System which generated a report shared to community and council discussing the current rent supplement system and recommendations for a future state. • Engaged community in consultation related to the current RGI Community Housing waitlist process. This resulted in a report to council and community (the

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								“What We Heard” Report) outlining the experiences and recommendations of housing providers.
4.3 Be a local and national leader in housing stability.	4.3.d. Engage individuals with lived experience and foster opportunities for peer support in the community. *	# of individuals with lived experience engaged	N/A	N/A	2	55	Completed and Ongoing	There are no metric measures for this action. People with lived experience were engaged through participation in the London Homeless Coalition, the Whole of Community System Response and the Woman's Advisory group with Street Level Women At Risk.
4.3 Be a local and national leader in housing stability.	4.3.d. Engage individuals with lived experience and foster opportunities for peer support in the community. *	# of opportunities for individuals with lived experience to participate in the system	3	3	3	3	Completed and Ongoing	There are no metric measures for this action. Individuals with lived experience have opportunities to engage in the system through employment, groups (example: London Homeless Coalition, Health and Homelessness Summit) and through peer engagement opportunities (example: Street Level Women at Risk Women Advisory Group).
4.3 Be a local and national leader in housing stability.	4.3.e. Raise awareness of housing stability initiatives and efforts in the community. *	# of outreach and awareness events held	N/A	2	2	2	Completed and Ongoing	There are no metric measures for this action. London Homeless Coalition and online community education sessions