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## 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

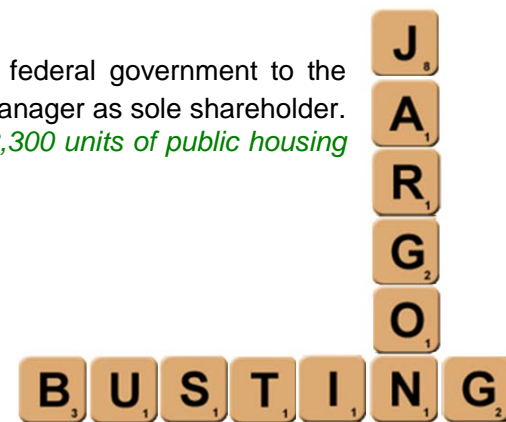


**Housing Affordability** Safe, secure and suitable housing that meets individuals needs and ability to pay.

**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.*





# GLOSSARY OF TERMS

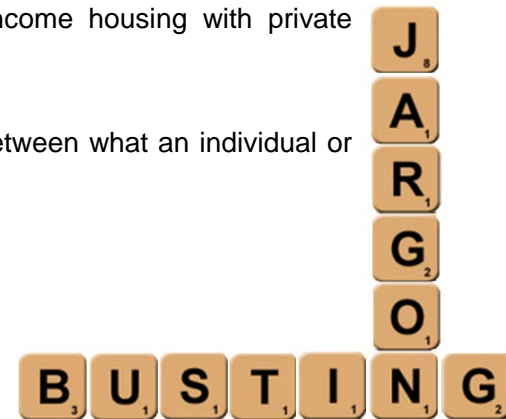
**Service Manager** is the term used by the Province of Ontario for the entity responsible for carrying out the funding and administrative responsibilities of a social service such as housing and homelessness services.

**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.





# LEGISLATIVE & REGULATIVE AUTHORITY

## Housing Services Act, 2011

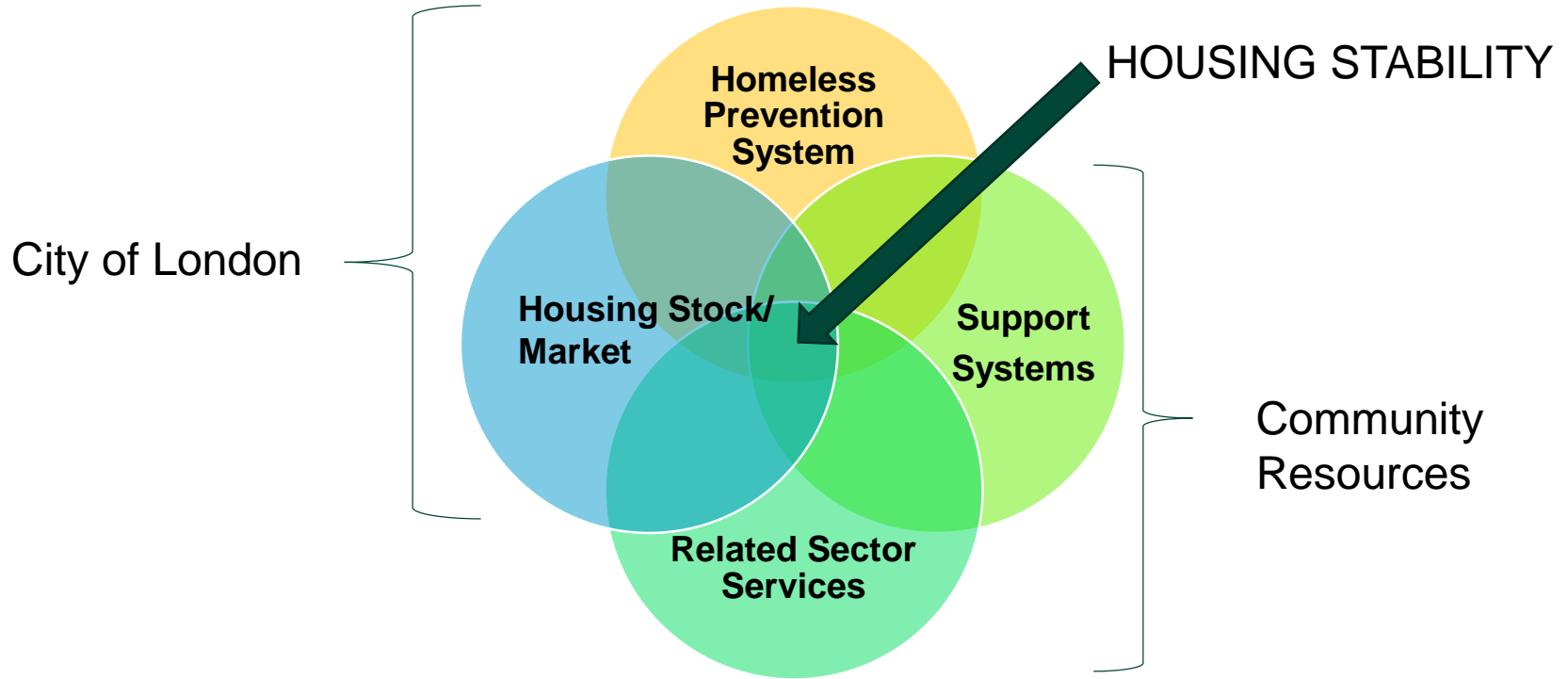
- Encompassing legislation that defines the roles of Service Managers, administration of Social & Public Housing and other Government and Local programs within Local Housing & Homelessness Plans.

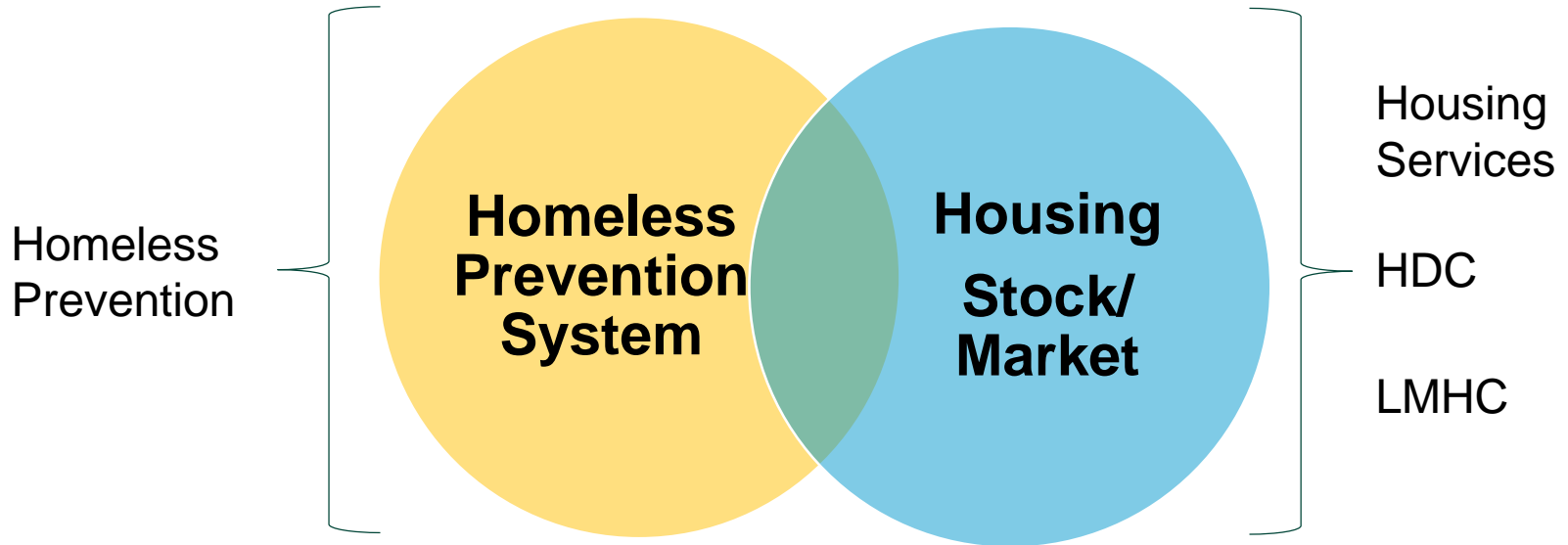
## Residential Tenancy Act, 2006

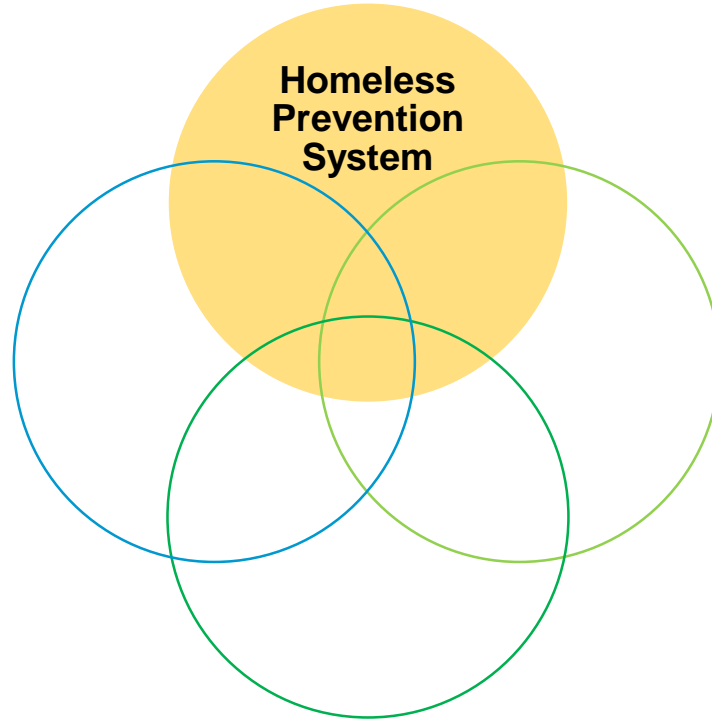
- Overarching legislation creating and guiding the rental housing system in Ontario, including rates, dispute resolutions and to establish the rights between landlords and tenants.

## Municipal Legislation

- Planning Act
- Municipal Act
- Local Policies











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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

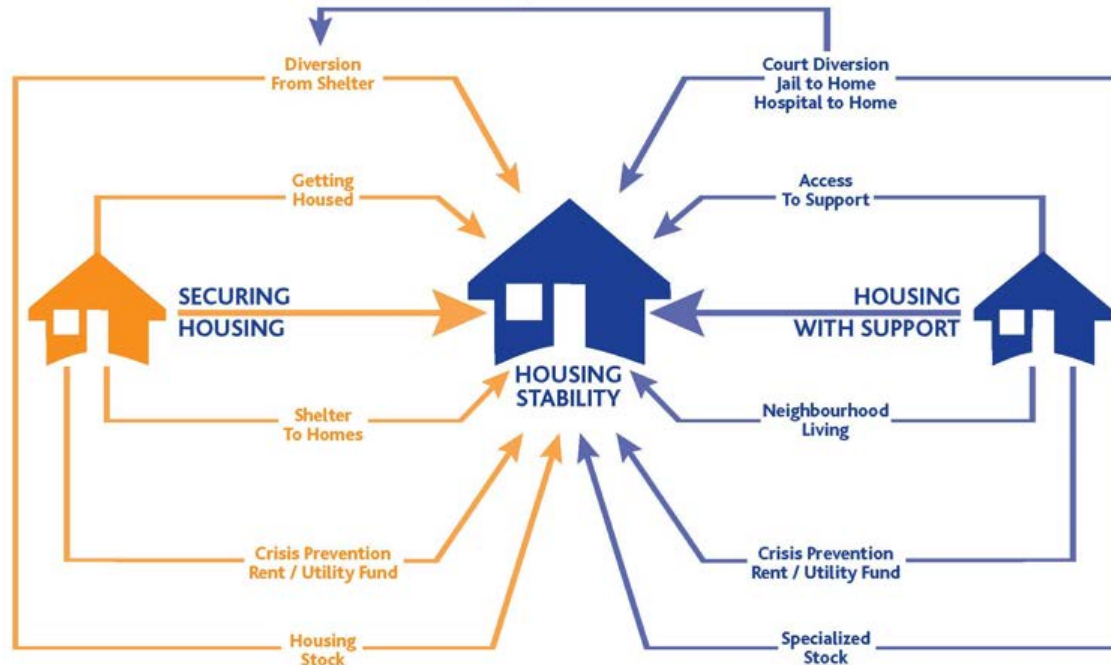
The City of London's Homeless Prevention System is a coordinated and integrated individual and family centred housing stability approach that is outcome focused and designed to address, reduce and prevent homelessness in London.



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## The Homeless Prevention System for London



### How the Homeless Prevention System Interconnects

The Homeless Prevention System focuses efforts on achieving housing stability for individuals and families at risk of homelessness or experiencing homelessness. The chart above provides a visual description of how the areas of focus and actions identified in the Implementation Plan all link to achieving housing stability.



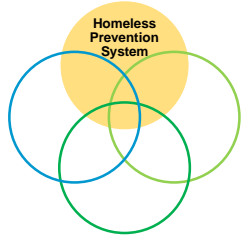
## Homeless Prevention – Outcomes

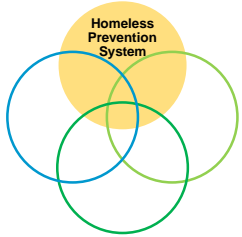
Two primary outcomes guide the efforts and form the basis for the indicators of success.

- 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





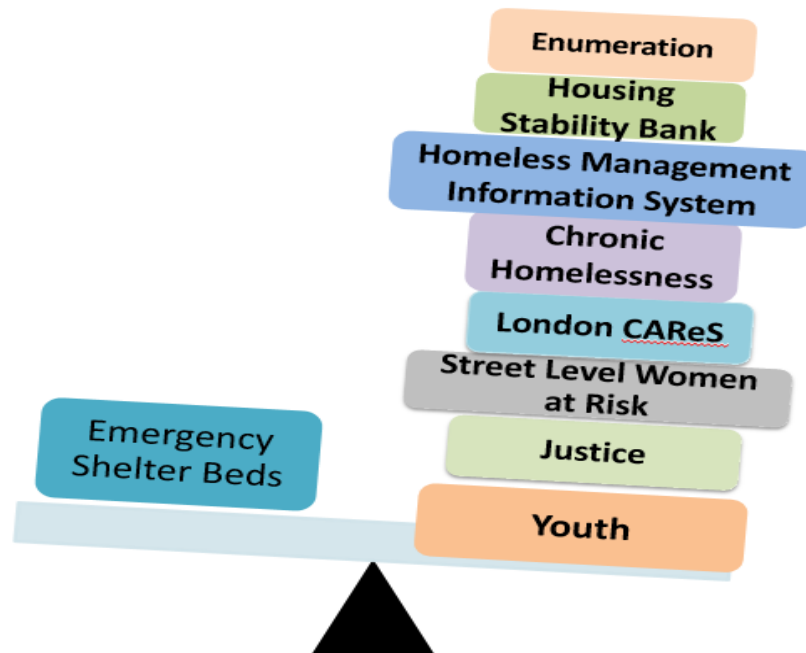
## Homeless Prevention Annualized Funding

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

One-time grants are applied for to enhance annualized funding and to support special projects such as enumeration.

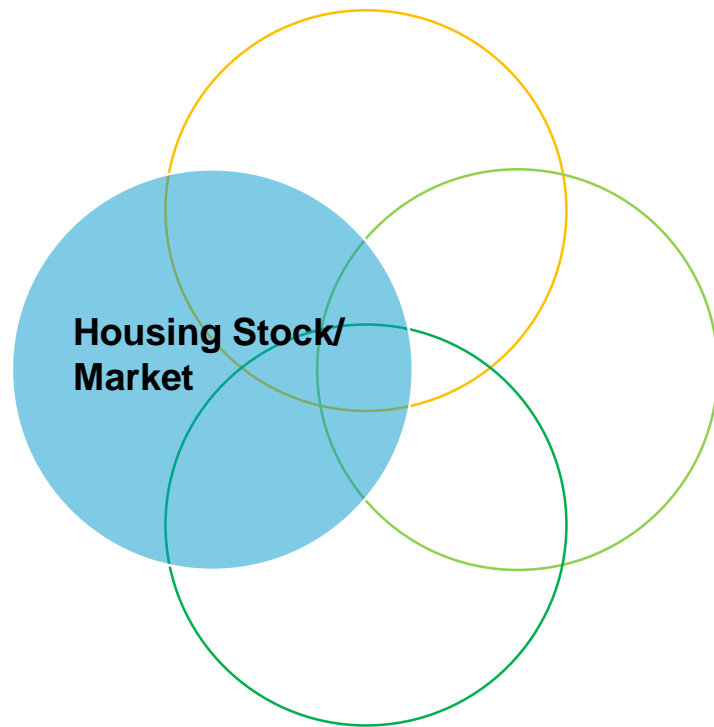


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The City of London is the Service Manager as established within the Housing Services Act responsible for social housing access, eligibility, waitlist management, administration of social housing subsidies, supplements, and program compliance.

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







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## 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 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





## Housing Services Annualized Funding

Source	Amount for 2017
City of London (Operating) (Capital – Reserve Fund)	\$11,774,043 \$500,000
Province of Ontario Ministry of Housing & County of Middlesex	\$11,646,653
<b>Total Operating</b>	<b>\$23,420,696</b>
<b>Total Capital</b>	<b>\$ 500,000</b>

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





- 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





## LMHC Annualized Funding



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

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
6. Long-term Financial Growth and Stability
7. Maximize Information and Technology for Informed Decision Making





## LMHC – Measures



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

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





- 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



# HOUSING DEVELOPMENT CORPORATION

## 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.



# HOUSING DEVELOPMENT CORPORATION



## HDC Annualized Funding

Source	Amount for 2017
City of London (Operating)	\$480,748
(Capital - Reserve Fund)	\$2,000,000
(Capital)	\$1,600,000 - One-time
Federal & Provincial Funding	\$260,000
Total Operating	\$740,748
Total Capital	\$3,600,000

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.



- 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**



- 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





## Homeless Prevention, Housing Division, LMHC, HDC

Source	Amount for 2017
City of London (Operating)	\$23,779,957
(Capital - Reserve Fund)	\$4,708,000
(Capital)	\$2,800,000
External Funding Federal, Provincial, County of Middlesex & Rental Revenue	\$33,431,474
Total Operating	\$57,211,431
Total Capital (includes \$2.8M onetime)	\$7,508,000

Excludes Federal and Provincial grants that vary from year to year.