

TO:	CHAIR AND MEMBERS COMMUNITY and PROTECTIVE SERVICES COMMITTEE MEETING ON, JANUARY 21, 2020
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT:	HOUSING QUARTERLY REPORT

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, that the following actions be taken with respect to this report:

- a) That this report **BE RECEIVED** for information;
- b) That this report **BE CIRCULATED** to stakeholders, agencies, and community groups including, but not limited to: Middlesex County, London Housing Advisory Committee, and the London Homeless Coalition; and,
- c) That the summary of Housing-related 2020-2023 Multi-Year Budget submissions **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- Homeless Prevention and Housing Plan 5 Year Review and Update – Process (CPSC: June 17, 2019)
- City of London Housing Services Review: Proposed Action Plan (SPPC: September 16th, 2019)
- Municipal Council Approval Of The Housing Stability Plan 2019 to 2024, as Required Under The Housing Services Act, 2011 (CPSC: December 3, 2019)

LINK TO STRATEGIC PLAN 2019-2023

City Council’s 2019 – 2023 Strategic Plan for the City of London identifies ‘Strengthening Our Community’ and ‘Building a Sustainable City’ as strategic areas of focus. The City of London’s Housing Stability Action Plan and the work that has been initiated as part of the City of London’s Housing Services Review is aligned with these strategic priorities by focusing on increasing affordable and quality housing options for individuals and families, reducing the number of individuals and families experiencing chronic homelessness or at risk of becoming homeless, supporting improved access to mental health and addiction services, and increasing opportunities for individuals and families.

OVERVIEW

Access to adequate, safe, and stable housing is a not only a basic human right but essential to foster a sense of dignity, safety, and inclusion in strong and vibrant communities.

As a municipal leader and also as the Service Manager for the provision of housing and homeless prevention services for the London and Middlesex communities, the City of London is committed to taking action to address issues of homelessness, to create new and maintain existing housing and to ensure the best possible housing supports.

Key stakeholders, including those with lived and living experience, have worked in

partnership with the City to identify challenges, provide input on effective actions and solutions and helped to create a comprehensive system that intends to improve housing stability for all.

In 2019, in addition to ensuring the effective delivery of housing and homeless prevention services, the City undertook two specific strategic activities intended to both review existing challenges as well as create strategies to improve system outcomes:

- In September 2019, City Council received and approved the **Housing Services Review** and endorsed a plan of action intended to increase the efficiency and effectiveness of the service delivery of housing services at the City of London including those provided by City's Housing Services and Homeless Prevention Services Divisions as well as the Housing Development Corporation (HDC) and London Middlesex Community Housing (LMCH).
- Concurrently, throughout 2019, the City completed a comprehensive community consultation process, which resulted in the creation of the **Housing Stability Action Plan** (the Plan). In December 2019, City Council approved the Plan and it was submitted to the province as required under the *Housing Services Act* and to the federal government to ensure alignment with Reaching Home: Canada's Homelessness Strategy and the National Housing Strategy.

Moving forward, pending provincial and federal endorsement, the Plan will serve as a community's strategic housing and homeless plan, which will be used to guide the efforts of the Service Manager and housing community in addressing local housing and homeless prevention needs.

The Plan sets a vision of *Housing Stability for All*, with four strategic areas of focus (attached as Schedule 1) to this report. Each strategic area of focus has a goal, result, strategies, actions, and measures that will guide the work of the community now and in the future.

Strategic Areas of Focus:

- Respond to the Homelessness Crisis;
- Create More Housing Stock;
- Provide Housing Supports; and,
- Transform Service System.



Purpose and Structure of this Report

As outlined in the two staff reports to City Council regarding both the Housing Service Review (September 16, 2019), and the Housing Stability Action Plan (December 3, 2019), Civic Administration will provide City Council with regular updates on all housing activities across the Corporation of the City of London (including those organizations for which the City acts as the Shareholder, including HDC, LMCH) on a proactive and quarterly basis.

It was determined that more frequent reporting to Council and to the community would assist in greater understanding of issues, the complexities of current services realities and also demonstrate the growing and much needed connectivity between all housing and homeless prevention services to create better outcomes and resolutions for those most in need.

This report serves as the first quarterly report and intends to provide an update on housing activities that have been undertaken over the most recent period, including on those priorities that were identified through the Housing Services Review. Reporting of activities and initiatives will be categorized under the four (4) Strategic Areas of Focus from the Plan. This report and future quarterly reports will also be used to provide updates on the implementation of the Housing Stability Action Plan, both current and subsequent to its review and concurrence from the provincial and federal governments, which is expected by Q2 2020.

While future housing quarterly reports will use the Plan strategic areas of focus as the template for information sharing, there will also be additional specific reports on housing and homeless prevention initiatives including those related to the recommendations from the Housing Services Review that may be submitted to Committee and Council as separate reports. Reports will link the Plan and the broader City of London Strategic Plan.

CPSC Reporting Timeline – Expected Deliverables

The schedule of quarterly reporting to City Council, stakeholders and the community will occur through the Community and Protective Services Committee (CPSC) as noted below. This table also *provides an overview of the broad area of focus of each quarterly report.*

<i>January 21st, 2020</i>	<ul style="list-style-type: none"> • Introduce and initiate quarterly reporting process through initial quarterly report and identify plan for future quarterly reporting. • Provide information regarding recent activities related to the municipal housing services • Provide updates on priority activities identified through the Housing Services Review • Share the initial plan for the development of the Housing Stability Action Plan
<i>April 28th, 2020</i>	<ul style="list-style-type: none"> • Provide the full Housing Stability Action Plan – full implementation plan and membership of the community working group • Share deliverables connected to the Housing Stability Action Plan. • Provide update on priority and mid-term items outlined in the <i>City of London Housing Services Review: Proposed Action Plan</i> • HDC and LMCH Shareholder Reports to City Council

July 15th, 2020	<ul style="list-style-type: none"> • Share deliverables connected to the Housing Stability Action Plan. • Provide update on mid-term items outlined in the <i>City of London Housing Services Review: Proposed Action Plan</i>
Oct 6th, 2020	<ul style="list-style-type: none"> • Share deliverables referred to the Housing Stability Action Plan. • Provide update on mid-term items outlined in the <i>City of London Housing Services Review: Proposed Action Plan</i>.
January 2021 (est.)	<ul style="list-style-type: none"> • Proceed with long-term actions identified in the <i>London Housing Services Review: Proposed Action Plan</i> report including a recommendation of a revised approach for housing and homeless prevention services moving forward.

HOUSING ACTIVITIES TO DATE

The following provides an overview of initiatives and related progress. In many cases, these initiatives have been implemented in partnership with many key community stakeholders, with the intention to address housing challenges and create opportunities for those seeking housing stability. As noted, they are presented under the HSAP Strategic Areas of Focus.

Respond to the Homeless Crisis

- **Housing Stability Week - October 25 to 29, 2019 – *New Initiative***
 - The City of London’s Housing Stability Week brought community partners and organizations together for five (5) full days of service to rapidly assess housing needs and facilitate housing placements for individuals and families experiencing homelessness in London.
 - In total, there were over 800 visits to the Housing Stability Centre created at Silverwoods Arena and 117 individuals were housed through a variety of temporary and permanent housing options.

- **Coordinated Informed Response - *New Initiative***
 - The Coordinated Informed Response (CIR) supports individuals who are experiencing unsheltered homelessness to find long term housing stability through supporting individuals and families transitioning from the street into a home. This investment contributes to strengthening our community with a focus on building a better London for all and has been operating on a full time basis since April 2019.
 - CIR coordinates the efforts of city departments including Roads, Bylaw Enforcement, Parks and Recreation, Corporate Security and Homeless Prevention in partnership with London CARES and other community stakeholders to provide supports to those most marginalized and homeless.

- **Sylvan Street Stabilization Spaces - *New Initiative***
 - The City has acquired and will create stabilization spaces at 345 Sylvan Street in 2020.
 - Stabilization spaces are low barrier places that police refer individuals to. This space allows individuals a short to medium term stay at a location focussed on supporting individuals experiencing in-the-moment crisis, including mental health, addiction and trauma related challenges.
 - This activity is a part of the Council-approved Core Area Action Plan.

- **Coordinated Access Centre - Proposed Single Access Point - *New Initiative***
 - The City, through the Housing Services and the Homeless Prevention Services Divisions, has initiated discussions on a single housing stability access point for individuals in need of all housing related services.

- This is a 'single door' approach that addresses the immediate needs of individuals and families with the full range of housing stability needs.
- Developing a coordinated access point is also a requirement under the federal government's Reaching Home strategy.
- **New Resting Spaces Offered by Atlohsa – Family Healing Services – *Ongoing Initiative***
 - 10 daytime and night time resting spaces have been made available to individuals experiencing homelessness who are demonstrating in-the-moment unpredictable and disruptive behaviours related to their substance use, mental health, and trauma that limits their eligibility to receive services.
 - An additional 10 day and night resting spaces should be operationalized by mid-to-late January 2020.
 - Through the Core Area Plan, the City is looking to operationalize 40 additional resting spaces.

Create More Housing Stock

- **Regeneration of London Middlesex Community Housing - *Ongoing Initiative***
 - A long-term plan to create more purpose-built, sustainable, affordable housing stock in London.
 - London & Middlesex Community Housing (LMCH) owns and manages 3,282 units of social housing with many of these properties, especially within aging townhouse complexes, requiring significant capital investment.
 - To address the substantial need for affordable housing, the City has identified regeneration of existing town house sites as part of their strategy.
 - This Plan will be presented to City Council once the multi-year budget has been finalized and resource allocations have been determined.
- **Develop publicly owned and available lands for affordable housing - *Ongoing Initiative***
 - HDC has progressed on strategic land acquisition and is currently readying surplus lands for future affordable housing development.
 - HDC has advanced on efforts to secure surplus school sites for future affordable housing development as reflected in the report to Council in 2019.
- **Community Improvement Plan (CIP) for Affordable Housing - *New Initiative***
 - City Planning is advancing work on the CIP as a primary tool from the affordable housing development toolkit to help stimulate the development of new affordable housing units in London by non-profit organizations and the private sector development industry by providing financial incentives for affordable housing development, subject to budget approval through the multi-year budget process.
 - HDC and the City worked with private developers to advance Bonus Zoning under Section 37 of the Planning Act, exchanging additional building height and density for 88 affordable new units to date.
- **Growing the System of Rent Supplement Program Providers - *Ongoing Initiative***
 - The Rent Supplement Program offers eligible applicants rent geared-to-income assistance for rental accommodation in various non-profits, co-operatives, and privately owned buildings.
 - In recent months, the housing community has been actively working with existing rent supplement providers units, as well as onboarding new housing providers, to grow the total amount of units.

- **Developing new tools to support the implementation of Ontario Priorities Housing Initiative (OPHI) and Canada-Ontario Community Housing Initiative (COCHI) funding - *Ongoing Initiative***
 - This programs represents funding commitments from senior levels of government to stabilize and grow Ontario's community housing sector.
 - On June 17th, City Council approved a three-year investment plan which was required by the Ministry of Municipal Affairs and Housing.
 - Civic administration is working with social housing providers to allocate these funds in a way in which is compliant with the provincial guidelines.
 - To date, civic administration has administered 90% of year one funding (\$670,000) to social housing providers.

Provide Housing Supports

- **Developing a Community Housing Bridging Pilot Program - *New Initiative***
 - Capitalizing on existing funding from senior levels of government, the housing community is designing and operationalizing a new supplement program that would provide individuals who have spent a significant amount of time on the social housing waitlist.
 - Available to the community Q1 2020.
- **Growing the Housing Allowance Program - *Ongoing Initiative***
 - Through the work of agencies funded by Housing First agencies, the housing community is supporting individuals and families experiencing chronic homelessness with additional Housing Allowances.
 - The Housing Allowance programs offers eligible applicants rent geared-to-income assistance for rental accommodation in various non-profits, co-operatives, and privately owned buildings.
 - An assessment growth business case has been submitted for consideration for additional funding subject to the availability of assessment growth funding and final review of the associated case.
- **Integrating Supportive Models within Existing Social Housing Stock - *New Initiative***
 - LMCH, in collaboration with community partners, have continued to demonstrate interest in collaborating on a Housing with Supports Strategy specific to the most challenged and underserved buildings.
 - The aim is to create housing stability for tenants, through partnership and collaboration, who require assistance to stabilize and succeed within housing.
 - Concept models have been developed based on preliminary discussions with stakeholders and community partners who have shown interest and commitment moving forward. Additional work is required to ensure current service standards are met while satisfying legislative requirements for London and Middlesex.
- **Supporting Social Housing Providers – Energy Retrofit Program - *New Initiative***
 - As part of the City of London's effort in supporting the social housing sector's growing capital needs and increasing utility expenditures, civic administration is launching a pilot project – Social Housing Sustainability Support Pilot.
 - This will help social housing provides with long-term sustainability for capital and operating needs.
 - This program was launched in the fall 2019 and will continue into 2020.

Transform System Service

- **Increase Data Sharing between Ontario Works, Homeless Prevention and Housing Services - *New Initiative***
 - Through internal collaboration within the City of London, data sharing agreements and procedures have been put in place to share key information between the Homeless Prevention and Ontario Works teams to assess and support chronic and unsheltered homeless individuals.
 - Data sharing agreements and procedures have also been put in place to share key information sharing between the Housing Access Team and Ontario Works teams to assess and support individuals applying, or currently residing in, social housing.
- **Full Operational Review of LMCH's vacancy and unit restoration progress - *New Initiative***
 - LMCH has undertaken a full lean-sigma-six operational review of how vacancies and unit restorations are managed and ultimately, filled.
 - As of December 2nd, 2019, the current vacancy rate within LMCH for rentable units was 2.29% with the total vacancy rate of 4.76%.
 - LMCH is anticipating achieving their vacancy target for both rental and non-rentable units of 3% by end of February 2020.
 - LMCH and Housing Services have engaged in discussions with both Fanshawe College and the London Home Builders Association (LHBA) who have expressed interest in working together to improve unit turnover and address vacancies within LMCH's housing stock. As a result, a partnership with Fanshawe College has been created to provide students the opportunity for hands-on renovation and construction experience as part of the Building Technology Program
- **LMCH - Comprehensive Pest Management Efforts - *New Initiative***
 - As a key contributor to the portfolio's vacancy rate, LMCH has been actively working to manage units that have a pest infestation beyond acceptable living standards.
 - LMCH is working with professional pest management contractors to contain and control the issues in an effort to expedite the vacancy process.
 - How to proactively manage this issue moving forward and what changes need to be done in order to avoid this in the future will be a part of future activities
- **LMCH - Asset Management Plan - *New Initiative***
 - LMCH continues to work with the City of London Corporate Asset Management (CAM) team to complete a fully compliant Asset Management Plan (AMP), which is a strategic document that states how London's public housing assets are to be managed over the next ten years and beyond.
 - The AMP will set out how the infrastructure will be managed to ensure it is capable of providing the levels of service needed to support residents, focusing on current levels of service, risk, lifecycle asset management planning and long-term financing.
 - Strategies to address the growing infrastructure gap, which is defined as the difference between available budget versus optimal funding to manage current and future asset risk, have been reviewed with CAM and City Finance in support of the MYB submission.
 - The AMP will be finalized and presented to City Council once the multi-year budget has been finalized.

- **Improved Social Housing Review Forms and Processes - *Ongoing Initiative***
 - As part of going business improvement efforts, the Housing Division is currently reviewing forms and processes provided by the Housing Access Centre and Social Housing Waitlist management.
 - In 2020, the Housing Access Centre will be releasing a revised and enhanced Annual Income Update form to ease the administrative burden individuals and face when renewing their housing subsidy.
- **Housing Stability Action Plan - Community Support with Implementation - *New Initiative***
 - In January 2020, civic administration will meet with community partners to identify internal and external leads to support implementation, as community partnership is critical to the success of this Plan.
 - The City of London will continue to act in a leadership role, however the implementation team will have a larger membership to not only achieve the desired outcomes of this Plan but also support efforts to build a stronger interconnected community.
 - Once a broader implementation table is established, Civic Administration will form implementation groups (where appropriate) to develop an implementation plan to work towards the actions and key measures.
 - Civic Administration is currently scheduled to return to CPSC in April 2020 with an Implementation Plan developed in partnership with the community.
- **Housing Stability Action Plan – Public Reporting of Implementation - *New Initiative***
 - Civic administration is exploring project management tools that would enable the implementation plan to be published digital and available to the community in real time.
 - Similar to the previous community implementation plan, Civic Administration consider it to be important for the progress of the implementation of the Plan to be accessible to the public and be updated on an on-going basis.
 - Civic Administration is currently scheduled to return to CPSC in April 2020 with an Implementation Plan which will be in a better position to disclose the tool used for public reporting.

MULTI-YEAR BUDGET - HOUSING OVERVIEW

The inclusion of the multi-year budget overview in this report is intended to provide a summary of Housing related service areas in preparation for budget deliberations. Full details on the Housing-related budgets can be found in the budget document that was tabled on December 17, 2019 and accessed at www.london.ca/budget.

The Housing Stability Action Plan (the Plan) serves as a critical strategic planning and alignment document in a sustained effort to address local housing and homeless needs. The Plan provides 63 targeted strategies, actions and key measures that may or may not require additional investment. It is important to note that the Plan did not disclose investment required to fund the strategic activities and/or actions.

Through the multi-year budget process, civic administration has put forward a series of investment proposals that are aligned with the Plan but require additional investment. These investments can be found in both the administratively prioritized additional investment and additional investments for consideration within the 2020-2023 Multi-Year Budget (MYB) Additional Investment Business Cases.

Core Operations

London Middlesex Community Housing - A municipal corporation mandated with the ownership and maintenance of 3,282 rent-geared-to-income social housing units.

Housing Development Corporation, London - As the lead agency for the development of new affordable housing, HDC works with the City's Housing Services division, third party developers and other parties to stimulate and sustain affordable housing development through the provision of financial incentives for new affordable housing units.

Homeless Prevention, City of London - Homeless Prevention is responsible for the development of homelessness prevention strategies, plans and supporting analysis, and is also the lead functional unit for the establishment and maintenance of partnerships (including funding agreements) with community organizations that directly deliver homeless programs (outreach, emergency shelters).

Housing Services, City of London - Responsible for the funding and administration of social housing programs, oversight of affordable housing through the Housing Development Corporation, the maintenance of the coordinated access/centralized wait list system, and legislative and local policy compliance

Base Operating Budget Summary

Service Areas Associated with Housing										
2020 - 2023 Multi-Year Budget										
(000's)										
Service	2019 Net Revised Budget	2020 Request		2021 Request		2022 Request		2023 Request		2020 - 2023 Net Increase/ (Decrease)
		Total Expenditure	Net Tax Levy Supported Budget	Total Expenditure	Net Tax Levy Supported Budget	Total Expenditure	Net Tax Levy Supported Budget	Total Expenditure	Net Tax Levy Supported Budget	
LMCH	10,440	22,878	11,195	23,586	11,690	24,340	12,229	25,140	12,809	2,369
HDC	2,292	2,835	2,343	2,866	2,395	2,895	2,448	2,927	2,503	211
Homeless Prevention	2,317	14,538	2,352	14,763	2,387	14,792	2,423	14,828	2,459	142
Housing Services	11,554	23,392	11,600	23,366	11,820	23,320	12,038	23,471	12,263	709
Total Budget as Submitted	26,604	63,643	27,490	64,582	28,292	65,347	29,139	66,366	30,034	3,430
Net Inc. / (Dec.) \$			886		802		847		895	
Net Inc. / (Dec.) %			3.3%		2.9%		3.0%		3.1%	
2020 - 2023 Average Annual Net Amount Increase/(Decrease):										858
2020 - 2023 Average Annual Net Percentage Increase/(Decrease):										3.1%
See Page 122 and Page 147 of the Tax Supported Budget DRAFT December 17, 2019										

Base Capital Budget Summary

Service and Capital Project Description	Tax Supported Budget DRAFT December 17, 2019 Page Reference	Base Capital Funding Per Year (000's)				
		2020	2021	2022	2023	Total
LMCH - Public Housing Major Upgrades to maintain and repair existing Public Housing units	176	2,208	2,208	2,208	2,208	8,832
Housing Services - Regenerating Public Housing Plan to advance Affordable Housing Development and regeneration of Public Housing units	198	750	1,000	1,000	1,000	3,750

Additional Investment Business Cases

All Additional Investment Business Cases have been categorized as "administratively prioritized" or "for Council's consideration" in the draft 2020-2023 Multi-Year Budget. The administratively prioritized business cases are categorized as such to be consistent with the tax levy target approved by Council in May 2019 of an approximately 0.5% average annual tax levy increase for new investments.

Civic administration’s categorization of the housing-related business cases was based on an assessment of priority needs, risk, the amount of property tax levy funding required to fund the initiative relative to the 0.5% target, ability to leverage municipal investment to access other funding, and ensuring that investments in various housing and homelessness prevention needs were considered. Notwithstanding Civic Administration’s categorization of the additional investment business cases, Council can choose to approve any of the business cases.

In terms of housing-related investments that are administratively prioritized, there are five (5) investments opportunities totalling \$37.3M out of the total \$112.2M (33%) administratively prioritized business cases. This includes Business Cases 2, 6, 7A, 10A and 12.

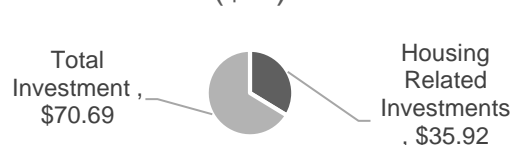
For the additional investments for consideration, there are five (5) additional investment opportunities totalling \$35.9M out of the total \$70.7M (50%) business cases for consideration. These include business cases 7B, 10B, 18, 19, and 21.

In total, all proposed housing-related investments represent \$73.2M out of \$183M (40%) opportunities being considered.

MYB - Additional Investment Administratively Prioritized (\$M)



MYB - Additional Investment Administratively Prioritized (\$M)



It is important to note that the additional investment opportunities being reviewed by City Council represent net-new funding in addition to base operating funding. The following table provides an overview of the additional funding opportunities included in the draft 2020-2023 Multi-Year Budget.

Additional Investments Administratively Prioritized TOTAL for 2020 - 2023			
Case Ref #	Case Description	Gross Investment (000's)	Net Budget Requested (000's)
12	LMCH Infrastructure Gap	15,518	5,000
10A	HDC Funding for Affordable Housing	850	850
6	Coordinated Informed Response (Homeless Prevention)	6,703	6,703
7A	Core Area Action Plan - Note 1 (Homeless Prevention)	9,500	3,300
2	Affordable Housing CIP	4,772	772
Total		37,343	16,625
Additional Investments For Consideration TOTAL for 2020 - 2023			
Case Ref #	Case Description	Gross Investment (000's)	Net Budget Requested (000's)
18	CMHC Co Investment	20,229	7,777
19	LMCH Operating Staffing & Security	6,941	5,675
21	LMCH Regeneration (Housing)	5,250	5,250
7B	Core Area Action Plan - Note 1 (Homeless Prevention)	700	700
10B	HDC Funding for Affordable Housing	2,800	2,800
Total		35,920	22,202
TOTAL Administratively Prioritized and for Consideration		73,263	38,827
Note 1	Portion of Core Area Action Plan Associated with Housing		

Each of the investment proposal submitted to City Council align with the Housing Stability Action Plan (attached as Schedule 2) provides an overview of how the investment proposals are connected to the four strategic framework pillars of the Plan.

NEXT STEPS

All related housing services areas will continue to deliver core operational responsibilities, as well as continue to shift operations to align with the recommendations within the Housing Service Review and the Housing Stability Action Plan.

Civic Administration will provide City Council with the next update in April 2020. Updates will continue to follow on a quarterly basis.

SUBMITTED BY:	RECOMMENDED BY:
DOUG CALDERWOOD-SMITH MANAGER, STRATEGIC PROGRAMS AND PARTNERSHIPS	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME

- CC:
- Dave Purdy, Manager, Housing Services
 - Craig Cooper, Manager, Homeless Prevention
 - Gregg Barrett, Manager, Long Range Planning and Research
 - Kevin Dickens, Manager, Employment and Income Supports
 - Bryan Baar, Senior Business Administrator
 - Stephen Giustizia, CEO, Housing Development Corporation, London
 - Josh Brown, CEO, London Middlesex Community Housing

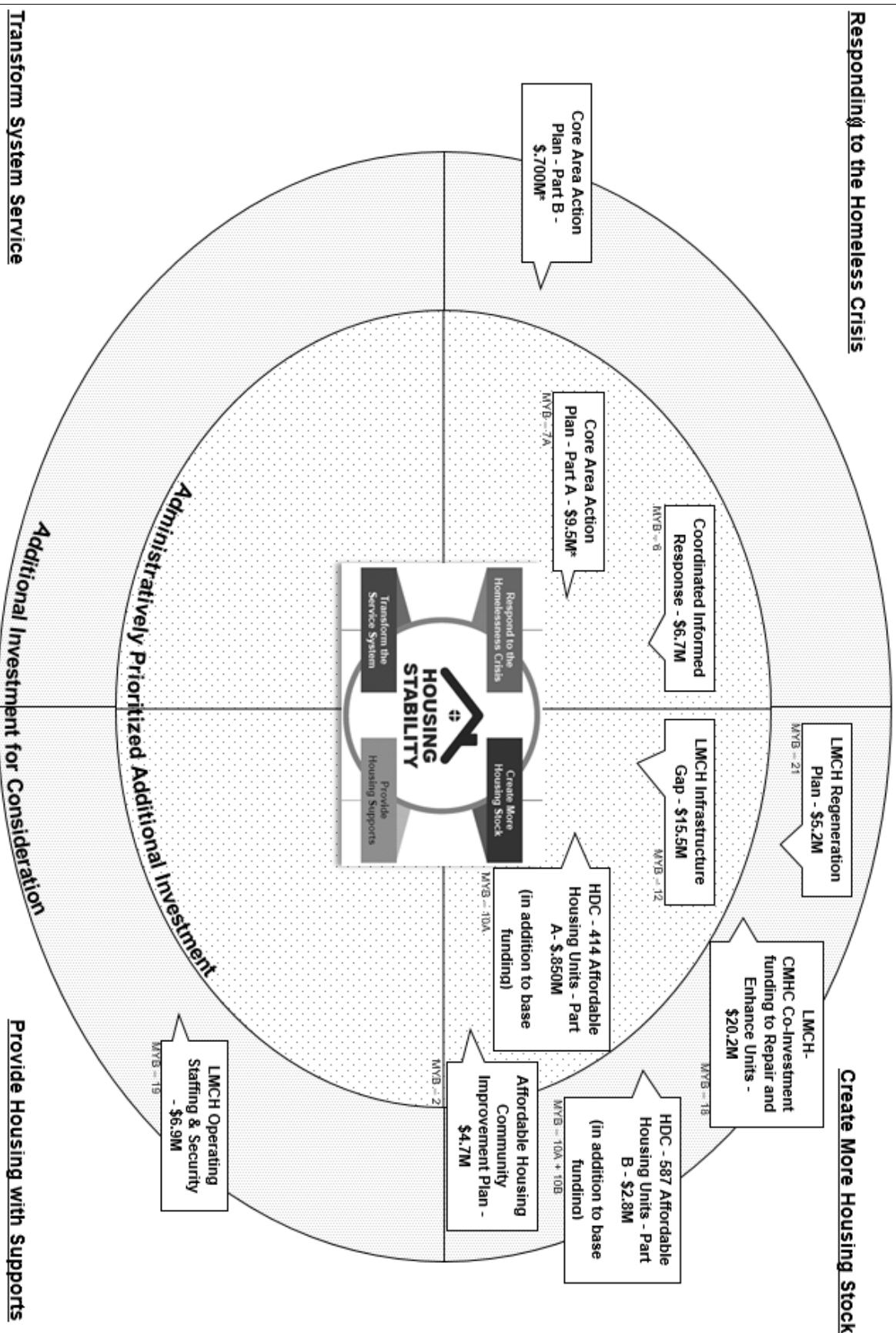
Schedule 1



Housing Stability for All – Strategic Pillars

- The Housing Stability Action Plan sets a strategic vision of Housing Stability for All.
- Within the vision, there are four strategic areas of focus noted above.
 - Each strategic area of focus has a goal, result, strategies, actions, and measures that will guide the work of the community now and in the future.
- It is important to note that these pillars are interconnected and must be advanced in unison to advance the objectives of the Plan.

Multi-Year Budget Submission, 2020 - 2023 – Housing Stability Investment



*Housing Stability Related Investment. Not total investment of the submission.

MYB - Multi-year Budget

Financials and impacts based on a cumulative four year implementation plan.

Housing Stability Investment – MYB Summary

- This graph provides an overview of how the investment proposals are connected to the four strategic framework pillars of the Plan.
- In terms of housing-related investments that are administratively prioritized, there are five (5) additional investment opportunities totaling \$37.3M out of the total \$112.2M (33%)
- For the additional investments for consideration, there are five (5) additional investment opportunities totaling \$35.9M out of the total \$70.7M (50%) business cases for consideration.
- In total, all proposed housing-related investments