Homeless Prevention & Housing Orientation

Understanding the Roles and Relationship and the Programs and Services:

• Homeless Prevention Services (NCFS);
• Housing Division (HSSDH);
• London and Middlesex Housing Corporation (LMHC); and,
• Housing Development Corporation, London (HDC).

Why are we here (Agenda)

• Provide a better understanding of the unique model and the roles and functions (independently, together, community)

• Understand the Drivers and Activities of Each Service Area including the Business Tools and Outcomes
Housing Affordability  Safe, secure and suitable housing that meets individuals needs and ability to pay.

Affordable Housing investment of up-front capital funds in private market housing to reduce carrying costs, such as mortgages, to keep ongoing costs/rents lower than average market rent.

Social Housing was created by federal and provincial governments and requires ongoing operating subsidies to adjust rental costs (based on tenant eligibility and income) and operating costs. Divested to municipalities in 2000. Includes public, non-profit, private, and co-operative housing. Housing Division is responsible for the legislative responsibility of approx. 4,700 units of social housing.

Public Housing is part of the Social Housing program and was transferred from the federal government to the province and from the province (in ONTARIO ONLY) to local governments by means of the Service Manager as sole shareholder. In London, this is referred to London Middlesex Housing Corporation (LMHC). London has almost 3,300 units of public housing (LMHC) within over 8,000 total units of social housing.

Service Manager is the term used by the Province of Ontario for the entity responsible for carrying out the funding and administrative responsibilities of a social service such as housing and homelessness services.

Housing Access Centre Is the ‘front door’ client service centre to access all Social Housing and other Ministry Housing program initiatives (assesses Rent Geared to Income eligibility, manages the centralized waiting list for Rent Geared to Income social housing, and administers other Social Housing programs).

Rent Geared to Income A social housing program where rent subsidy is paid to the social housing provider.

Rent Geared to Income Rent Supplements Rent-geared-to-income housing with private landlords. A legislated RGI program inherited from the Province.

Rent Supplements are payments to private landlords that bridge the financial gap between what an individual or family can afford to pay and what the actual cost of housing is.
Housing Services Act, 2011
- Encompassing legislation that defines the roles of Service Managers, administration of Social & Public Housing and other Government and Local programs within Local Housing & Homelessness Plans.

Residential Tenancy Act, 2006
- Overarching legislation creating and guiding the rental housing system in Ontario, including rates, dispute resolutions and to establish the rights between landlords and tenants.

Municipal Legislation
- Planning Act
- Municipal Act
- Local Policies
CITY FOCUS TOWARDS HOUSING STABILITY

Homeless Prevention System

Housing Stock/Market

Housing Services
HDC
LMHC

HOMELESS PREVENTION

Homeless Prevention System

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The City of London is the Service Manager for all orders of government for Homeless Prevention. Key roles include:
- implementing a Housing First, system focused plan
- allocating and managing funding
- implementing effective solutions to solve homelessness – starting with chronic homelessness

The City of London Homeless Prevention System Implementation Plan has been approved by the Government of Canada, Province of Ontario, City Council, and the London Homeless Coalition.

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Homeless Prevention System for London

The Vision
The City of London’s Homeless Prevention System is a coordinated and integrated individual and family centred housing stability approach that is outcome focused and designed to address, reduce and prevent homelessness in London.
Homeless Prevention – Outcomes

Two primary outcomes guide the efforts and form the basis for the indicators of success.

- Individuals and families experiencing homelessness obtain and retain housing.
- Individuals and families at risk of homelessness remain housed.

Progress is measured through:

- Enumeration Events
- Statistical Reporting such as emergency shelter use
- Evaluation – Order to Reside; Veterans, Housing Stability Bank
- Homeless Management Information System
Homeless Prevention Annualized Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount for 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of London (Operating) (Capital)</td>
<td>$1,766,435 $1,200,000 - One-time</td>
</tr>
<tr>
<td>Province of Ontario Ministry of Housing Community Homelessness Prevention Initiative</td>
<td>$10,159,727</td>
</tr>
<tr>
<td>Government of Canada Homelessness Partnering Strategy</td>
<td>$769,821</td>
</tr>
<tr>
<td><strong>Total Operating</strong></td>
<td><strong>$12,695,983</strong></td>
</tr>
<tr>
<td><strong>Total Capital</strong></td>
<td><strong>$ 1,200,000</strong></td>
</tr>
</tbody>
</table>

One-time grants are applied for to enhance annualized funding and to support special projects such as enumeration.
The City of London is the Service Manager as established within the Housing Services Act responsible for social housing access, eligibility, waitlist management, administration of social housing subsidies, supplements, and program compliance.

Housing Division is governed by the strategies identified within the Homeless Prevention & Housing Plan.
HOUSING DIVISION

The Vision

All members of the community have access to housing that is safe, secure and suitable to their needs and ability to pay.

HOUSING DIVISION

Housing Services – Key Drivers

- Client centred approach to service delivery
- Supporting Social Housing Providers
- Developing strategies to maintaining existing housing stock
- Increasing housing stock through Rent Supplement programs
- Collaborating with community agencies
Housing Services – Outcomes

The primary outcomes that guide the efforts and form the basis for the indicators of success are:

• Improving the client experience
• Number of clients housed
• Total number of units of housing
• Vacancy rates of Social Housing

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HOUSING DIVISION

Housing Services Annualized Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount for 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of London (Operating) (Capital – Reserve Fund)</td>
<td>$11,774,043 $500,000</td>
</tr>
<tr>
<td>Province of Ontario Ministry of Housing &amp; County of Middlesex</td>
<td>$11,646,653</td>
</tr>
<tr>
<td><strong>Total Operating Total Capital</strong></td>
<td><strong>$23,420,696 $ 500,000</strong></td>
</tr>
</tbody>
</table>

One-time grants are applied for to enhance annualized funding and to support special projects.
LONDON MIDDLESEX HOUSING CORPORATION

- Local Housing Corporation (LHC) under the Housing Services Act (HSA) with the City of London as Sole Shareholder
- Largest provider of social housing responsible for property management and all corporate business functions as an independent stand-alone LHC
- Maintain positive tenant and community relations
- Maintain housing stock and assets in appropriate, safe and fit for occupancy.

NEW VISION, MISSION AND VALUES

“Transition from a Landlord to a Housing Provider that CAREs”

Mission
We provide and maintain homes in a safe and supportive environment to meet the needs of the people we serve in our communities.

Vision
We envision healthy homes and communities in London and Middlesex. Leading by example, LMHC will help make a difference and positively impact lives using housing as the foundation.

We CARE
Collaboration | Commitment
Accountable | Accessible
Respect | Responsive
Equity | Excellence

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LMHC Annualized Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount for 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of London (Operating)</td>
<td>$9,758,731</td>
</tr>
<tr>
<td>(Capital – Reserve Fund)</td>
<td>2,208,000</td>
</tr>
<tr>
<td>Net Rental Revenues</td>
<td>10,310,881</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>284,392</td>
</tr>
<tr>
<td>Total Operating</td>
<td>$20,354,004</td>
</tr>
<tr>
<td>Total Capital</td>
<td>$2,208,000</td>
</tr>
</tbody>
</table>

One-time capital grants from the Province under SHARP and SHIP have been received and will be spent over 2017 and 2018. LMHC is funded to a break-even position with any year-end surpluses or deficits being returned to or paid for by the City of London, respectively.

LMHC – Key Drivers

- Aging Infrastructure
- Historically Constrained Public Investment
- Rising Utility, Tax and Insurance costs
- Tenant Support - Increasing Multiple Complex Needs of our Community Members
- Tenant/Staff Safety and Security
LMHC – Priorities
1. Improve, Renew and Maintain the Homes that We Offer
2. Invest in People to Build Long-Term Organizational Capacity
3. Stake out our Critical Role in Supporting Housing Stability and Preventing Homelessness
4. Engage, Support & Empower Tenants
5. Grow Organizational Effectiveness
7. Maximize Information and Technology for Informed Decision Making

LMHC – Measures

<table>
<thead>
<tr>
<th>Current Measures</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>How Much?</strong></td>
<td></td>
</tr>
<tr>
<td>A Rental Revenue ($thousands)</td>
<td>Budget</td>
</tr>
<tr>
<td>B Operating Surplus (Deficit)</td>
<td>$0</td>
</tr>
<tr>
<td>C Rent Arrears</td>
<td>12%</td>
</tr>
<tr>
<td><strong>How Well?</strong></td>
<td></td>
</tr>
<tr>
<td>A Vacancy Rate</td>
<td>3.0%</td>
</tr>
<tr>
<td>B Managed Move-outs</td>
<td>90%</td>
</tr>
<tr>
<td>C Tenants in Arrears</td>
<td>10%</td>
</tr>
<tr>
<td>D Repayment Agreements</td>
<td>32%</td>
</tr>
</tbody>
</table>

Note: LMHC will review and develop KPIs and tools to measure progress and performance against their new planned goals and objectives.
HOUSING DEVELOPMENT CORPORATION

• A special business corporation of the City of London incorporated in 2015
• Delegation (pending) of Provincial Service Manager Agreement for “New Rental” affordable housing development
• Delegation of City’s new affordable rental development (programs and funding) controlled through a Shareholder Declaration
• Managed through Council’s appointment of a volunteer Board of Directors

HDC FOCUS: New Affordable Rental Stock
Supporting Regeneration of Existing Social Housing
Mixed developments
New tools and approaches

HOUSING DEVELOPMENT CORPORATION

HDC: Affordable Rental Housing Drivers

• Increasing average rental rates - based on newer above market units & demand
• No new units developed below AMR
• Vacancy rates very low ~1% for 1 bedroom units
• Increasing demand from a growing population
• Existing market units leaving affordable stock through renovations
• Infrastructure investment opportunity for all orders of government
HDC Priorities

- Maximize value on all funding allocations (greatest number of high quality units across London and Middlesex County for longest duration)
- Establish new financial and business tools for affordable development
- Work with the City on Municipal (planning, development, finance, land) tools to support affordable development
- Work in partnership with LMHC, the City and other social housing providers on activities that retain and regenerate housing stock.

HDC Annualized Funding

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount for 2017</th>
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<tbody>
<tr>
<td>City of London (Operating)</td>
<td>$480,748</td>
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<tr>
<td>(Capital - Reserve Fund)</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>(Capital)</td>
<td>$1,600,000 - One-time</td>
</tr>
<tr>
<td>Federal &amp; Provincial Funding</td>
<td>$260,000</td>
</tr>
<tr>
<td>Total Operating</td>
<td>$740,748</td>
</tr>
<tr>
<td>Total Capital</td>
<td>$3,600,000</td>
</tr>
</tbody>
</table>

Federal and Provincial funding varies from year to year (approx. $10M in 2017). One-time grants are applied for to enhance annualized funding and to support special projects.
SHARED PRIORITIES & AREAS OF FOCUS

• Revised business approaches to the “front door” of subsidies and access to housing. (Housing Access Centre). Need for new rules and approaches to access housing options.

• Social and Public Housing Stock Capital Repair Management – Ensuring stock is maintained in stable and suitable manner

• Social and Public Housing End of Agreements and Regeneration

SHARED PRIORITIES & AREAS OF FOCUS

• Advancing new tools for affordable housing, including those with the City (Eg. CIP, secondary suites, etc) and with other sectors (including new funding tools).

• Advancing strategies for larger populations of persons in need of supports in public and social housing, in partnership with support providers
### Accumulated Annualized Funding

**Homeless Prevention, Housing Division, LMHC, HDC**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount for 2017</th>
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</thead>
<tbody>
<tr>
<td>City of London (Operating)</td>
<td></td>
</tr>
<tr>
<td>Capital - Reserve Fund</td>
<td>$23,779,957</td>
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<tr>
<td>Capital</td>
<td>$4,708,000</td>
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<tr>
<td></td>
<td>$2,800,000</td>
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<tr>
<td>External Funding</td>
<td></td>
</tr>
<tr>
<td>Federal, Provincial, County of Middlesex &amp;</td>
<td>$33,431,474</td>
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<tr>
<td>Rental Revenue</td>
<td></td>
</tr>
<tr>
<td>Total Operating</td>
<td>$57,211,431</td>
</tr>
<tr>
<td>Total Capital (includes $2.8M onetime)</td>
<td>$7,508,000</td>
</tr>
<tr>
<td>Excludes Federal and Provincial grants that</td>
<td></td>
</tr>
<tr>
<td>vary from year to year.</td>
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</table>